

**Yellowknife
Community Energy Plan**

**Communication Plan
Action Area 3**

*Final Report
July 15, 2006*

Outcrop Project #: 0031-129

**Brian McCutcheon
Senior Consultant**

**Submitted by
Outcrop Communications Ltd.**



Table of Contents

Executive Summary	3
Recommendations	5
CEP Communication Planning Context	6
The Need for Public Communication	6
Communication of CEP Recommendations	7
The Need for a Yellowknife CEP	8
The Search for Lessons Learned	8
The Role of Social Marketing in CEP Communications	10
Communication Goal and Objectives	12
CEP Slogan and Logo to Focus Public Attention	13
Target Audiences and Simplified Messages	14
Additional Communication Considerations	18
Sequencing of Communication Activities	19
City Employee and Public Message Development	21
Program Plan - Objective #1	22
Program Plan - Objective #2	23
Program Plan - Objective #3	24
Program Plan - Objective #4	25
Initial CEP Public Awareness Initiative	26
Inclusive Appeals for Energy Change	27
The Need for Dedicated Energy Coordination Staff	28
Budget Recommendations (2006-2009)	28
Appendix "A" – Jurisdictions with Similar Programs	31
Appendix "B" – Yellowknife Trade Show Survey Results	32
Appendix "C" – CEP Logo Design	34

Executive Summary

To reduce GHG emissions by the City of Yellowknife, its residents and businesses, Yellowknife's current energy use practices need to change. This will require a shift in awareness, attitudes and behaviour with respect to GHG emissions. Even changes that can be legislated will require a willingness to comply if they are to be successful.

To encourage and support the reduction of GHG emissions within the City of Yellowknife an ongoing, focused and targeted communication program is proposed. The overall communication goal will be to inform Yellowknife residents of changes that the City of Yellowknife will make and to implement communication programs that encourage ongoing reductions in Yellowknife GHG emissions.

There are many actions that the City of Yellowknife and its residents and businesses can take to improve energy efficiency and reduce GHG emissions. However, the greatest single opportunity for significant GHG reductions will come from widespread changes in space heating practices. The recommended slogan to associate with all communication messages is "A Change for the Better."

Other opportunities for the City to reduce GHG emissions include the following:

- Encouraging greater use of public transit;
- Encouraging greater local transportation efficiency and active transport;
- Incorporating energy efficient designs and technology into local construction;
- Using renewable energy designs and technologies; and
- Making use of energy-related guiding principles in public and private planning.
- Improving the energy efficiency building standards new residential and commercial construction.

Priority communication attention should be paid to the target audiences that have the greatest potential to make changes that are large enough to make a noticeable difference. The top three audiences with this potential are City of Yellowknife employees, Yellowknife homeowners/renters and Yellowknife businesses.

To maximize the value of the dollars invested in CEP communications extensive use should be made of public and media relations, special events, workshops, information kits, radio and television PSAs, GHG reduction awards, recognition programs and partnership initiatives. Unlike the publication of brochures and the printing of reports, these communication activities are labour intensive and will require the allocation of staff time within the City administration. Public reporting on the success of City initiatives should be ongoing. Annual performance reports on the CEP initiative should be featured in each City of Yellowknife Annual Report to residents.

Paid advertising is already being extensively used by the Arctic Energy Alliance and the Government of the Northwest Territories and it is unlikely that additional CEP paid advertising is currently needed.

The execution of the CEP communication program will require substantial activity on the part of the City of Yellowknife Energy Coordinator if it is to be successful. The Coordinator needs to become an internal advocate within the City as well as a public

and media relations contact for CEP initiatives. Time will need to be allocated each week to implementing communication initiatives.

To provide continuity and cost-effective implementation of the CEP Communication Plan the position of Energy Coordinator should be made permanent full-time. To support the communication efforts of the Energy Coordinator, the budget proposed for CEP communication activities includes approximately \$500 per month for public relations, media relations and special events support services. The total communications budget over the period May 2005 to December 2007 is set at \$75,000 (\$25,000 per year). Because the first year is not a full calendar year, it may not be possible to implement some of the proposed 2006 work during that year. This could result in less money being spent in 2006 and some of the proposed 2006 work completed in 2007 using funds previously allocated for 2006.

The communication initiatives recommended in this report need to be evaluated over time as the program is implemented. Modifications and changes should be made when necessary to maximize ongoing communication program effectiveness.

Recommendations

- Generate public awareness and support for the City of Yellowknife's Community Energy Plan (CEP) to reduce GHG emissions through targeted, relevant public messaging and promotions.
- Use public messaging to help to communicate GHG reduction and energy conservation actions being taken by the City of Yellowknife.
- Focus CEP messaging using the positive, action-oriented theme phrase "A Change for the Better."
- Wherever possible, use the CEP logo in combination with the theme phrase.
- Give priority to communications directed towards the three priority audiences that are large enough to make a noticeable difference – City of Yellowknife employees, Yellowknife homeowners/renters and Yellowknife business operators.
- Give priority to messaging that encourages changes in space heating practices – the largest single local source of GHG emissions.
- Make messaging, and its delivery, inclusive of women, Aboriginals and minority groups.
- Publicly acknowledge and communicate GHG reduction and energy conservation success stories from within the City of Yellowknife.
- Encourage City of Yellowknife GHG reduction partnerships with businesses, community groups, energy suppliers and other stakeholders.
- To the greatest extent possible, coordinate public messaging with other energy conservation messaging from the GNWT and Arctic Energy Alliance.
- Recruit, cultivate and promote "champions" of GHG reduction practices.
- To support the above recommendations, make the position of Energy Coordinator within the City of Yellowknife a permanent full-time position and designate the coordinator as responsible for the management and delivery of CEP communication programs.

Action Area #3

CEP Communication Planning Context

The City of Yellowknife (the City) has identified the need to develop a Community Energy Plan (CEP) to reduce GHG emissions and improve energy efficiency. This initiative grew out of the City's participation in the *Federation of Canadian Municipality Partners for Climate Protection Change Program*. In 2005 the Yellowknife City Council approved the development of a CEP for presentation to Council in 2006.

To focus planning efforts, a Community Energy Planning Committee (CEP Committee) was formed with representation from a wide range of stakeholders. A Yellowknife baseline energy use and emissions study was completed and workshops, public meetings and other forums were held to gather public input. Subsequently the CEP Committee identified eight Action Areas intended to provide a foundation for a local CEP.

One of the eight Action Areas (#3) identified was for a Communication Plan in support of the CEP goals and initiatives. Outcrop Communications of Yellowknife was contracted by the City of Yellowknife to do this work. This report addresses communication options and makes recommendations.

The Need for Public Communication

Forecasts suggest that without changes energy consumption in the City of Yellowknife will increase by 19% over the next 10 years. This will result in a significant increase in Greenhouse Gas (GHG) emissions. To address this challenge, the Yellowknife CEP Committee has recommended a GHG reduction target of 20% over 10 years for City operations and a community-wide GHG reduction target of 6%. All local energy users will be encouraged to support the CEP goals by taking individual or collective action.

Since the CEP Actions to reduce GHG emissions will involve initiatives within the administration of the City, its facilities and services, this plan gives priority to communication about the CEP with City employees.

The CEP Committee believes that an effective public communication program will assist all stakeholders in the achievement of the energy conservation and GHG reduction goals set out for Yellowknife. Because actions to achieve these goals will be made over an extended period of time, the CEP Committee has identified the need for a long-range public communication program. This plan provides guidelines for public communication initiatives over the next three years.

Communication of CEP Recommendations

The CEP Committee has approved 12 recommendations that will require action to be taken by the City. These are:

- # 1 – Put more emphasis on long-term planning that includes life-cycle analysis.
- # 2 – Incorporate energy use and GHG emissions considerations into all aspects of City decision-making.
- # 3 – Adopt GHG reduction targets of 20% over 2004 from City operations, 6% from the entire community and adopt a long-term (20-100 year) target for the entire community by 2014.
- # 4 – Create tools to implement and monitor CEP progress.
- # 5 – Adopt sustainable energy planning guidelines for use in the City's Planning and Lands Division's development of overall planning principles.
- # 6 – Lead by example on energy and climate change.
- # 7 – Adopt energy efficient building standards and incorporate them into the City's building by-laws.
- # 8 – Implement measures to encourage active transportation and transportation efficiency.
- #9 – Promote action from other levels of government.
- #10 – Form local and regional energy partnerships.
- #11 – Inform the public about Yellowknife's CEP and share success stories and innovative actions that the City is taking.
- #12 – Pilot a green financing program for City home owners that focuses on heating.

The Need for a Yellowknife CEP

Because increased global emissions from extensive use of fossil fuels are adding to the greenhouse gases (GHG) in our atmosphere, most experts agree that the Earth is experiencing increased global warming. At the same time, the world's low-cost energy sources are being rapidly depleted and higher cost sources are needed more frequently. GHG emissions are increasing and rising energy costs are creating negative long-term environmental and economic effects.

To address the role that the City of Yellowknife can play in reducing GHG emissions, the CEP Committee has initiated a number of studies that identify changes in municipal, business, household and personal energy use that will need to be made.

The Search for Lessons Learned

Our research uncovered only limited information on communication programs focused specifically on community GHG reduction programs. However, there are many information sources that address larger issues of climate change and the need for GHG reduction. There are also many programs that have tried to educate the general public about the need for change. A list of some of jurisdictions with programs similar to the CEP is included as Appendix "A".

Our research indicates that most large-scale energy communication programs have focused on energy conservation, driven primarily by the opportunity for cost savings. In the NWT the public has had considerable exposure over the last six months to messaging aimed primarily at both energy conservation and energy savings. Promotion of the EnerGuide for Houses Program, new building options and retrofit possibilities and Energy Star appliances have been used by the Arctic Energy Alliance and the Government of the Northwest Territories' Department of Energy and Natural Resources.

It should be noted that the public has also had exposure to federal programs, such as the "One-Tonne Challenge" which was focused on GHG emission reductions. However, there is some doubt as to whether the general public made the connection between GHG reduction and the "Challenge." It may be that the initiative was seen by the public as simply an energy conservation message. That initiative has now been cancelled.

In the United States there are a number of community-based cleaner and greener energy supply initiatives that are in the early stages of development. The Cape & Islands Renewable Energy Collaborative in Massachusetts (in cooperation with the Massachusetts Institute of Technology) is doing some interesting work in having stakeholder groups plan how to best transition from the present use of energy to a more secure and green energy future. This initiative relies heavily on volunteer and university student involvement.

At a federal level in the United States, the U.S. Environmental Protection Agency has developed a GHG reduction template to guide local governments that want to develop local GHG reduction plans. Communities such as Berkley, California and Portland, Oregon are examples of communities with well developed GHG emission reductions plans. However there is little in these templates to help with planning public communication initiatives.

Several state governments in the United States are also active in energy conservation and have a variety of state-wide programs that ultimately can help to reduce GHG emissions. Our scan identified programs in Connecticut, Minnesota, Texas, Oregon, Ohio, California, Colorado, Oregon, Illinois, Missouri, Georgia and Vermont. There are likely many more. The home and business tools (energy calculators, check-up kits and analyzers) developed within these programs appear similar to resources that are available in Yellowknife through Arctic Energy Alliance and senior levels of government.

Most public communication programs that focus on “change” are very specific and address a specific action that a member of the public can take to make a positive change. For example the Santa Barbara County air pollution “gas refueling” initiative was aimed at persuading motorists to stop topping off their tanks when the gas pump shuts off. The order in which the messaging was delivered was (1) save your money, (2) save your health and (3) save your planet. Similar programs in other areas of the U.S. used the messaging “Help protect the environment! Save money!”

At a minimum our search for “lessons learned” confirmed that the most common public messaging is about (in the order below):

- Cost savings (space heating, transportation and electrical lights and appliances)
- Local (ground level) air pollution and health,
- Renewable energy options, and finally
- Climate change and GHG emissions.

This needs to be considered in framing messages that catch attention and motivate the target audiences to take action.

The Role of Social Marketing in CEP Communications

*“Social marketing is the use of marketing principles and techniques to influence a target audience to voluntarily accept, reject, modify or abandon a behaviour for the benefit of individuals, groups or society as a whole.”*¹

Social change can be brought about voluntarily or by legislation. Legislated change is often used when voluntary compliance is important but uncertain. Voluntary change depends on a shift in knowledge and social values that encourages the desired change without the using the “stick” approach.

While it may be necessary to use a legislated approach in some cases (building standards for example), many GHG reducing actions will only occur with voluntary support. In promoting change, we often deal with behaviour change recommendations that may not deliver a quick payback. This clearly adds an additional challenge.

The most fundamental principle underlying social marketing is to remain focused on what the target audiences currently know, believe and will need to do in order to effect appropriate change. That means the CEP will need to segment the overall public communication audience into distinct groups and focus the messages it delivers.

Much of the CEP’s communication success will depend on an ability to understand the target audiences and to marshal the communication resources needed to reach them. In the case of CEP communications, it will be important to strategically allocate the limited budget to maximize impact.

¹ Philip Kotler, Social Marketing Second Edition, 2002, page 5

However, this does not mean that full information need not be made available to the “general public.” In fact public governments require that all stakeholders have access to such information. In the case of the City of Yellowknife’s CEP, it will be important that information on the CEP goals and objectives, research, Action Plans and anticipated results be readily available to both stakeholder organizations and ordinary citizens. This will meet an information obligation, but it is less likely to generate change by itself – with the possible exception of changes within City of Yellowknife operations.

Communication efforts should be focused first on the areas where change is most needed and addressed to those most likely, willing and able to respond positively. It would also be wise to pay attention to the relative ease with which different target audiences can be reached. Those that have both high potential for positive change and are easiest to reach should have top communication programming priority.

Some priority target audiences can be identified by their common employment denominator. Clearly City of Yellowknife employees have greater potential than any other group to positively influence CEP outcomes. This group should be the primary target for communication.

Other target audiences may be determined by ownership considerations – like those who own homes or operate vehicles. The audience may also be defined by a social factor like adults who are parents of school age children. In the case of parents, the appeal may be to the moral or ethical responsibility to young people and the world they will inherit.

On the other hand, children in elementary, junior high and high school can be a powerful influence on their parents because of their emerging interests in social and environmental issues. It is not unusual for parents to report that a reason they recycle is the comments they used to get from their children when they didn’t. However students are not a homogenous group and many students are indifferent to larger social and environmental issues.

To market to any audience it is important to pay attention to the beliefs, knowledge and behaviours of the target audience. It is also very important to spell out what we want the recipient of the message to know (learn), believe (feel) and do (take action on). Finally it is important to communicate the benefits that will come if the message is acted on. It is very important that the receiver of the message comes to believe that the desired actions are possible and that benefits are likely.

Information gathered from the May 13-14, 2006 Trade Show Survey could be of help. The tabulated survey results are included as Appendix "B".

Communication Goal and Objectives

The overall CEP communication goal is framed within the context of the GHG reduction targets recommended by the CEP Committee. These are:

1. Reduce City of Yellowknife GHG emissions by 20% by 2014
2. Reduce overall Yellowknife GHG emissions by 6% by 2014
3. Establish 20-100 year emission targets by 2014

Perception is a key consideration for successful target implementation. Goals should always be seen as achievable by a majority of the target audience. If the goal is set too high it may discourage a significant number of people from taking any action at all. In the case of the City of Yellowknife targets, it would be preferable to make progress towards the 20% goal before there is any consideration of increasing it. However, as progress is made, and people begin to see success, it is possible to shift the target to a higher number and still maintain support.

To support the achievement of the GHG reduction targets, Outcrop recommends that the CEP adopt the following Communication Goal:

**Inform the public about Yellowknife's Community Energy Plan
and share the success stories and innovative
actions the City of Yellowknife is taking.**

To achieve this goal Outcrop recommends that the CEP Communication Plan give priority to the following objectives:

1. Generate general public awareness and support for the City of Yellowknife's Community Energy Plan to improve energy efficiency and reduce GHG emissions.
2. Promote GHG reduction actions by City of Yellowknife employees.
3. Publicly recognize the GHG reduction activities of City employees.
4. Create awareness and support for the CEP among Yellowknife's residents and businesses.

Detailed program recommendations for each of these four "Program Objectives" are on pages 22-25

A CEP Slogan and Logo to Focus Public Attention

Most ongoing public communication and social marketing campaigns make use of a single thematic statement (often referred to as a slogan) to focus messaging over time. A unique graphic (or logo) will be useful in tying messaging together and increasing awareness.

Outcrop recommends that the CEP communication theme be "action oriented." The theme should also be positive in tone rather than fear-based. The theme should also be adaptable to use with a variety of messages, ranging from economic benefits to "doing the right thing" for the future of our children and the planet.

Outcrop recommends the slogan "**A Change for the Better.**" The use of the word "change" is action-oriented and clearly rejects a "more of the same" philosophy. The slogan also has the potential to be applied to a number of different initiatives – in areas of transportation, space heating, building standards, planning, use of renewable energy, guiding principles, financing and green projects.

The logo design adopted by the CEP Committee is included with this report as Appendix "C".

Yellowknife CEP Launch

In order to publicly launch the CEP, Outcrop recommends using a phased approach. Outcrop recommends that a series of media-appropriate activities, focused on specific action areas, be turned into media events/announcements. Event themes could include the following:

- “Leading by Example” – a specific City building or facility change that would be part of ongoing work to achieve CEP Recommendation #6.
- “Easy Rider” – a public transportation or active transportation initiative from CEP Recommendation #8.
- “Green Partners” – a partnership announcement in support of the CEP as part of Recommendation #10.
- “Evergreen” – announcement of a Green Fund to support green energy projects as proposed in CEP Recommendation #12.
- “Change Pays” – announcement of new building standards as in CEP Recommendation #7.
- “Rely on Renewables” – a CEP-related initiative that substitutes a renewable energy resource for conventional fossil energy as in Recommendation #6.

Information on only one specific Action Area would be used to focus each individual announcement. The role of the City of Yellowknife, as the lead in the CEP, would be emphasized to increase understanding and support for the City’s role in reducing GHG emissions.

Target Audiences and Simplified Messages

There are a number of pitfalls to avoid in selecting target audiences and developing communication strategies. These² include:

- Focusing on very small audiences;
- Targeting too many or too diverse audiences;
- Including multiple actions rather than focusing on one;
- Supporting the message with facts alone when an emotional appeal could be more compelling;
- Using mass media to convey complex messages; and

² Philip Kotler, *Social Marketing*, Second Edition, 2002, page 279.

- Developing strategies for different audiences that conflict or send mixed messages.

Based on our consultations, Outcrop recommends that communication initiatives be directed towards City of Yellowknife employees, Yellowknife home owners/renters and Yellowknife business operators. We would also recommend focusing primary communication messages on the need for a change in space heating practices. This is not intended to rule out the opportunity for changes in other areas such as transportation. But it is suggested that public communication focus primarily on the areas where the greatest potential savings can be found. Changes in transportation modes are not likely to be as significant as changes focused on heating.

Outcrop recommends against a mass mailing of a CEP Information Summary to homes throughout Yellowknife. However, general information on the overall plan could be promoted through the City's newsletter, on the City web site, at City Hall, through the City of Yellowknife Annual Report to residents or through the Arctic Energy Alliance. With a limited budget, best use can be made of scarce funds through initiatives such as special events, creating television PSAs, awards programs, training and workshops.

It is important to make messages as relevant as possible to the key target audiences. This can be done by choosing examples that are directly relevant to the experience and anticipated role of each audience.

Attention also needs to be paid to the fact that too much information can turn into information overload and draw a negative reaction. Too much complex information can make almost any issue overwhelming and as a consequence, people may simply ignore the call to action.

The CEP Communication Plan recommends that greatest attention be paid to audiences that are most likely to be able to help in achieving the CEP objectives and are large enough to make a noticeable difference.

Success stories should be promoted and celebrated both within the City employee group and within the larger population of all Yellowknife residents.

#1 Audience – City of Yellowknife Employees

The City and its employees will be a positive example for the general population by implementing actions spelled out in the CEP and by making changes that are focused on GHG reduction and energy conservation. City employees will need to understand the CEP as it relates to them and their jobs. This in turn will influence the degree to which employees can implement the plan within their own jobs and scope of authority. It will also create a mindfulness about GHG reduction and energy conservation that may spark additional suggestions to improve practices. It is possible that there should also be separate messaging planned for supervisory/management employees and for non-management employees.

The CEP proposes that the City of Yellowknife “lead by example” on matters of energy use and climate change. Ongoing promotional initiatives will encourage all City employees to continuously improve energy efficiency of all City facilities. Communication initiatives associated with this plan should play a key role.

#2 Audience – Yellowknife Homeowners/Residents

There has recently been an extensive GNWT and Arctic Energy Alliance (AEA) campaign focused primarily on homeowners. Messaging has included new building construction, retrofitting, appliance choices, heating choices, energy audits and other opportunities for conservation. There is no need for the CEP to repeat this. However, there is an opportunity to make Yellowknife residents more aware of the leading role that Yellowknife is taking to improve its energy efficiency and reduce GHG emissions and to celebrate City success stories.

#3 Audience – Yellowknife Business Operators

Businesses make significant use of energy for heating, lighting and transportation. Business operators could be encouraged by the City’s example to apply more energy efficient building standards when constructing new facilities, give greater consideration to energy efficient vehicle transport and look for ways to save on heating and lighting. To build strong support for the CEP within the business community the City should also attempt to form a communication partnership with the Yellowknife Chamber of

Commerce that addresses the potential economic benefits that can be achieved through improve energy efficiency and GHG reduction among its membership?

As communication resources are available, attention can also be paid to initiatives designed to target the following audiences.

Audience #4 – “Energy Aware” Stakeholder Groups

Next there could be messaging aimed at keeping energy conscious stakeholder groups and their members/customers actively involved with CEP initiatives. At a minimum, a concerted effort should be made to get stakeholders to include the CEP logo and theme slogan in their own regular communications. This could include messaging delivered through fuel suppliers (heating fuel and propane), electricity distributors (Northland Utilities), gas station operators (Coop, Shell, Petro-Canada, Monkey Tree Gas Bar and Yellowknife Motors) and hardware and building supply businesses (Home Hardware, True Value Hardware, Weaver and Devore, Canadian Tire and Igloo Building). We recognize that there may be “bottom line” consideration which could limit the willingness of fuel suppliers to provide information focused on reducing energy use. In that case energy suppliers could simply be asked to include such information with their billings and at their pumps as a public service. Many people would certainly applaud such a public-spirited action. If we could get one of the fuel suppliers to cooperate some of the others would follow. Messaging from community groups like Ecology North and various wilderness associations could also provide a vehicle for information distribution.

Audience #5 – Yellowknife Students

If resources permit, we would recommend a student focused initiative intended to bring GHG reduction information from the schools back into homes. An annual competition that is a mix between an art competition and a science fair could be considered. Since management of this would be very labour intensive, this initiative would only be possible with the active support and involvement of a large number of volunteers and educators.

#6 Audience – Territorial Government Employees

The GNWT is also committed to reduce GHG emissions and improve energy efficiency throughout the NWT. Much of the success of this territorial initiative could come from

the responses of the large number of GNWT employees who make personal or job related decisions about energy use in Yellowknife. The CEP should work with the GNWT to have information about the City's GHG initiatives included in territorial communications. After all, approximately half of the NWT's residents reside in Yellowknife and the success of GNWT energy conservation initiatives will have a great deal to do with the achievement of similar City objectives. Discussions need to be held with GNWT Energy and Natural Resources staff to identify overlaps or any possible mixed messaging. Additional CEP communications targeted at GNWT employees are probably unnecessary and would likely be redundant.

Additional Communication Considerations

Resistance to Messaging

Outcrop anticipates that considerable resistance to change will come in relation to transportation practices. There are a number of reasons for this. Most motorists already have well-developed habits that involve going to stores, attending events and transporting their children or Elders to activities outside the home. However, the recent Transportation Study conducted as part of Action Area #2 offered some ideas to help reduce transportation demand. This included a series of questions intended to encourage residents to examine their need for transportation. The questions asked residents to consider – “Can the trip be avoided, shortened or postponed? “Can the trip be used to complete additional transactions?” and “Can I share the trip with someone else.”

Future Program-Specific Communications

If the City of Yellowknife is successful in establishing opportunities for the financing of “green energy projects” (CEP Recommendation #12) a communication plan will need to be developed to make potential users of Green Financing aware of the opportunity to access resources to help finance GHG reducing improvements to their homes or businesses. The green energy project recommendations (stemming from the Pembina/SENES Report) propose that consideration be given to targeting specific groups and that the likely effectiveness of personalized or general messaging is assessed. At this stage, none of the communication resources allocated by this plan are reserved specifically to communicate about green energy project financing.

Sequencing of Communication Activities

The Program Logic Models that follow on pages 22-25 include specific communication objectives, activities and intended outcomes. They are grouped in relation to four specific objectives.

The recommended activities, within the Logic Models, are sequenced below to facilitate budgeting and implementation. It is recognized that there may not be time and resources for City staff to act on all of these communication recommendations. Where time and financial resources are limited, it will be best to do a thorough job with only a few activities rather than a little bit with many activities.

It should be remembered that this sequencing is not fixed and the order in which activities are implemented can be varied to respond to new opportunities or changed circumstances. Access to communication resources will also vary and the time the Energy Coordinator is able to allocate to communication activities will be critical in determining how many can be implemented.

2006 Year

- Develop CEP news media backgrounders on the CEP.
- Plan and present GHG Reduction workshops to introduce the CEP to City employees (and contractors).
- Develop and seek approval for a City employees' GHG reduction "Suggestion Program" and "Recognition Program."
- Plan and hold a public CEP Launch luncheon with local stakeholders and partners.
- Plan and stage media events to focus public attention on the launch of specific CEP initiatives as they are implemented. Include partners wherever possible.
- Develop information for the weekly Capital Report newsletter and the City of Yellowknife Annual Report to inform Yellowknife residents of CEP activities and successes.

2007 Year

- Plan and stage additional media events to focus on the launch of specific CEP initiatives.

- Negotiate with 2007 Earth Day Organizers to annually include a “Climate Day” in association with the CEP.
- Develop and seek approval to install “Bus Boards” to promote the CEP and the City’s commitment to public transportation.
- Develop and seek approval to have CEP logo decals placed on all City of Yellowknife vehicles.
- Communicate with local residents and businesses about possible City GHG reduction By-Law and planning changes.
- Develop information for the weekly Capital Report and the City of Yellowknife Annual Report to inform residents of CEP activities and successes.
- Work to develop GHG reduction Tips for use by the City’s GHG reduction partners.
- Continue activities that carry over from 2006

2008 Year

- Evaluate effectiveness of 2007 CEP initiatives and incorporate changes in the Communication Plan as necessary.
- Plan, produce and distribute radio and TV PSAs.
- Develop CEP information posters for public display in both City and private facilities.
- Create, seek sponsors for and implement a CEP-related GHG reduction opportunities contest for school age Yellowknife children.
- Continue to develop and promote local partnerships supportive of the CEP and its GHG reduction goals.
- Develop information for the weekly Capital Report and the City of Yellowknife Annual Report to inform residents of CEP activities and successes.
- Continue activities that carry over from 2007

2009 and Beyond

- Evaluate effectiveness of 2008 CEP initiatives and incorporate changes in the Communication Plan as necessary.
- Consider action on all activities, noted in the Logic Models that could not be completed earlier.

- Develop information for the weekly Capital Report and the City of Yellowknife Annual Report to inform residents of CEP activities and successes.

City Employee and Public Message Development

Outcrop recommends that the implementation of the CEP Communication Plan pay close attention to the “change” modeling that is part of successful social marketing initiatives.

- Awareness Change: Before audiences will pay serious attention to any social or environmental issue it is necessary to establish an awareness of the issue’s importance with the target audience. This is most easily done if messaging comes from more than one source, is repetitive and uses language and examples relevant to the listener.
- Attitude Change: Before members of a target audience will be willing to change their own behaviour or support behaviour change, changes in attitude and beliefs are needed. A complete change of attitude isn’t required as much as a shift in attitude. Changes in behaviour most often come about as a result of small incremental changes in beliefs and attitudes.
- Behaviour Change: In the same way the attitude changes are often incremental, behaviour changes may also be incremental. When planning communication messaging consider the “step at a time” approach.
- Reinforcing Change: It is often important to find ways to reinforce commitments to change. Messages which remind listeners to “keep up the good work” are an important consideration in ongoing change. When people are prompted in this way it reminds them of their decision to change and the reasons that change is important.
- Partners in Change: Finally it is often easier to make changes if one feels supported. In the case of energy conservation and GHG emission reduction, public partnerships that support positive change are important between energy providers and energy users.

**Objective #1: Generate city-wide awareness and support for City of Yellowknife
Community Energy Plan initiatives to improve energy efficiency and
reduce GHG emissions.**

Activities	Outputs	Short-Term Results	Intermediate Term Results	Outcomes
<p>Develop news releases and media information materials.</p> <p>Plan a public event/luncheon in association with Ecology North, the Yellowknife Chamber of Commerce and the City to announce the launch of the CEP.</p> <p>Invite the City of Calgary to the luncheon to tell about the success of its CEP.</p>	<p>News releases are issued and background meetings are held with media.</p> <p>The Yellowknife CEP is announced at a luncheon in partnership with other local stakeholders.</p>	Media become more aware of the CEP	Media develop, publish and broadcast CEP related news stories and features.	Public is aware of the CEP initiatives to reduce GHG emissions in Yellowknife.
Plan separate media events to announce each CEP Action Plan. Stage a photo opportunity in relation to each.	Over approx. 5-8 months separate media events are held to introduce each Action Plan.	Media become more aware of the CEP Action Plans.	Media become more aware of the CEP	The Yellowknife public is aware of the CEP initiatives to reduce GHG emissions in Yellowknife.
Use existing City media to communicate about the CEP and to celebrate success stories.	Prepare regular short news items for inclusion in the Capital Update weekly newsletter and a summary for the City of YK Annual Report.	Public become more aware of the CEP, success stories and progress in reducing GHG emissions.	The Yellowknife public is aware of the CEP initiatives to reduce GHG emissions in Yellowknife.	Local residents take pride in the achievement of GHG emission reductions in Yellowknife.
Plan a "Climate Day" in association with the annual Earth Week (in April) to include a conference and public workshop that maintains an emphasis on space heating.	Climate Day is held and the CEP GHG emission reduction is featured. City may sponsor a special film night focused on climate.	Climate change issues are discussed.	Climate Day provides an opportunity to promote individual GHG reduction Actions.	Public hears more about the importance of reducing GHG emissions.
Design "Bus Board" advertising to make public aware of the City's commitment to public transit.	Bus Boards printed and installed.	Public awareness of the CEP - GHG reduction program is increased.	Public is aware of the CEP initiatives to reduce GHG emissions in Yellowknife.	Public is aware of the CEP initiatives to reduce GHG emissions in Yellowknife.

Objective #2: Promote energy conservation and GHG reduction initiatives by City of Yellowknife employees.

Activities	Outputs	Short-Term Results	Intermediate Results	Long-Term Results
<p>GHG reduction Action Plan workshops are planned and scheduled for all City employees.</p> <p>CEP Action program information is added to new City employee orientation programs.</p>	<p>Workshops are held.</p> <p>Each Action Plan is explained with examples being used.</p>	<p>City employees become more aware of the City's commitment to GHG reduction and energy conservation.</p>	<p>City employees are aware of the commitment to GHG reduction and the role City employees can play.</p>	<p>City employees make suggestions for GHG reduction and energy conservation measures.</p>
<p>CEP logo is applied as a vehicle and door decal for city facilities, truck fleet and mobile equipment.</p>	<p>CEP logos are produced and displayed on vehicles and at facilities.</p>	<p>Employees see visual evidence of the City's commitment to energy conservation and GHG reduction.</p>	<p>Employees and local Yellowknife residents see visual evidence of the City's commitment to energy conservation and GHG reduction</p>	<p>City employees and local residents take pride in the CEP as a key City of YK activity.</p>
<p>City employee GHG reduction "Suggestion Program" is developed.</p>	<p>Suggestion Program is introduced.</p>	<p>Employees look for GHG reduction opportunities.</p>	<p>Employees make "suggestions."</p>	<p>Employee suggestions are evaluated and implemented to improve energy efficiency and reduce GHG emissions.</p>
<p>Initiate "GHG Reduction Recognition Program" to recognize specific contributions of City employees.</p>	<p>GHG Reduction Awards are given annually to City employees.</p>	<p>Employees are nominated for GHG Reduction Awards.</p>	<p>First round of awards is made.</p>	<p>Employees' contributions are appreciated and interest in the City employee "Suggestion Program" increases.</p>

Objective #3: Publicly recognize and celebrate energy saving and GHG reduction achievements of City of Yellowknife employees.

Activities	Outputs	Short-Term Results	Intermediate Results	Long-Term Results
Develop ways to publicly recognize energy efficiency and GHG reduction initiatives of City employees /or groups of City employees	Distribution of news releases, use of stories in the weekly City newsletter and in other communications recognizes the energy efficiency and GHG reduction efforts of City employees.	Yellowknife residents are aware of the energy efficiency and GHG Reduction initiatives of the City of Yellowknife.	Yellowknife residents recognize the value of the CEP and support its continuation.	The contributions of City employees to the success of the CEP contribute to a culture of energy efficiency that values GHG reduction.

Objective #4: Create awareness and support for the CEP among Yellowknife's residents and businesses.

Activities	Outputs	Short-Term Results	Intermediate Results	Long-Term Results
Plan and produce PSAs for TV and radio focused on the CEP and changes that require individual action by home owners and businesses.	PSAs are produced, accepted and used on radio and television.	The need for individual GHG reduction action is assessed by homes and businesses.	Positive changes are affirmed and become more frequently implemented	Taking corrective action on GHG emissions and incorporating greater energy efficiency become the norm for Yellowknife residents and businesses.
Design "I get it" posters for use public areas including schools and community recreation facilities promoting the GHG targets and contests.	Humorous, attention getting GHG reduction posters are printed and put up in community facilities and schools.	Public become more aware of the CEP and its goals. The GHG reduction contest receives entries.	Public attitudes about the need for GHG reduction change. The GHG reduction contest receives entries.	GHG reduction behaviors increase. The GHG reduction contest receives entries.
Write GHG reduction stories for use in the City of YK newsletter and Annual Report.	Case studies and camera ready graphics are transmitted to the newsletter editor for use.	GHG reduction contest receives entries.	Stories are read and GHG reduction contest receives more entries.	Stories are repeated among residents as part of an energy and emission conscious culture.
Build support for changes in building standards.	Newsletter and PSAs provide information and ask for public support.	Awareness of energy efficient building standard changes becomes widely known.	Changes in building standards become accepted.	Yellowknife residents take pride in having energy efficient building standards and look for ways to make additional improvements.
Approach utilities, fuel distributors to include GHG reduction "Tips" as bill stuffers.	Bright, humorous, GHG reduction stuffers are printed and sent with fuel and utility bills.	Awareness of GHG issues and climate change is raised.	Awareness of need to take action on GHG emissions and climate change is raised.	Support for the need to take action on GHG emissions and climate change is raised.
Approach Yellowknife Chamber of Commerce to add a GHG reduction link for business to their Internet Home Page.	YK Chamber of Commerce adds a business tips, GHG reduction link to its web site.	Yellowknife businesses become more aware of the opportunity to save money and help the environment by reducing their output of GHG.	Yellowknife businesses request information from the City's Energy Coordinator or organizations like Arctic Energy Alliance.	YK businesses take action to reduce their output of GHG.
Explain energy and GHG-related City by-law and planning changes to Yellowknife residents and businesses.	Public consultation and public meetings introduce proposed changes, help refine and build support for changes.	Public is aware of proposed and enacted changes.	Proposed and enacted changes are supported and enforced within Yellowknife with community support.	Yellowknife residents take pride in changes that are made to increase energy efficiency and reduce GHG emissions.
Negotiate information "partnerships" with Yellowknife businesses and local mining companies.	Partnerships are signed and media announcements made.	Partnership commits to distribute information.	Partners distribute information.	Energy "partners" continue/expand distribution program.

Initial CEP Public Awareness Initiative

On May 13 and 14, 2006, the City of Yellowknife participated in the Yellowknife Trade Show at the Multiplex. An 8' x 10' booth was rented and a display designed to create awareness of the Community Energy Plan. The display had simple graphics, bright lights and was angled to get attention of those entering the main exhibit hall. An information folder which explained the CEP and summarized the eight Action Areas of the Interim CEP was distributed.

Approximately 300 Trade Show visitors stopped to talk to those staffing the booth. Of these, 142 completed a brief questionnaire at the booth that probed personal beliefs and attitudes. In exchange for completing the questionnaire, respondents were given an opportunity to enter a draw for one of six Yellowknife Transit Punch Passes.

No demographic information was requested from survey respondents. The assumption was that the sample size would be too small to make demographics of education, age, income and employment relevant. However, since most of the surveys were signed, we were able to project the gender distribution. Of those that completed the survey:

- 47.9% were women
- 33.1 % were men
- 19% were of unknown gender.

It needs to be noted in reporting on the survey results that some questions may have had an unintended bias that may have encouraged answers that favoured action aimed at reducing GHG emissions. This caution would likely apply to less than 10% of the questions. It also needs to be noted that attendees at the trade show were not necessarily representative of the total City population. Nevertheless, the survey provided a number of interesting findings that could be useful in developing communication messages. Survey highlights included:

- Strong support for the City of Yellowknife to take action to reduce its own energy use (97%).
- Almost 25 % of respondents either don't know, or don't believe, that human activities contribute to GHG emissions.
- Only 63% believe that burning fossil fuels is the main source of GHG emissions.
- 58% believe that lower bus fares would increase ridership.
- 76% favour the idea of using smaller buses on more routes.
- 92% believe the City should construct more walking trails and bike paths (the relationship to energy conservation is unclear as some indicated their motivation was primarily for recreational use rather than going to work).
- 91% believe the City should make greater use of renewable energy sources.
- 84% support the introduction of more energy efficient standards for new construction in Yellowknife.
- 87% believe the City should make greater use of more energy efficient vehicles.
- 80% support the adoption of a Community Energy Plan.
- Only 65% report that increasing energy prices are hurting them financially.

- 39% believe the City should be allowed to raise taxes to pay for energy conservation measures. This result was offset by the 27% who oppose tax increases and 34% who don't know what to think.
- 20% of respondents think global warming might be a good idea or aren't sure.
- The widest range of responses came from a question asking respondents to choose a desirable City of Yellowknife GHG reduction target over the next 10-year period.
- 53% supported targets of over 5% indicating that there is considerable support for setting GHG reduction targets.
- 35% didn't know what level to support and 12% didn't respond. Of those that picked a level, 19% indicated that they believed the 10-year reduction target should be 35% or greater. The other 34% indicated that a target of 5% to 20% would be best.

Generally, the survey results indicate an overall preference for action by the City to reduce GHG emissions, make more use of renewable energy, improve transit service and introduce more energy efficient building standards for new construction.

It can safely be assumed that some of those who completed the survey were attracted to the booth because they were already concerned about environmental issues. This might have moderated some of the higher scores if a truly random survey methodology had been applied. However, there is clear evidence that there is significant general support for energy conservation and GHG reduction measures in Yellowknife.

Inclusive Appeals for Energy Change

Energy conservation and an interest in reducing GHG emissions have often been seen as associated primarily with environmental or special interest groups. This can result in a reduced interest in environmental issues among people who do not identify with these groups. In order for the "majority" to take an interest in an issue it is necessary to broaden and enlarge the group of persons who are stakeholders. When issues are not mainstreamed and made culturally inclusive, it is difficult to attract the interest of the majority of the population.

To address this challenge, there a number of things that can be done.

- Recruit, and rely on, mainstream community leaders to champion the need for greater energy conservation and GHG emission reductions. Since the CEP starts as a City of Yellowknife initiative, political "championing" should start with the Mayor of Yellowknife.
- Recruit mainstream local business leaders and professionals who head mining, transportation, energy and service businesses as champions.
- In "case studies" developed for news stories or City newsletters every effort should be made to be inclusive. More women, Aboriginals and minority groups should be featured.

The Need for Dedicated Energy Coordination Staff

When an initiative doesn't have full time dedicated staff, actions can get pushed off the priority list and become something to do if time permits. Initiatives like energy conservation and GHG reduction may be pushed to the back burner by the demand to maintain the services and programs the City is committed to deliver.

It will be critical that the City continue to staff the position of Energy Coordinator on a full-time basis if the CEP is to succeed and produce benefits. Fulltime staffing will also be important to let other City employees see the importance that the administration attaches to this work. The coordinator will also be a resource to help other City employees evaluate ways to improve energy efficiency and/or reduce GHG emissions.

The CEP Communication Plan is very ambitious. However, we believe it is the minimum needed to support significant GHG reduction change. To achieve public awareness, and acceptance, as well as attitude and behaviour change, the services of an Energy Coordinator will be a critical element.

The Communication Plan proposed in this report assumes that a City employee can devote considerable time to media relations services, public communications, partnerships, special events, recognition and awards programs and employee orientation to energy conservation and GHG reduction initiatives.

The Communication Plan budget described in this report will provide for the cost of writing and designing brochures, producing radio and TV PSAs, developing displays, organizing special events, operating awards programs and providing the Energy Coordinator with limited support services.

Over time it is almost certain that the cost of maintaining this position will be more than offset by the resulting energy savings.

Communications Budget

On the following page, we have presented a 3-year budget summary. The allocation of \$25,000 per year severely restricts the range and frequency of communication initiatives.

It is enough to cover the basics. However, much more could be done if the budget was increased in Years #2 and #3. This is particularly true when it comes to the range and frequency of communication initiatives. Frequency is particularly important in maintaining ongoing support and the current budget does not allow for that level of communication activity. Ideally the budget should be doubled to \$50,000 in each of second and third years.

Communication Plan Budget Recommendations (2006-2009)

The following budget is based on the guidance that the third-party cost of the Communication Plan should not exceed \$25,000 per year. Some adjustment would be desirable between years 2006 and 2007 in order to allow for additional activity in 2007.

Year #1 (May 2006 – December 2006)

Spent Prior to July 1 (May 2006 Trade Show and Logo development) \$ 3,800

CEP Public Information Summary Brochure (Design and Print only)	\$ 4,000
Participation in GNWT (ENR and MACA) Conference	\$ 2,000
CEP Events Display (Additional Graphics)	\$ 1,000
First TV & Radio PSAs (scripting and all production)	\$ 6,000
Public Action Plan launch events	\$ 1,000
City Employee Workshops	\$ 2,000
Public Relations and Consulting Services	\$ 3,000

Total (July – December 2006)	\$19,000
Carry-Forward to 2007	\$ 2,200

Year #1 (including May – June 2006) \$25,000

Year #2 (January 2007 – December 2007)

City Employee Recognition Program	\$ 3,500
Decals for City Vehicles (design and print)	\$ 1,500
Poster Design and Printing	\$ 2,000
Earth Week participation	\$ 3,000
“Bus Board” design and production	\$ 1,000
Trade Show and Special Events	\$ 2,000
Second (new) TV & Radio PSA (scripting and production)	\$ 6,000
Public Relations/Consulting Services (@ \$500 per month)	\$ 6,000

Year #2 Total Fees and Expenses \$25,000

Year #3 (January 2008 – December 2008)

City Employee Recognition Program	\$ 3,500
CEP Info materials for “partner” use	\$ 2,000
Earth Week participation	\$ 1,000
Third TV and Radio PSA	\$ 6,000
Trade Show and Special Events	\$ 4,000
Yellowknife schools program	\$ 2,500
Public Relations/Consulting Services (@ \$500 per month)	\$ 6,000

Year #3 Total Fees and Expenses \$25,000

Appendix “A”

(Useful CEP Info Resources)

Calgary Climate Change Action Plan

www.calgary.ca/.../environmental_management/climate_change_program/corporate_climate_change_action_plan.pdf

B.C. Energy Aware

www.energyaware.bc.ca

Halifax Regional Municipality

www.halifax.ca/environment/cleanenergy.html

U.S. EPA –Green Communities

www.epa.gov/greenkit/

California Energy Commission

www.energy.ca.gov/reports/energy/energy_aware_guide.html

Green Communities Association

www.gca.ca

Kane County Energy Solutions

www.energycooperative.org/kane-county-energy-solutions.php

Portland Community Energy Plan

www.sustainableportland.org/eeplan.pdf

City of North Vancouver

www.cnv.org//server.aspx?c=3&j=236

Appendix "B" – 142 Surveys completed May 13 and 14, 2006 at the Yellowknife Trade Show. **The numbers below represent PERCENTAGES.**

Statement	Agree	Not Sure	Disagree
1. The City of Yellowknife should take action to reduce the amount of energy it uses.	96.5	3.5	0
2. I have reduced my own energy use this year because of the increased cost of energy.	70.4	19.7	9.9
3. High energy prices are hurting me financially.	65.3	22.2	12.5
4. The warm weather this winter proves that climate change is affecting the North.	65.5	25.3	p.2
5. Climate change is being caused by human activities that produce greenhouse gases.	74.1	21.0	4.9
6. Burning fossil fuel (like home heating oil or gas) is the main source of greenhouse gases.	62.8	31.0	6.2
7. The City of Yellowknife should take action to reduce greenhouse gas emissions from the City's vehicles and operations.	88.7	8.5	2.8
8. I am taking personal action to use less energy and reduce greenhouse gas emissions.	79.6	12.7	7.7
9. Actually, I think global warming is a good idea. We have too much cold weather – particularly in the North.	10.6	9.9	79.5
10. The City of Yellowknife should provide residents with information about ways to increase energy efficiency and reduce greenhouse gases.	91.5	7.1	1.4
11. The City of Yellowknife should construct and maintain more walking trails and bike paths.	91.6	7.7	0.7
12. The City should lower bus fares to encourage more people to use public transit.	57.5	29.7	12.8
13. The City should operate smaller buses on more routes to make it easier for more people to use public transit.	75.7	23.6	0.7
14. The City should increase its use of renewable energy resources, such as solar heating or using heat within the ground for space heating.	90.8	8.5	0.7

Statement	Agree	Don't Know	Disagree
15. The City needs to set more energy efficient standards for new Yellowknife housing and commercial developments and enforce those standards as part of the Building Code.	83.7	14.2	2.1
16. Governments should loan money to pay for energy saving improvements to homes and businesses.	78.0	16.3	5.7
17. Development and planning activities at the City of Yellowknife that address housing, industrial or commercial should look for ways to reduce energy use.	93.6	6.4	0
18. The City of Yellowknife should make greater use of energy efficient vehicles and buildings in its own operations.	87.2	12.8	0
19. I support the adoption of a City of Yellowknife "Community Energy Plan."	80.0	18.6	1.4
20. The City should be allowed to raise taxes to pay for energy conservation and greenhouse gas emission reduction programs.	38.5	34.3	27.2

I support reducing Greenhouse Gases (over the next 10 years) by:

(circle one) 5% 10% 15% 20% 25% 30% 35% Don't Know

% Response (0.7) (9.8) (9.8) (13.3) (8.4) (4.2) 18.8) (35)

Name _____ **Please print**

Telephone _____

Email address _____

(Please give us your email address if you would like to occasionally receive information about energy conservation and the Yellowknife Community Energy Plan)

Thanks for completing this survey. If you want to share other ideas with us, please use the back of this survey form for that purpose.

Yellowknife Community Energy Planning Committee

Appendix “C” – CEP Logo Design