

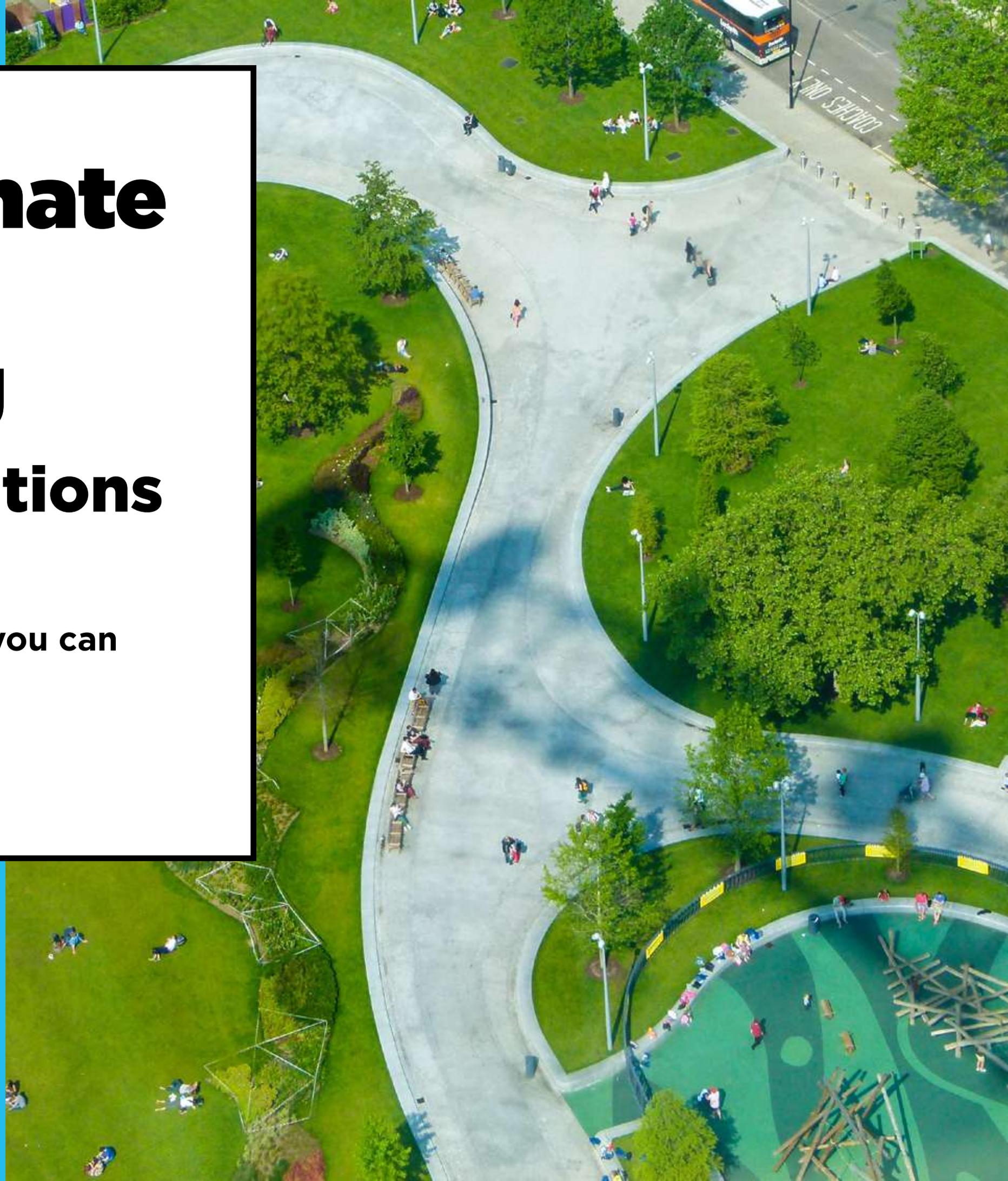
C40 Climate Action Planning Communications Toolkit

**Change your city and you can
change the world**

October 2020

**C40
CITIES**

**Climate Action
Planning**



C40 CITIES CLIMATE LEADERSHIP GROUP (C40)

Around the world, C40 Cities connects 97 of the world’s greatest cities to take bold climate action, leading the way towards a healthier and more sustainable future. Representing 700+ million citizens and one quarter of the global economy, mayors of the C40 cities are committed to delivering on the most ambitious goals of the Paris Agreement at the local level, as well as to cleaning the air we breathe. The current chair of C40 is Mayor of Los Angeles Eric Garcetti; and three-term Mayor of New York City Michael R. Bloomberg serves as President of the Board.

To learn more about the work of C40 and our cities, please visit our [website](#) and [C40 Knowledge Hub](#), or follow us on:



ACKNOWLEDGMENTS



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Communicating your Climate Action Plan

Cities have the power to inspire, to connect and to energise people to take meaningful action in the face of the climate emergency. As cities develop and launch their Climate Action Plans (CAPs) to help meet the objectives of the Paris Agreement, the need for powerful and compelling communications is greater than ever.

From research and planning, through to creative development and the CAP launch event, this toolkit has been drawn together to support cities across the world in communicating their CAPs. Building on the experience of C40 cities and working with a partnership of communications experts, we have created a six-part toolkit that is full of fresh ideas,

strategic insights, and easy-to-follow advice on climate communications.

This toolkit covers storytelling guidelines; how to build a campaign; using social media; planning, audiences and channel selection; creating a campaign identity; and how to run a successful launch event for your CAP. We've also included some templates which can be adapted to help plan and run a launch campaign and social media programme.

Cities across the world are already doing some great work in communicating on climate change and we'd like to make the practices of the best become an inspiration for the rest. Strong, creative communications can help everyone turn their Climate Action Plans into action.

1

Storytelling Guidelines

Building a narrative on climate action to inspire change.

2

Building a Campaign

Themes, strategy and tactics for a city-level campaign.

3

Guidelines on social media and crisis communications

Engaging your audience and managing responses.

4

Tools, channels and strategy

Planning, targeting and measuring your campaign.

5

Visual campaign identity

Graphically appealing campaigns that engage your audience.

6

Climate Action Plan Launch Event

Planning, managing and evaluating a successful launch event.

Storytelling Guidelines

Building a narrative on climate
action to inspire change





**“If you change your city,
you’re changing the
world.”**

Eric Garcetti
Mayor of Los Angeles and
Chair of C40 Cities

Addressing the climate emergency is one of the major challenges of our time. Global population has nearly doubled in the last 40 years and we could see another 2.5 billion people living in urban areas by 2050. The 20 warmest years have occurred in the last 22 years, and the number of weather-related natural disasters has more than tripled since the 1960s¹.

The impacts of climate change experienced in the coming decades will be felt most by those living in our cities².

But cities can lead the solution. By mid-2020, 975 cities in 18 countries have declared a climate emergency. These cities are the hope of achieving real change and shaping the future.

By telling a compelling story of transformation, your city can set an example to be followed by

others. You can be part of a global movement to address the climate crisis - by sharing experiences, resources and achievements.

Cities have the power to change. Your city has the power to inspire.



1: WHO, 2018 | 2: IPCC, 2018

01. Building a narrative

Delivering on the objectives of Paris Agreement will require cities to take action to reduce emissions while strengthening the ability to deal with the impacts of climate change.

02. Climate change messaging

Cities worldwide have committed to develop Climate Action Plans (CAPs) outlining what they are going to do to meet the objectives of the Paris Agreement.

03. 'Green recovery' messaging

Cities need to communicate effectively the ambitions, strategies and actions within their climate action plans. It needs to be clear and understandable, with inspiring messages related to real and achievable actions.

04. Inclusive engagement

In this chapter, you will find ideas on how cities can communicate effectively and engage people around the actions they are taking to respond to the climate crisis.

05. Best practices

01. Building a narrative



To successfully communicate your city's plans and actions, you need to focus on the people who live there. People need to be able to recognise their own values, concerns and aspirations in the messages they receive.

It is also important to consider the small details that make the information relevant to people – every city has its own issues, culture and priorities and it is important to reflect these in your communications.

To build these messages, we have identified eight key pillars or fundamental issues.

These pillars have been chosen as they are the everyday issues that matter to people in terms of creating a good quality of life. Building messaging around these fundamentals of everyday life instantly makes them more relevant, and therefore more powerful.

This guide is based on literature about climate change communications, documents published by C40, and analysis of existing CAPs around the world. All the climate actions proposed by cities relate to one or more of these pillars. As a city, you can select the most appropriate pillars to communicate your plans and actions while sharing important information in an accessible way with residents.

Here is what each pillar refers to:

01

Better jobs and inclusive economy

Creation of good quality and green jobs for all.

02

Health, security and well-being

Development of a healthy and safe city, focused on improving quality of life.

03

Clean city

A city free of air, noise and light pollution, with efficient waste management.

04

Access to affordable energy and water

Development of a safe and affordable supply system for all.

05

Housing and transportation

Access to decent housing and facilities to ensure everyone can get to, from and around the city, using both public transport and sustainable transport such as cycling or walking.

06

Education and skills

Training people so they are more qualified and can aim for better jobs and a good quality of life, as well as being able to contribute to the construction of the city in which they want to live.

07

Food security

Development of a sustainable system that can cope with a reduced supply of food and an increase in demand from a growing population.

08

Good governance and participation

Development of inclusive policies focused on people, created both to improve their quality of life and to allow their integration and participation in them.

These pillars are not prescriptive but are proposed as a guide to help cities to communicate their plans and actions.

In order to communicate the climate plans and actions the city is implementing, we suggest using the following VPSA – **Value, Problem, Solution, Action** – methodology. This methodology identifies the value that underlies the plan or action itself; the problem that needs to be solved; the solution to be adopted; and the action to achieve it.

With this in mind, each pillar is made up of:

Value

V

The real needs of people associated with the pillar – the ambition that most people want to be covered by their city, for example a healthier environment or employment for all.

Problem

P

The barriers that prevent these societal needs from being fulfilled and that are also aggravated by the effects of climate change.

Solution

S

What is the solution to the problem raised – and critically, what would success look like in this case?

Action

A

This is key for cities. It’s the initiatives and activities that can be implemented to realise the solution and tackle the problem that’s been identified. It’s how cities will bring about change and meet the goals of their CAPs.

The following pages show the value, problem, solution, and action for each pillar, as well as a city example for each. These examples are structured in the VPSA order, although the message does not necessarily have to follow this order.

The examples show that it is important for cities to align their communications with the vision in their CAPs. By doing so, they will be able to build more clear, coherent messages that people understand and can act upon.



01 Better jobs and inclusive economy

02 Health, security and well-being

03 Clean city

04 Access to affordable energy and water

05 Housing and transportation

06 Education and skills

07 Food security

08 Good governance and participation

Value

For most people in cities who are of working age, having a good job is a really important part of their life and underpins their sense of well-being and purpose. More widely, good employment supports families and neighbourhoods too.

Problem

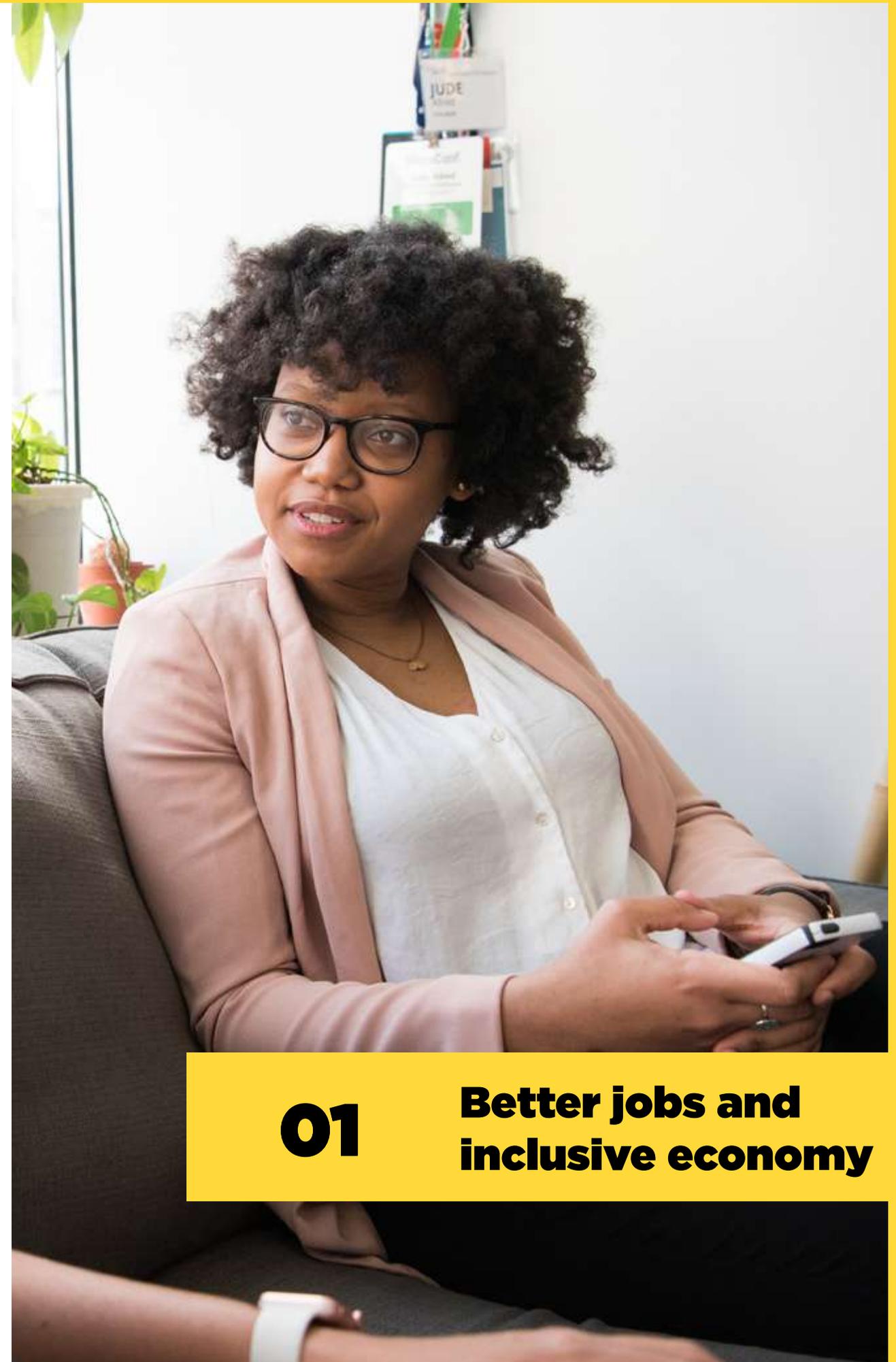
Part of the population does not have access to a decent and motivating job that fully protects their rights.

Solution

Everyone deserves access to decent jobs that enable them to thrive and meet their needs. Quality 'green jobs' boost prosperity, guarantee human rights and make it possible for residents to belong to a system in which everything is connected in a fair way and where everybody works for the sustainability of the city.

Action

Promotion of innovative and green economic activities and jobs. These could be jobs in data management and new technologies or in agriculture and restoring ecosystems. It is also important to promote training programmes to make sure people can access better, more sustainable jobs in an inclusive and equitable way.



01

**Better jobs and
inclusive economy**

Climate Action Plan. Take Action
Today for a Carbon-Efficient **Singapore**



Link to the
best practice
example

Value

V

Boosting the green economy of Singapore would improve people's quality of life through the creation of good, high-value jobs.

Problem

P

Singapore has increasing energy demands and wants to reduce carbon emissions while creating new opportunities, particularly to address growing inequalities in income. As a low-lying island state, Singapore is also vulnerable to flooding.

Solution

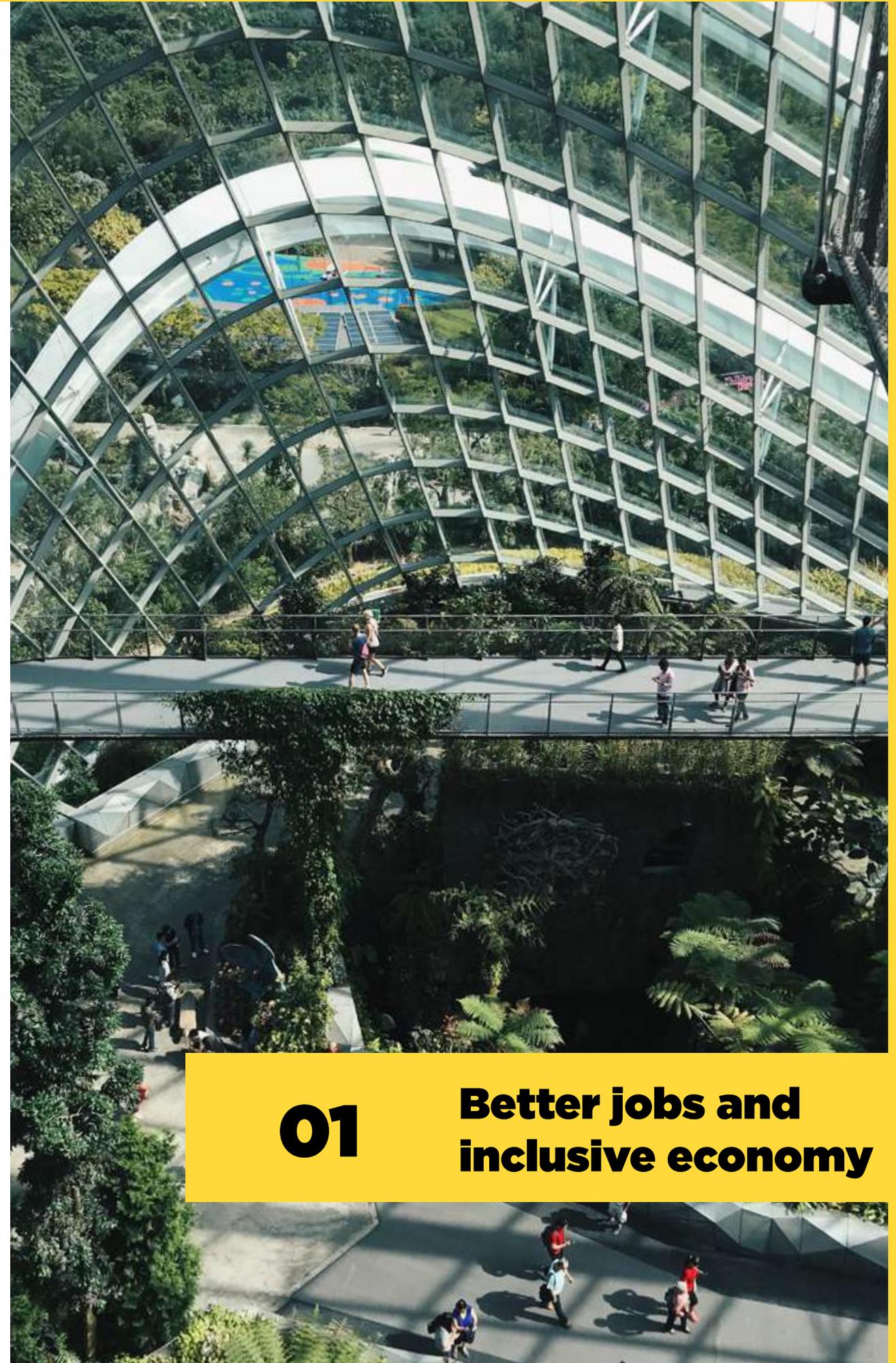
S

Although posing many risks, climate change offers substantial opportunities to test solutions like renewable energy, which can deliver green growth and new jobs.

Action

A

With this in mind, the government will continue to invest significantly in R&D and testing for the development and implementation of innovative technologies to address climate change, for example, in the areas of clean energy, energy efficiency, green buildings and clean transportation.



01

**Better jobs and
inclusive economy**

Value

Everybody wants to live in healthier and more habitable cities, where they feel safe and enjoy a good quality of life.

Problem

Cities can damage people's health, through pollution, industry, noise, insufficient supplies of food, water and so on. Extreme weather events associated with climate change are also becoming increasingly common and have devastating health impacts, particularly on vulnerable groups.

Solution

A healthier city – one that is less polluted, has greener infrastructure, is better connected, and boasts appropriate and safer public spaces – ensures its population is healthier, feels safer and enjoys a better quality of life.

Action

Develop a more efficient and inclusive model of urban planning and mobility that adapts to the effects of climate change and gives everyone access to basic services, including healthier food and housing.



02

**Health, security
and well-being**

**Barcelona's Climate Action
Plan 2018-2030**



**Link to the
best practice
example**

Value

V

A healthy city promotes an active life, boosts quality public spaces and guarantees the health and well-being of its residents.

Problem

P

Climate change affects people differently according to their health, age, gender, socioeconomic situation and environment in which they live. Barcelona's future projections estimate up to two life-threatening heatwaves per year due to climate change.

Solution

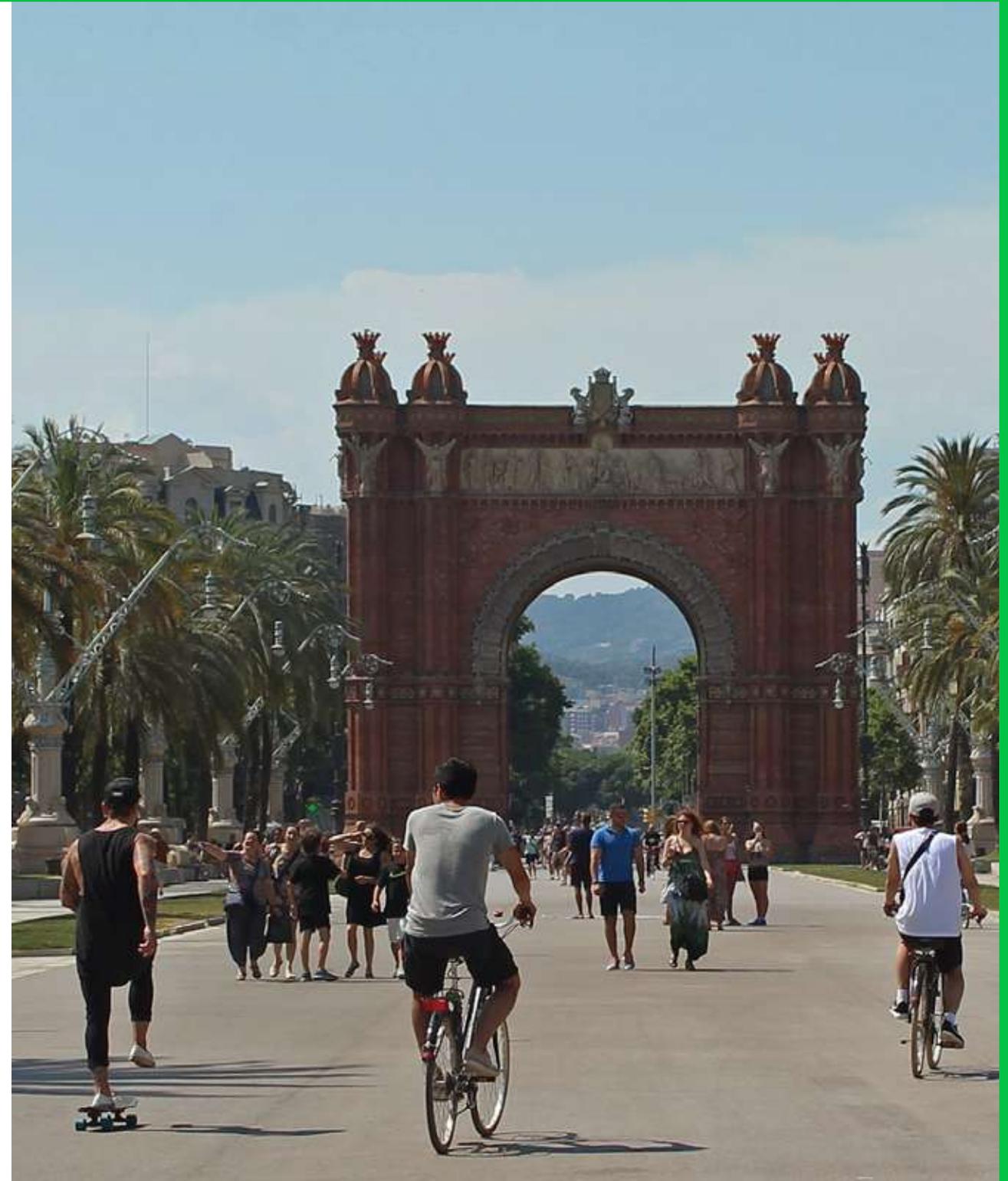
S

It is important to understand how climate change affects each group in order to identify possible risks and vulnerabilities and define specific interventions.

Action

A

Barcelona City Council is promoting the energy efficient refurbishment of homes with the aim of guaranteeing decent housing for all. It is offering financial aid for people in vulnerable situations, which will hopefully boost the comfort of their homes.



Value

People want to breathe clean and healthy air, in surroundings free of odours or loud noise, with sanitation facilities that are clean, accessible and affordable.

Problem

Low-income families tend to be more affected by air pollution, low quality water and poorly managed waste in the city. This could lead to serious health problems.

Solution

Tackling waste, clean air and water quality, alongside other environmental factors in a city, can be a central part of a Climate Action Plan. Including these solutions can deliver a clean, well-organized and sustainable city that ensures a healthy environment in a fair and equitable way for all communities.

Action

This is possible through improving air quality, reducing pollution from transport and industries, smart planning of the city's water supply, sanitation and purification, and an efficient waste management system.



03 Clean city

Climate Change Mitigation Strategy to 2050. **Melbourne** together for 1.5°C



Link to the best practice example

Value

V

Melbourne residents want to breathe cleaner air. There is also a desire for people to hand over a better environment to future generations.

Problem

P

Air pollution in the city is high due to emissions from transport – primarily from on-road vehicles.

Solution

S

In the long term, cars, buses and commercial vehicles must be powered by 100% renewable energy to reduce emissions in accordance with the Paris Climate Agreement.

Action

A

Road space is being reallocated for walking, cycling and green infrastructure. In terms of road traffic, priority is given to active and public transport – and public transport will increasingly be powered by renewable energy. Encouraging the switch to electric vehicles will also reduce air pollution.



03

Clean city

Value

People need access to reliable, good quality and affordable clean water and energy to stay healthy.

Problem

A significant proportion of the population live in inefficient buildings with outdated heating systems, appliances, and plumbing. Moreover, they are exposed to 'energy poverty' and, in many cases, limited access to a resource as basic as clean drinking water.

Solution

Fair and equitable access to good quality energy and water for the entire population. In particular, the most disadvantaged communities need access to low-cost clean energy as they are less able to cope with the initial investments needed for this type of technology.

Action

Implement energy efficiency and renewable energy programmes and facilitate good quality electrical installations, water supply and plumbing systems in order to supply affordable, reliable and clean water. This can also minimise annual bills, especially for the most vulnerable communities.



04

Access to affordable energy and water

**Los Angeles Green New Deal
Sustainable City pLAN 2019**



**Link to the
best practice
example**

Value

V

Everybody living in L.A. should have access to clean energy that reduces their energy bills and allows them to live decently and with a guaranteed supply.

Problem

P

Low-income communities lack opportunities to access this type of energy, so they end up being exposed to higher levels of pollution and energy poverty.

Solution

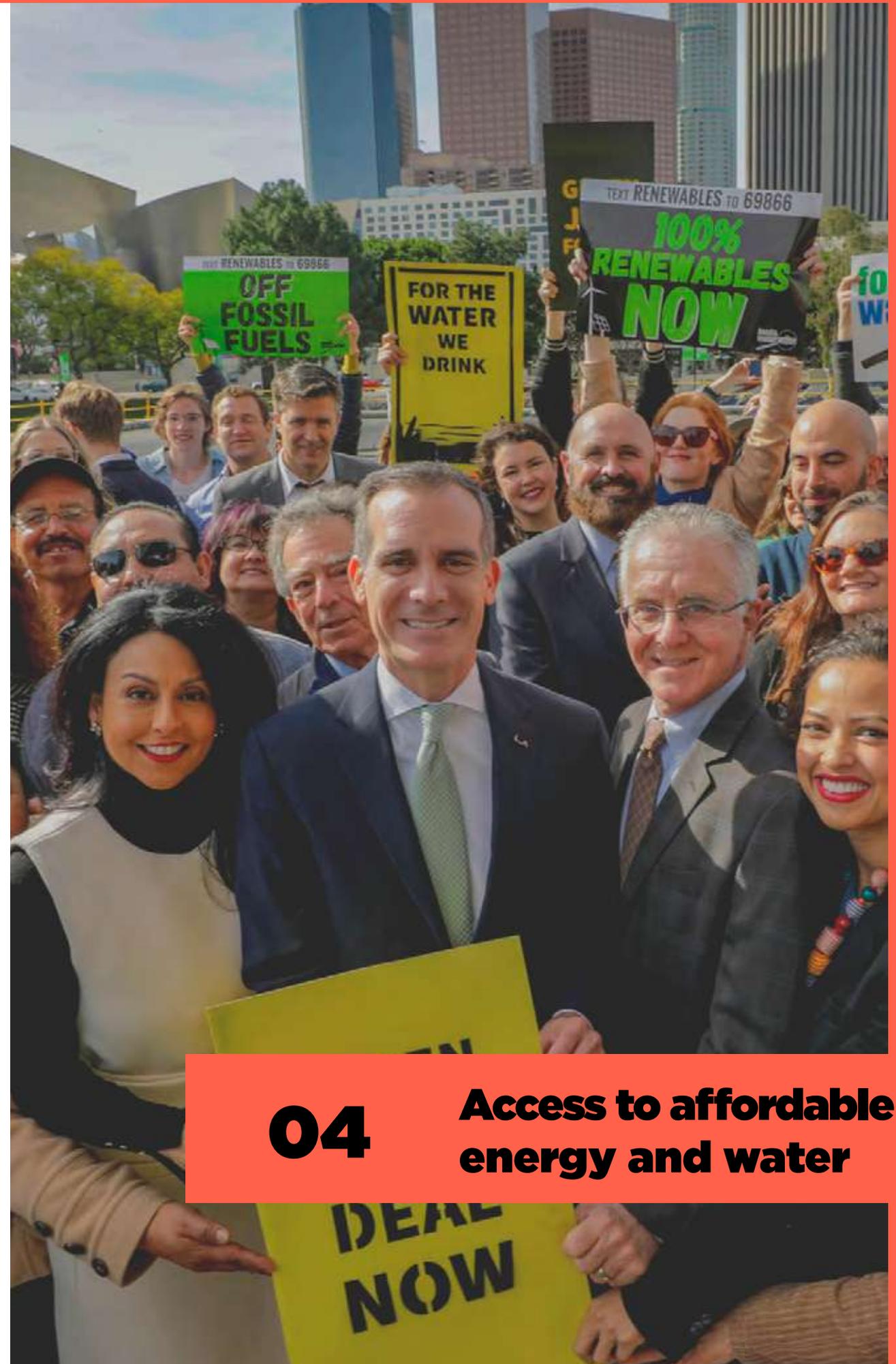
S

The City of L.A. will promote aid programmes to make renewable energy installations a more realistic proposition for these groups by taking advantage of the city's great solar potential. This will guarantee a cheap and good quality energy supply.

Action

A

The city council has installed solar panels for free in the homes of nearly 2,000 low-income families. This work has not only reduced their annual bill and prevented the emission of more than 10,000 tonnes of CO₂, but has also provided job training to 200 people reintegrated into society after being released from prison.



04

**Access to affordable
energy and water**

Value

Cities must offer affordable, well-located homes of sufficient quality within the reach of all families, as well as decent connectivity with public transport and other sustainable means of travel.

Problem

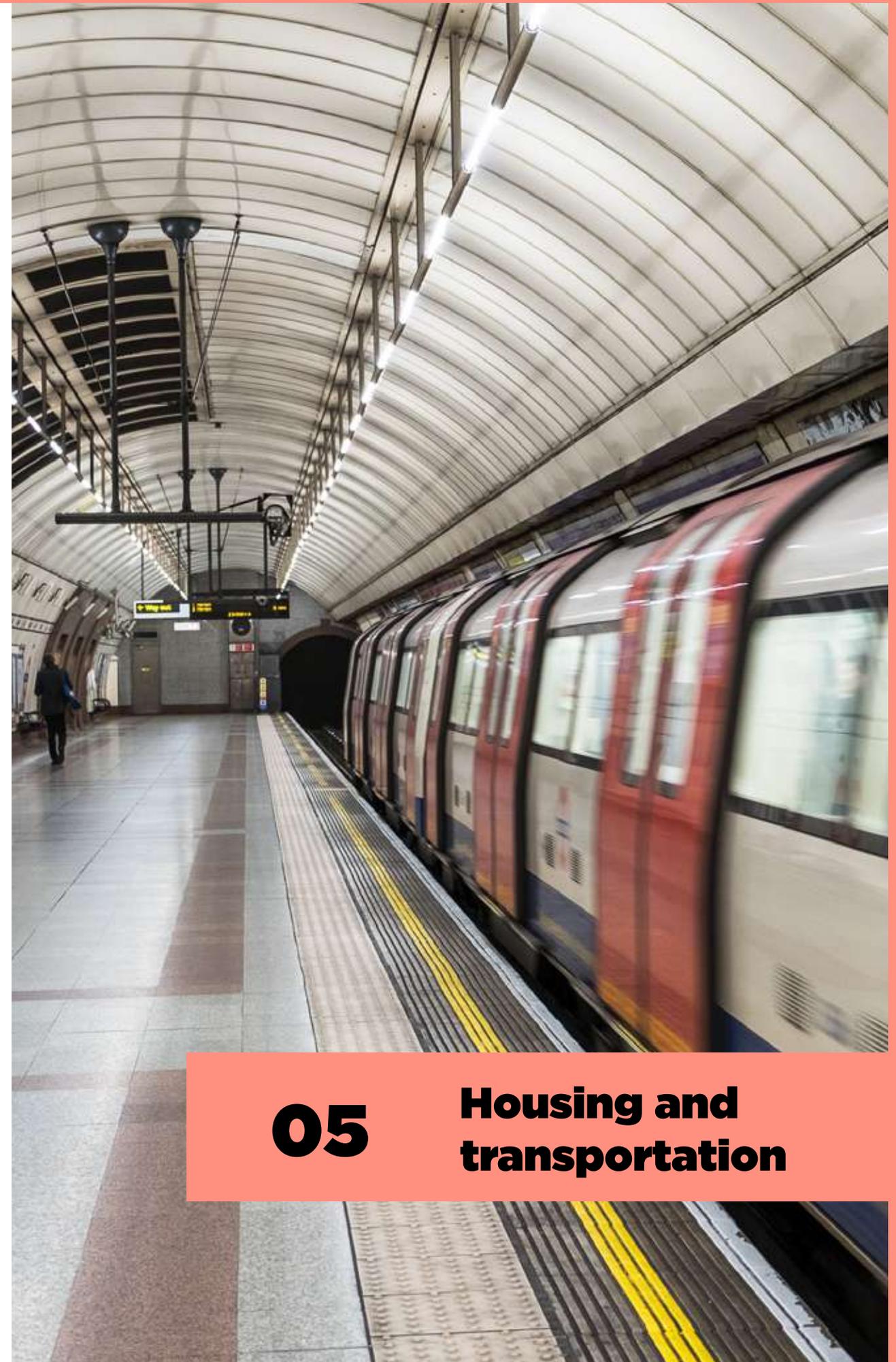
Cities have poor quality or inefficient houses that are often isolated from the rest of the city (suburbs and depressed areas).

Solution

Provide decent, safe, good quality and efficient housing for the entire population, as well as an improvement in sustainable infrastructure and services, to improve everyone's quality of life.

Action

It is recommended to promote the availability of decent and efficient housing to all, in particular the most disadvantaged. Access to public transport must also take precedence, as well as infrastructure for cycling, walking and electric vehicles.



05

**Housing and
transportation**

**OneNYC 2050. Thriving
Neighborhoods Story**



**Link to the
best practice
example**

Value

V

All New Yorkers deserve a safe and affordable place to live.

Problem

P

But more than half of tenants in New York neighbourhoods have to pay high rents, limiting their ability to afford the rest of their basic necessities.

Solution

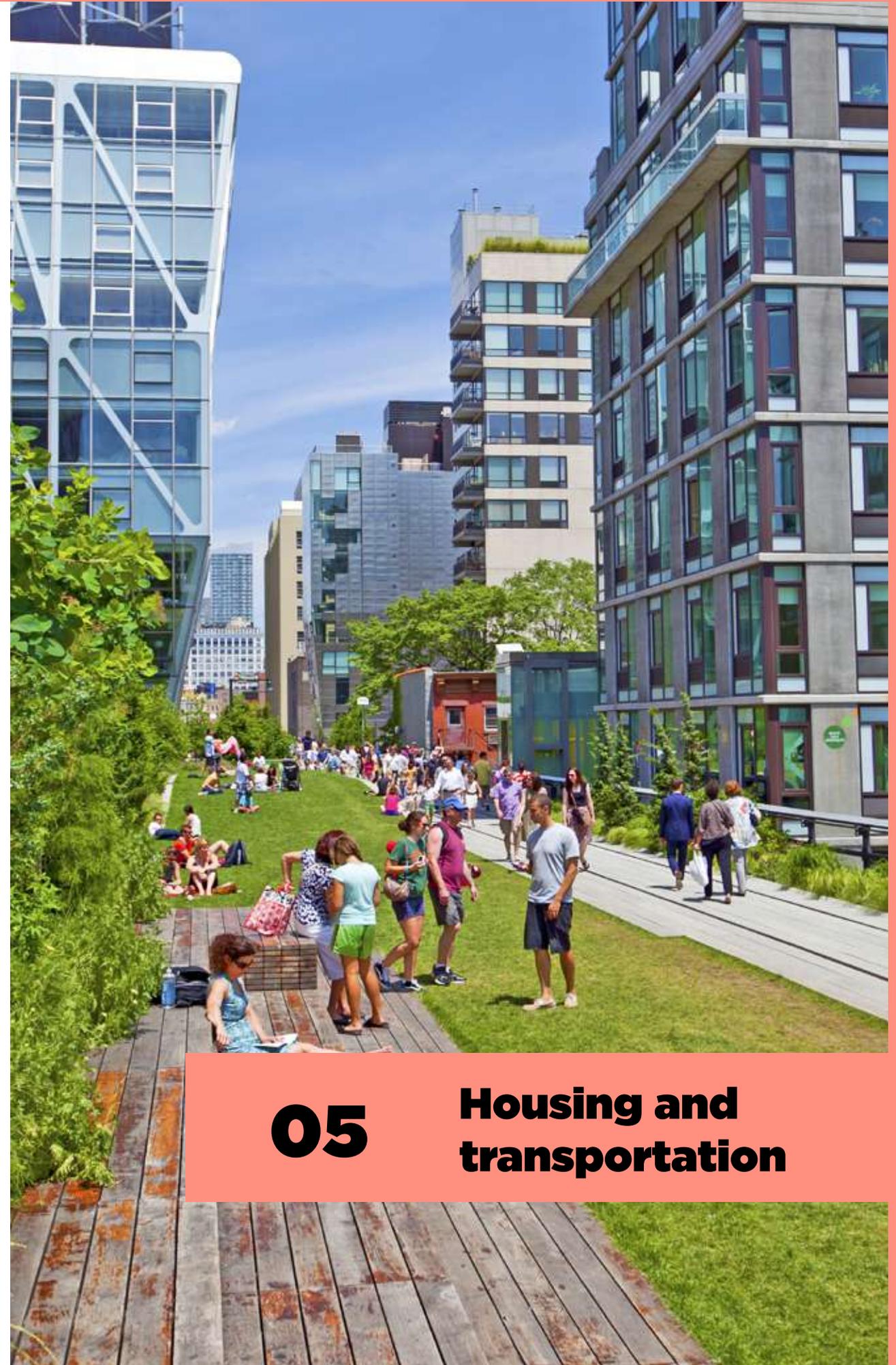
S

The city is going to invest in every neighbourhood to ensure that New York City remains a place that people of all incomes and backgrounds can call home.

Action

A

The city is working to offer 300,000 affordable homes by 2026, in addition to making greater commitments to offering homes and services to the most vulnerable.



05

**Housing and
transportation**

Value

Education gives people the chance to flourish, become more aware of the issues affecting their city and have more opportunities to participate in the development of local policies and initiatives to achieve fair, inclusive and equitable local development.

Problem

Great inequalities exist in all cities, and the effects of climate change will make them even more pronounced as it disproportionately affects the most vulnerable people.

Solution

The city recognises the need to strengthen social cohesion around the problems of climate change in an equitable and inclusive way. It is important to increase a sense of responsibility in the population and inspire change towards more sustainable behaviours.

Action

Engage with community stakeholders to identify barriers, impacts and opportunities to improve social inclusion and offer a fair distribution of the benefits of implementing the city's CAP.



06

Education and skills

Buenos Aires Action Plan against Climate Change 2020



Link to the best practice example

V **Value**
Environmental education boosts initiatives for social transformation.

P **Problem**
Low levels of understanding and awareness of the climate crisis can stand in the way of climate action on a city-wide scale.

S **Solution**
Promote values that favour enhancing knowledge to identify, prevent, mitigate and reduce environmental problems in general and climate change in particular.

A **Action**
Environmental education initiatives promoted by the city's Environmental Protection Agency are aimed at getting people involved and changing attitudes to create a more just, participatory and equitable environmental ethic.



Value

Access to good food is critical. In many regions, the agri-food sector is one of the most important sources of income for the local economy.

Problem

This is one of the sectors most affected by climate change. Alongside rural migration to the cities, the ability to produce an adequate food supply can find itself under threat.

Solution

Basing agri-food production and commercialisation on the principles of sustainability and proximity can increase a city's capacity to adapt to risks and guarantee supply.

Action

Offer incentives for local production and commercialisation, train professionals in sustainability, and raise awareness about local consumption in the population, in order to increase food security.



Durban
Climate Action Plan 2019



**Link to the
best practice
example**

Value

V

The eThekweni population is particularly concerned with nutrition and food security.

Problem

P

Around 20% of the city's households live below the food poverty line.

Solution

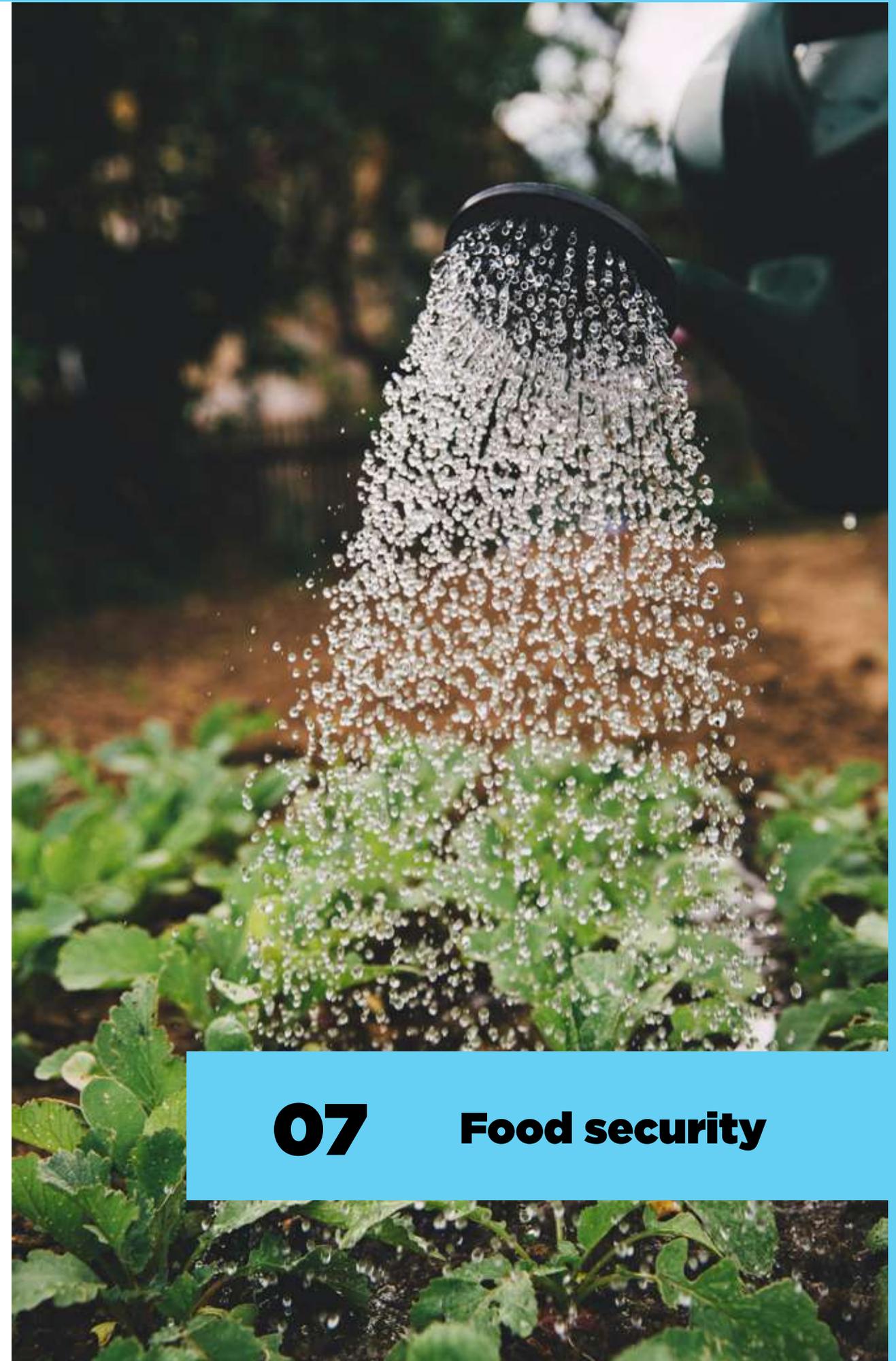
S

In light of climate change projections, sustainable agriculture will require innovative and adaptive practices combined with smart food production, a strategic distribution network, and investment in research and education on food waste management.

Action

A

eThekweni is encouraging local food production (crops and livestock) by promoting and supporting community-based agricultural projects and small-scale vegetable gardens.



07

Food security

Value

Public participation is needed to get the full benefits of local knowledge, which leads to better and more value-creating projects for citizens.

Problem

Every part of the city must offer a good environment to live. Cities have many diverse neighbourhoods with strong identities and local centres, so it is necessary to consider the needs and wishes of people from each neighbourhood when planning.

Solution

Creating early dialogue with residents can offer new ideas and perspectives and helps to bring communities on board with the city's plans.

Action

It is good to explore new ways and digital tools for dialogue and debate. Feedback and evaluation are equally important.



08

**Good governance
and participation**

Stockholm
City Plan



**Link to the
best practice
example**

Value

V

It is important to implement changes in partnership with residents because human rights, democracy and sustainability issues are priorities for Stockholm.

Problem

P

Stockholm is a growing and dense city. Changes must be relevant to the places and environments where Stockholmers have their homes and live their lives.

Solution

S

The city's ambition is to improve the participation of Stockholm residents in the urban development processes.

Action

A

This may be achieved through expanded discussions with people at a local level and through interaction with children and young people, as well as other groups that are under-represented in the urban development processes.



08

**Good governance
and participation**



“The future of the fight against climate change is being played out in our streets and squares. We are where most of the population lives, we are the people most responsible for greenhouse gas emissions and we are the main focus of innovation. If we want things to change, we have to start by changing ourselves. And that will only be possible if we all take joint responsibility: citizens, companies, associations and authorities.”

Ada Colau
Mayor of Barcelona

02. Climate change messaging



Climate change messaging

Key ideas about climate change messaging

01	02	03	04	05	06
Show practical, positive solutions and actions	Educate, to counter misconceptions and gaps in knowledge	Be visual, make it desirable	Avoid stereotypical photos	Tailor your message to each target group	Be aware of “finite pool of worry”

01. Show practical, positive solutions and actions

Cities must engage people through positivity, to inspire them, being honest about the problems but talking about solutions. By associating the actions with a positive and desirable goal, these actions could gain a few popularity points.

02. Educate, to counter misconceptions and gaps in knowledge

Tie your message for action to your audiences' daily lives in a practical and simple to implement way. For example, don't promote a recycling campaign if recycling facilities are not readily available and easy to access.

03. Be visual, make it desirable

Adding visuals to written content makes your campaigns more interesting and keeps your audience engaged. Include infographics, photos and graphics for your data information.

Note: On the pages that follow, there are principles and ideas around messaging, illustrated with underlined hyperlinks to illustrative global examples of practice.





04. Avoid stereotypical photos

No more polar bears. Use real people and real situations about climate change. Focus on the effects of climate change on different people's lives and their communities.

05. Tailor your message to each target group

Try to understand your audience and create specific and meaningful messages for them. Help them to relate with your actions, while understanding that people are exposed to the effects of climate change in different ways, and their capacity to take action may be limited.

06. Be aware of 'finite pool of worry'*

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People have a limited capacity for how many issues they can worry about at once. So we suggest to not overwhelm your audience with many different worries.

How I can do that?

- Select a few specific issues to make the public more aware of, not all of them at a time.
- Balance emotional messages and analytic information, because it's difficult to retain an emotional high level of interest on the long term.
- Encourage people to be more concerned about climate change, but don't expect a sudden and drastic change of mind.

*Source: Center for Research on Environmental Decisions. (2009). The Psychology of Climate Change Communication: A Guide for Scientists, Journalists, Educators, Political Aides, and the Interested Public.



“We are the first generation to be able to end poverty, and the last generation that can take steps to avoid the worst impacts of climate action.”

Ban Ki-moon
Eighth Secretary-General of the
United Nations

03.
'Green
recovery'
messaging



Climate change and COVID-19

Although there is no direct link between climate change and the rise of COVID-19, the impacts of climate change could affect its distribution and our ability to respond to this threat. COVID-19 has put extra pressure on health systems and is also thought to disproportionately affect vulnerable people. For example, a reliable, clean source of water is essential for the basic hygiene needed to keep COVID-19 at bay. Climate change threatens the availability of water in many areas, so the risks are clear. Infectious diseases, including COVID-19, often originate in wildlife. Human pressure and destruction of natural environments and biodiversity could pose increased risks for future outbreaks.

Air pollution significantly decreased during city lockdowns as people were no longer commuting, travelling around cities or flying to other destinations. At the same time, walking and cycling increased. These are short-term gains and do not replace concerted climate change activity. However, there is an opportunity to keep the focus on sustainable and active travel – cities can decide to allocate more space to sustainable modes and reduce air pollution in the longer term.

- There are common lessons to be learned from city responses to COVID-19 and climate change.

- Equitable health systems are essential to respond to global pandemics and the health threats of climate change (e.g. extreme weather).

- Clean air, water, sanitation and food are all needed to protect against health risks – these are often threatened by the impacts of climate change.

- Inequality kills– the most vulnerable in society are the most affected by both pandemics and the impacts of climate change.

- Rapid, collective action can help cities to be more resilient to both COVID-19 and climate change.

'Green recovery' messaging

Key ideas about 'green recovery' messaging

01	02	03	04	05	06
Avoid return to 'business as usual'	Let's rebuild better cities	Cities should be ambitious	People are stronger together	A better future, a better life	Care for people



01. Avoid return to ‘business as usual’

Cities have a unique opportunity to create improved systems of urban governance that address the triple challenge of economic recovery post-COVID, better social outcomes for all and the urgent need to address the climate emergency.

38

02. Let’s rebuild better cities

Now is the moment to build a healthier, more sustainable, more resilient and equitable society.

03. Cities should be ambitious

The COVID-19 pandemic has shown very clearly that when society acknowledges the acute need to act, people are able to implement drastic measures very quickly.

Note: On the pages that follow, there are principles and ideas around messaging, illustrated with underlined hyperlinks to illustrative global examples of practice.

04. People are stronger together

This is a time to come **together** across the differences that used to divide us. We are stronger as a community. A city is greater than the sum of its parts.

05. A better future, a better life

People's immediate decisions will shape the world after COVID-19. Cities should envision the **world people want**. Be bold and show it is possible.

06. Care for people

People need to respond collectively to their common challenges, to find **shared solutions**. Putting care for each other first.





“Resilience, in today’s context, is definitely not about bouncing back to normal state, it is about accepting and preparing for new realities.”

Arivudai Nambi Appadurai
Director, Climate Resilience Practice,
WRI India

04. Inclusive engagement



Inclusive climate action starts with an inclusive process where everyone's voice is represented.

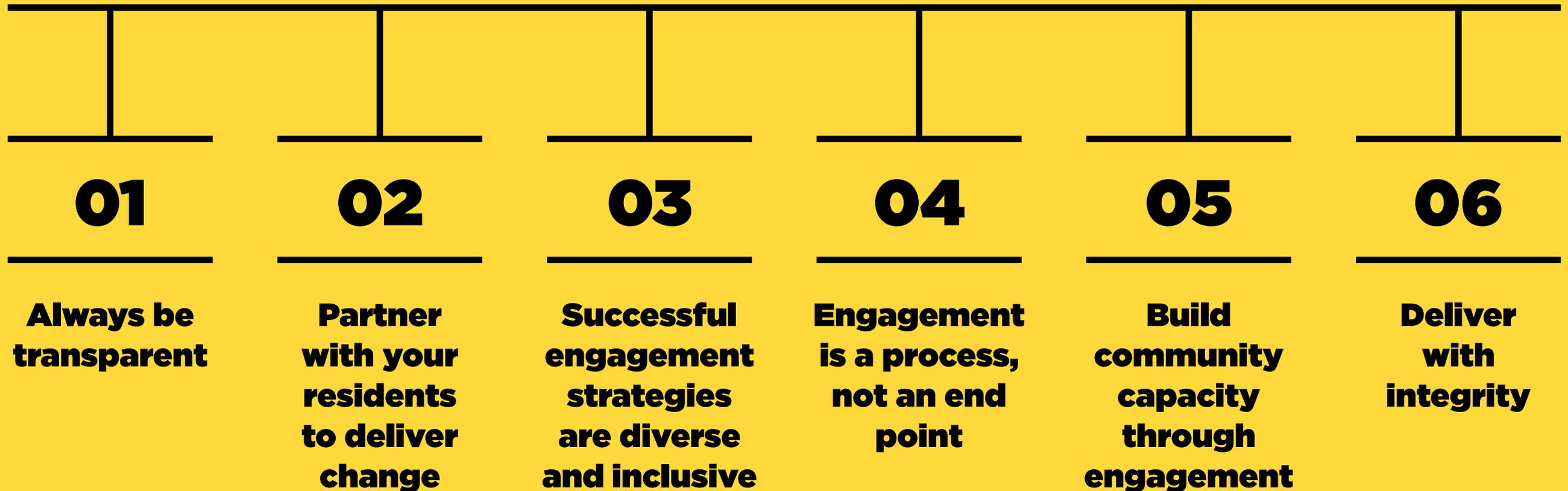
Cities need to identify and engage stakeholders and particularly hard-to-reach groups, so that they can understand and address the root causes and drivers of disproportionate climate risk, and consider how the climate action process can be made more inclusive.

Community engagement undertaken by cities should align with the following six core principles.



Inclusive engagement

Key ideas about inclusive engagement



01. Always be transparent

Transparency is key. It should run throughout your messaging. From the very beginning, you should clearly communicate the objectives of the city's CAP.

02. Partner with your residents to deliver change

The ability of cities to implement action lies in their critical mass of people. This brings with it cultural diversity, knowledge and innovation, crucial to develop the climate change action.

03. Successful engagement strategies are diverse and inclusive

Use a variety of engagement channels to communicate with different audiences, who have varying experiences and needs, whilst ensuring consistent messaging. Geographic location, language, age, sex, race and income all need to be considered.

Note: On the pages that follow, there are principles and ideas around messaging, illustrated with underlined hyperlinks to illustrative global examples of practice.





04. Engagement is a process, not an end point

Community engagement should not be seen as a means to an end but should form part of a wider programme of relationship building and codevelopment practices. You should always be looking to build on previous community engagement and improve the relationship with a community over time.

05. Build community capacity through engagement

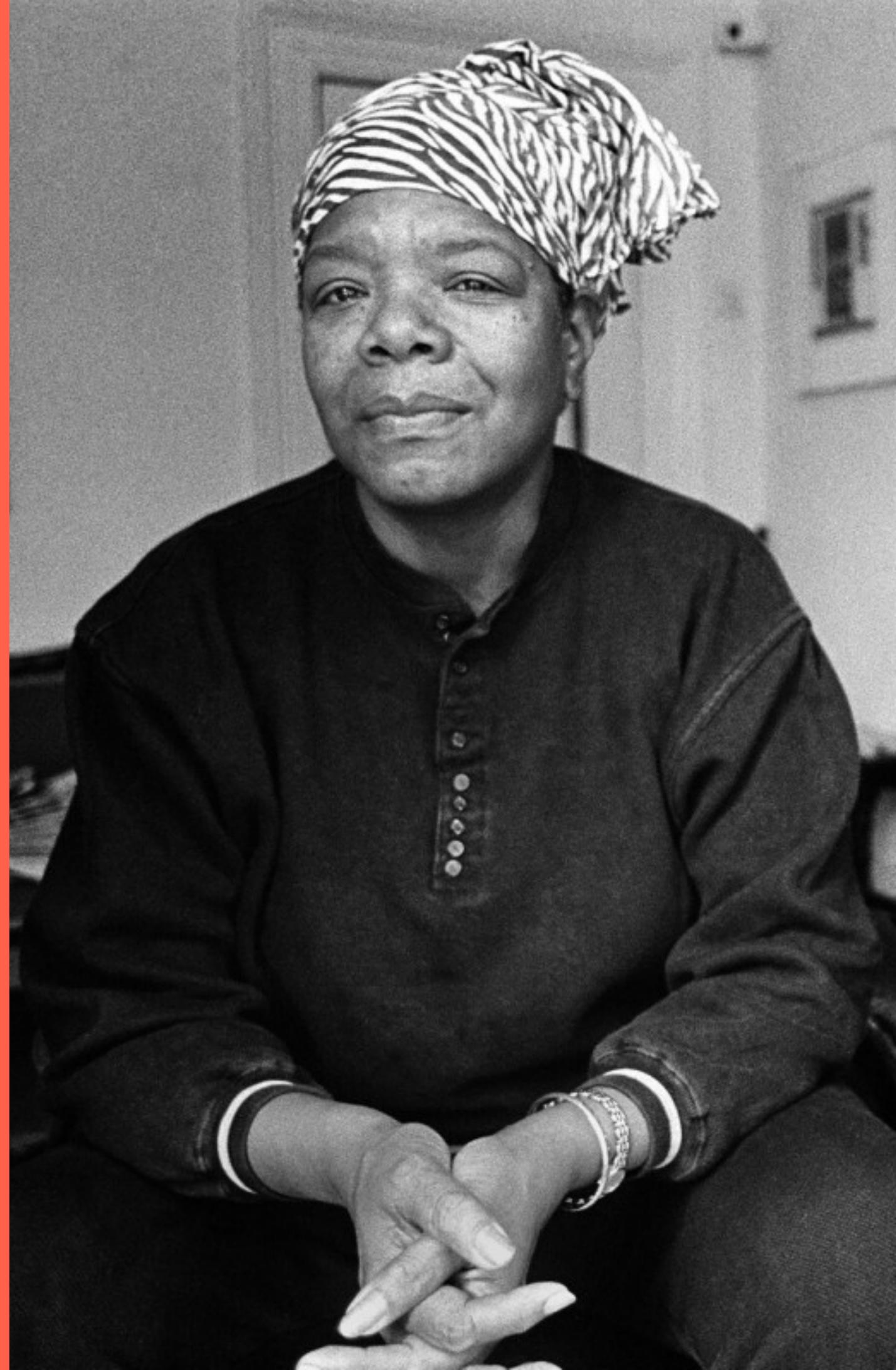
Working with the community can present challenges for governments due to existing mistrust. Encouraging the active involvement of the community, through co-ownership and design practices, can build capacity, upskill members of the community and enable greater ownership in driving climate action forward.

08. Deliver with integrity

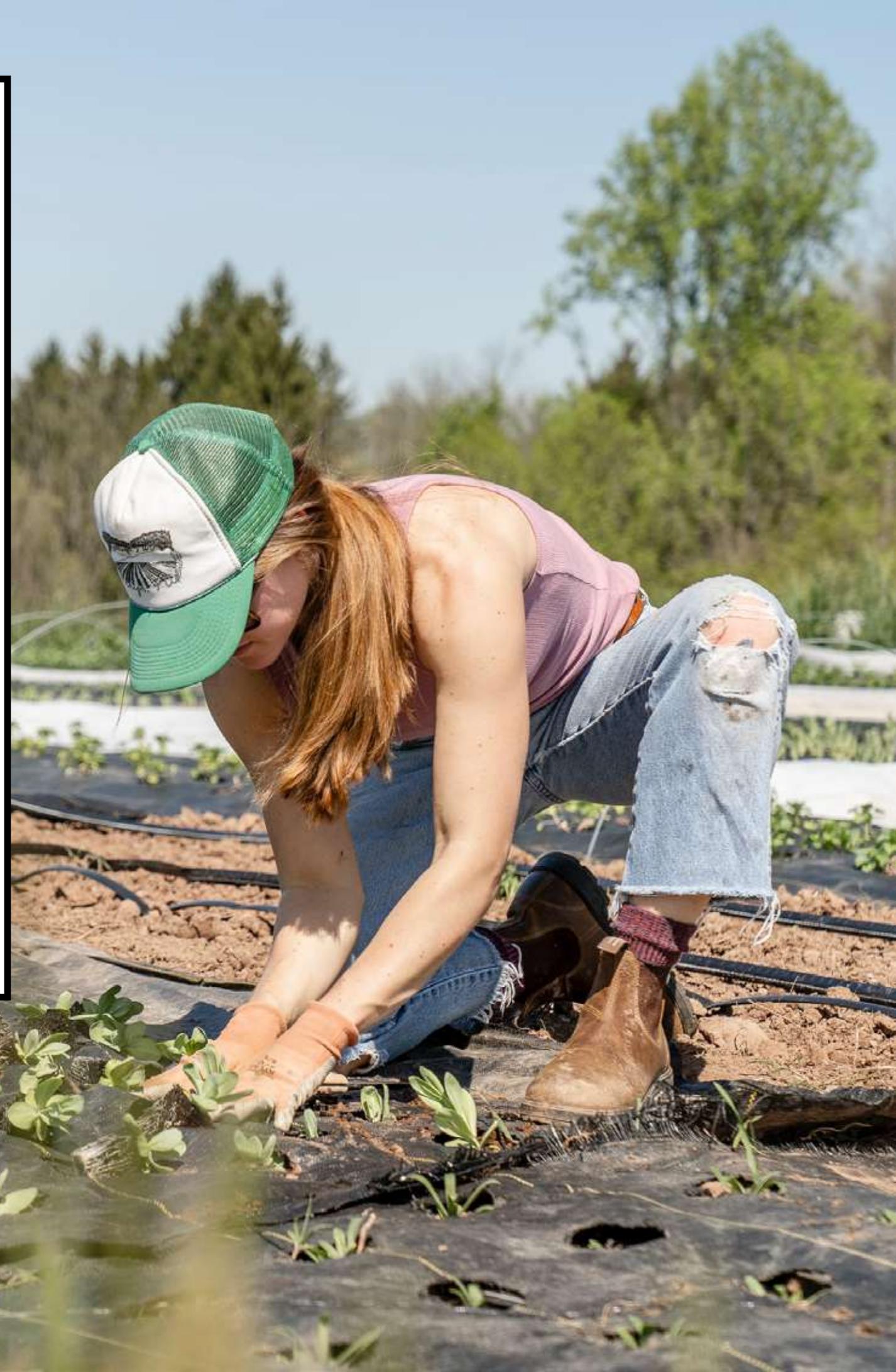
Making sure that an engagement strategy is led and delivered with integrity requires you to uphold the key principles of transparency, collaboration and accessibility throughout the engagement process.

“I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.”

Maya Angelou



05. Best practices



Learning from others is a key part of a successful CAP communications campaign. It's incredibly useful to see what others have done, what has worked and what the impact has been.

The case studies that follow are all great examples of successful climate campaigns from across the world. These campaigns have been led by national governments, cities and charities, and all have engaged a wide range of people to achieve real success.

Hopefully they will inspire your city to do something great too...





**Link to the
best practice
example**

Welcome to Alipay Ant Forest

This app encourages people to live a greener lifestyle by integrating a range of low-carbon activities into daily life. Over 500 million people have joined the Alipay Ant Forest green initiative, planting over 100 million trees, which now cover a total area of 112,000 hectares in Northwest China.

Alipay's online and mobile payment platform is used by more than a billion people to pay for everything from groceries, to bike rentals, to wealth management products. In August 2016, the Chinese company turned the power of its digital technology to promote climate action. The Alipay Ant Forest project, launched on the company's mobile app, rewards its users with "green energy points" each time they take a step to reduce their emissions, such as by biking to work, going paperless and buying sustainable products. These green energy points grow into a virtual tree on the user's app, which Alipay matches by planting a real tree or protecting a conservation area, in partnership with local NGOs.





**Link to the
best practice
example**

Welcome to #LeedsByExample

Campaign from Leeds City Council (United Kingdom). In this campaign you can see how to work together and support each other in difficult times. A real campaign with real people, visually really simple and attractive.

They encourage people to work together and make a huge difference. Climate change is affected by the food we eat, the way we travel and power our homes, the stuff we buy and the way we get rid of it.

The campaign explains how simple changes can reduce our carbon footprint and help make the City of Leeds a carbon neutral city.





**Link to the
best practice
example**

Welcome to Gen Less

New Zealand national campaign to reduce emissions from energy use. The Energy Efficiency and Conservation Authority (EECA) in New Zealand made the campaign with real people, giving a personal touch so the users can identify themselves with them.

The government agency explains how energy is used in everything we do, and how we can be more conscious about using less of it in our daily choices.





**Link to the
best practice
example**

Welcome to Agriculture Guides

CAMFED launched a breakthrough initiative to train young women from poor, marginalised farming communities across sub-Saharan Africa. Through this training, these young women become Agriculture Guides - champions of sustainable agriculture. As a result of this initiative, a movement of young women are now leading effective action on climate change through sustainable agriculture in rural Africa.

As a result of this initiative, a movement of young women are now leading effective action on climate change through sustainable agriculture in rural Africa. Already, over 8,500 individuals, mostly women and young people, have been reached through demo-farms, community meetings and mentoring, and Agriculture Guides are continuing to reach young people in their communities to build their resilience to climate challenges. CAMFED aims to equip 50,000 more young women in rural Africa with climate-smart knowledge and skills over the next five years.





**Link to the
best practice
example**

Welcome to Evergreen Future Platform

Campaign to demand climate change commitment from Seattle political candidates. This campaign shows solutions now, they don't use the stereotypical photos, it is real people! And they are also aware about how much concern a person can bear, not overwhelming them.

Evergreen Future is a Washington Conservation Voters campaign to push candidates and elected officials across the state to support bolder environmental action.

Polling commissioned by WCV shows this is a winning issue in 2020:

- 7 in 10 Washingtonians support Evergreen Future's policy platform.
- Nearly 3 in 5 voters say that a candidate who supports Evergreen Future would be more likely to get their vote.

I support Evergreen Future





**Link to the
best practice
example**

Welcome to the Helsinki Energy Challenge!

A global one-million-euro challenge competition from City of Helsinki (Finland), to answer the question 'How can we decarbonise the heating of Helsinki, using as little biomass as possible?' This is a super fun campaign and an example of how to use gamification to make your campaign appealing.

Helsinki is one of the leading cities in the transition towards a sustainable future, with the goal of becoming carbon-neutral by 2035. But currently, more than half of the city's heat is produced with coal. In order to achieve carbon-neutrality, they launched this competition to find innovative energy solutions.





**Link to the
best practice
example**

Welcome to Send a Sceptic to Space

Friends of the Earth gamification campaign on climate change. It uses visuals and metaphors to make its campaign attractive, as well as public people who are known by everyone, everywhere.

With the idea of *'the overview effect'* where the astronauts see the earth from space and their views on the fragility of our planet are changed forever, they persuade today's world leaders to take better care of our planet.

The campaign asks the global community to help send a climate sceptic to space so they can shift their perspective and come back down to earth a more environmentally ethical person. With this goal they made a fun game for the campaign.





“We have a once in a generation opportunity to rebuild our cities and economies to be greener, fairer, and more sustainable.”

Sadiq Khan
Mayor of London

Building a Campaign

**Themes, strategy and tactics
for a city-level campaign**



01. What is a campaign and why launch one?

02. Drawing up a campaign strategy

03. Themes and creative approaches to campaigns

04. Ten ideas for campaign success

05. Best practices

06. Measuring impact

This chapter of the C40 Climate Action Planning Communications Toolkit gives advice on how to plan a topic-specific campaign at a city level, including choosing a theme and creative approach, drawing up a campaign strategy and how to measure campaign success. We also feature here a number of best practice case studies from cities across the C40 network and beyond.

01.
**What is a
campaign
and why
launch one?**



When a city or region establishes a Climate Action Plan (CAP) there is always a need to communicate this plan to stakeholders, residents and businesses. Good communications can inspire people to support the plan, explain major policies or programmes and increase transparency. However, launching a city-wide climate campaign can be different to everyday communications around a CAP.



A standalone campaign can be:

Focused

Focused on a key area of carbon-intensive activity, for example domestic heating or sustainable travel.

Targeted

Targeted at a very **specific segment** of the population where action is needed most urgently.

Timed

Time-limited in the **run up to a major event**, such as Earth Day or a UNFCCC Conference of the Parties (COP) meeting.

Designed

Designed to bring a **broad partnership** of organisations together to tackle a large number of behavioural or practice-based challenges simultaneously.

Campaigns have an important role to play in achieving significant change across cities in the pursuit of net zero targets. As well as offering a time-framed increase in high profile activity, they can rapidly boost awareness of a Climate Action Plan (CAP) and make the actions in that plan easier to deliver.

Campaigns can also be a central and critical part of a CAP in themselves, going beyond behaviour change to **encourage participation in key programme areas**, for example taking up grants, or adopting new policies.

Climate-related campaigns do require an **investment in time, personnel and resources** and so good campaign planning is essential to ensure that this investment is repaid many times over.

Key aspects of campaign planning are covered in this chapter and includes drawing up a campaign strategy and understanding your targets; developing a **creative theme** or **'big idea'** that will capture the imagination; and setting out a series of **tactical actions** to launch your campaign to your target audience(s).



Campaigns: a critical component of a Climate Action Plan (CAP)

Hundreds of cities have drawn up or are in the process of creating Climate Action Plans and are finding that targeted campaigns are vital in ensuring their CAP can be delivered.

From supporting evidence-based decision making, to engagement with the community, collaborating with business or of course, stimulating behavioural change, campaigns are a valuable part of a CAP and largely that is why this toolkit has been prepared.



CAP focus examples	Potential campaigns
Public green space	Enjoy your local nature, conservation volunteering
Building energy efficiency	Take up grants, or retrofit your building
Start-up innovation	Be inspired, join a city innovation partnership
Resource efficiency	Adopting zero waste targets, going plastic free
Mass transit	Public transport promotion, car sharing
Designed with nature	Urban biodiversity, tree planting, green infrastructure
Renewable energy	Grant take-up for solar, heat pumps, etc.
Active travel	Walking and cycling weeks, employer campaigns
Sustainable food	Meat-free Mondays, reducing food waste
Smart cities & data	Data hacks, open data, city dashboards

02. Drawing up a campaign strategy



The first step in creating a campaign to support your Climate Action Plan is to draw up a campaign strategy. Ideally with the support of a small steering group or sounding board of colleagues or partners who will be involved in delivering the campaign.

There are a number of models available for campaign planning and strategy, but at the heart of all good campaigns are a number of key questions:



To learn more, check [Chapter 4 on Tools, channels and strategy.](#)

Objectives

What are the clear, measurable and specific objectives of your campaign (e.g. to encourage x% more people to cycle)?

Actors

Who will your campaign specifically target?

Actions

What will be the call to action (CTA) for those actors that will be carried across your campaign assets?

Timeframe

How long will the campaign be and are there a series of phases?

Impact

What will be your measure of success and what impacts are you planning to measure?

People, audiences and barriers

When planning your campaign it's a good idea to think through in some depth **the part that people will play** - as they are always going to be the focus of a campaign in some way!



To learn more, check [Chapter 4 on Tools, channels and strategy](#).

Audiences

Be clear about **who the audience for your campaign is going to be**. For more information see [Chapter 4 \(Tools, channels and strategy\)](#) that looks in depth at [audience segmentation](#).

Activists

What **role will local campaigners and activists play in your campaign**, and are there any that potentially might object in some way?

Barriers

Think about your **call to action** (CTA) and make sure that there are **no barriers** (e.g. physical, legislative, financial) that stand in the way of the change you want to bring about.

Misinformation

Not everyone likes change! Be prepared for an element of backlash for tougher areas of change like encouraging people to drive less, and make sure part of your campaign plan includes **countering misinformation**.

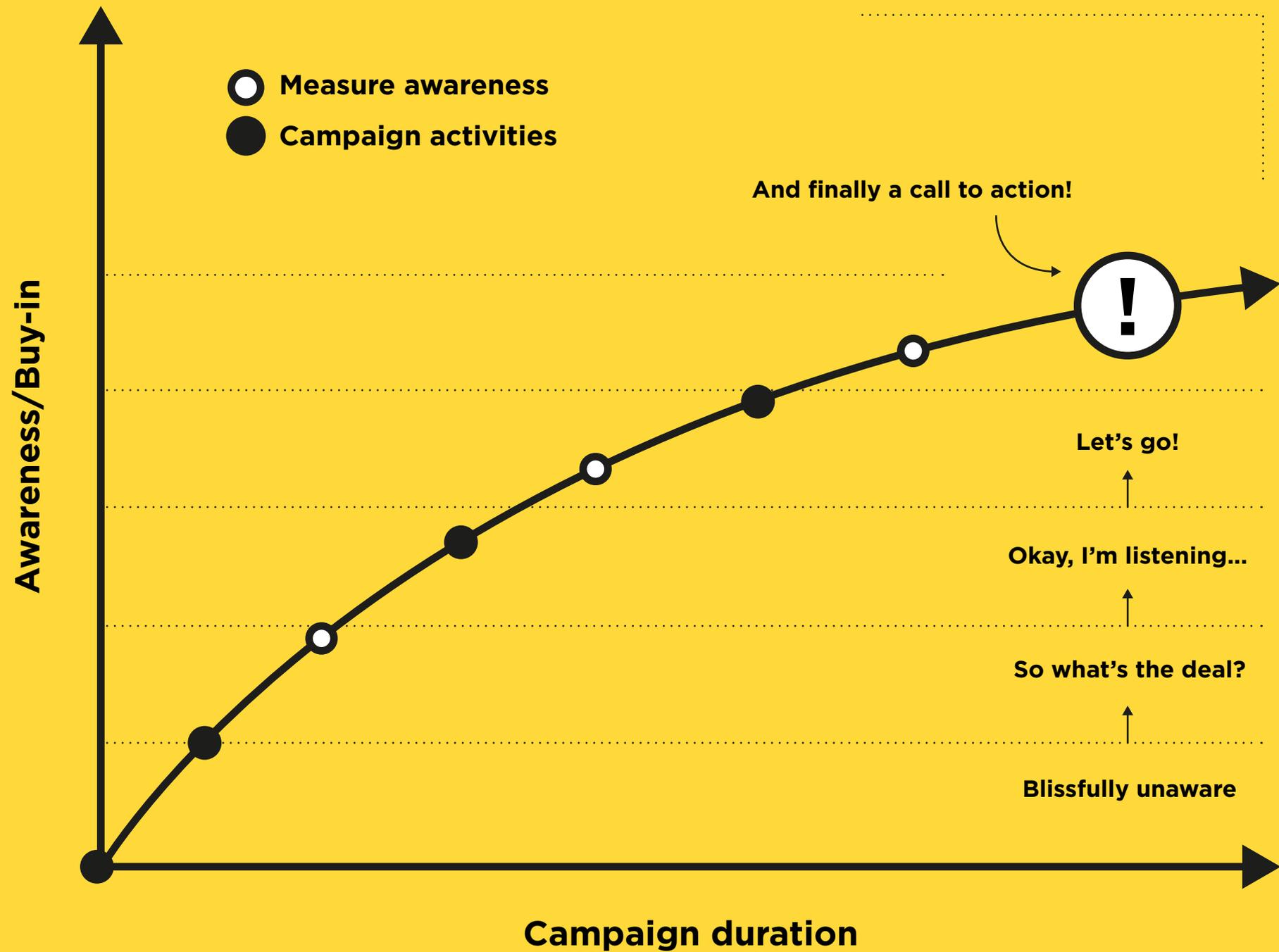
Work with those impacted

A strong campaign tactic is to **involve those impacted by climate change** (e.g. children suffering from poor air quality, communities hit by flooding), with a **special focus on vulnerable communities**.

Arc of awareness

One useful tool for planning campaigns is a campaign 'arc' where activity is designed to build **levels of awareness** amongst a target audience through a series of campaign moments.

These activities lead up to a **call to action** (CTA) which is delivered once that audience's awareness and propensity to act has been shifted significantly.



Work with the willing!

In developing a campaign strategy, consideration needs to be given to who you wish to target with a call to action.

One easy mistake to make is to tailor your campaign to speak most strongly to those who already feel passionately about the climate emergency and who are willing to take action.

It can also be easy to get distracted and target efforts at those who are most sceptical, trying to rebut arguments and counter myths or half truths.

A highly successful tactic is to work with the smaller, first group as advocates to target those who are broadly warm but are in the 'centre ground' on climate action. More action on carbon emissions can be elicited from this group... and eventually the sceptics may follow!



15%

There will be a few people who are really ready for action!

65%

And then there will be a much bigger group who follow social norms.

67

20%

Finally there will be another group who are much more resistant to change.

Using frames and values

The Common Cause Foundation, alongside others, has developed some deep insights into the role that values can play in achieving better campaign outcomes for causes like climate change in particular. The Foundation has summarised five ‘key tips’ for planning effective campaigns.



Trust and empower people

Engage people as though they are interested in and committed to making things better. This is a potent strategy, because it's true! Encourage conversations between people, more than conveying information to people. This helps deepen the experience that 'it is normal to care'.

Avoid appealing to ‘self-interest’ values

Avoid appealing to ‘self-interest’ values like financial success, social status or public image. These are likely to undermine and restrict expressions of environmental concern.

Root campaigns and communications in ‘compassionate’ values

Environmental appeals are most effective when rooted in the broad range of ‘compassionate’ values. Building on this powerful, motivational foundation, bring creative flair to tailor your communications to resonate with different audiences.

Collaborate beyond the environmental sector

Celebrating ‘compassionate’ values that may at first seem unrelated to environmental concerns opens up new opportunities for collaboration with organisations whose formal remit may differ from or be beyond environmental.

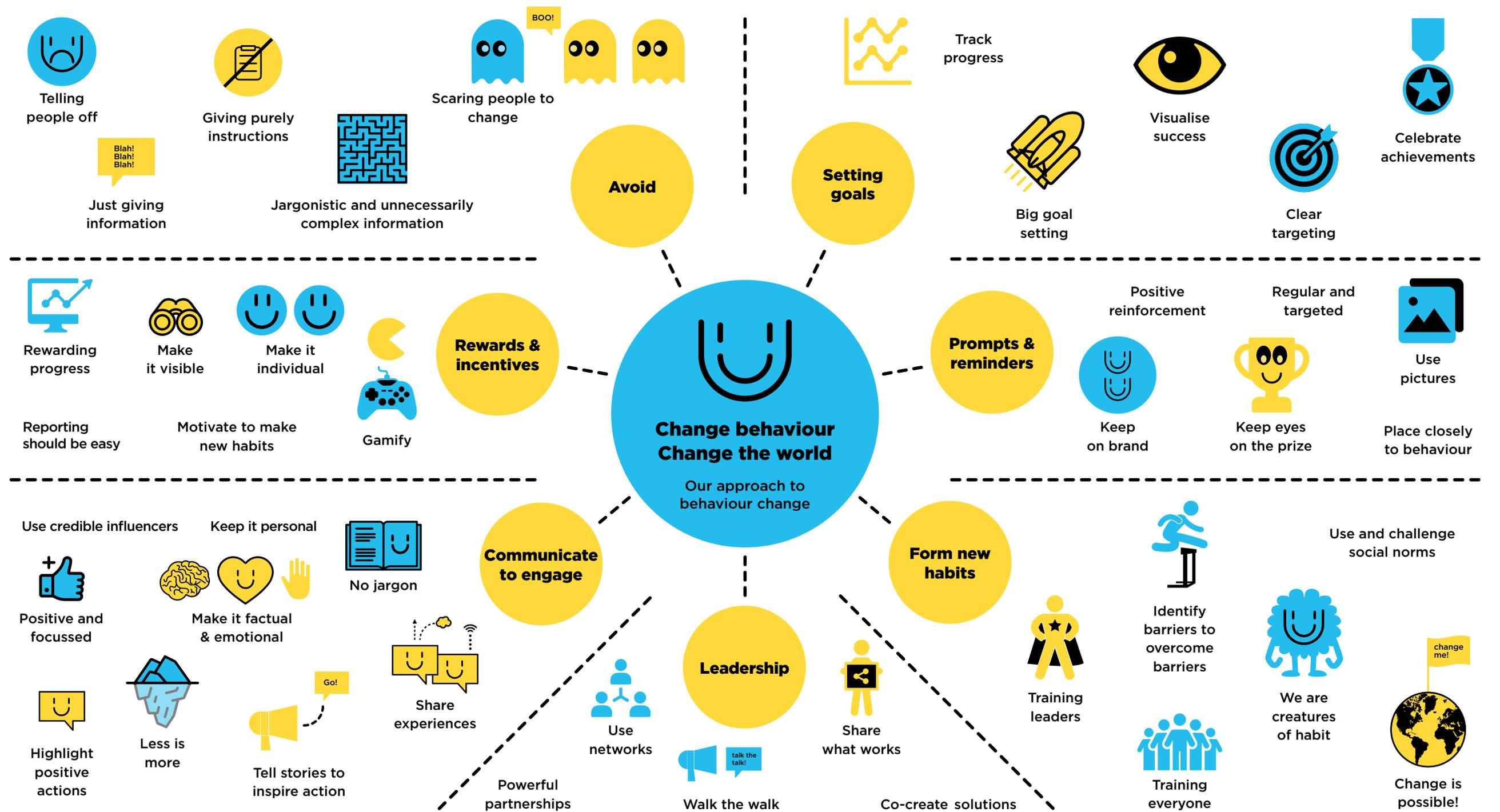
Having a cross-sectoral team define your campaign can also help to avoid any appeal to self-interest.

Challenge public policies and institutions that embed ‘self-interest’ values

Public spaces and media are permeated with messages that promote ‘self-interest’ values. Advertising, a focus on growth at all costs, and celebrity culture or conspicuous consumption tend to erode support for environmental, and social concern and action.

Our approach to behaviour change

Creative Concern's Methodology applied to the C40 Climate Action Planning Programme



03. Themes and creative approaches to campaigns



A campaign is much more than a communications programme. A campaign can have its own (short-lived) identity, and can develop its own tone of voice and creative look and feel.

This means that in developing a campaign strategy, one of the really important tasks is to think about the theme that might be adopted or the creative approach you'd like to take.



To learn more, check [Chapters 1 \(Storytelling Guidelines\)](#) and [5 \(Visual campaign identity\)](#).

Positive campaign

Are you going to use illustrations and make it a light, positive and feelgood campaign?

Real stories

Could real people and real stories play a part? Could this be heroes or pledging campaign?

Parable or metaphor

Is it a parable or metaphorical in some way?

Sense of humour

Are you using humour and a sense of the unexpected? What's the tone of voice? Playful, serious or challenging?

Ambassador endorsements

Have you got ambassador endorsements to profile?

04.
Ten ideas for
campaign
success



Ten ideas for a campaign success

1

Give people a voice

Campaigns are all about people! Think about how you can create a campaign team, a roadshow or an events series that give the campaign a human dimension.

2

Visualise your message

It's true that images work. Think about a graphic, icon or photographic image that could sum up your campaign.

3

Personal stories

Use testimonials or human interest stories to add depth.

4

Add humour

Even really serious issues can be tackled with humour. Is there a way to make people smile?

5

Use data

Have you got some big numbers or killer facts you can use to intrigue people?

6

Bring people together

Is there a way for people to join your campaign? Sign up?

7

Make it interactive

Ask your audience to share their views and interact with your campaign.

8

Expose the truth

If there are some new facts, or evidence that people haven't encountered before, consider making that part of your messaging.

9

Build something beautiful

Is there an art installation, or public exhibition that could inspire action?

10

Go guerilla

Get people talking using ambient or guerilla marketing tactics, like clean graffiti, environmental type or pop-up visuals.

05. Best practices





**Link to the
best practice
example**

Cape Town

Since South Africa was the host nation for COP17, the City of Cape Town (South Africa) has had a decade of experience of running impactful climate campaigns focused on energy saving, smart cities and citizen impact on carbon.

The City's current campaign platform is structured around the idea of 'The City that Cares' - and uses the CARES mnemonic to represent Clean, Accessible, Reliable, Equitable and Safe future energy.

Campaign themes include energy efficiency 'top tips', advice on more sustainable diets, competitions to take part in, and on how to retrofit your home. While print and events are still key parts of their campaign channels, digital and social media are becoming a more central part of their overall communications mix.

There are also dedicated **energy saving** campaigns, and a number of legacy campaigns on **smart living** and on community pride.

There is currently a Cape Town Climate Change Communications and Citizen Action campaign under development, anticipated to launch late 2020 or early 2021.



CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

**CAPE TOWN
FUTURE
ENERGY
FESTIVAL**





Link to the best practice example

Addis Ababa

People and trees are a major theme of the City of Addis Ababa's (Ethiopia) communications and activity programme with mass public engagement on reforestation and a world-record breaking effort to plant 250 million trees in a single day.

Printed campaign material, events for the media and a very active **social media** presence are some of the chosen channels used by the city, and results across all these channels are regularly monitored and reported on. A dedicated city website on climate action is also currently under development.

Tree planting activities have been used specifically as an engagement tool, particularly as political and civic leaders have all been involved in a practical way, strengthening their commitment to climate action.

*Ethiopia more widely has pledged to restore 15 million hectares of degraded forests and landscapes by 2030, as part of the **'Bonn Challenge'**.*





Link to the best practice example

Guadalajara

The City of Guadalajara (Mexico) with the wider Jalisco region has run dedicated campaigns on tree planting, sustainable mobility and waste reduction as part of its wider action on climate and sustainability. It has also taken part in a WWF programme celebrating cities and sustainability.

Billboards have been used for specific campaigns, alongside Facebook and other social media platforms. Traditional media has also been used to help increase campaign reach as the core city team have limited human resources. Flyers and other printed materials are distributed through neighbourhood networks.

There is an overarching graphic identity for all of the city's campaigns but more individual approaches are taken for different campaigns particularly around travel and waste.





Link to the best practice example

Barcelona

The City of Barcelona (Spain) has put a significant amount of energy and resources into its Climate Action Plan communications programme with a dedicated website, an events programme, social media and a rich thread of co-creation and participatory engagement of citizens.

More than 1,000 institutions and organisations have been involved in developing the City's roadmap to tackling climate change, engaging many more citizens. Most recently, the City launched an interactive (and 3D!) touring exhibition to offer a close-up presentation of the climate emergency in Barcelona with the following goals:

- How climate change will affect Barcelona.
- The Climate Change Declaration and the Barcelona Climate Plan.
- Ideas on what residents can do individually and collectively.

The exhibition is touring the City's key facilities and schools using sustainable transport: by bicycle and trailer.





**Link to the
best practice
example**

Dakar

The Senegalese capital city has made strong campaigns and communications a central part of its energy and climate plan (PCET).

Through events, cultural activities and general awareness raising, the city has worked hard to reach a broad range of audiences and in particular, women and young people. Key strands of campaign activity have included:

- Working with traditional intermediaries between health centres and families known as Badienou Gokh to help educate women and young girls about climate change.
- A programme of environmental Hip-Hop to reach out to young people in urban communities.
- A city-wide schools environmental competition.
- A green parade organised by the Association for Environmental Protection, in partnership with the PCET and the Association of Young Christians of Senegal, which followed a 8km route, and helped the city engage the public and spread positive values.





Link to the best practice example

Freetown

Freetown City Council (Sierra Leone) has been pioneering its climate and sustainability plan for three years. Entitled 'Transform Freetown' it has put a great emphasis on communications and awareness campaigns.

As part of the World Environment Day Celebrations, the City gave out over 1,000 trees to residents across the city as part of the #FreetownTheTreeTown Campaign.

- Freetonians young and old showed their appreciation for the gift of neem, cashew, tamarind (tombi) and moringa seedlings given to them as part of the celebrations. These trees will be planted in homes and communities across the city.
- The #FreetownTheTreeTown Campaign aims to address environmental management, and in turn climate change issues, by creating greener spaces within the city.
- The wider Transform Freetown programme has built support for change from the ground up, with the Mayor organising an impressive 310 consultation meetings with each and every zonal community across the city.





Link to the best practice example

Singapore

Singapore's Energy Story is a project of the city's Energy Market Authority (EMA), and part of the city's wider 'Singapore Together' movement, focused on a clean energy future.

Summer 2020 saw the launch of the first Singapore Energy Grand Challenge (Youth) campaign with the theme "How would your energy efficient school or neighbourhood in Singapore look like in 2050?"

- Using Microsoft's Minecraft: Education Edition students can design Singapore's energy future in an immersive online open-world game.
- Students learn about Singapore's energy landscape, apply problem-solving skills, and collaborate to build the energy system they envision for Singapore in 2050.
- They create a 1 minute video to showcase their idea of an energy efficient Singapore using Minecraft.
- Shortlisted teams will attend a half-day clinic session to aid deeper understanding of Singapore's Energy Story.
- Winners will be awarded a Young Engineer Award and stand a chance of winning up to S\$10,000.



**STAND A CHANCE
TO WIN **S\$10,000**
IN CASH PRIZES!**



06. Measuring impact



Measuring impact

Measuring the impact of a specific campaign is distinct from the evaluation of a wider communications programme in that most campaigns will have a specific change in action or behaviour as their target. Working backwards from that desired change, the campaign will be evaluated on how far it progresses in achieving that change, often through intermediate stages or steps.

This means that for evaluation of campaigns you can measure both the communications outcomes (audience, reach, hits etc.) and the behavioural or action-based indicators such as recycling rates or numbers of people cycling to work.



Examples of measuring campaign impact

People taking sustainability pledges or volunteering.

Mobility changes – greater use of mass transit or cycling and walking.

Civic waste reduction and recycling rates.

Adoption of energy efficiency measures, or the adoption of renewables.

Numbers of people involved in green conservation activities like tree planting.

Numbers of people taking part in carbon literacy training.

More meat-free meals being eaten.

Please take a look at [Chapter 4 on Tools, channels and strategy](#) as it has more detail on measuring the impact of your communications.

Plus... the communications impact of the campaign

Media coverage by number of hits.

Media coverage by readership.

Media coverage by advertising equivalent spend.

Social media likes, follows and shares.

Social and conventional media ‘warmth’ of response.

Audience reach by email and partner networks.

Ambassadors recruited (inc. influencers).

Attendees at events.

Opportunities to see any Out of Home advertising.

Campaign website hits and dwell time.

Views on YouTube or Vimeo / Downloads of campaign assets.



To learn more



Frameworks Institute article on campaigning post-COVID.



Extensive list of campaign planning resources drawn up at Campaign Strategy.



Free campaign advice and tools from the UK's National Council for Voluntary Organisations (NCVO).



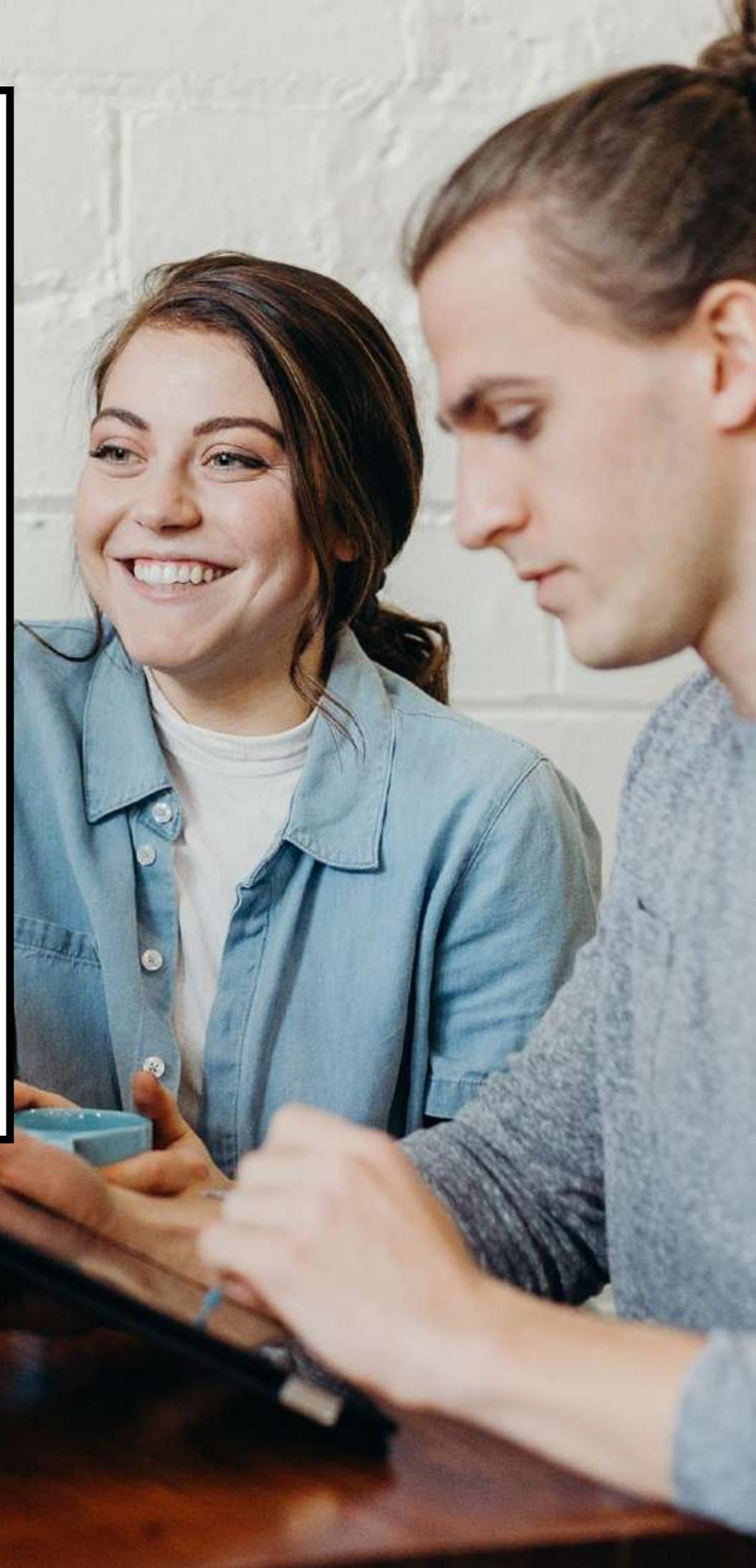
Resources available from the Common Cause Foundation.



NCVO's Campaign Strategy Template.

Guidelines on social media and crisis communications

**Engaging your audience and
managing responses**



Getting started or developing your social media activity

01. Social media strategy

02. Reaching the right audiences

03. Tone of voice and identity

04. Content planning

05. Paid-for vs. organic posts

06. Influencers

07. Engagement

Not every Climate Action Plan communications strategy will include social media. If you are using social media as one of your communications channels, this chapter will help you develop good planning and awareness around the types of tools and processes you should put in place.

08. Social proof

09. Managing teams

10. Measuring impact

11. Crisis communications

12. Crisis communications planning



“If Facebook were a country, it would be substantially bigger than China. The size of Facebook’s user base translates to almost two in seven of the global population using it each month - around 1.9 billion people.”

World Economic Forum



Source: <https://www.statista.com/topics/1164/social-networks/>

3.81bn

**Active global
social media
population
worldwide**

3.76bn

**Active global
mobile
social media
population
worldwide**

89

**Most popular social
network based on global
audience size**

Facebook

Social media refers to a variety of platforms including Twitter, Facebook, Instagram, LinkedIn, WeChat, YouTube and Snapchat that are used predominantly to communicate and share information such as news, entertainment, personal information, data, images, videos etc.

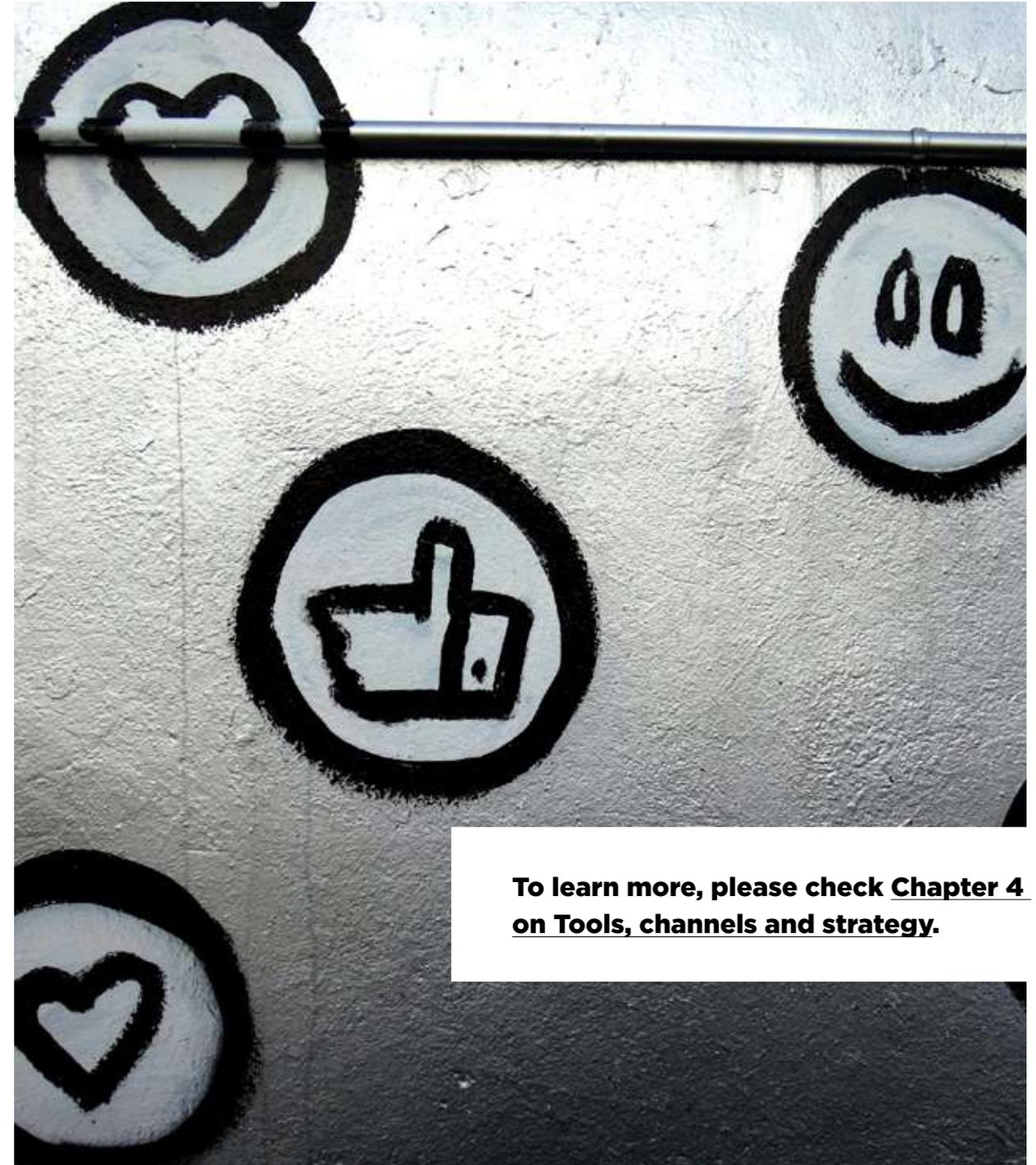
Social media is a good way to **reach and engage communities**, but these platforms and apps were originally designed as places for people to connect with friends, family and groups of interest and it's in this frame of mind that people use them.

Using **social media in a professional capacity** (even if it's the same platforms) for your city will be different and this chapter of the toolkit will help you develop your city social media presence more effectively.

People use social media in most parts of the world, making it an accessible platform to communicate to a range of audiences. It can (in many cases) be a cost-effective way of carrying out marketing.

Not all cities have access to social media and across the world different channels are used more / less.

If Social media is not a tool readily available in your city or region, you can utilise **other channels** in the communications mix to implement effective marketing campaign.



To learn more, please check [Chapter 4 on Tools, channels and strategy.](#)

Channels

Every social media channel (or platform) works in a slightly different way and has its own features and conventions. For example, hashtags are used a lot on Twitter and Instagram but not much on Facebook. You will need to adapt your content and approach so that you make the most of each platform.

If you're not familiar with a particular platform, spend some time getting to know how it works.

Most social media companies use an algorithm to decide what to show users. This is a way of sorting posts so that people see what is thought to be most of interest to them.

Social media algorithms take into account different signals when ranking posts. This includes elements such as whether the content is likely to be relevant to that users' interests and if they have interacted with previous content from the account that posted it, for example by liking, commenting or sharing it. Algorithms are one of the main reasons why it's important to create and share good content.

If you're not familiar with a particular platform, spend some time getting to know how it works.

Checklist

Learn more about your region's most popular social media platforms and how they work. For example, Facebook has tools such as the [Blueprint training resource](#) and [Social Good resource](#).



Most used channels



Facebook: The biggest social network in the world, less used by under 25s.



YouTube: The most popular online video sharing platform in the world.



WhatsApp: A popular messaging app which can be used to chat to one person or a group of people.



Facebook Messenger: A chat app that is part of Facebook but has its own mobile app.



WeChat: A multi-purpose messaging, social media and mobile payment app.



Instagram: A social media app focused on image sharing.



TikTok: Based on sharing short videos, popular with young people.



QQ: Instant messaging app, popular in China.



QZone: Social networking app based in China, has similar features to Facebook.



Weibo: Used mainly in China, this is similar to Twitter.



Reddit: An online forum on which users discuss a huge range of topics.



Kuaishou: Chinese video sharing app.



Snapchat: A messaging and social media app used a lot by young people in particular.



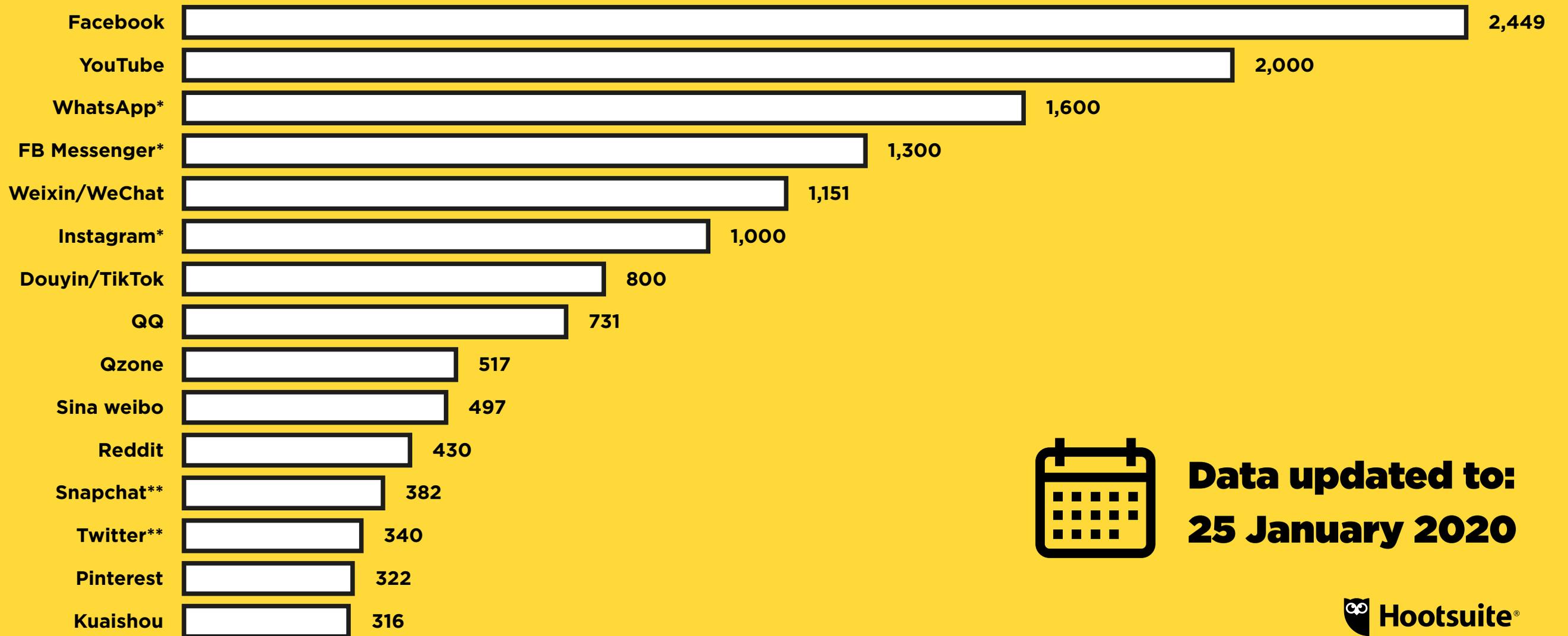
Twitter: A social networking site where people share and read short messages known as 'tweets'.



Pinterest: An image based social media site where people share and collect images.

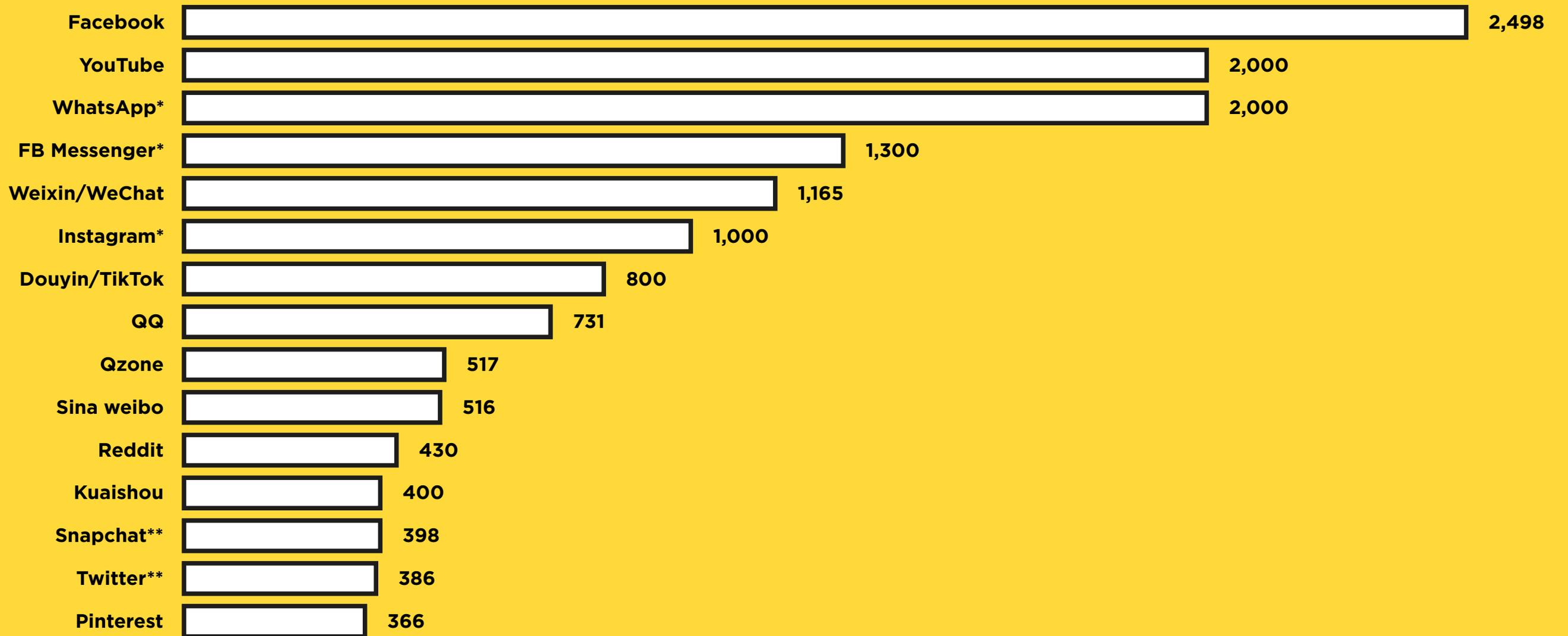
The world's most-used social platforms (January 2020)

Based on monthly active users, active user accounts, advertising audiences, or unique monthly visitors (in millions)



**Data updated to:
25 January 2020**

Number of active users in millions



Sources: Kepios analysis: company statements and earnings announcements; platforms' self-service advertising tools (all latest available data). **Notes:** Platforms identified by (*) have not published updated user numbers in the past 12 months. Platforms identified by (**) do not publish MAU data. Figures for twitter and snapchat use each platform's latest advertising audience reach, as reported in each platform's self-service advertising tools (January 2020).

01. Social media strategy

A social media strategy will help your campaign stay on message and save day-to-day administration time.





“The average daily time spent on social media is 142 minutes a day.”

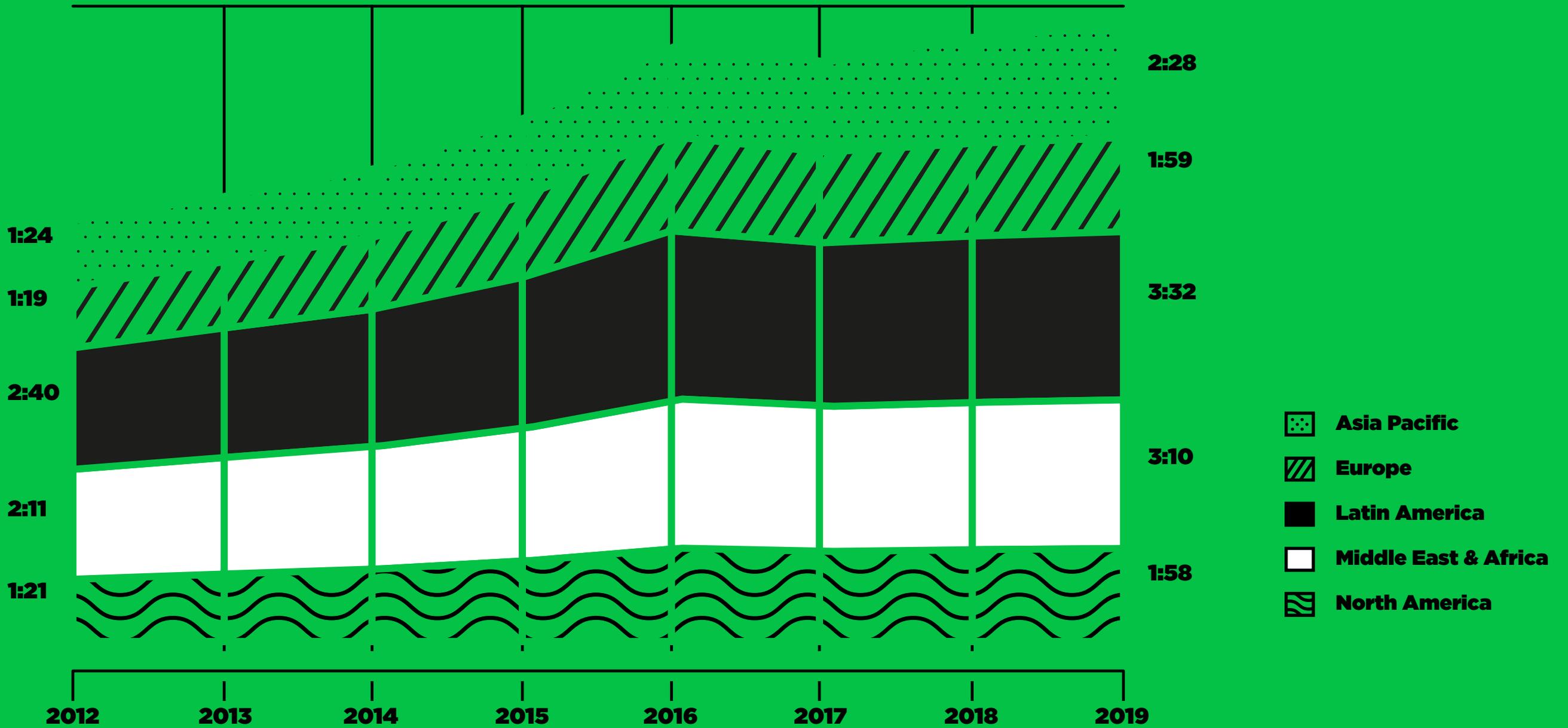
Digital Information World

Daily time spent on social media by region

Average hours:minutes spent engaging with/connected to social networks/services during a typical day



Link to the source



To implement your Climate Action Plan communications plan on social media you need to have, and regularly review, a social media strategy.

The purpose of the social media strategy is to ensure that your city is effectively:



Engaging with your audiences

Building your city brand and communicating your purpose

Conveying your messages clearly and authentically

Making meaningful engagements

Changing mindsets / behaviours

Many cities won't be starting social media activity from scratch, but the suggested process is useful to implement for reviews and future development.

Social media - Steps

1

Confirm objectives

Your social media plan is driven by your Climate Action Plan goals.

The objectives of your social media plan should reflect and help you achieve these goals.

2

Define audiences

Be clear who you want to engage with at the planning stage – it’s tempting to say “everyone” but don’t!

Be clear about who you are talking to and why. Make sure you understand the behaviours and needs of your audience at the planning stage. It will make your plan more targeted and effective.

3

Define tone of voice

Your campaign will need a clearly defined tone of voice to make sure that your audiences feel like they are being communicated to by one ‘person’ on each channel.

The tone may be more formal / casual depending on the channel, but it should all feel part of the same team. Be consistent!

Social media - Steps

4

Create a content plan

Create a content plan. This is a simple table where your content lives. You can share it on a platform like [google sheets](#) so it's always up to date and accessible.

In this content plan you will decide how frequent your social media interaction will be. You will have images / links / videos that will support your content plan.

[Here some ideas.](#)

5

Agree roles

Be clear with who on the team will be responsible for updating and responding on social media from day to day and during a crisis.

This will help prevent multiple tones and enable you to deal with any issues efficiently.

6

Prepare for crisis

Being prepared for a crisis doesn't mean it will happen, but it must be part of the strategy planning.

You and your team need to know what to do if an issue arises during the campaign period.

Social media - Steps

7

Engage with your followers

Remember to respond and interact with people who engage with your social media activity.

8

Measure impact

Decide how you are going to measure the impact of your campaign before it starts. Take any baseline information to help you measure progress before the campaign launches.

Social media can be monitored constantly, so you'll be able to make tweaks during a live campaign to improve performance.

9

Build on success

Keep going and be prepared to be in social media for the long term to gain success. Small wins can give you data and information to out to bigger campaigns with wider reach.

02. Reaching the right audiences

You can successfully reach and engage people via social media, but what you share must be interesting and relevant to your audience.





“The internet has 4.54 billion users.”

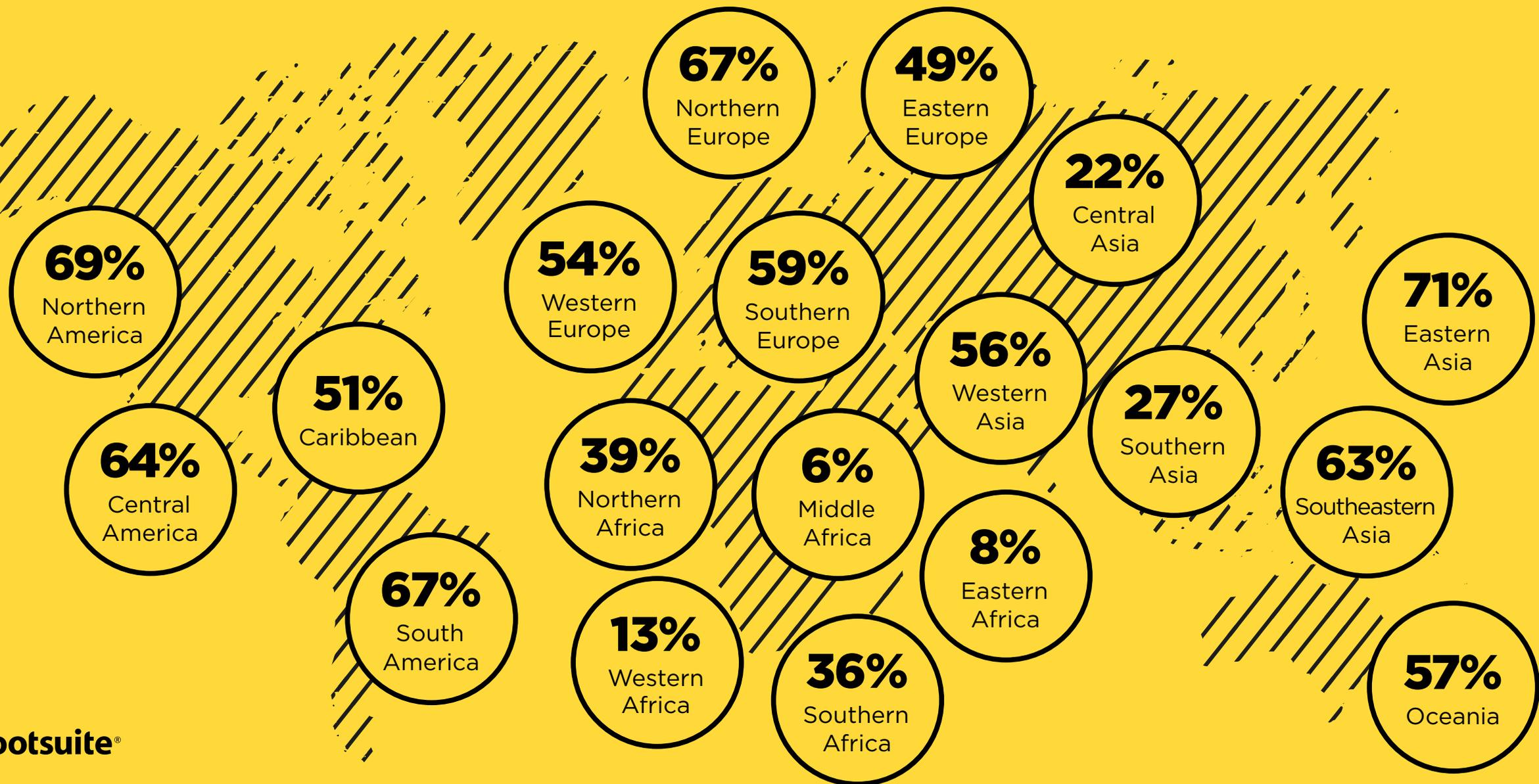
internetwordstats.com

“There are 3.725 billion active social media users.”

Hootsuite

Social media use vs. total population by region (January 2020)

The number of active social media users in each region compared to total population, regardless of age

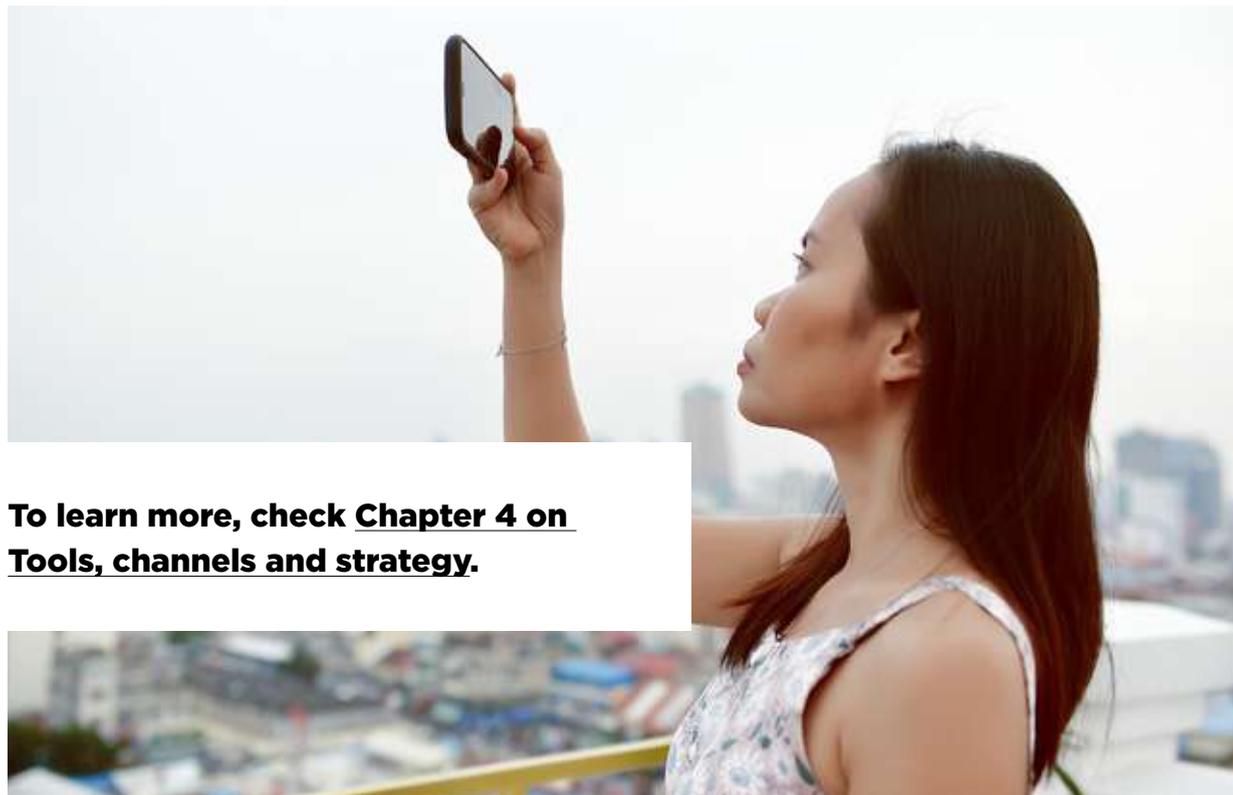


Sources: Kepios analysis: company statements and earnings announcements; social media platforms' self-service advertising tools; Mediascope; Cafebazaar (all latest data available in January 2020). ***Notes:** Penetration figures are for total population, regardless of age. Regions as defined by the United Nations Geoscheme. **Comparability advisory:** Source and base changes.

Millions of people across the world use social media platforms and they have become an important communication channel for businesses, charities and other organisations.

Which social media platform is the most popular varies from country to country. **Globally, Facebook has the most active users**, but you should do some research to find out which ones are most used in your city. On the following pages you will find some general statistics on most popular social media channels and use across the world to help get you started.

There are various tools like [Hootsuite](#) that can provide you with **data on social media** use by country. You may also have national polling organisations that monitor social media use nationally using a demographic breakdown.



To learn more, check [Chapter 4 on Tools, channels and strategy](#).

Understanding the demographics of social media channels is really important to the success of your campaign – different channels will attract different ages/gender/socio-economic backgrounds.

This will help you **target specific groups** and **tailor your message** to their interests or issues.

Checklist:



Research the most popular social media platforms in your country, find out how many people use them, who uses them and what for.



If social media is not an option, there are lots of other tools available in the campaign mix.

Create personas

You should spend some time thinking about which groups of people are most likely to respond positively to the campaign. Campaigns can successfully reach and engage people via social media but only if what they share is interesting and the audience thinks it is relevant to them. It has to connect with them. To be successful, your messages and posts will need to be focused, with a specific audience or audiences in mind.

It can be a good idea to create some **‘personas’**. A persona is a description of a type of person and includes details about their personality and life.

Think about...

- **Their age**
- **Where they live?**
- **What kinds of interests they might have personal and professional?**
- **What are they interested in?**
- **What they might be resistant to?**
- **What social media channels are they likely to use?**

Personas can help you when you’re thinking about what to post and whether it is likely to be of **interest to the audience**.

“An example: Polly is a 28-year-old teacher who lives in a flat in the city. She is vegetarian and has a cat. She loves going to the cinema and her hobby is illustration. She keeps up to date with the news via an app on her phone and is a keen user of Instagram.”

To learn more, check [Chapter 4 on Tools, channels and strategy](#).

Checklist:



Make some notes about what types of people you are trying to reach.



Create two or three personas. You can do this by writing out a description of each person.

03. Tone of voice and identity

A defined and consistent tone of voice & look and feel will help make your campaign more engaging.



How you sound and look

It is important to consider your social media ‘tone of voice’. Generally, social media writing is less formal than other types of communication and having a warm, friendly tone of voice can make it more likely that people will respond positively.

You should write clearly without jargon.

Create some **simple guidelines** to keep you on track...

Words to use.

Words to avoid.

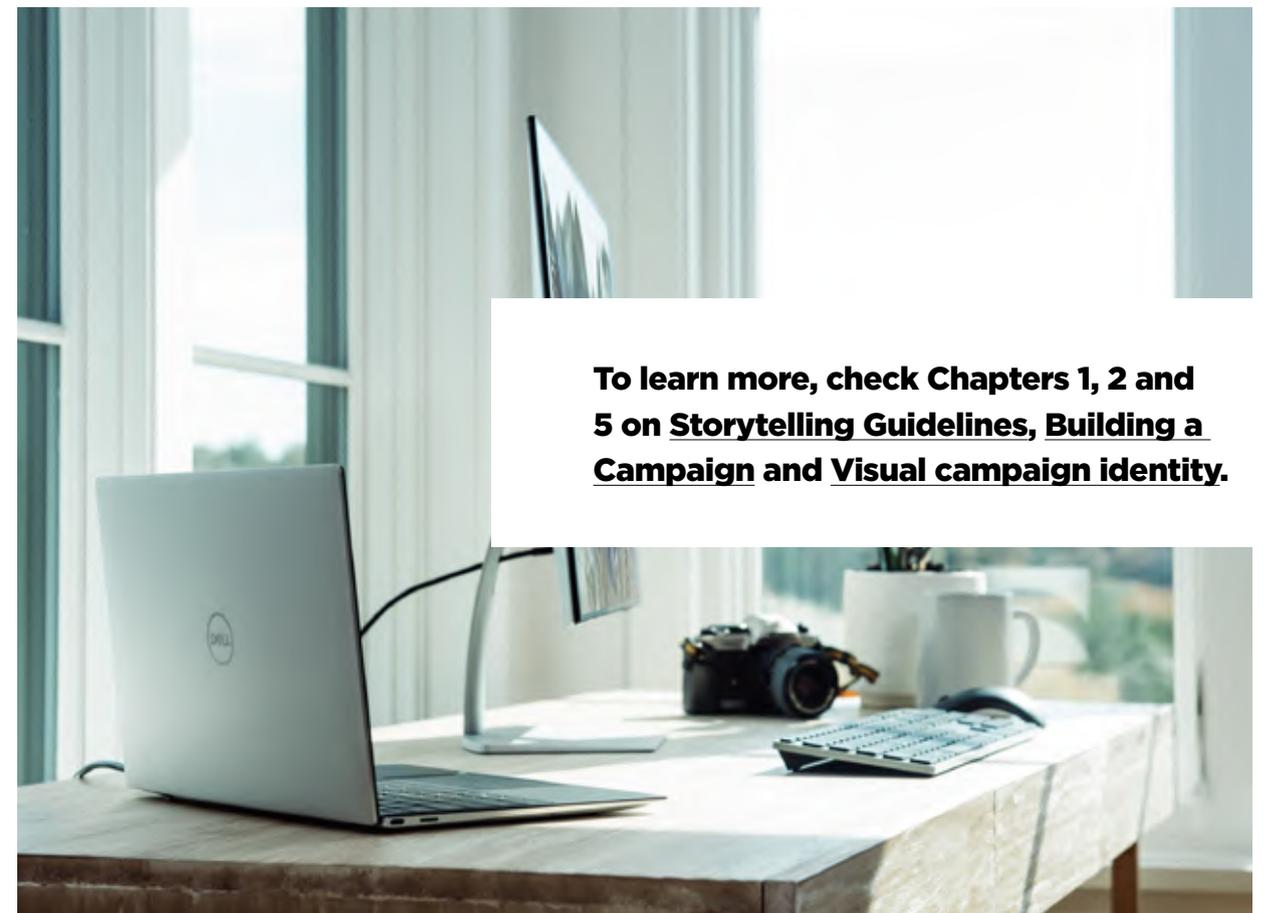
Examples of good and bad sample posts.

Level of formality / informality.

Identity

Your campaign should have a clear identity that is consistent across every social media platform. You can use the material in the campaign identity toolkit and may wish to adapt it for your own region. Just remember to keep the style the same across every platform.

Make sure your tone of voice is consistent, recognisable and suitable for the social channel you are using.





Link to the example

City of New York

“Humans of New York (HONY)” represents the true vision of the United States of America. HONY symbolizes and showcases people who are seeking and living the American Dream. HONY describes an America of freedom, equality and hope. A place of dreams, comfort and teamwork.

The tone of voice is strong even through each story comes from a different person — being open, honest and direct at all times but also easy to digest and focused on storytelling. The curation of the images supports the story.

Why this works

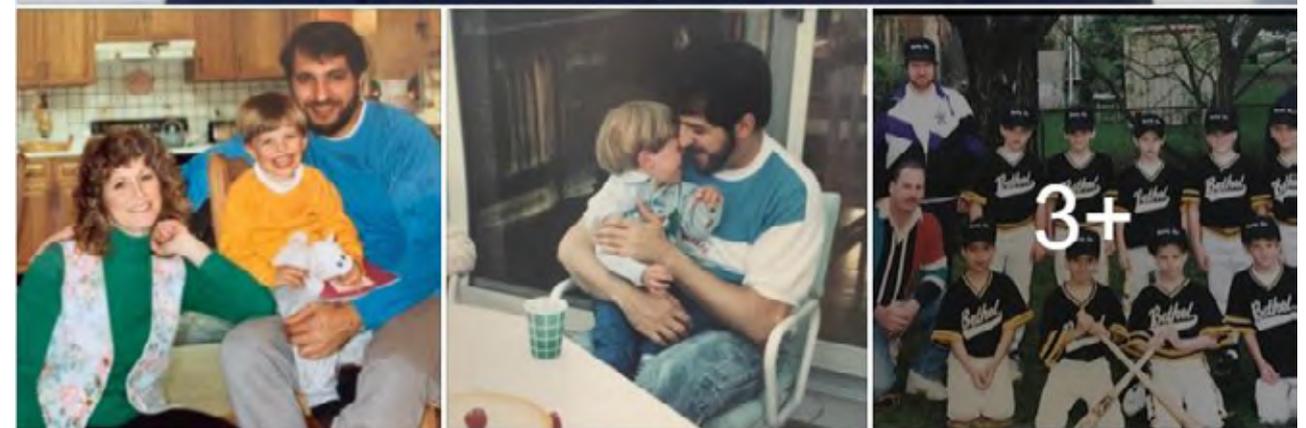
- **Natural-looking images of real people.**
- **Use of direct quotes and ‘active voice’.**
- **Short sentences.**
- **First sentence immediately sets the scene.**



Humans of New York ✓

20 de octubre a las 9:45 · 🌐

“It was the worst thing you could be called as a high school boy. It was interchangeable with stupid, or ‘things we don't like.’ Math homework was ‘gay.’ Gym class was ‘gay.’ So I grew up feeling that if people knew who I really was, they would find me disgusting and unlovable. And that extended to my own family. My parents never spoke about sexuality at home. The few questions they did ask would project straightness onto me, like: ‘Do you have a crush on any girls in your cl... Ver más





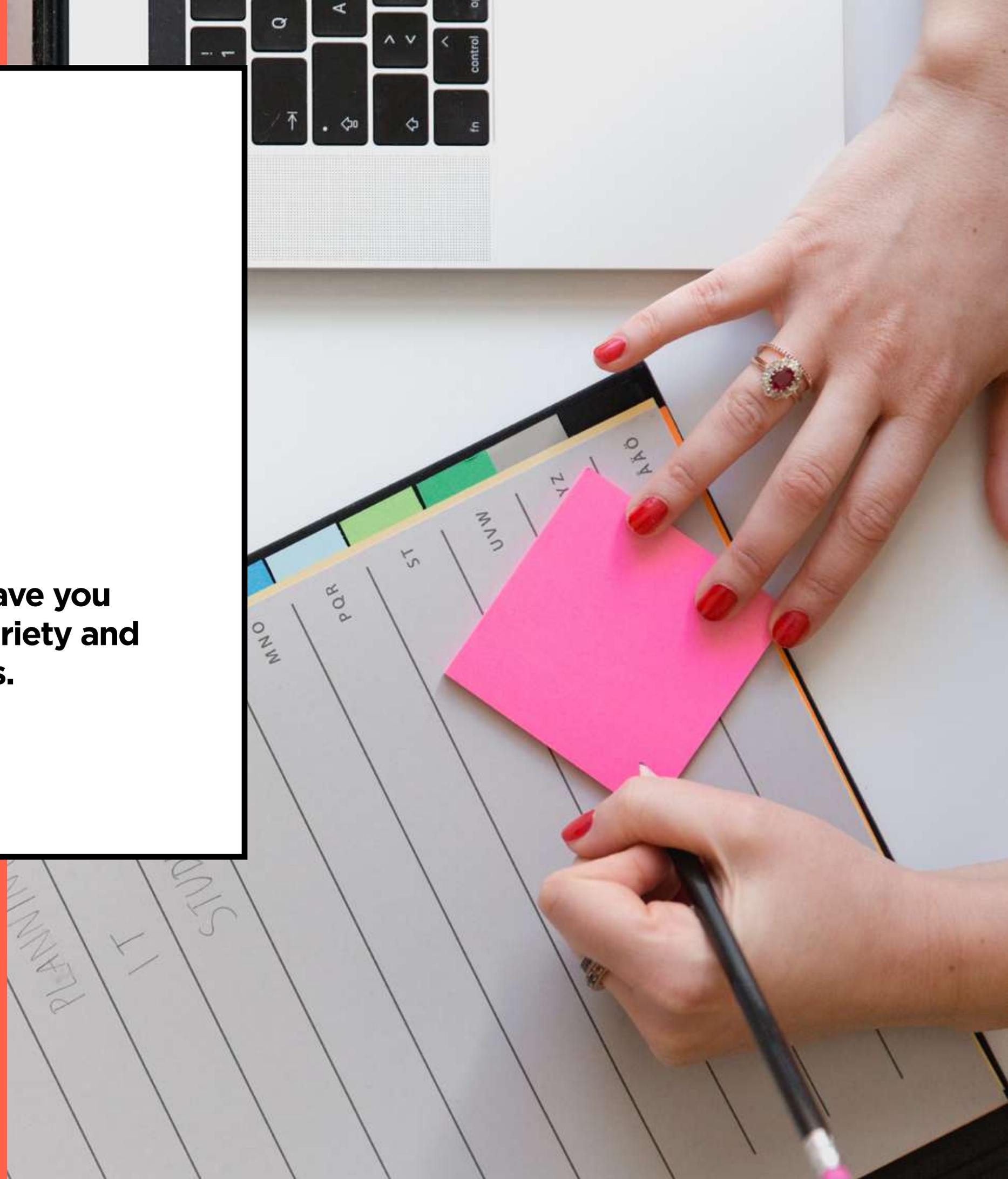
Why this works

- Use of first person language “I”.
- Human imagery and story.
- Design - mixed fonts and sizes but balanced, and a clean/simple colour palette.



04. Content planning

A good content plan will save you time and ensure there is variety and creativity in your messages.





“On average, people have 7.6 social media accounts.”

Statisa

The word «content» is used to mean anything that you post to social media including text, photos and video.

One of the most important elements of your campaign will be the content that you create and share.

On social media, to get people's attention, your content should tell them something new, or cause an emotional reaction, for example, make people feel inspired or impassioned.

If your content is not engaging then people will ignore it.

You should plan different types of social media posts. Some of your content might aim to educate people about climate change, with interesting facts and information they are unlikely to have seen before, while other posts could encourage people to take action, such as pledge to cycle to work once a week in October, sign up to a PV scheme or join a clean up.

Although the Climate Action Plan is serious and an ambitious plan, try to think of ways your content can be fun and joyful. Actions can and will improve lives.

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To learn more, check [Chapter 2 on Building a Campaign](#).

Create a content plan

There are a number of ways to manage your content planning, but the ways we find most effective are to develop a month by month content calendar.

This will be content-specific for your pages/accounts but can include ideas or content that is then tailored to suit your audiences.

It allows your teams to access the same database and makes the process of managing content in a team smoother.



Plan your content and make sure it fits with your objectives. Make sure your message is relevant to your target audience.

Plan your content. Use a content spreadsheet to plan all of your posts in advance and get relevant clearance if necessary before posting.

Understand your audiences - look at data, analytics and create personas. Where do they live? How old are they? What industry do they work in?

Make sure your message connects with their needs and concerns.

What's your competition? Who else is engaging the audiences you want? What are they doing well?

Monitor what people are saying about your city and your work using key words or tools like Brandwatch or Mention.

Create a content plan

According to internetlivestats, social media is becoming increasingly competitive, and your message will have to compete with lots of other messages.

A content plan helps ensure your messages are targeted and focussed. It also saves administrative time during delivery of the campaign as everything is well planned and signed-off in advance of roll out.



Remember and consider the following when creating a content plan:

Objectives and targets

- What are your Climate Action Plan objectives?
- Who are your audiences?
- What are your key messages?

Practical

- Who has to sign the posts off and when?
- Who is responsible for posting and engaging?

What is the post doing?

- Educating.
- Informing / explaining.
- Inviting action.

Supporting tools

- Have you got good additional content to engage audiences e.g. images / films etc.?

Some of the C40 cities shared with us why planning content holistically is a key part of a social media strategy. It helps identify key issues so you can bring together all the elements outlined in these guidelines on social media and crisis communications and make your plan as robust as possible.

City of Lima, Peru

“The lessons learned are to analyse the social situation before launching any social media campaign, identify if the information/project/policy could face rejection or can be unpopular among people, leaders and communication practices like meetings, field visits and interviewees that can support the campaign.”



To learn more, check [section 12 on Crisis communications planning](#).



Link to the example

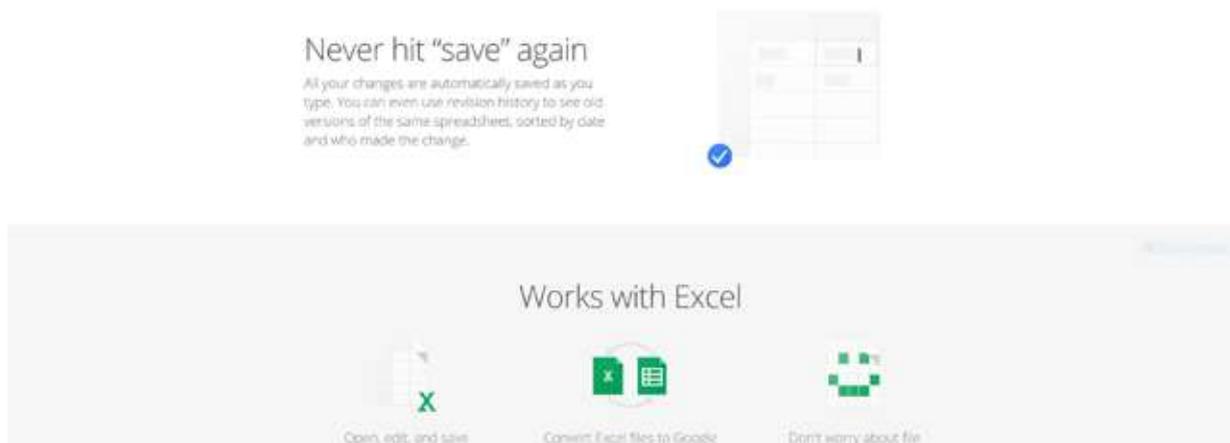
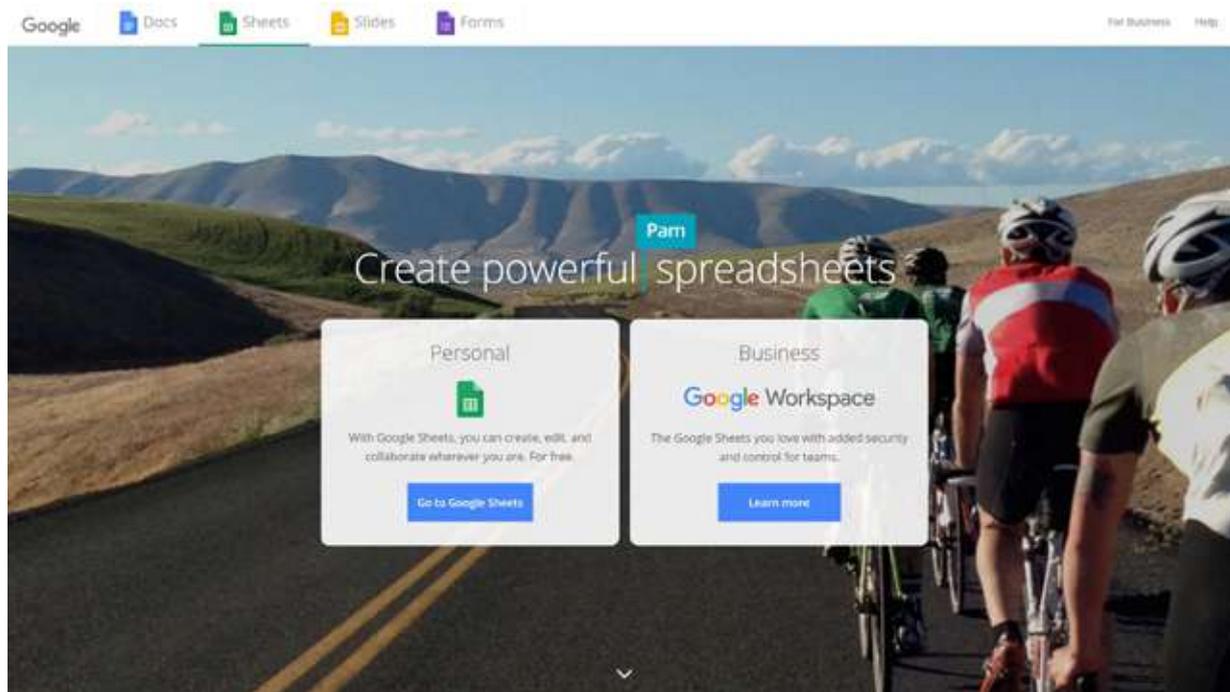
City of Texas, U.S.

“The negative rhetoric online intensified several months ago regarding homelessness in our city. Working with others to procure information to help change the narrative was a daunting challenge as the rhetoric intensified. I learned repetition of cohesive messaging amongst principals was key.”



Tools to help you plan

There are content planning tools available. Some are free and some are paid-for. A simple plan can be made at no additional cost using a spreadsheet. Sharing this on google sheets will allow your team to see and / or update the plan regularly in one place.



Planning tools

To help you plan how to target influencers and what you want to ask them to do, you can create an outreach plan. It might target individuals or groups, they may be well known or respected in the community.

Here's a link to an example of a [Social Media Outreach Plan](#) you can adapt to your needs.

Most social media channels allow you to **schedule posts** in advance such as Facebook and Twitter, but you can use additional planning tools to help you manage across channels as well. Some are free or low cost; others have different pricing plans depending on the number of users.

The following are some examples - **most offer a free trial** so it's worth giving some a try to see what works best for your city and its needs.

[Sprout Social](#)

[Hootsuite](#)

[Monday.com](#)

[Asana](#)

[ContentCal](#)

[Later](#)

[Loomly](#)

[Buffer](#)



Link to the example

Cape Town

The Cape Town Water Crisis and Day Zero campaign (South Africa) brought together Capetonians to drastically reduce water consumption and avoid the catastrophic event of our city running out of water.

The **consistent messaging** across all available platforms along with support from all sectors, as well as the use of a dashboard to provide status updates, was very effective.

References

- [World Economic Forum.](#)
- [Ozy Live Curiously.](#)
- [Countdown to Day Zero: Cape Town's Water Crisis.](#)
- [First City to Run Out of Water? The Cape Town Water Crisis | AJ+.](#)



CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

Safe Use of Greywater

A guide to what kind of greywater can be re-used where, and how to use it safely



THINKWATER
CARE A LITTLE. SAVE A LOT.

Making progress possible. Together.

Create a social media toolkit

Your social media toolkit:

Written text.

Images.

GIFs - using services like [giphy](#) you can create simple gifs for social channels.

Links to films.

Links to your website — to articles or further information / sign ups etc.

Links to other websites — to articles or further information / sign ups etc.

#hashtags.

@links.

Mixing up your posts so you have some films, some images, some GIFs will make your social channel more engaging.

Make sure you have a good variety of options to create visually interesting and eye-catching posts.

Look at great examples of social media accounts. Who is doing it well? Can you analyse why they are so successful?

Make sure your profiles are all up-to-date and on message.



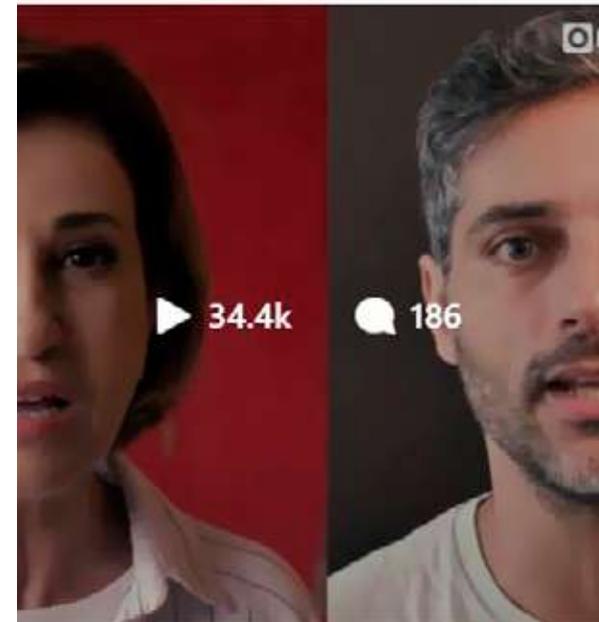
Link to the example

Greenpeace Argentina

In just three consecutive posts Greenpeace Argentina use:

- Images of people
- Film
- Images of places

Each tackles a different issue. This keeps the audience interested in a variety of issues and makes the twitter feed feel dynamic and interesting.



05. Paid-for vs. organic posts

Growing your audiences will take a mix of paid for and organic posts.



Most social media platforms also have options to place ‘paid-for’ adverts. These can be useful if you have an important campaign and you want to be sure that a certain type of people see the message.

Paid-for adverts can help you **grow a target audience quickly** because you can target people using different criteria, such as their location, age and interests.

Some organisations use **incentives and giveaways** to grow likes and shares. This can be successful but has to be used with caution. People may like you because you give away a desirable prize but they might not help you reach your objectives. This type of audience will not bring any added value to your campaign.

Paid for adverts can help you grow a target audience quickly because you can target people using different criteria.

Organic social media means just that, posts and information that are liked and shared organically without any advertising spend.

Most campaigns cannot rely on organic reach alone. Even organic reach requires time to ensure the people you like are relevant and the information you share fits with your campaign goals. It relies on **regular, relevant and engaging information**.



06. Influencers

Working with influencers can be useful when you are trying to get your campaign noticed online.



What is an influencer?

In a social media context, the term ‘influencer’ means someone who is a recognised authority on a particular topic and has a well-established online audience. Working with influencers can be useful when you are trying to get your campaign noticed online.

In addition to identifying the type of people you think are likely to respond to your campaign messages, you should also **consider other audience groups** you may want to reach.

For example, as well as residents, you may want to connect with journalists, academics and businesses.

Many of these **individuals and organisations will be active on social media**, so spend some time researching them and create a list of their names and social media accounts.

You may wish to **follow some of these accounts** so you can understand what sort of messages and content interest them.

Planning tools

To help you plan how to target influencers and what you want to ask them to do, you can create an outreach plan. It might target individuals or groups, they may be well known or respected in the community.

Here’s a link to an example of a Social Media Outreach Plan which you can adapt to your needs.



Credible influence

To help you identify the most relevant influencers in your region, you should create a list of individuals, noting the following areas:

Location.

Area(s) of expertise.

Area(s) of interest.

Credibility (what sorts of content to they share online, does it seem relevant and of a high quality?).

Social reach (how many followers do they have on which platforms?).

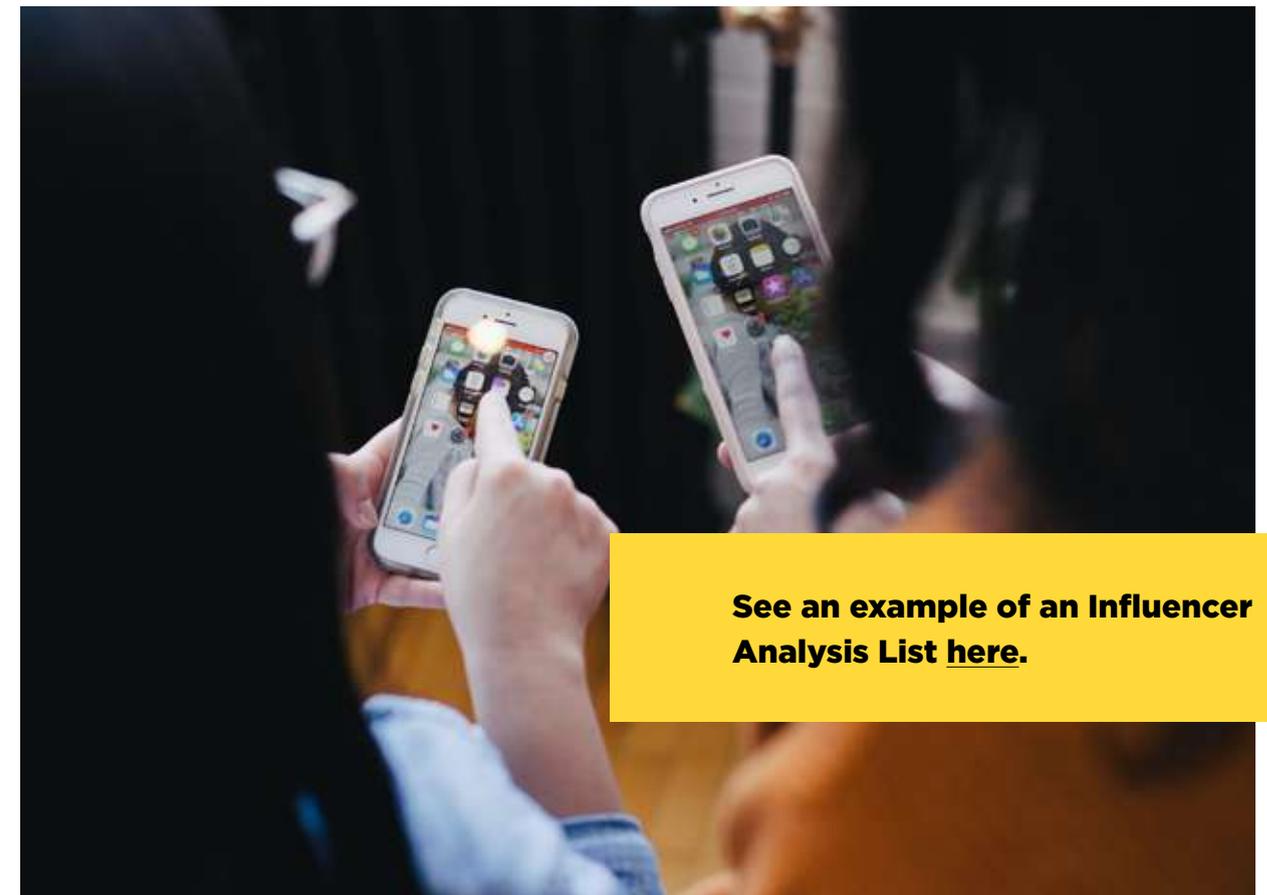
Relevance to target audience (e.g. age, gender, interests, ethnicity etc.).

Influencers used without care can negatively impact a campaign.

Your selection of influencers **does not have to tick all of these boxes**; for example, you may target an influencer that has a strong youth following but that isn't known for climate campaigning, but perhaps it is clear they support a **related cause** e.g. veganism or animal welfare.

It is important that your influencers have **credibility on climate issues**; for example, someone who is known for having a fleet of expensive cars might not be a credible person to support a cycling campaign, unless it is clear they are genuinely changing their behaviour.

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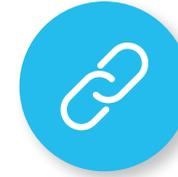
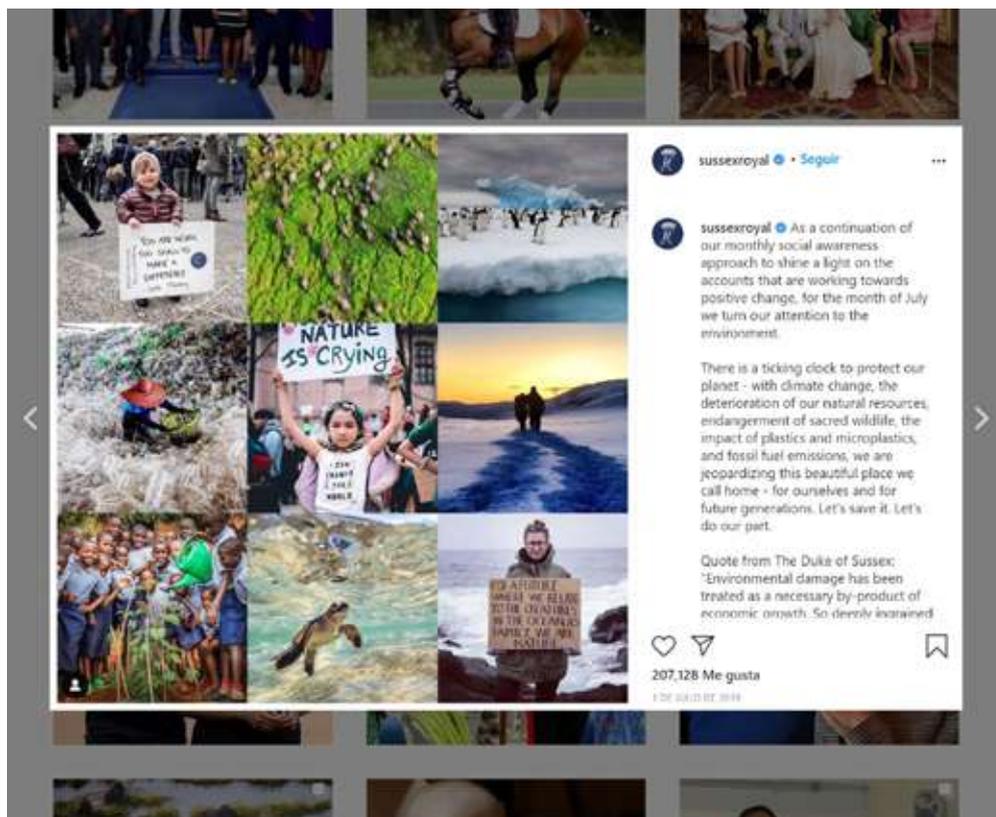
See an example of an Influencer Analysis List [here](#).



Link to the example

UK Royal

UK Royals Harry and Meghan actively supported climate change activity using high profile interviews and Instagram. Shortly after, it was revealed they'd used singer Elton John's private jet to visit him. It undermined their campaigning stance and took focus away from the issues they had aimed to highlight.



Link to the example

Greta Thunberg

Climate activist Greta Thunberg travelled from Plymouth (UK) to New York in a boat in order to attend a climate change conference to reinforce her stance on the climate emergency.





Link to the example

Daniel Quintero

Daniel Quintero, Mayor of Medellín (Colombia), uses his leadership role to lead and support the city's climate action. Colombia's second city has invested more than \$16m to plant almost 9,000 trees to form 30 "green corridors" across the city since 2016. Besides capturing pollution, the plants have helped reduce average temperatures in the city by 2° Celsius and increased biodiversity, providing friendly habitats for animals.



Link to the example

#teamtrees

The international #teamtrees campaign has been highly effective in encouraging people from across the world to donate to planting trees with the Arbor Day Foundation.

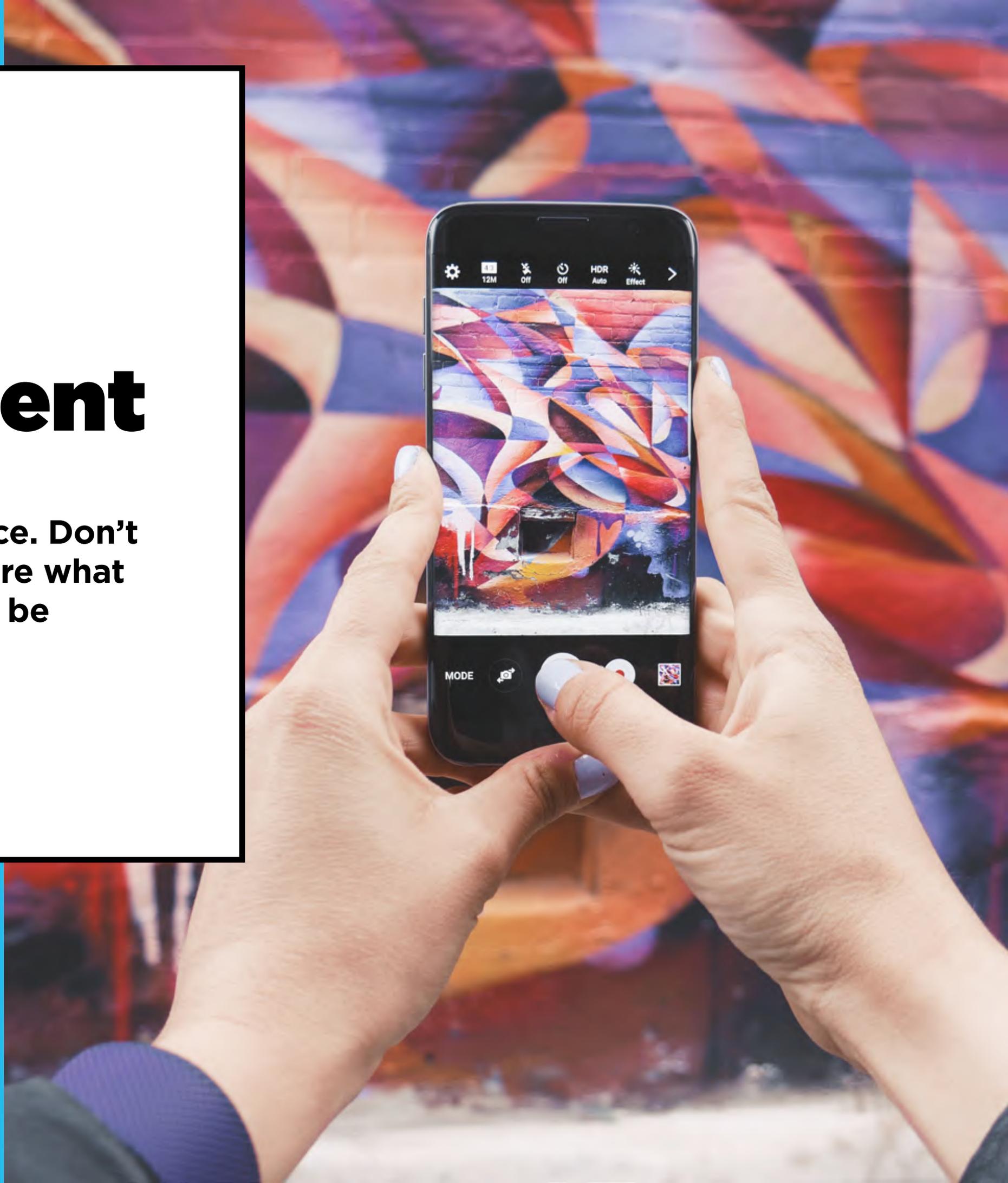
The campaign (started by YouTube influencer Mr Beast) was a collaborative fundraiser to raise £20m. It gained traction on social media through support from other YouTube creators and influencers. Donations were received from high profile donors, YouTubers, as well as children who donated their pocket money. It effectively used social media to galvanise donations and has consistently reported on the number of trees planted.

The campaign has been criticised for over simplifying the climate emergency issues by some experts but it was received well by general audiences. ([See Wikipedia reference here](#)).



07. Engagement

Engage with your audience. Don't just talk at them, make sure what you say is interesting and be interested in them!



Engaging with your followers

Social media is about the conversation. It is a two-way thing. You can't just post and run. Follow some simple guidance to grow your audience engagement.

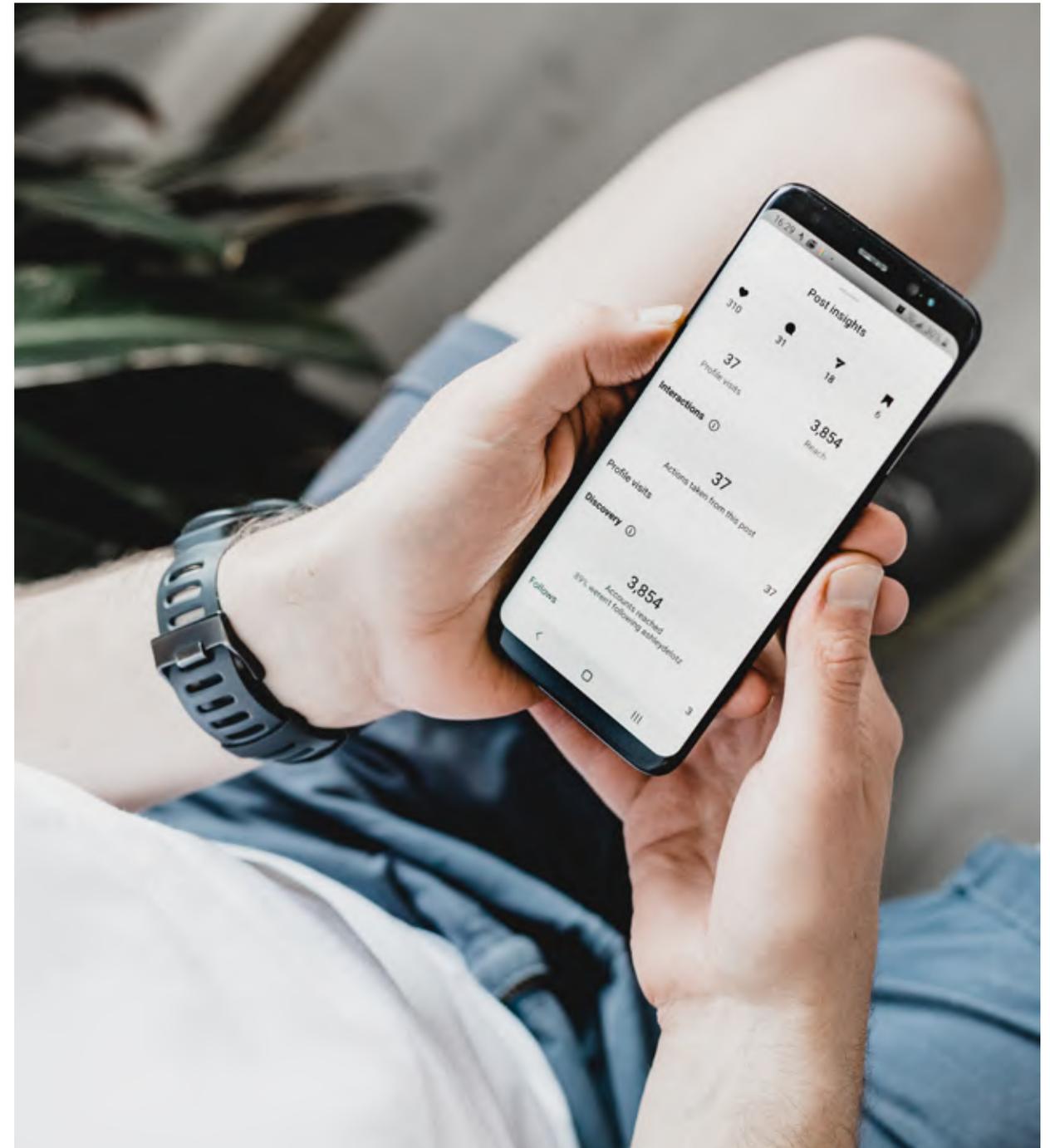
Your followers are engaging with you and you need to engage with them.

Make sure you are engaging with your followers by liking their comments where appropriate and responding to questions.

When people tag you, take time to like the posts or comment on them (where appropriate).

If you don't interact with them, there is a chance that they will stop engaging with you.

Social media is an interaction and you have to engage with people to build the quality of interactions.

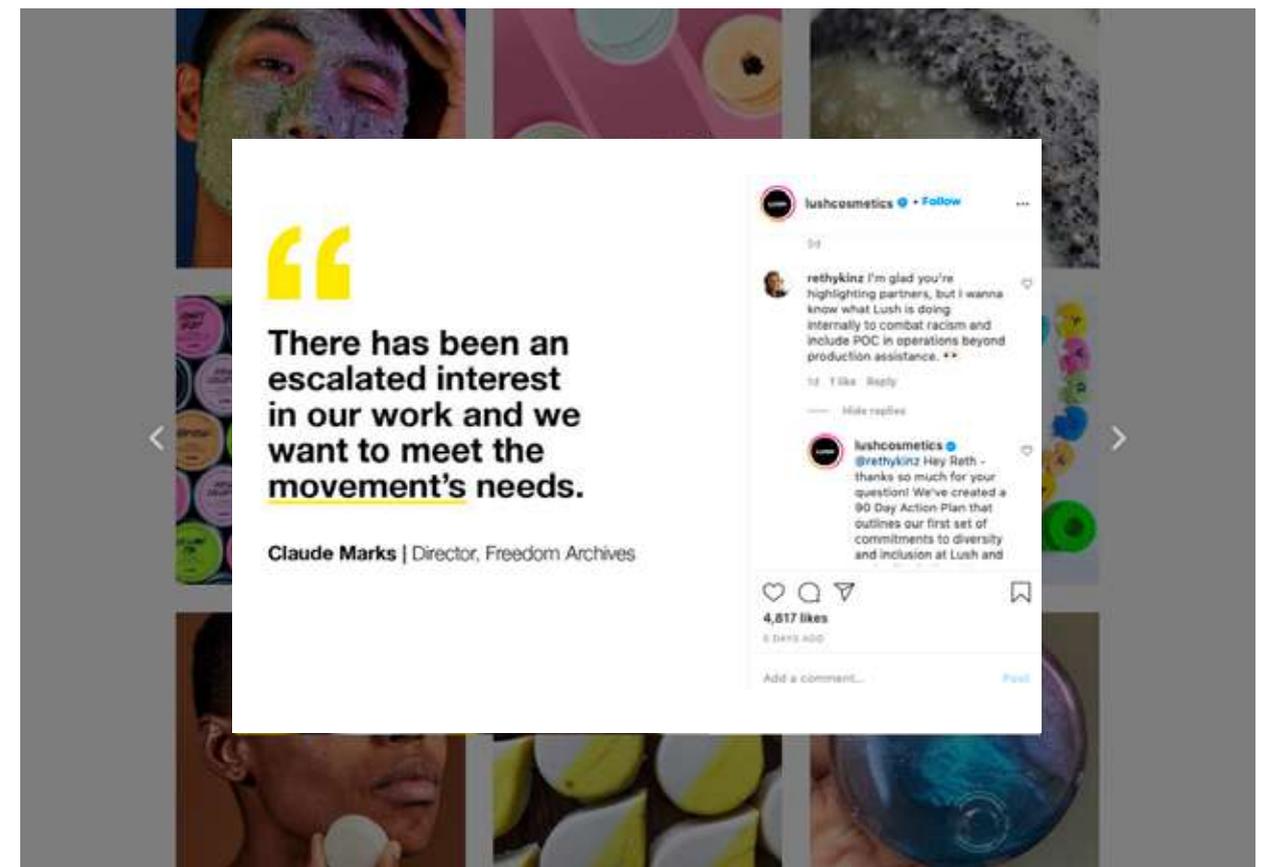
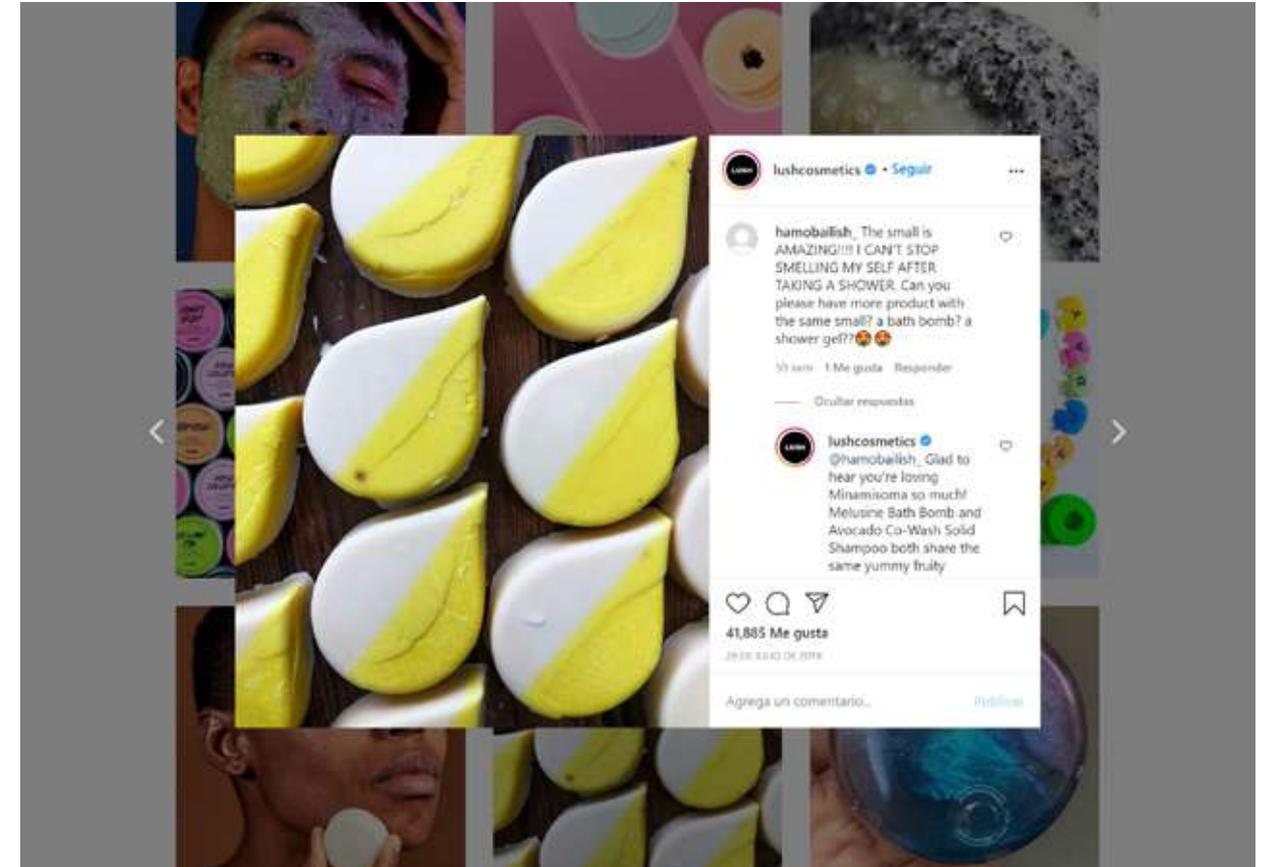
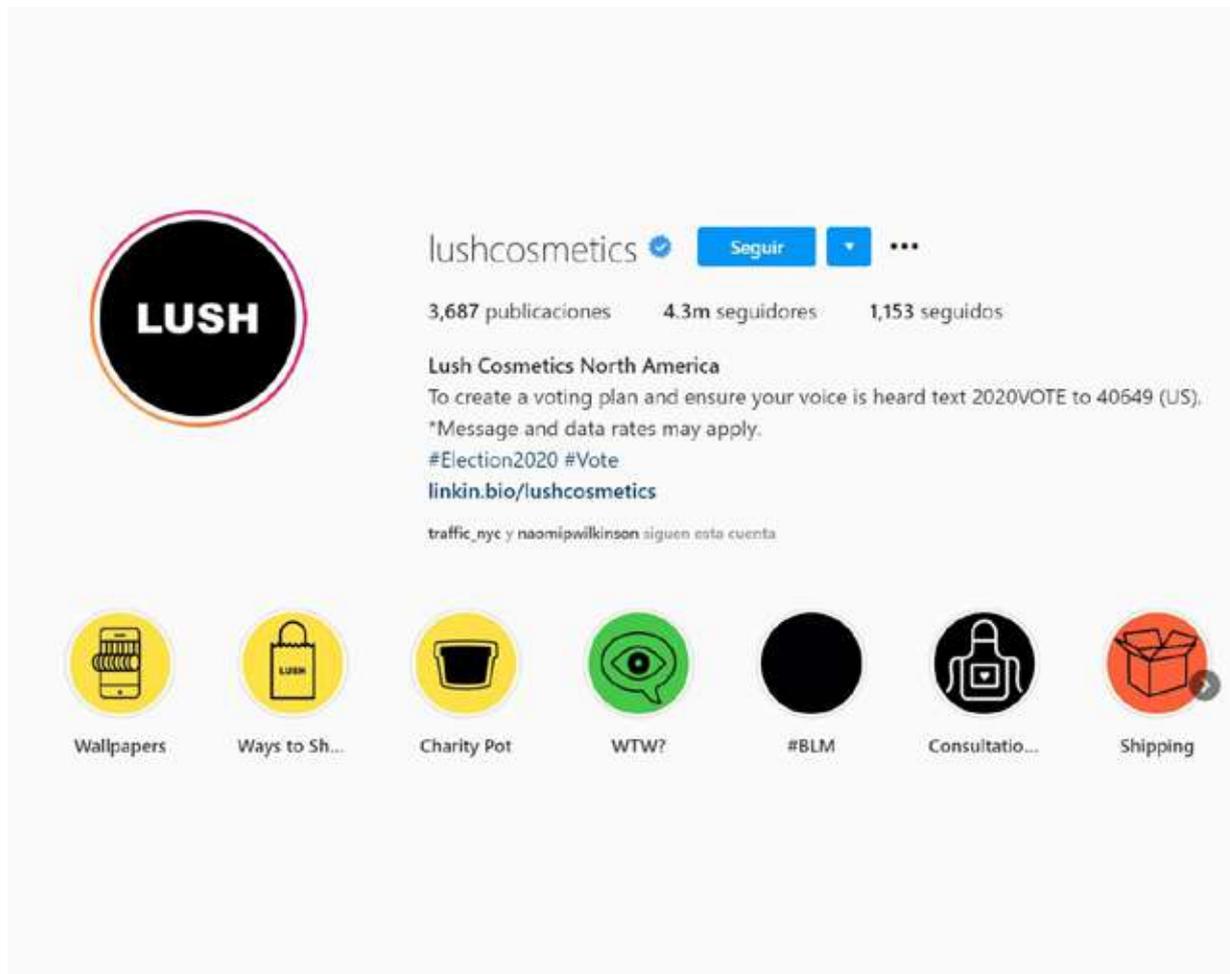


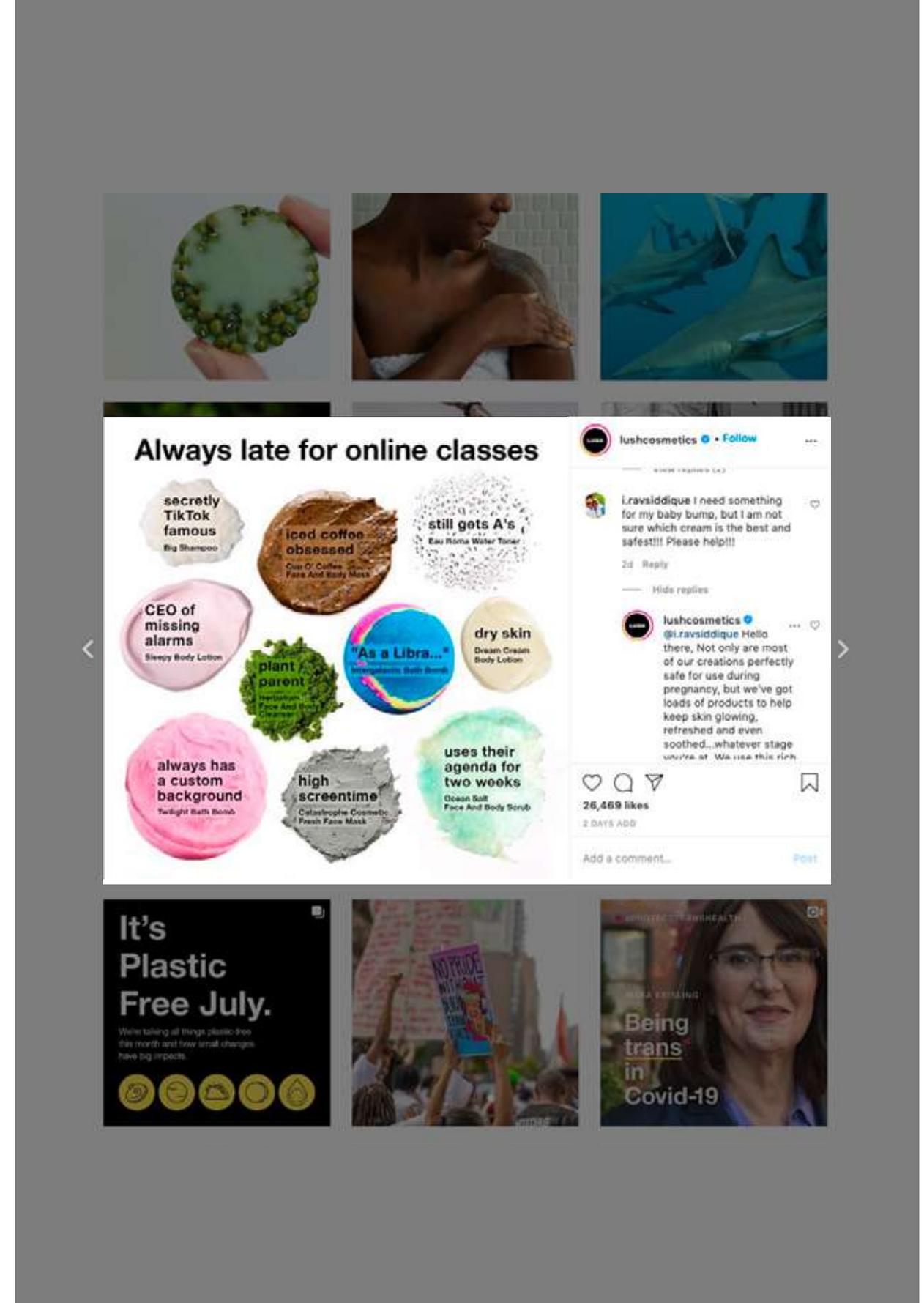
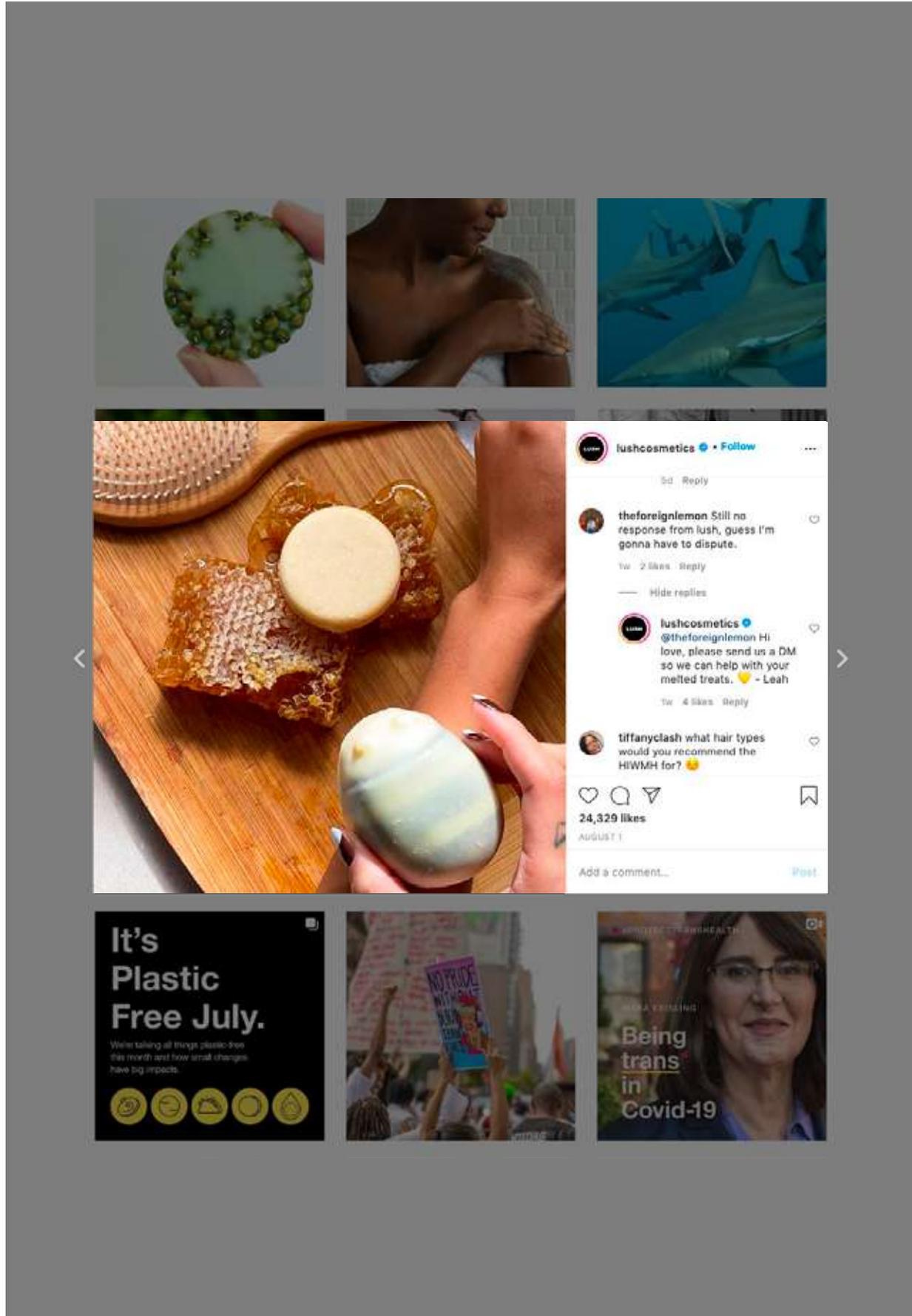


Link to the example

Take learnings from commercial organisations with a strong level of engagement like Lush Cosmetics.

From questions around which cosmetics are safe during pregnancy, inquiries about products, to black lives matter, the tone of voice remains consistent with the brand. It's all about engaging confidently and professionally with their audience.





08. Social proof

People reinforcing positive action for others.



Social proof is the idea that people change their behaviour according to what they see other people doing.

Successful campaigns often encourage people to share that they support a particular cause, have donated money to a charity, or have signed up to undertake a challenge.

Think about how you can build social proof into your campaign, since the more people see their friends and family supporting the campaign, the more likely it is that they will also support it.

Read more about social proof [here](#).

Social proof gives your target audiences assurance they are getting involved or taking action on issues their peers care about too.

Checklist:



Plan how you will build social proof into your campaigns.



How can you encourage people to share your campaign with their network?



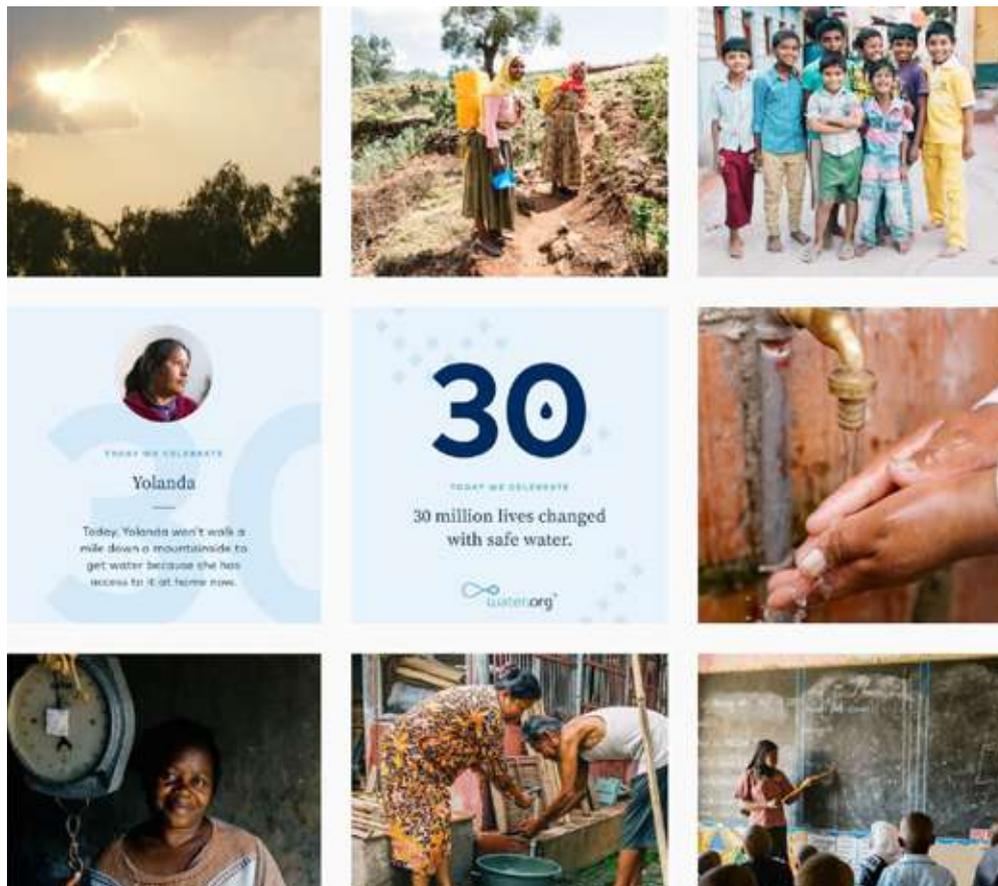


Link to the best practice example

Water, global nonprofit charity

An example of an organisation that uses social proof well is the global nonprofit charity, Water.

The organisation use social proof by showing examples of how many people have fundraised for them and what kinds of fundraising activities they have undertaken.



Link to the best practice example

Arrive happy

An example of a local sustainable travel campaign that used social media to emphasise that anyone could walk or cycle at least part of their commute.

Social proof was a key feature of the campaign. A selection of ages, abilities, backgrounds and different lengths of commute from a five-minute walk to a two-hour hike, people told stories about their commute and what the benefits were from a personal perspective.

It tapped into the barriers preventing people from walking and cycling and addressed them with positivity.



09. Managing teams

Give people clear responsibilities, make sure they understand the campaign and give simple guidance on who can get involved and when.



If you have a team working with you, it's likely you'll all have different roles and responsibilities.

Be clear who is responsible for posting messages.

Don't share social media logins with anyone you don't want to post on the platform.

Use shared platforms to monitor results so you can keep up to date with the impact.

Get weekly reports on performance so you can respond in a timely way to advertising spend and know what's working for you. Have chain of command for crisis planning.

Make sure everyone knows what their role is. Keep passwords protected and stay on top of the campaign performance!

See section 12 on Crisis communication planning for additional support on how to plan to avoid a crisis.

Strong internal communication is key. If you are running a campaign across several internal departments or with wider partnerships, make sure you share weekly reports of progress against the plan to ensure they can keep up to date on progress.

If you need information from specific departments, make sure they are aware of your deadlines in advance, particularly if it involves signing off quotes or checking facts and figures.

Each city will have its own hierarchy and protocols, so make sure you and your team are aware of these and have a plan to manage the communications around this.

10. Measuring impact

Measuring your impact keeps your campaign on track, provides valuable learning and helps make the case for future campaign support.



Managing your social media accounts

Growing successful social media accounts takes time and focus and you need to consider who will manage and update them.

Factor this into your planning and budgets so you can be sure to make the most of the opportunity that social media offers to reach and engage audiences.

When you get comments and people start to support your campaigns, you should take the time to respond, encourage and thank them.

You can pay monthly for systems that help you monitor your social media activity. These will vary from country to country.

When you get comments and people start to support your campaigns, you should take the time to respond, encourage and thank them.

Checklist:



Create a plan for how you are going to keep your social media accounts regularly updated.



Measuring your impact

Likes, shares and comments are good indications that your content is resonating with people, but you should also think about what actions you want them to take, so that you can measure changes in behaviour as your campaign progresses.

Be mindful that your Climate Action Plan will have specific targets, and to meet them your audiences will need information that:

-
- Educates
-
- Raises awareness
-
- Requests action
-

You will need to engage with a wide range of people at a large scale, but make sure your campaign is not just all about likes, as this can lead to slacktivism, when people like and share but don't really engage or take action with the key issues.

A smaller number of people taking part in change activity may be as valuable (or more!) as thousands of likes.

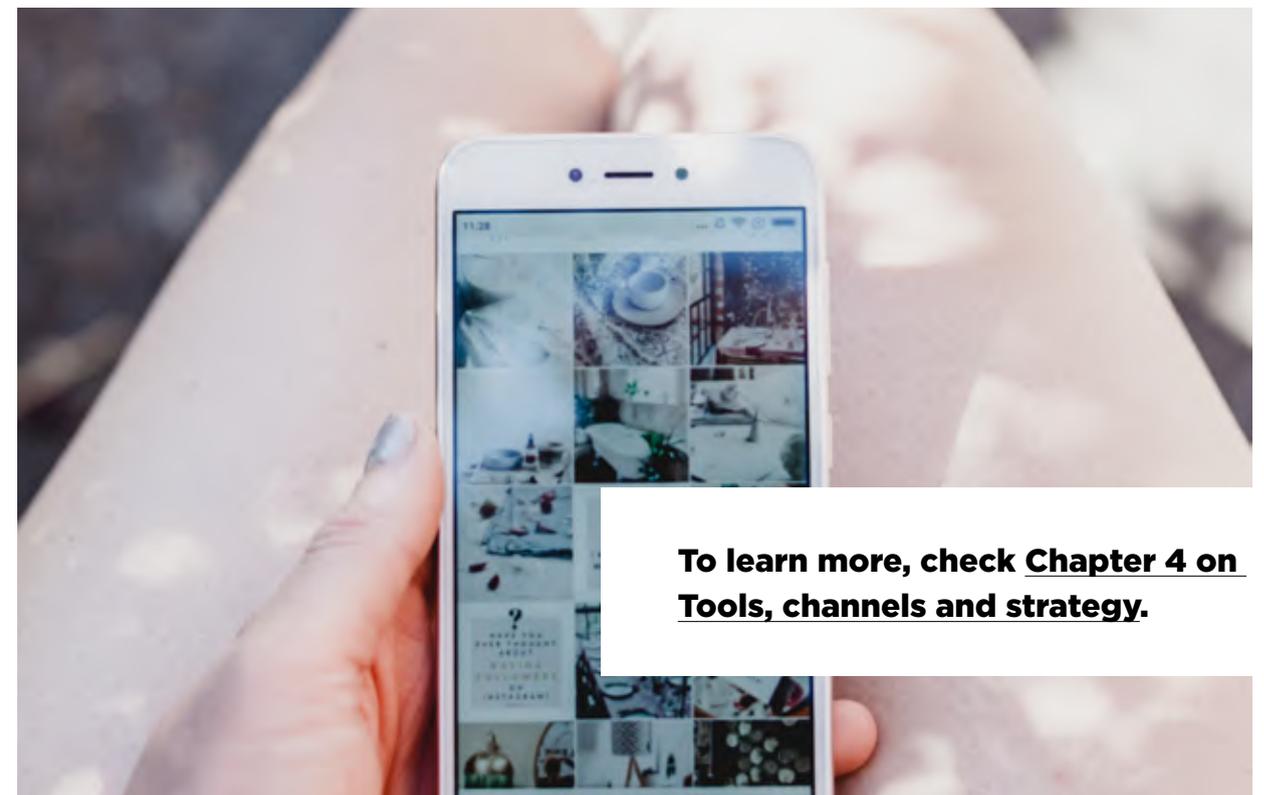
Checklist:



Make sure any ask is clear and simple.



Be sure your posts are a mix of education, awareness and actions - not all at once but over the duration of the campaign!



To learn more, check Chapter 4 on Tools, channels and strategy.

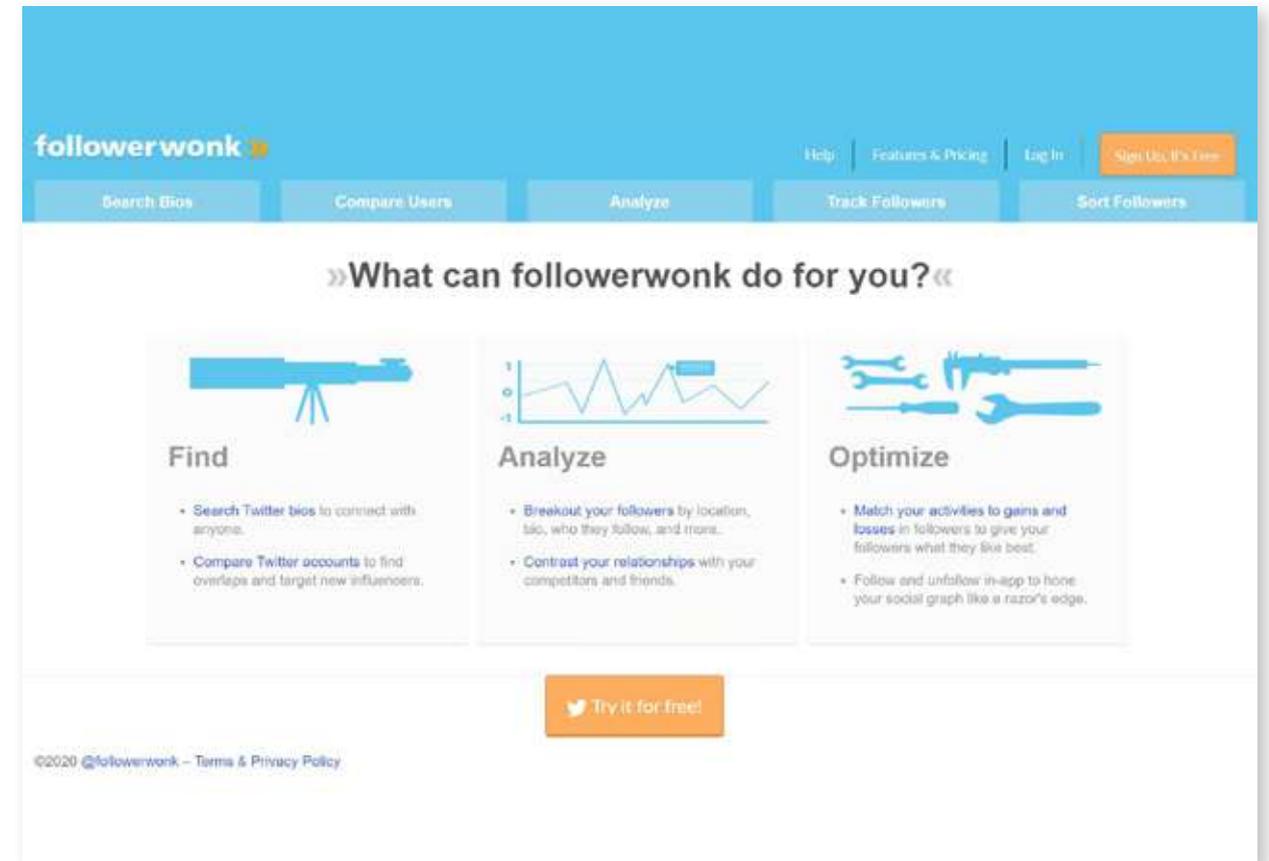
Resources to help you measure impact can be free or paid-for. You will need to try and trial them to see what works best for you.

 **Followeronk.**

 **Klear.**

 **Conviva.**

To learn more, check [Chapter 4 on Tools, channels and strategy.](#)



11. Crisis Communications

Planning for a crisis before it happens can help avoid a crisis. Being able to respond quickly and effectively to a crisis should be a key part of your activity.



What is a crisis?

Social media also has the potential to go wrong. It only takes one badly considered or ill-timed post to spark a crisis. But good planning and a coordinated approach to your social media channels will help avoid potential crisis or enable you to respond to crisis efficiently and effectively.

It only takes one badly considered or ill-timed post to spark a crisis but good planning can help avoid issues.



Why would you need crisis communications?

You need crisis communications when something has happened that could have a negative impact on your city and team. This could be any number of things generated internally or externally.

It is particularly severe if, for example:

It could cost people's lives.

It puts national security at risk.

It has a negative impact on the environment.

It damages the reputation of your city or the credibility of your campaign.

A crisis is not... when one person starts to say negative things about you on social media! Whoever deals with your social media needs to be able to keep a cool head and manage interactions sensibly and calmly.

What do you do need in a crisis?

You need a plan for crisis communications.

You need access to an experienced team to deliver the communications for you in a timely, empathetic and professional way, or who can give you advice and practical support.

In certain cases you could also need legal advice.

City of Guadalajara, Mexico

“We had to announce the increase in the subway fare. We worked on very positive campaign and communicated the benefits of the new projects to come. Lesson: focus only on the target audience, attend traditional media before they misinform, find voices that support or contextualise the decision in social media.”



City of Oslo, Norway

“We had a campaign directed toward certain immigrant groups to inform them about the measures that needed to be taken to curb the Coronavirus. We cooperated with community leaders and enabled them to spread the correct information through word of mouth, social media and written information. The success of the campaign was measured in the sharp drop of infection that followed.”

City of Oslo, Norway

“We have handled several media crisis situations relating to everything from garbage collection, labour laws, whistleblowers...and so on. The most important lesson with all of these cases is to never underestimate a pending crisis. Very often these situations get out of hand because we don’t appreciate how volatile they actually are and how much the people react. Seeing the ‘crisis potential’ in everyday cases is important.”



Good vs. bad crisis management

With the rise in social media, the public now has certain expectations for organisations to respond to a PR disaster or potential crisis.

Expectations include:

Responding swiftly.

Open and honest communication.

Open dialogue through social media.

People can now reach out directly to businesses through social platforms and that is even more the case when there is bad news.

The key point to remember here is that the situation that has arisen needs to be addressed. It will require actions and communications. Social media is not an answer to your problems. It is a platform to communicate to your audiences. However, your audiences are expectant and vocal! In many ways social media can be a double-edged sword.

Good crisis management

Responding quickly and from an informed position.

Taking control of the situation and where possible taking it offline.

Bad crisis management

Not reacting quickly enough will create a vacuum that can be filled by other people's critical comments.

Holding public arguments is not professional and will create more attention from wider media.

Don't be caught unprepared – have a plan in place.

Don't attack or try and fight a case on social media.

Example = Good

Nike and basketball player Zion Williamson

Basketball player Zion Williamson was wearing Nike sports shoes when he started a much-anticipated game against North Carolina playing for Duke University.

The game was high profile and Barak Obama was watching. Minutes into the game, Zion suffered a bad knee injury that was caused by his footwear failing. The next day Nikes stock plummeted, and they quickly released a statement.

They sent a team to the location of the game and carried out a study.

Nike also sent the team to the manufacturing site in China to carry out more studies.

The outcome is that they created a bespoke shoe for Zion Williamson and clawed back the negative publicity by being compassionate and proactive.



References

- [Sports Yahoo.](#)
- [Twitter coverage.](#)
- [Barack Obama's Twitter account.](#)

Example = Bad

JoJo Maman Bebe - UK based children's clothes retailer

A parents group emerged on social media platform Facebook called 'JoJo Maman Bebe Pre-Loved Buy and Sell' to buy the clothes from other parents at a cheaper rate than the shop, which was considered expensive.

The group gained more than 20,000 followers.

This bothered the original brand. The 'Pre-Loved Buy and Sell' group were selling the same products, but for a cheaper price because they were second hand.

The original brand released an angry statement against the group complaining about why customers would buy second-hand goods. This statement was written by the Founder and CEO of the company. It was called an 'epic PR fail'.



It is clear that if you have people who like your product and are finding ways to access that product or recycling your product, then maybe it would have been better to reach out and support them in some way, creating a positive PR opportunity.

By acting defensively and attacking the group in a personal way you will set yourself up for a fall and damage your brand and potentially your business.

References

- [Standard News.](#)
- [Daily Mail.](#)



**Link to the
best practice
example**

Cycling during COVID 19

Despite new funding and a large uptake in cycling during COVID 19, cycling plans across the UK were met with a backlash from local politicians.

References:

- [The Guardian.](#)
- [Website of the Member of Parliament for Reigate.](#)



**Link to the
best practice
example**

Alternative road signs project

With good integrated planning, engagement can go better. Sometimes it's about showing who benefits from the measure — often people opposing change will be in or identify with a group who benefits from the change as the alternative road signs project shows.

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12. Crisis communications planning

Make a clear plan, keep it up to date and share with the teams and individuals who need to know about how to avoid a crisis and what to do if a crisis happens.



You should have a solid crisis communications plan prepared before you engage people on social channels.

Your crisis communications plan should include:

An up-to-date list of key stakeholders and a clear chain of command.

Guidelines for identifying the type and magnitude of a crisis – what sort of things could happen and on what scale?

Roles and responsibilities for every department.

A communications plan for internal updates.

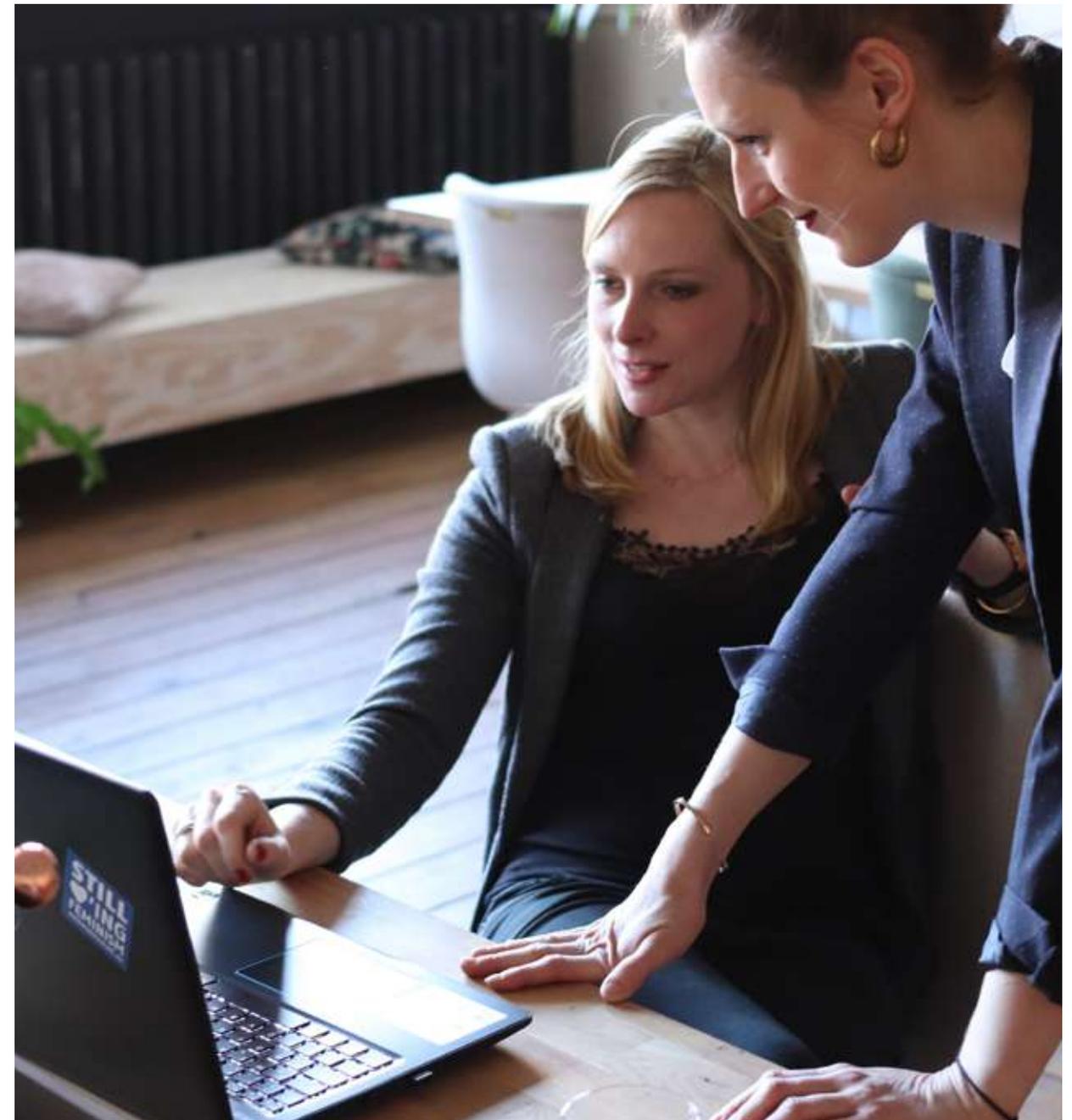
Up-to-date contact information for employees on the front line.

Approval processes for messaging posted on social media.

Any pre-approved external messages, images, or information.

A link to your social media policy.

Don't wait until you have a crisis to put your crisis plan in place. Knowing the chain of response will avoid confusion and delay.



Other activity that you need to consider as good practice during a crisis includes:

1

Stop any scheduled posts. These are no longer appropriate and could make you unprofessional.

2

Have a social media policy in place that looks at copyright guidelines, privacy guidelines, tone of voice, types of content, which you can link to if needed.

3

Secure your accounts - make sure that they are all password protected and do not share passwords too widely among the team. You can minimise risk by using software such as Hootsuite or Last Pass.

4

Communicate internally across the city so that employees know and understand the situation, the city's position on it, and what they should - and shouldn't - be saying.

Use social media listening tools such as Brandwatch or ZeroFOX to see what people are saying about your city. Look at the metrics for social sentiment. This can help pre-empt a crisis:

If there is a sudden spike in mentions - explore why this is happening.

Once you have an agreed initial response that is issued on social media, you will need to engage in conversation. Be prepared, you may face a lot of negativity and backlash from others.

Do not be negative.

Be polite and keep on message.

DO NOT ARGUE! As a professional team, aggressive messages are not acceptable.

Responding to negativity

Rapid rebuttal: When a crisis hits, it moves very quickly. You will need a plan in place if you have any chance of responding effectively.

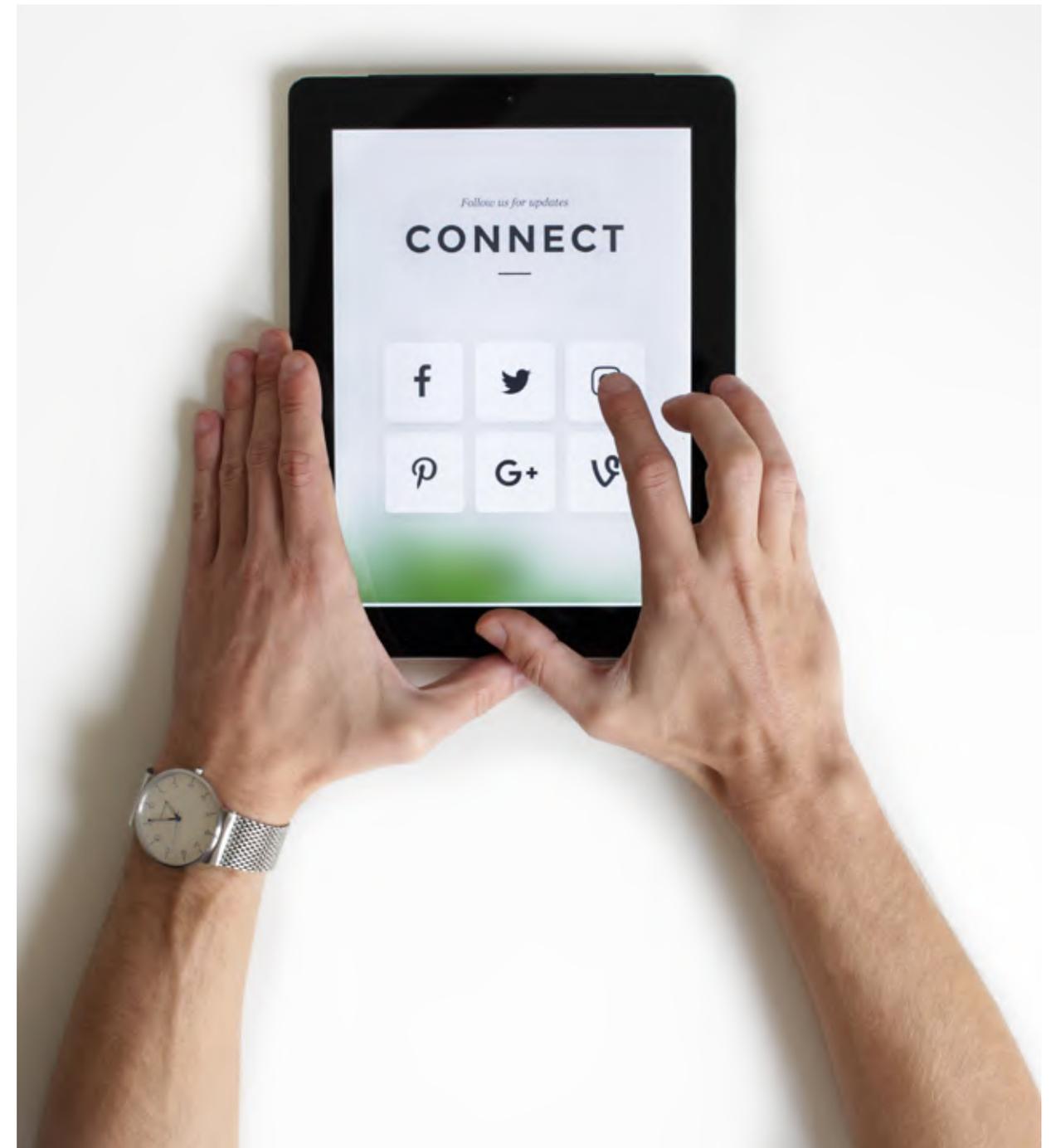
A crisis can loom large within one hour and take hours or days to manage.

Your followers and wider audiences (e.g. media) will be looking to you for a response and waiting to see what you say.

Typically, you should be looking to post something – even if it is a holding statement – within the first couple of hours.

You need to look like you are taking the matter seriously, that the matter is important to you and you are doing everything you can to manage the problem.

Take a crisis seriously and respond quickly. Be prepared that it may take time and resource to calm the storm.



Negative comments

Facing a negative comment on social media can be daunting. It is not a crisis but responding to negativity from others still requires careful handling. We've all heard of Twitter fights getting out of control and nobody wants to be involved in a public scandal.

There are some basic things that you can do to minimise risk on social media:

Avoid an emotional response — don't respond in the heat of the moment.

Check out who the person is and what they are saying.

Try and research around the information that they are asking.

Encourage the person to come offline and provide contact details for them to contact you away from social media.

Don't respond in the heat of the moment, use the tools to help you take issues offline.



Response times

To help avoid crisis and follow good communication practice, there are some guidelines you can follow for response and rebuttal.

If you are asked a direct question on social media, it is good practice to respond within 24 hours.

If you don't have the information available in that time, you should acknowledge the follower and tell them you will get back to them as soon as possible.

If you are not active on the channel at weekends you should state this in the biography or profile of your social media account to make sure people know.

If you are asked a direct question on social media, it is good practise to respond within 24 hours.



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You can outline some rules in your profile too if you feel it is necessary for example:

“We will not respond if the request is in any way abusive or inappropriate or the user has been abusive or inappropriate in previous communications.”

“See our social media policy for more information on when we will and will not respond.”

Red flag topics

There are certain topics and issues that tend to be red flag issues. These are issues that are contentious and that spark strong and diverse opinions.

It is worth working through what your local red flags are and ensuring that you have clear position statements on these so that you and your teams know what the city's position is and how to talk about it in public. These could include:

Climate change.

Fracking.

Cycle lanes.

Bus lanes.

Investment / Under-investment.

Understand what your red flag topics are and make sure you are prepared in advance with clear position statements on these issues and know when to stop the debate.

If you can make your position clear on social media, that is good. However, we still strongly advise you not to get into a huge debate.

If a complex issues-based question comes up on social media, then we would ask you to try and and steer the conversation off social media.

You need to be in control of your conversations and the timing of them.

Ask the person to contact you offline via an email address or phone number. That way you can formulate a better in-person response.



“When dealing with people, remember you are not dealing with creatures of logic, but with creatures of emotion.”

Dale Carnegie

Tools, channels and strategy

Planning, targeting and
measuring your campaign



01. Creating a communications plan

02. What is audience segmentation and how to do it?

03. Choosing your channels

04. Maximising budgets (with free or low cost solutions)

05. Word of mouth campaigning

06. Measuring impact

Putting together a successful communications programme means identifying and understanding your key audiences, knowing where and when they access information and making sure you have selected the right communication tools and channels to reach them.

Often these choices are made on budget, available skills and confidence in certain tools or channels.

This chapter of the C40 Climate Action Planning Communications Toolkit outlines the plans, tools and channels that can be used by cities to engage with residents and stakeholders.

It includes information on:

How **audiences** can be segmented into different groups, according to interests or behaviours, and how this segmentation can help to inform campaign planning and a **choice of channels**.

The main **tools available globally** for creating and monitoring newsletters, events and digital communications.

Using the **low cost or free channels** that are often available to cities.

How to better generate word of **mouth awareness** through tactics such as establishing an **Ambassadors network** or **working through partnerships** to achieve wider awareness.

In this chapter of the toolkit we also include some examples of how cities and regions across the world have utilised their channels for communications, and where they have developed innovative approaches which could be deployed elsewhere.

Finally, this chapter will cover the measurement of communications activity and how to assess the effectiveness of campaigns around climate action plans.



Please note: In this chapter we talk about channels and products that may help you develop your planning activity but C40 does not specifically endorse any channel or product and you will need to research what works best for your city and your audiences.

01. Creating a communications plan



A communications plan for your Climate Action Plan (CAP)

A communications plan for your CAP will provide cities with a coordinated strategy to deliver their messages and engage with the target audience during the planning stage, the launch of the CAP as well as the implementation phase.

Think about it as a roadmap to help you stay on track and help fill possible gaps.



A vibrant communications plan will be easy to understand and practical. It will include major milestones and goals for stakeholders to connect to. These may include:

Mayor's commitment to deliver a CAP aligned with the objectives of the Paris Agreement

City's sign-up to international climate commitments

Key partnerships to accelerate climate action

Local stakeholder engagement

City's climate vision in the short term

Climate change mitigation and climate resilience targets

Key local climate change initiatives and activities

City-level climate campaign

Key questions to ask:

What is a Climate Action Plan (CAP) communications plan?

Simple: it is a masterplan to deliver your message to your audience in an effective way, within the frame of a CAP aligned with the objectives of the Paris Agreement.

Does it need to be a major project in itself?

No, it needs to be effective, quick to read and above all practical. Make it as brief as possible, but don't forget to include the key fundamentals like audiences, messaging and major city milestones.

What is the first step in developing a communications plan?

Identify your stakeholders and audiences, draw up your messaging and calls to action, and then draw up the tools and channels you plan to use.





Time to make your communications plan?
 Please click [here](#) for a template to follow.

Hints & tips

Plan your communications

Select the tools that are appropriate for the city’s stakeholders. These include websites, brochures, social media, promo videos, events, emails, newsletters, city news feeds and/or blogs, the media.

Choose your message

Keep it simple. E.g., “We intend to use only renewable energy by 2030”. Identify the city’s unique selling proposition.

What problems will the city solve with its actions? Is there a best practice that can be shared with the audience? Identify the city objectives.

Follow things up

Simply sending materials by mail will not be enough. Follow up and contact your stakeholders one by one if possible. For example, before an event, call every guest, build rapport, provide additional oral information, thank your audience for their support.

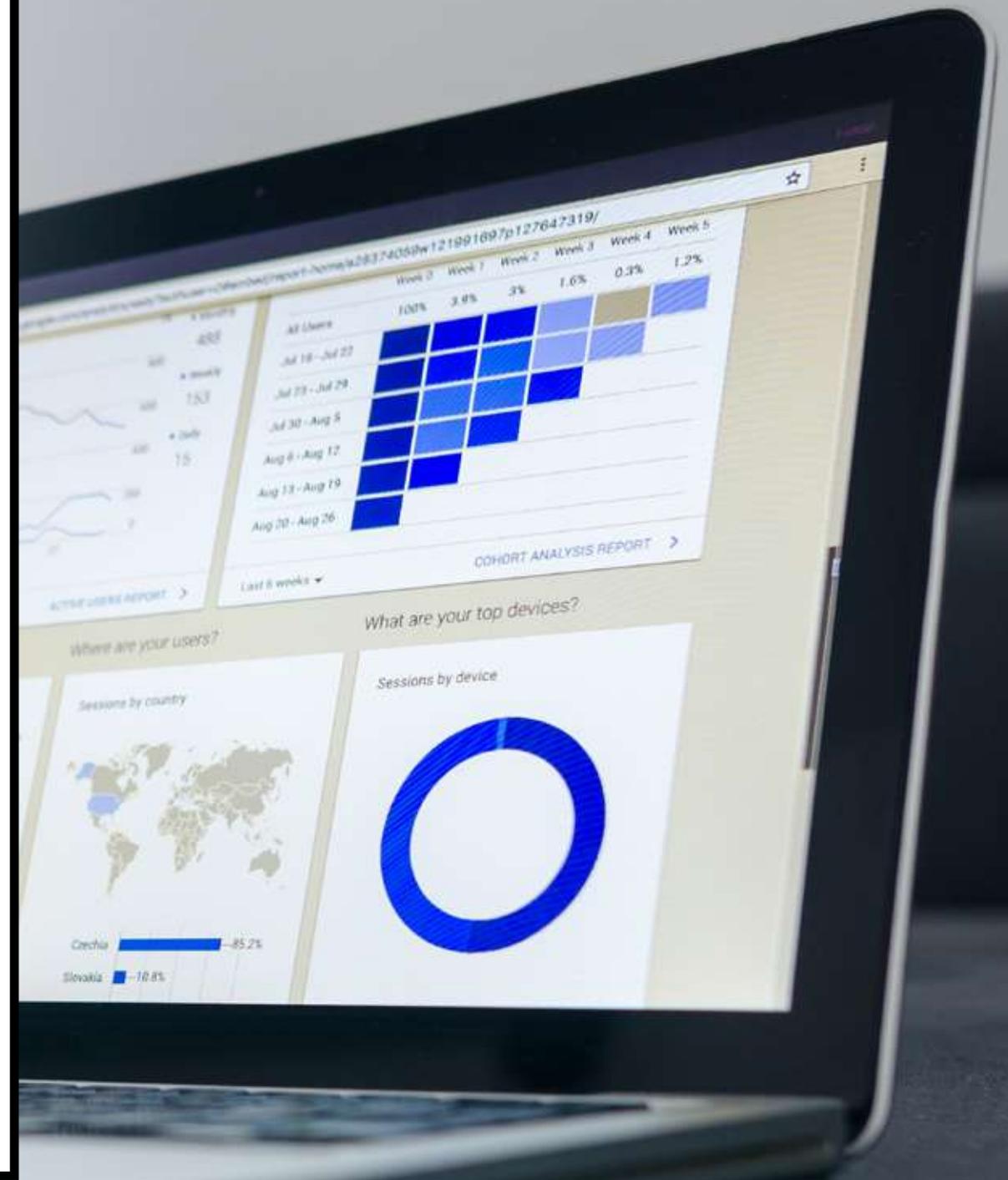
Be performance oriented

Once your communications plan is implemented, share it with your audience, alongside project updates about your work and programme. People will appreciate routine updates as long as they are useful for your audience.

Measure your impact

Measure your KPIs. Monitor site visits, press clippings, event participants, social media interactions, video views on YouTube, etc. See more on this in section 6: [Measuring impact](#).

02. What is audience segmentation and how to do it?



There are many global examples of communications on climate change being planned around audience segmentation. This is the process of breaking down a wider public audience into specific groups or clusters of groups that have a similar set of demographic factors such as age, affluence, educational attainment, ethnicity or gender.



Breaking down a wider city audience into smaller segments can help in communications planning in a number of ways:

Messaging

You can start to break your overall message down into more tailored messages for different groups.

Barriers

Different audiences have different barriers to change or adoption and so segmentation can help you be more specific.

Channels

Reaching people through different channels (e.g. mainstream media, social, events etc.) is easier when you've segmented.

Action

There will be different calls to action for different segments, and so separating these out at the planning stage is more effective.

Within the climate action planning process it is always important to consider different groups, their identity, and how vulnerable they are to climate impacts; this is also a consideration for communications planning.



1

Consider diversity

Make sure you've mapped out your audiences (see the segmentation section below) and considered the most diverse possible range of groups to reach.

2

It's not about you!

It's easy to do! Try not to prioritise the communications channels that you access, but assess which of your audiences are most important and put most of your effort into the channels they use.

3

Accessibility matters

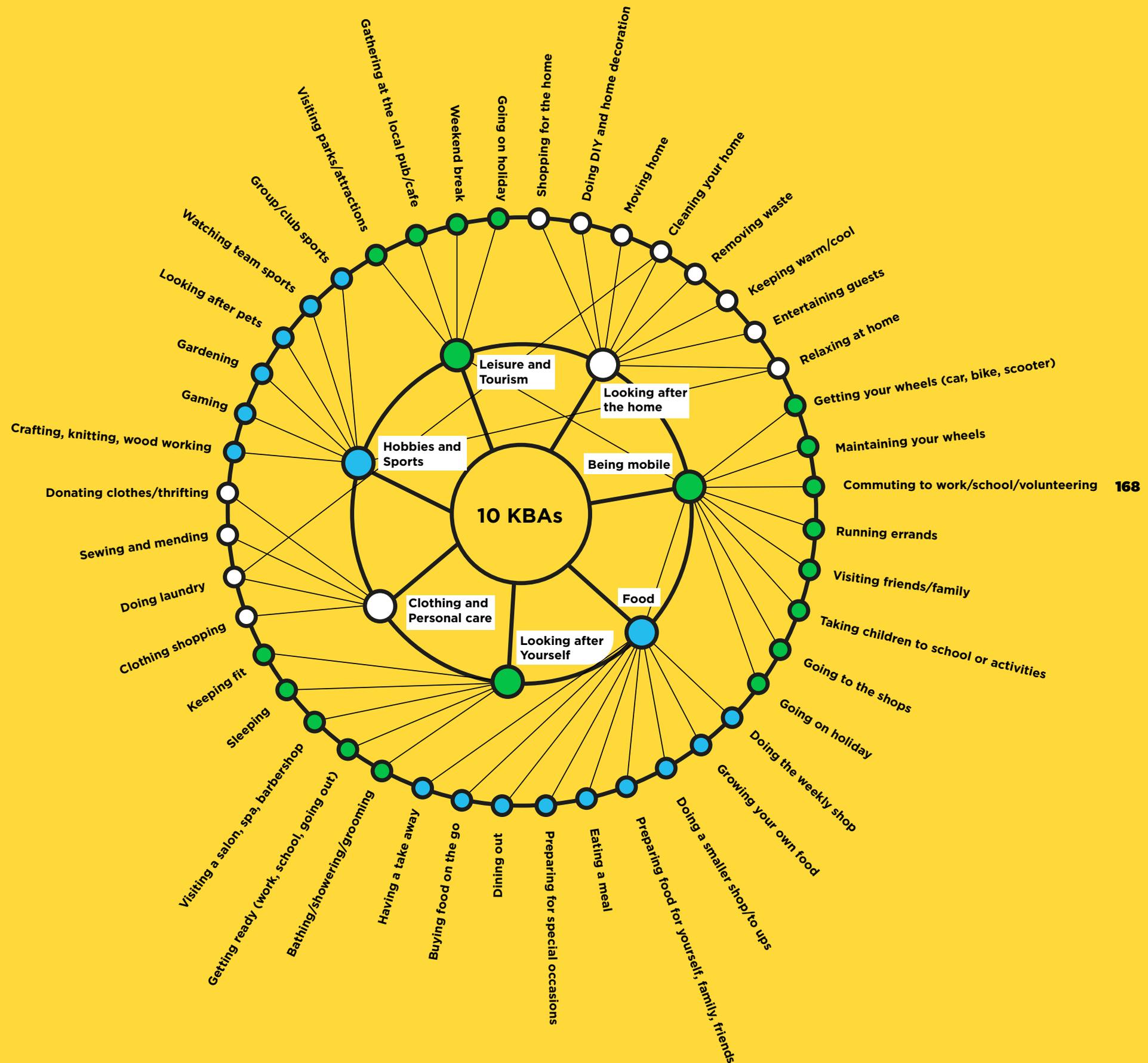
For disabled groups, consider accessibility both in the production of communications but also in the channels used, such as including audio or braille as an option for the visually impaired.

From behaviour to practice

Recent reviews of audience segmentation, such as that conducted by Scotland's **ClimateXChange insights unit**, have shown that while segmentation models have been pivotal in mainstream marketing to secure greater market share, for behaviour change around climate their greatest value is in organising coherent messaging and identifying the most effective channels for city communications.

The Scottish review of over 100 studies also noted a very low level of research conducted in the Global South into climate change and segmentation.

Studies also suggest that addressing carbon emissions based around social practices (i.e. everyday activities) would achieve more than changing beliefs or 'nudging' behaviours. These practices can be grouped around Key Behavioural Areas (KBAs).



Case study: Intensions Consulting

1

2020 research

Recent (2020) research by the US consultancy Intensions explored the climate change beliefs and intended behaviour of 2,025 residents.

2

Basic climate change segments

The consultants drew up three basic climate change segments: Climate Change Activists (32%), Climate Change Moderates (41%), and Climate Change Deniers (27%).

3

American Climate Change Activists segment

Among those Americans in the Climate Change Activists segment, 100% believe that climate change is a problem and 98% agree that it is caused by human activity.

4

American Climate Change Deniers segment

In contrast, among those Americans in the Climate Change Deniers segment only 6% believe that climate change is a real problem for the world today and just 4% agree that climate change is caused by human activity.

5

Targeting and messaging

When planning a communications programme on climate change, these types of segmentation are most useful in helping with targeting and messaging.

6

Strategic target decision

For example, a strategic decision could be taken to target advocacy messaging at climate activists, re-assurance messaging at climate moderates and myth-busting messaging at climate deniers.

Climate Change Activists

32%
of Americans



Climate Change Moderates

41%
of Americans



Climate Change Deniers

27%
of Americans

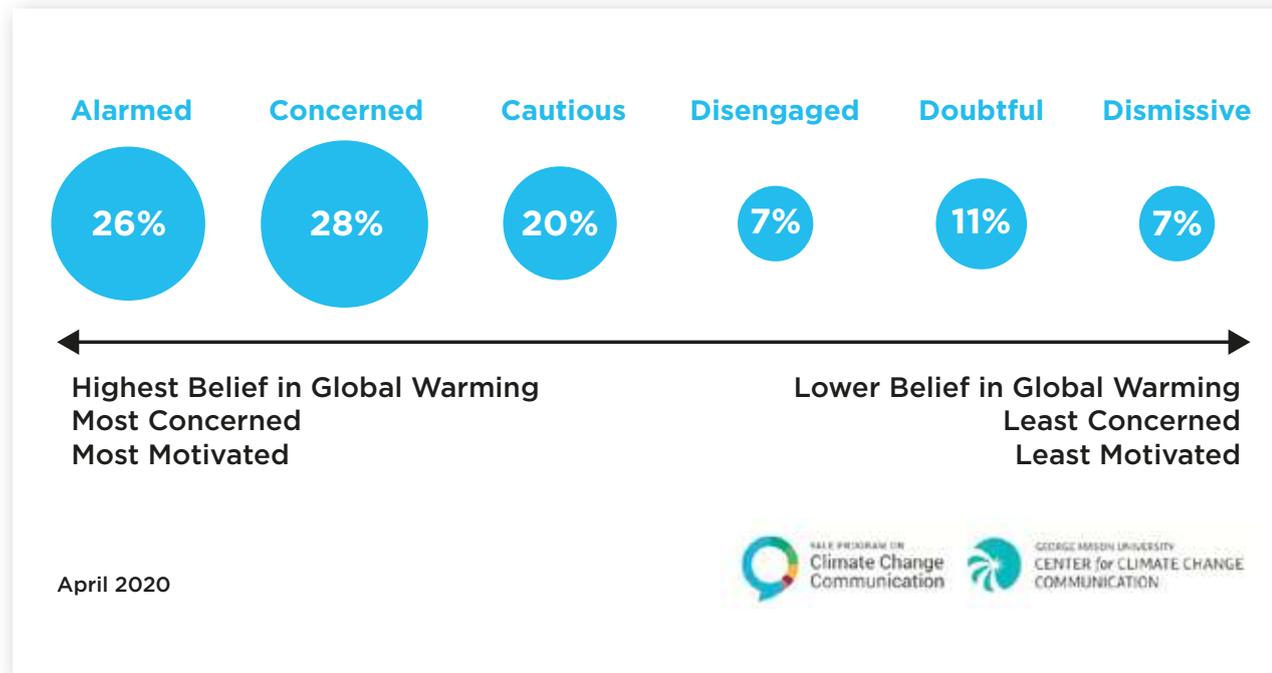


100%	Is a real problem for the world	79%	Is a real problem for the world	6%	Is a real problem for the world
98%	Is caused by human activity	75%	Is caused by human activity	4%	Is caused by human activity
100%	Fossil fuel vehicles contribute	71%	Fossil fuel vehicles contribute	9%	Fossil fuel vehicles contribute
98%	Non-renewable energy contributes	55%	Non-renewable energy contributes	7%	Non-renewable energy contributes
90%	Air travel contributes	56%	Air travel contributes	9%	Air travel contributes

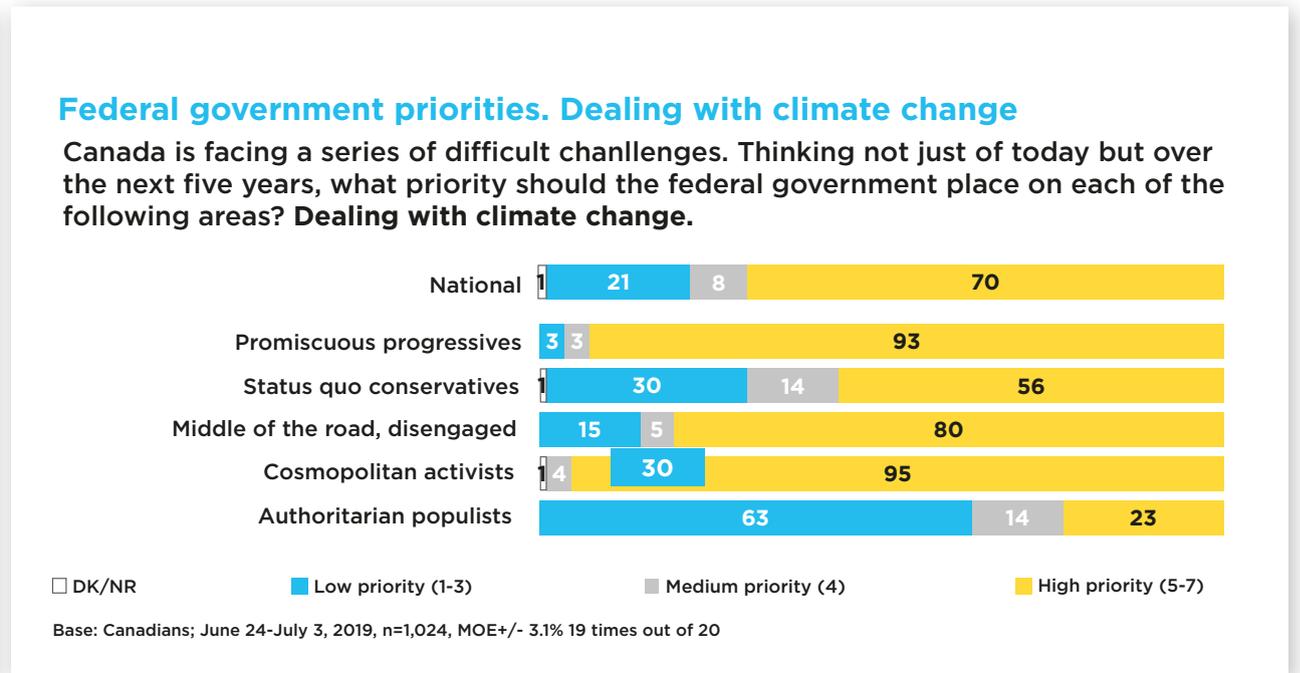
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Table shows %	Total	Gender		Age				US region				HH income			Politics		Education	
		Female	Male	16-29	30-44	45-59	60+	South	West	Midwest	NTH-East	<\$40K	<\$40-\$99K	\$100K+	LIB	CON	UNI Grad	Other
Climate Activists	31.6	30.4	32.8	30.2	34.9	30.5	30.5	29.5	34.9	31.4	31.7	27.2	30.2	40.2	53.6	18.9	41.8	27.1
Climate Moderates	41.1	44.0	38.2	44.0	39.9	37.7	42.8	40.5	39.0	42.2	44.2	42.9	42.9	35.6	35.2	38.6	37.9	42.6
Climate Deniers	27.3	25.6	29.0	25.7	25.1	31.8	26.7	30.0	26.1	26.5	24.1	29.9	26.9	24.2	11.2	42.5	20.3	30.4
Sample base (N)	2,025	1,024	992	486	501	491	547	766	479	427	353	736	797	492	491	739	615	1,410

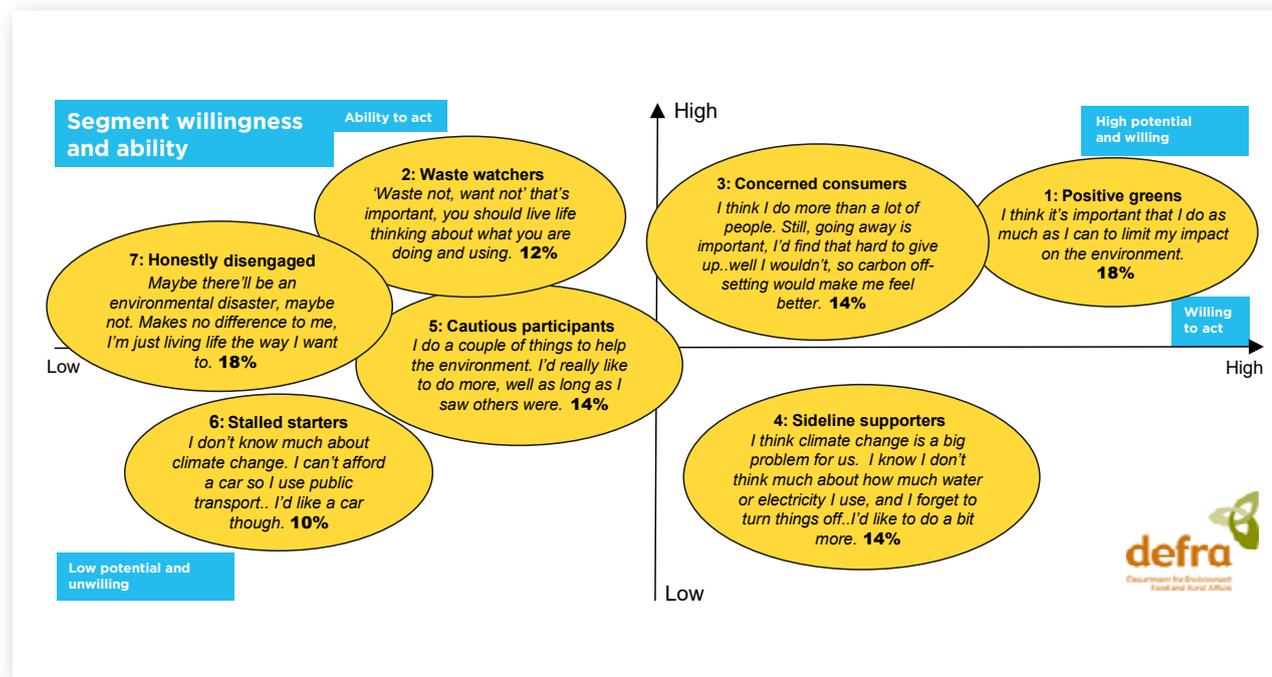
Other examples



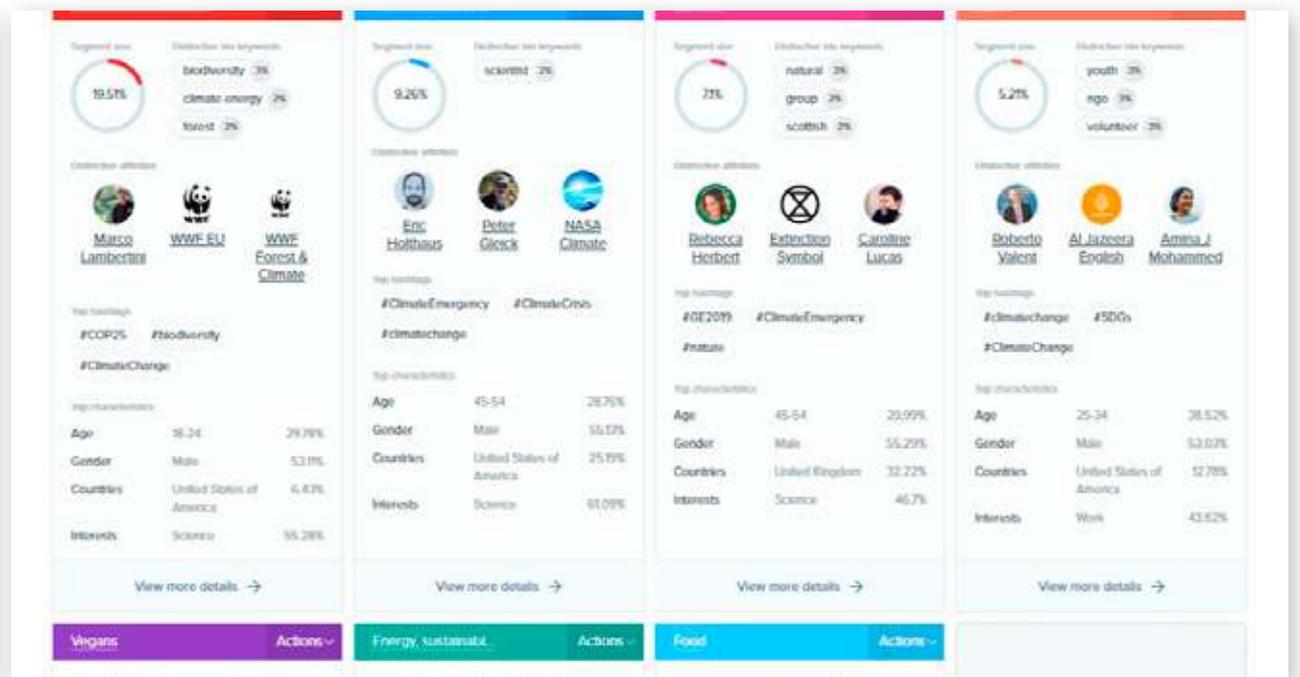
[Link to the graphic.](#)



[Link to the graphic.](#)



[Link to the graphic.](#)



[Link to the graphic.](#)

Creating your own segmentation

While some countries and cities have spent a significant amount of time and resources developing sophisticated segmentation models, you can also carry out audience segmentation for your Climate Action Plan that can help with your overall communications plan.



1

Make a connection!

Start by making a clear list of the audiences you want to connect with. It might include, for example, all residents, business, education, the media.

2

Behaviours or beliefs?

Next, try breaking down some of those bigger audience groups into smaller subgroups, ideally around behaviours, beliefs or practices and based on some insights or research.

3

Hot or cold?

Finally, and again based on insights or research where available, assign a level of receptiveness or 'warmth' to your audience segments to help you prioritise your communications accordingly.

03. Choosing your channels



A communications channel (also known as a marketing or media channel) is the way your message gets delivered to your target audiences.

The tools and channels you select for your communications activity will be dependent on your budget and who your audience is.

It will also depend on restrictions and availability of certain channels in your region.

Your campaign mix should be carefully considered – bringing your objectives, audiences and budget together to maximise impact.

We have put together a list of communications channels you might consider for your campaign – you may already have some of these up and running! Many cities explored new channels during COVID-19 – it may be worth maintaining these in the future.

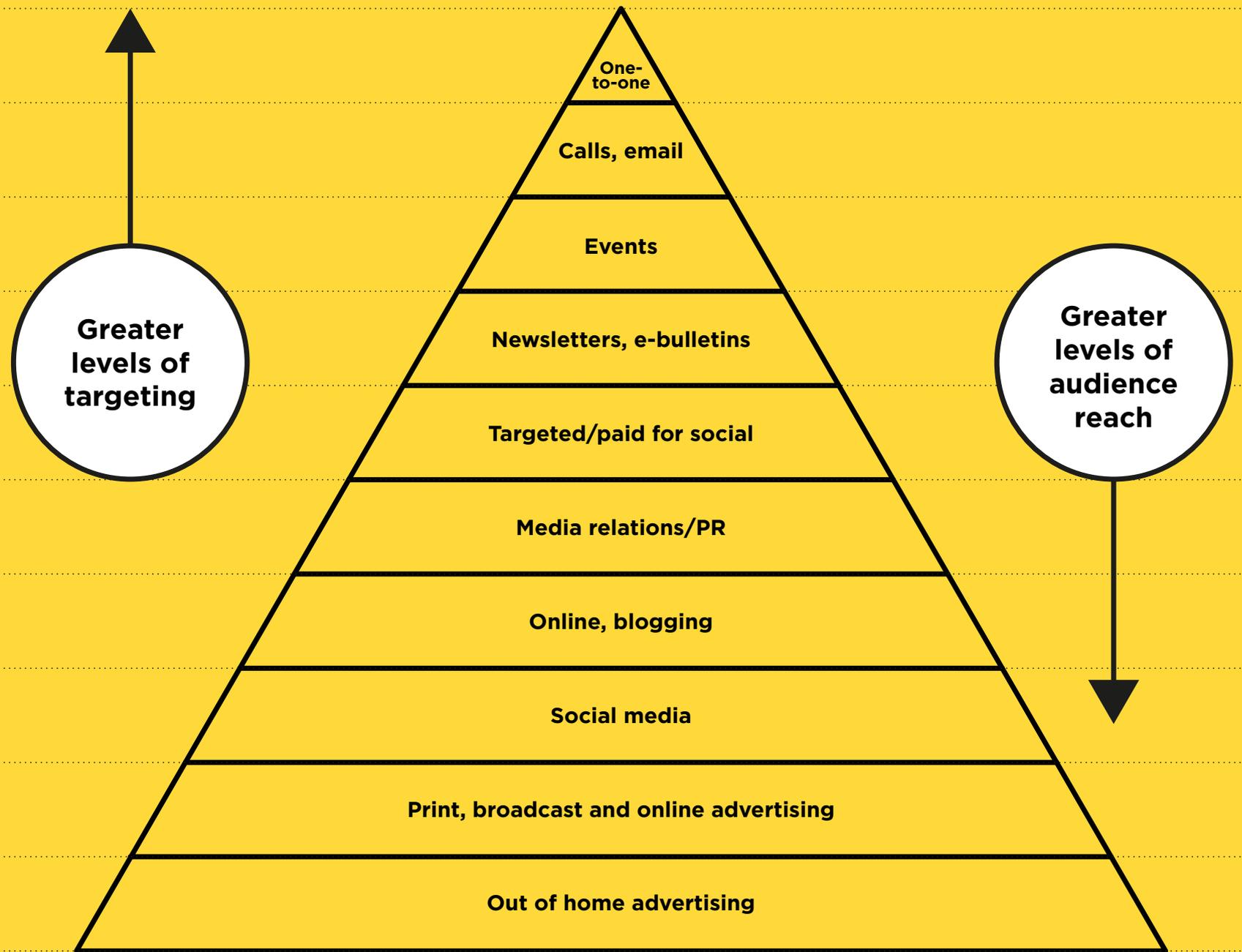
It's not always about creating new channels but also thinking about how your Climate Action Plan campaign can work on your existing channels. It may be things as simple as creating a campaign page on an existing website, joining up with an existing event in the city calendar, or a campaign takeover of a social channel. This process will help save you time and money as well as involving colleagues and partners more proactively in your campaign.



Prioritising tools and channels

Most communications plans feature a number of different channels, deployed in parallel to ensure that all audiences are reached effectively.

Different channels offer different levels of targeting, personalisation and audience reach and, of course, impact on the overall communications budget in different ways.



Digital inclusion

Social media platforms like Facebook, Twitter and WeChat can help you reach a large audience quickly and on a modest budget, but it is important to consider other groups who are less likely to use some of these channels and ensure that you have a plan in place to reach them too.

In some regions, older groups, for example, are more likely to use email as a primary communications tool rather than messaging apps.

To learn more, check [Chapter 3 on Guidelines on social media and crisis communications](#).



Which channels are best for you?

Channel	Benefits	Considerations	Example
<p>Newsletters/ e-bulletins</p>	<ul style="list-style-type: none"> Controlled message. Highly targeted. Low cost. Can track open rates and click throughs. 	<ul style="list-style-type: none"> Requires a quality mailing list that fulfills all the data protection requirements. Needs high quality, informative and relevant content. Has to be regular to be a recognisable source. Unsubscribes have to be carefully managed and list cleaned. 	<p>The City of Buenos Aires (Argentina) has a great Twitter presence for its ‘Green City’ programme including short animations and top tips for living a greener life.</p>
<p>Social media</p>	<ul style="list-style-type: none"> Highly targeted. Cost effective. Can track engagements, shares etc. Can often track demographics. Organic growth and advertising. 	<ul style="list-style-type: none"> Needs human/financial resource to monitor and update. Has to be well planned. Has to be open to feedback and interaction. 	
<p>Website</p>	<ul style="list-style-type: none"> A one stop resource. Can support other channels such as social media/newsletters etc. Controlled message. 	<ul style="list-style-type: none"> Needs human/financial resource to create and update. 	

Which channels are best for you?

Channel	Benefits	Considerations	Example
Public/ media relations	<ul style="list-style-type: none"> Helps build influence. Gives measurable reach via readerships. 	<ul style="list-style-type: none"> Not in control of final message. Can be time consuming – requires specific skills set. No guaranteed outcome for work/time input. 	<p>A number of cities use the annual <u>Earth Hour</u> event as a PR and event platform for their climate communications. In 2020, the global event spread across 190 countries and territories.</p>
Broadcast media	<ul style="list-style-type: none"> Controlled message. Measurable reach. Quality product. 	<ul style="list-style-type: none"> Usually significant budget required for advertising time and creation of quality advert (generally above most non commercial campaigns). 	
Out of home advertising	<ul style="list-style-type: none"> Opportunities for high level of creativity and impact. Good for generating word of mouth. 	<ul style="list-style-type: none"> Needs to be part of a wider integrated campaign to more clearly deliver a call to action. A decent budget will be needed to secure high impact. 	
Events: Workshops and conferences	<ul style="list-style-type: none"> Opportunities for small group and one-to-one engagement. 	<ul style="list-style-type: none"> If key influencers are on guest list have to be sure they will attend. 	



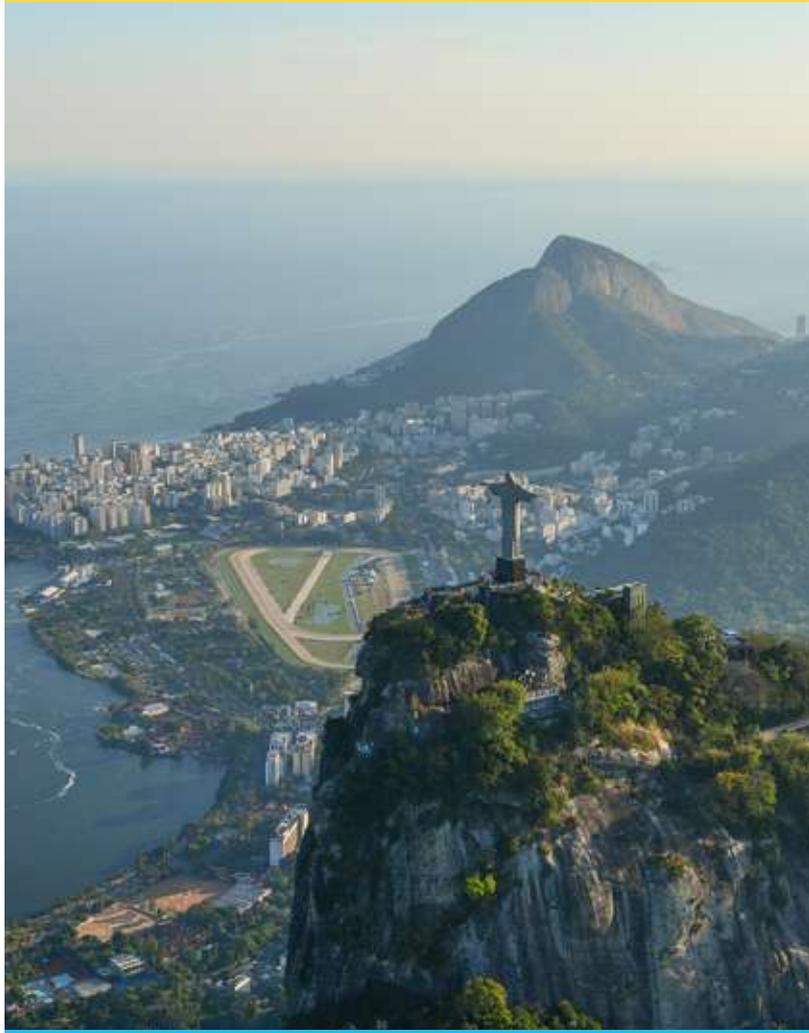
© WWF-Indonesia

Which channels are best for you?

Channel	Benefits	Considerations	Example
<p>Personal letter</p>	<ul style="list-style-type: none"> • Highly targeted. • Can use personal influence. 	<ul style="list-style-type: none"> • Cost of distribution. • Not enough on its own. 	<p>The City of Lyon (France) produced a <u>sustainable city guide</u> featuring all the business, services, events and programmes across the city that could help residents to live a greener lifestyle.</p>
<p>Print items e.g. leaflets, brochures</p>	<ul style="list-style-type: none"> • Wide distribution – large print run / or highly targeted – small print run. • Reaches more traditional or harder to reach audiences. • Gives space to explain messages for people to digest. 	<ul style="list-style-type: none"> • Sustainability – is print really necessary? 	
<p>Merchandise e.g. T-shirts, badges, water bottles</p>	<ul style="list-style-type: none"> • Can be desirable. • Can reach people who are harder to reach. • Longevity. 	<ul style="list-style-type: none"> • Sustainability – is merchandise really necessary? • Can it get your message across? 	
<p>Film or animation</p>	<ul style="list-style-type: none"> • People like to watch and share. • Can help with language barriers and harder to reach audiences if it's accessible. 	<ul style="list-style-type: none"> • A film needs a wider strategy to drive viewers to it – films rarely go 'viral' on their own! 	

Further examples

The City of Rio de Janeiro (Brazil) ran a series of workshops and seminars around its Sustainable Development and Action Plan. Learn more in the [webpage](#) for the event.



The City of Tshwane Metropolitan Municipality (South Africa) has held a Sustainability Week for the past 4 years. It is known across the country and attracts a range of stakeholders.



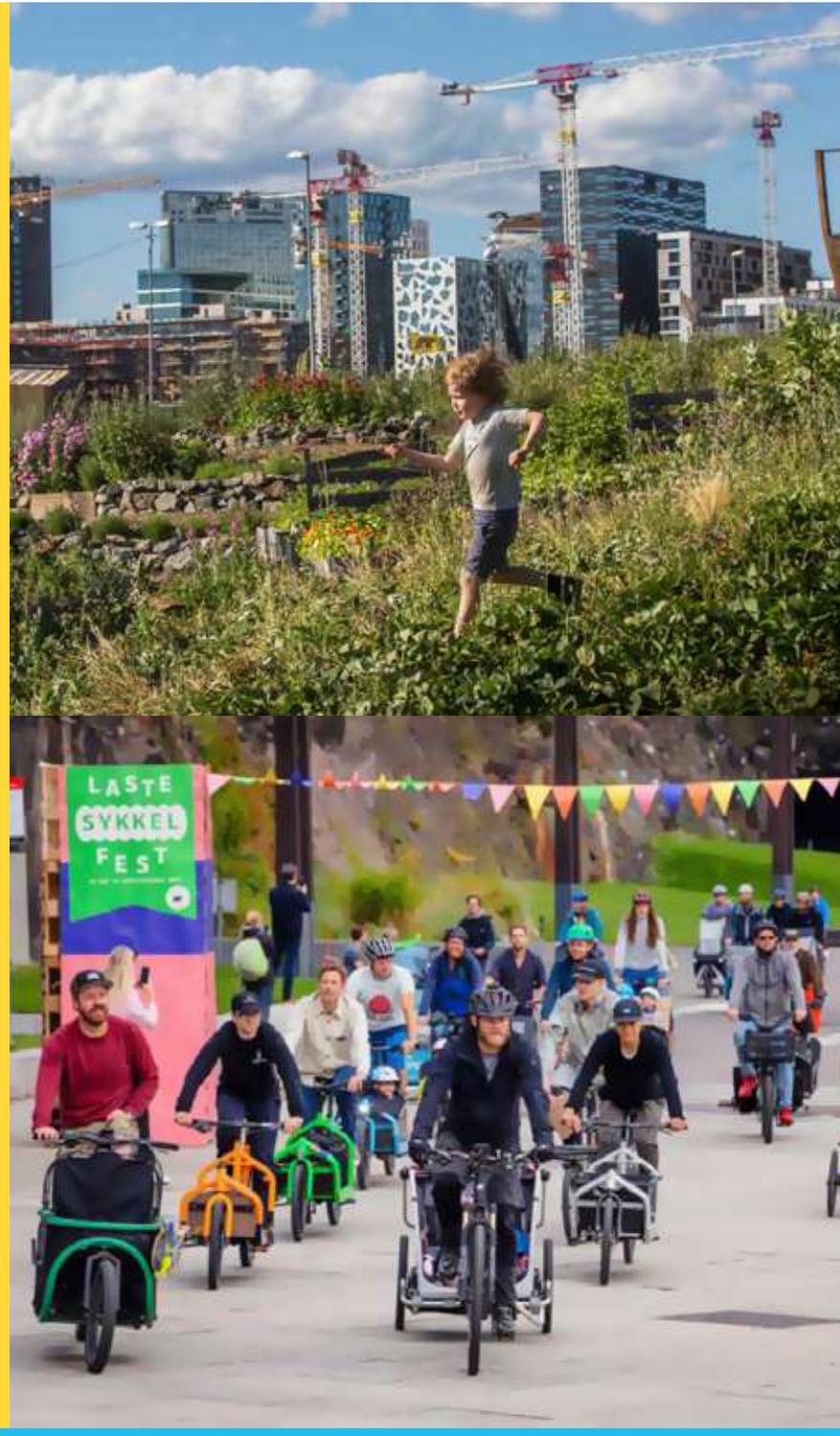
The City of Kuala Lumpur (Malaysia) used Facebook Livestream to present its Structure Plan 2040 to reach a wide audience.



Further examples

As European Green Capital in 2019 the City of Oslo (Norway) had a wide ranging communications programme which included media relations, social media (Facebook) and a wide ranging events programme.

The City's events calendar for the year featured more than 600 events, 90 percent of which were open to the public and organised with the help of 250 partners from the business community, academia, and NGOs. Over half the events were relevant for children and young people.

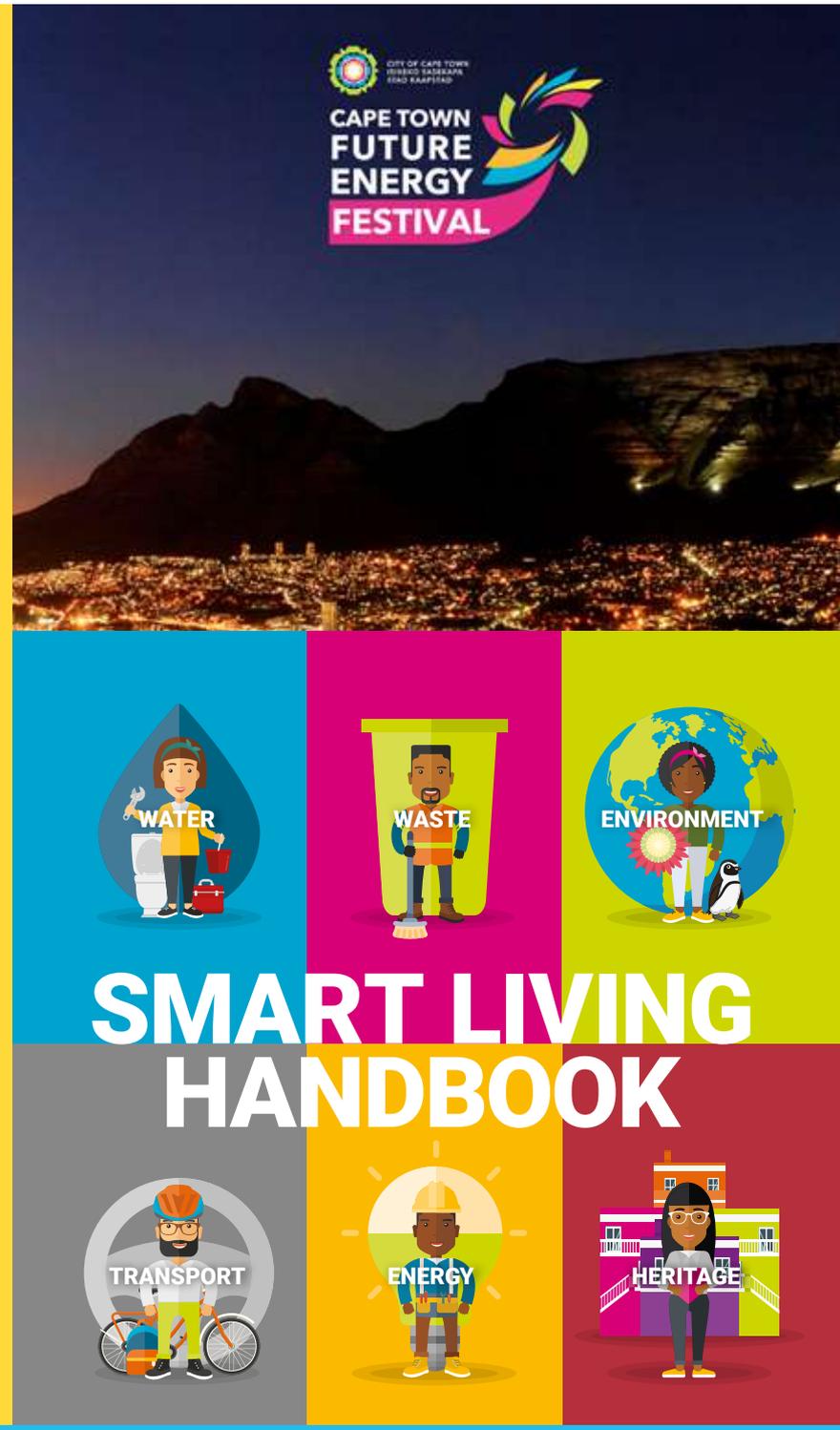


The City of Rio de Janeiro (Brazil) has a dedicated sustainable development info page, and a YouTube channel featuring an animated character specifically designed to appeal to children.



Further examples

The City of Cape Town (South Africa) has an impressive roster of events and programmes across a host of channels, profiling climate action, including a Future Energy Festival, a Smart Living Campaign, an Energy and Waste Forum. The City's past campaigns include the SWH Programme and Climate Smart Cape Town. There is a Cape Town Climate Change Communications and Citizen Action campaign under development, anticipated to launch late 2020/early 2021.



The City of Istanbul (Turkey) has a dedicated website for all its climate-related programmes and also uses promotional films, Twitter, outdoor advertising such as billboards, and print e.g. brochures, postcards.



Further examples

In the City of Addis Ababa (Ethiopia), Menged Le Sew (Streets for People) is a green urbanism initiative. Every month, six sub-cities across Addis Ababa open nearly 10 kilometres of public streets, creating space exclusively for all forms of non-motorised transport (e.g. cycling, running, skateboarding, walking, etc.). Menged Le Sew aims to influence urban infrastructure that fosters environmental sustainability, active living, social cohesion, and a safe, livable, traffic-free city.

መንገድ ከሰው!
STREETS FOR PEOPLE

Menged Le Sew
@mengedlesew
ethiopia's #openstreets movement. ከመኪና ነጻ በሆነ መንገድ እንጎብኝታለን!
[instagram.com/mengedlesew/](https://www.instagram.com/mengedlesew/)
Joined May 2019
93 Following 351 Followers
Followed by World Resources Inst

Pinned Tweet
Menged Le Sew @mengedlesew · Aug 10
We are thrilled to announce that we are co-hosting the World Car Free Day Summit with @carfreedayLDN on Sept. 21-22! all digital + feat. speakers from across the world! #carfreeday #OpenStreets
Register here! bigmarker.com/series/WorldCa...

WORLD CAR FREE DAY SUMMIT 2020



Deciding your tools and channels

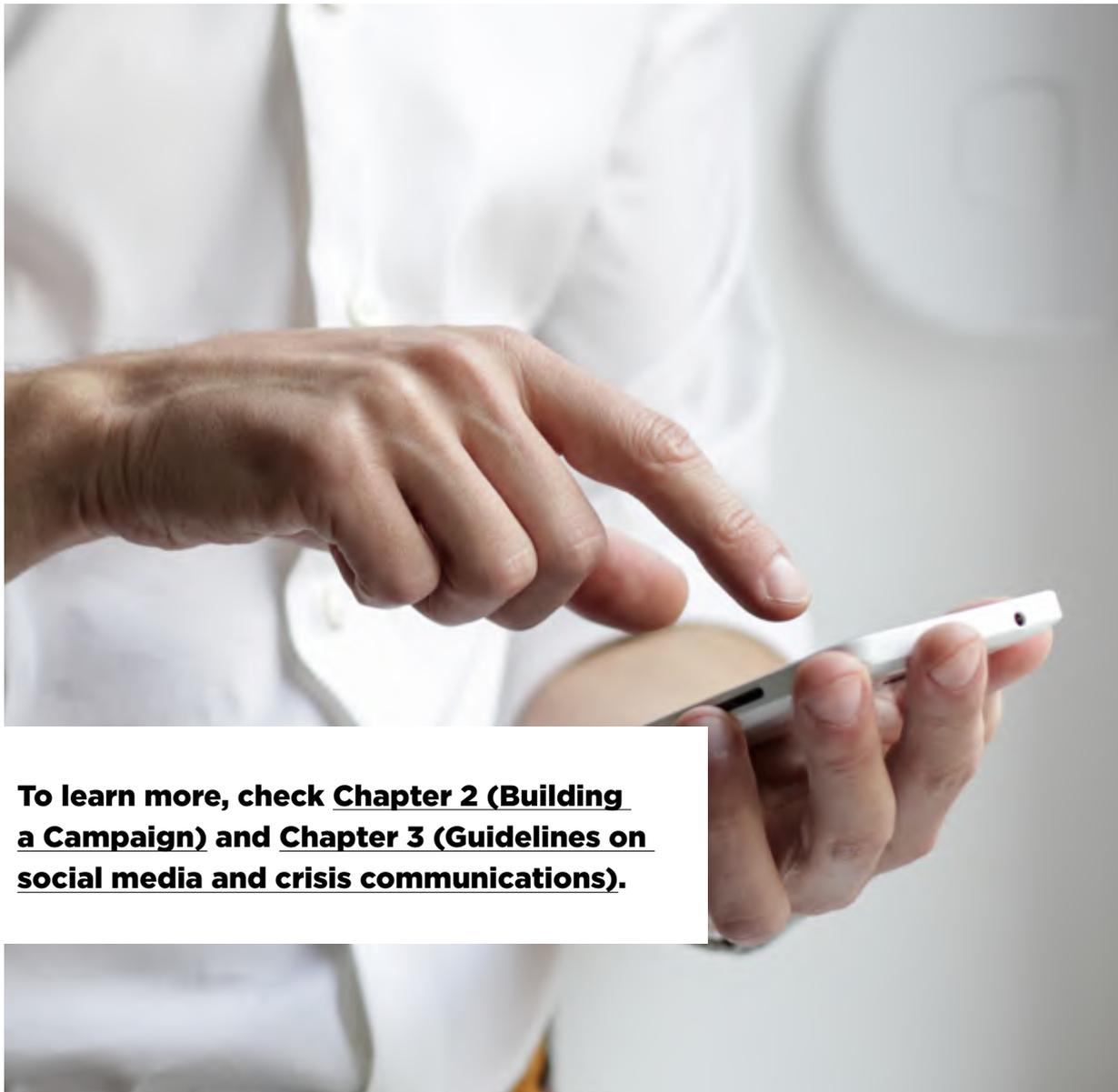
Who	Where & when	Knowledge	Testing	Budget
<p>It's vital you choose channels your target audiences engage with. Think carefully about the channel and the profile of people who get information from that channel.</p> <p>Depending on where you are located the challenges will be specific to your area.</p>	<p>Consider where and when your audience get information.</p> <p>When trying to target a specific audience be aware what the barriers might be for them. Does a channel exclude your target audience because they can't access it?</p> <p>How are you going to ensure you reach them effectively through the right channels?</p>	<p>Think about what you know about your audience already. Is this based on assumptions or fact?</p> <p>It's worth undertaking simple and low cost research to find out what channels your target audience use most frequently or are more likely to trust and so on. Desk research and surveys using low cost services like <u>Survey Monkey</u> or social polls will help you tailor your channels more effectively.</p>	<p>If you have not tried a particular channel before, but you think the evidence stacks up to use it for your audience, don't be afraid to start small to test and show something is worth further investment.</p> <p>Learn from testing to tighten up approaches and make the budget work harder.</p>	<p>Channels should be selected based on how hard they can work your budget to reach the maximum amount of people in your target audiences.</p> <p>Don't go for something that's expensive if you can't afford it or it doesn't have the reach you need to maximise your impact on your audience – what will they get from it and what is the projected cost per engagement or reach?</p>

**04.
Maximising
budgets
(with free
or low cost
solutions)**



Accessing free or low cost solutions in your city

If you are planning a campaign always think about channels and opportunities that allow you to promote the campaign for free or at a low cost.



To learn more, check [Chapter 2 \(Building a Campaign\)](#) and [Chapter 3 \(Guidelines on social media and crisis communications\)](#).

Partnership campaigns.

Public advertising space.

Lower cost advertising opportunities for 'good causes' or **non-profit campaigns.**

Press stunts and **media relations.**

'Guerilla' marketing tactics.

Partner real estate (inc. windows).

Partner email networks/intranets.

Media and op-ed pieces.

Partnerships

If you have a range of public and private sector partners engaged in your campaign, they can be a valuable free resource to help you access your target audiences. They can help you promote your campaign through their existing channels to reach their employees, suppliers and customers.

Web banners on their website.

Sharing on social media.

Internal advertising space and notice boards.

Team briefings.

Space in their buildings to hold an internal event or have an information point.

Leaflet space.

Creating a simple toolkit for your partners could help you reach 100s or 1,000s more people through a trusted source.

Asking your partners to be actively involved in the campaign has a range of benefits:

They are a trusted source of information for their existing audiences whether it's staff, suppliers or customers.

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It helps spread your resource across other organisations.

It builds engagement and added value for the partners.

Putting together a toolkit for partnership campaigns

Depending on your budget a toolkit can be basic or more developed. A good starting list for a great toolkit would include:

An executive briefing.

Images.

Key messages and facts.

Adaptable posters.

Leaflets.

Suggested social posts.

Social assets.

Media & Op-ed / Opinion articles

Even if you don't have access to a dedicated public relations team, it is worth considering contacting local or national media outlets, particularly when you are releasing or launching your plan. Key activities should include:

Build yourself a press list, either using a [commercial newswire](#) service, or you can research a list yourself, particularly using Twitter where many journalists post links to stories.

Write a really **strong press release** and put together a **briefing pack** - think about including some great photography, statistics and graphics.

Contact **key journalists by phone or email** to [pitch your story](#) - don't be afraid to pick up the phone and if you have a big launch planned, why not organise a press call?

Make sure you trace any successful media stories that you secure by using a commercial news clippings service or if budgets are tight, set up a [Google Alert](#).

How to write a press release

A press release for an event or the launch of your city’s Climate Action Plan (CAP) can help you unlock media coverage which will help you reach a large audience quickly and effectively; it can also be used to ask bloggers and influencers to share more information on your CAP too. Remember though, to be really successful, your release has to have some news value and be of relevance to the outlet you are sending it to. Here are a few tips on how to write an effective press release.

Note: More tips [here](#).

1 Make sure you **include** all your **contact details**, including media contact name, phone number, and email.

2 On the left of the release, include a **distribution date** for your story, or mark it **‘For immediate release’**.

3 Lead your release with an **eye-catching and impactful headline** - and make it as short as you can!

4 Start the first paragraph with **date and location for the story**, e.g. “Brisbane, Australia, September 20, 2020”

5 Put all of your most **critical information into the first paragraph** - everything that is most relevant.

6 For the **wider story**, try to remember to cover: Who, What, Where, When, Why, and How.

7 Write with an **objective and balanced tone**; journalists will be wary of a press release that sounds too promotional!

8 Include at least **one quote from a reputable source**.

9 Include a **call to action at the end** - something readers can do.

10 Finish up with some **further information about your city** and then finally...

11 Make sure you are **clear where the release ends**, by writing ‘Ends’.

How to distribute a press release

It's all very well to write a great press release, but what's the process for getting it out and covered?

1 Once you have written your press release, you send it out, usually by email, to media contacts.

2 There are media database services for most countries, or you can do an internet search to find appropriate contacts.

3 Do some research to look for journalists that tend to show an interest in stories like yours.

4 Send out your release as either a Word document or as plain text in an email.

5 Have a think about accompanying visuals that could make for a stronger story and make these available.

6 For your priority contacts, follow up by phone (this is known as selling in) to see if they are interested in running a story.

7 Make sure you've set up media monitoring or a simple Google Search to track any coverage you get.

City example: Auckland Conversations

Auckland Conversations (New Zealand) are free public events offering ideas, inspiration and action for world-class cities. They bring together expert speakers and informed panellists to present on a wide-range of topics that impact the region and its people. Conversations cover transport, environment, urban design, economy, climate change, community-building, and more. The events can be viewed live online and followed on Twitter using #aklConversations and @aklconvs.



Advertising

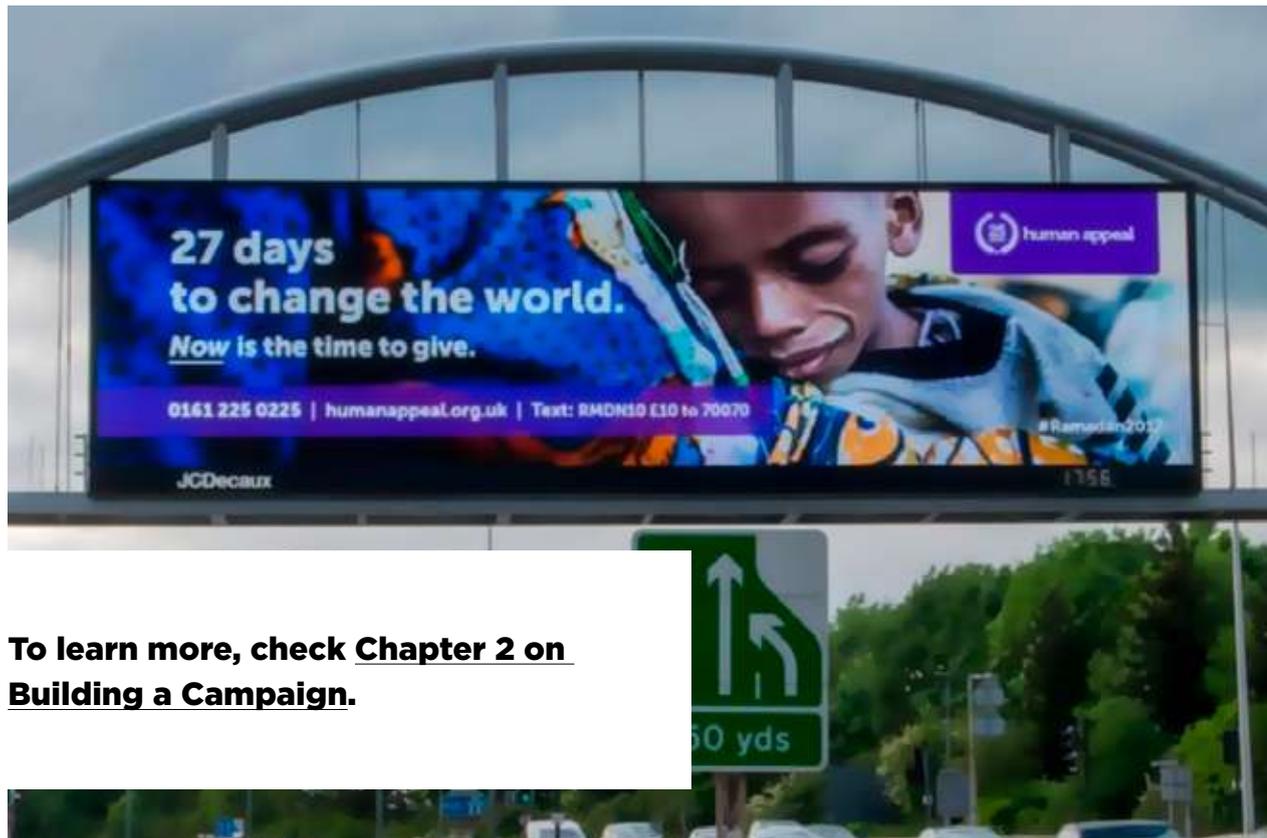
Whether it's newspaper advertising or street level advertising you may be able to access very low cost opportunities in your city if you know who to ask.

Ownership of outdoor advertising space will vary across all the cities. Some may be owned by transport bodies or companies, others by private advertisers or businesses like JCDecaux, some may be owned by the local or national government.

Undertaking some research in your area could help you unlock advertising opportunities you would not always be able to access on a budget.

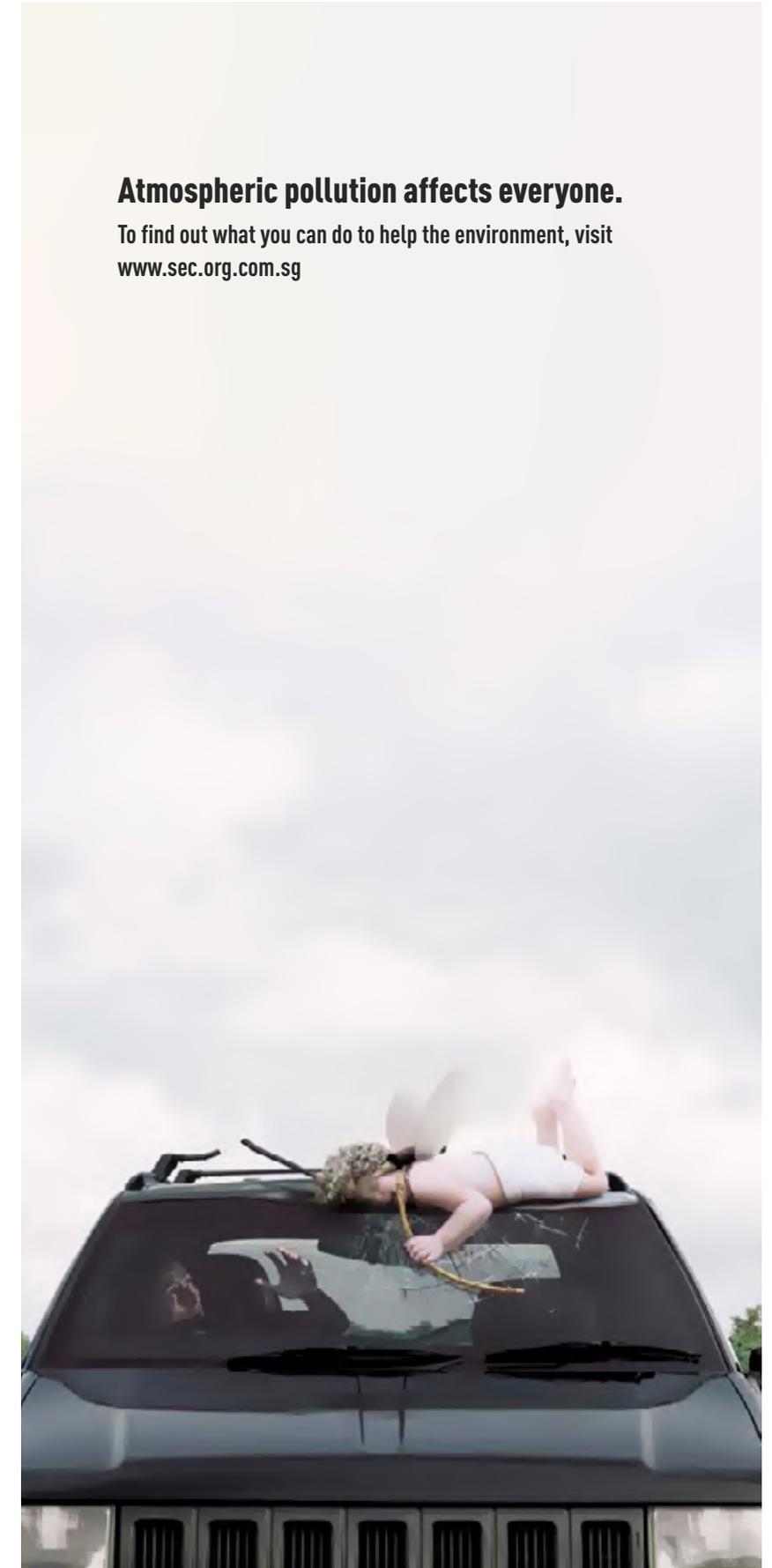
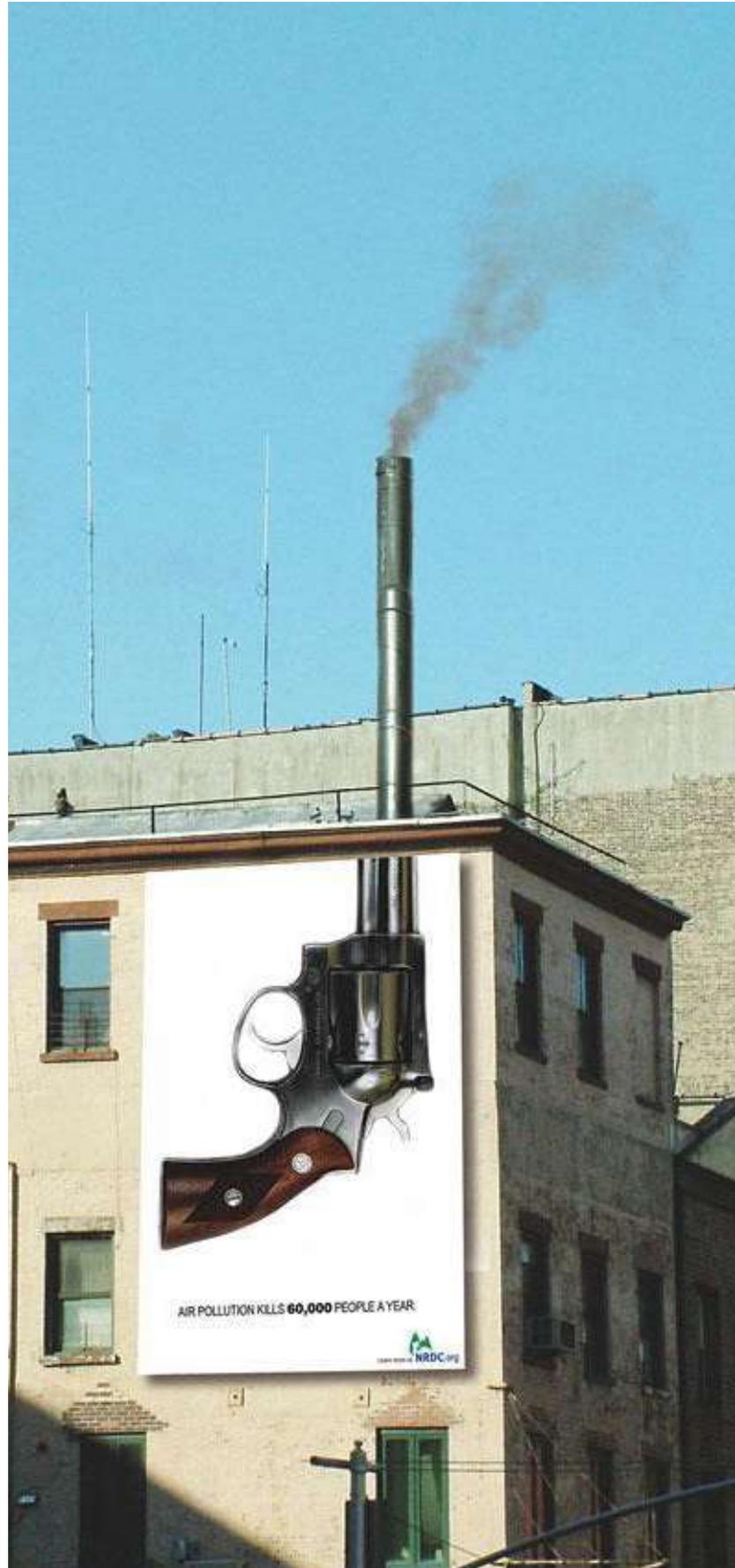
It's worth finding out who owns the advertising space in your city. It could unlock low cost or free support.

It is worth knowing that some media networks like JCDecaux have social impact programmes where they specifically want to work with cause-related partners to show the potential of their media platforms to generate positive social or environmental change.



Social impact advertising

Examples of air quality-related social impact campaigns for London, Singapore and the Natural Resources Defence Council.



Getting started

Do your homework: Find out who owns the advertising space in your city centre, the local transport hubs, digital billboards on public transport, etc.

Make your case: If you want support, be ready to explain why they should give you free or low cost advertising space; can you explain why it will help them achieve their objectives as well as yours?

Ask for an introduction: If there's someone who can help introduce you or support your case, ask them to get involved.

Make them official partners: Are any of them already partners for the campaign? If not, could you find an approach to ask for help that would also benefit them?

Make sure your campaign is measurable: That way free support can be calculated into campaign impact.

If there's someone who can help introduce you or support your case ask them to get involved.

If you are successful

Make sure you know the **monetary value** of the **free or lower cost support**, how much would it be if you had to pay in full?

Make sure you know the **reach of the locations** – e.g. footfall, number of visits etc., this will help you estimate your reach overall.

Make sure you know the **demographics of the locations** – that way you'll know you are targeting the right segment.



**05.
Word of
mouth
campaigning**

How to get people talking

Any successful climate campaign relies heavily on people knowing and talking about your climate action plan. Alongside formal communications channels, word of mouth can prove to be incredibly valuable in spreading your message and call to action far and wide.

Sometimes, the broader definition of word of mouth communications might include viral, buzz or influencer marketing, but at its most simple, it is the art of getting people talking about something you'd like them to talk about.

When it comes to climate-focused campaigns, there are a number of word of mouth tactics that can be utilised, including developing an ambassador base (influencers), developing pledge or promise programmes and using trusted partner organisations to carry your message to their own trusted audiences.

You can also deliberately employ communications tactics which by their very nature get people talking to each other, such as stunts, installations or spontaneous pop-ups of group activity.

Ambassadors

Ambassadors can be anyone from people with formal roles such as city leaders through to local residents.

You can select people for their level of influence and trust (such as faith leaders, celebrities, local leaders) or you can select them because they simply reflect the audience you are targeting.

Briefing your Ambassadors is critical and they must be credible and trustworthy, otherwise they will devalue or even damage your campaign.

You must make sure you keep in regular contact with Ambassadors and make sure their contribution is not tokenistic – they want to see the value and impact of what they have done as much as you do. You can do this through events, newsletters, social media and even letters!

Ambassadors can be briefed to support your campaign, then use that information to reach out to their own network.

To learn more, check [Chapter 3 on Guidelines on social media and crisis communications](#).



Stunts and pop ups

Stunts and pop-ups can help generate word of mouth as people engage with the activity or scene you have created, they are usually highly visual. Often people will share images and comments on social channels to help spread the word.

Stunts or pop-ups are a good way of interacting with people in places they don't expect. An attractive pop-up may entice people in who wouldn't normally engage with the subject matter. They can provide an experience such as virtual reality walk throughs, or offer giveaways, advice and support. Sometimes they offer intrigue and mystery.

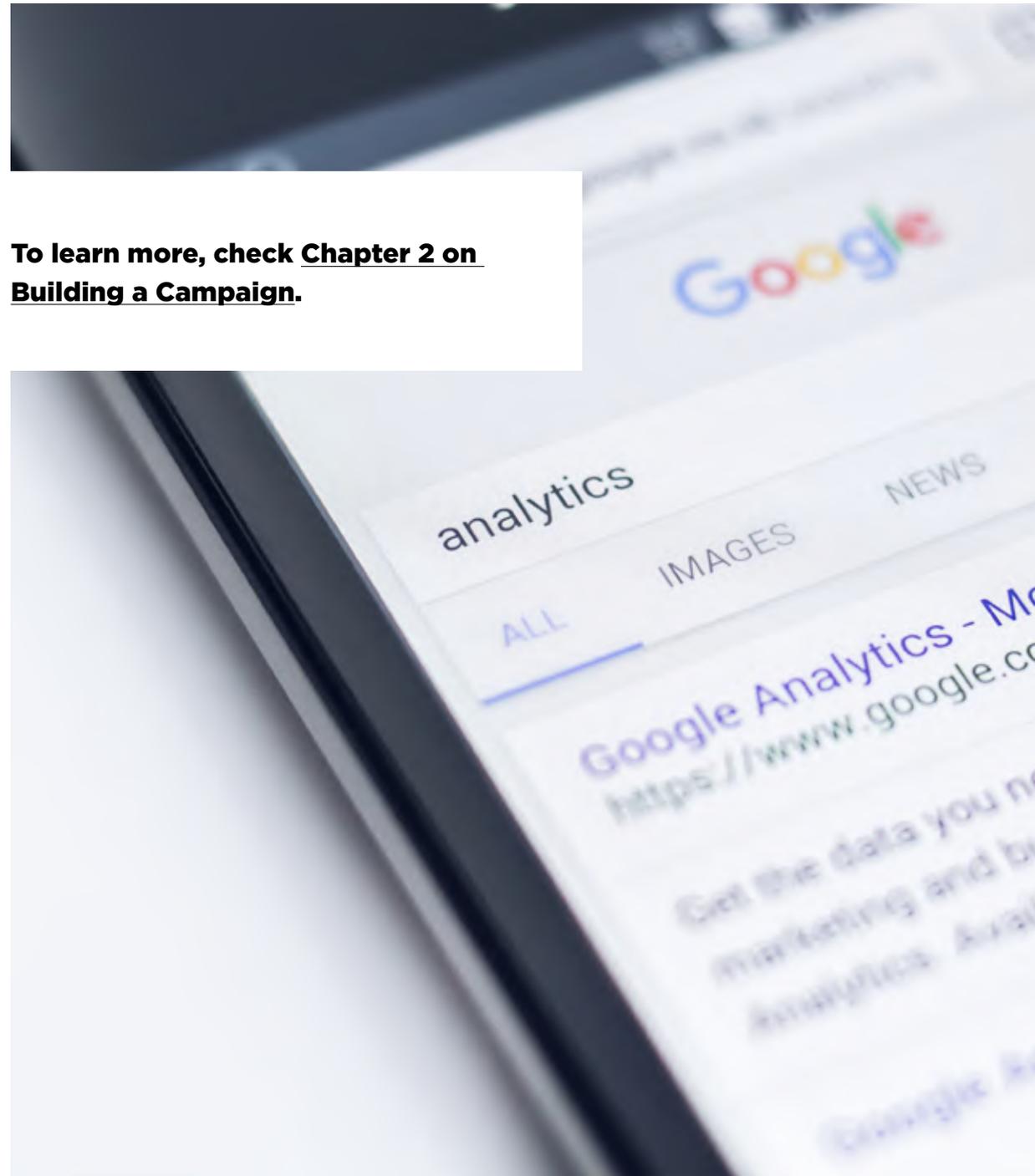
Some pop-ups are very expensive to deliver, others can be more guerilla and informal. With some creative thinking you can build a stunt or pop up into your campaign.

Stunts or pop-ups are a good way of interacting with people in places they don't expect.

06. Measuring impact



Available tools for creating and monitoring newsletters, events and digital communication



To learn more, check [Chapter 2 on Building a Campaign](#).

Measurement of a campaign can seem like a ‘nice thing to have’ or an additional administrative task.

Start by **thinking differently about measurement**. Not only is it key to the success of your campaign, it’s vital to the success of your Climate Action Plan (CAP).

Are you reaching out to the right people?

Are audiences engaging with your communications?

Is your audience growing?

Are you changing behaviours or beliefs and attitudes?

It doesn’t matter how big or small your campaign is, if you don’t know the answers to these questions your investment will not be put to best use.



Something that often concerns people about measurement is the worry that it won't add up, or that the scale won't be big enough. Here are some tips to make sure that, even when a campaign doesn't work, you can turn that learning into a positive.

Set expectations from the outset:

What is your measure of success?

How will you measure it?

Who are you targeting?

What are you asking of them?

If it hasn't worked, can you see why? It could be lack of time or money, wrong audience, outside factors, the ask was too big?

Turn your negative results into learnings for next time to help you be more efficient and effective.

Digital measurement tools allow you to make informed decisions while the campaign is active so you can adjust your approach during the campaign.

Why measure your campaign?

Investment & efficiency

Measurement demonstrates the value of the campaign investment. It helps make the case for further or future investment by demonstrating impact.

- Identify any wasted resources, for example use of a channel that doesn't connect with your target audience.
- Identify tools that give you greatest value for money per interaction.

Engagement & action

Helps you understand what connects with your target audiences.

- How they react to your messages?
- What did they do with the information?
- How many people did you reach?
- What demographic did you reach?
- Did it reach the people you wanted to reach?
- Did they take the action you'd hoped for?

Testing & learning

Each campaign you do offers a learning opportunity. Be open to learn and share all the information you get from your measurement processes.

Measurement allows you to make the case for trying new ways of doing things with less risk. You can start small and build on successes with greater knowledge and confidence.

Monitoring websites & mobile apps

Google analytics

If you have a website or a mobile app you want to monitor, you need to set up Google Analytics.

You can set up basic analytics for free (there is a premium option too). [Google Analytics](#) has step by step instructions to help you through the set up.

Why?

Analytics allows you to create custom reports on all traffic to the your site or mobile app. Including:

Aquisition - channels people have come to the site from e.g. social media adverts, google ads, search engines etc.

Audiences - locations, demographics.

Behaviours - where do people go on your site, how long do they stay and also importantly, what's working well technically on your site or app.

Getting started

Google has a whole teaching resource that ranges from brand new beginner to expert level to help you get started or improve your analytical skills. Check the [Google Analytics Academy](#).

Monitoring e-news

E-news services

If you communicate via e-news you should use an e-newsletter service. There are some services that offer free packages for low volume mailouts e.g. 2,000 contacts, others charge a monthly or annual fee.

Some paid-for options have the ability to create more personalised segmented approaches for different audiences.

Why?

Measurement — you can measure open rates, click throughs to links, subscribers, shares and geographic locations on most basic packages.

Quality — e-news services provide templates to help you design a well laid out e-newsletter.

List management — most e-news services allow you to upload your contact list and they can be stored safely and new subscribers or unsubscribers can be added or removed easily.

Getting started

If you haven't used an e-news service before, try one on the free options to get started, then you can work out what level of subscription suits you best.

Here are links to just some e-news services you can try. There may be differences subject to the region you work in.

[Mailchimp](#)

[Campaign Monitor](#)

Monitoring social media

Social

Social media provides users with great opportunities for monitoring and many do this for free.

If you pay for social media advertising you can also monitor this activity.

To learn more, check [Chapter 3 on Guidelines on social media and crisis communications](#).

Why?

By monitoring your social media accounts and producing regular e.g. monthly reports you'll keep a close eye on what's working and what's not.

Social media is made to be tweaked and updated constantly and with monitoring you can do this more effectively and efficiently.

Getting started

See social media section for more details.

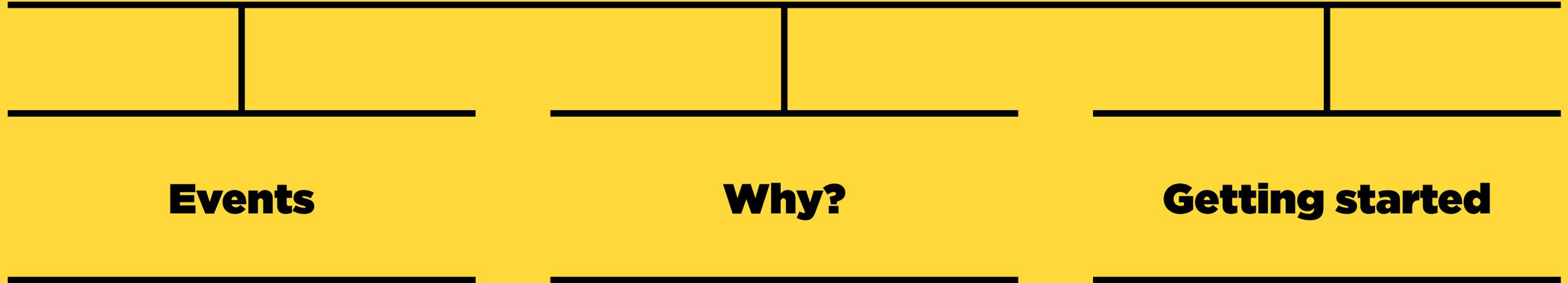
Also take a look at relevant social monitoring tools including:

[Hootsuite](#)

[Sprout Social](#)

Most offer tutorials and help to get you started from beginners through to professionals.

Monitoring events



Events

If you are organising events you need to be able to measure the success of that event. There are free tools that help you monitor who sees your event advert, who signs up and, ultimately, who attends. You can also monitor the response to the event during and after the event using digital tools.

Find out more about running events by checking [Chapter 6 on Climate Action Plan Launch Event](#).

Why?

Attendees – you need to know who’s attending your events. Are they your defined target audience?

You need to understand if your event was successful from your delegate perspective – would they come to an event organised by you again, was it useful to them?

Getting started

There are free tools you can use to create opportunities for feedback.

Take surveys on the day or ask for feedback afterwards:

[SurveyMonkey](#)

Check the temperature during the event: [Mentimeter](#) can create surveys, wordclouds and voting.

Evaluation reporting

Monitoring is where you regularly assess what is going on during your campaign, checked against your objectives, and where learning from the findings can help you to adapt your ongoing campaign strategy.

Evaluation looks back at your overall campaign to draw out learning outcomes that can be fed into your future campaign work. During and after any major communications programme you will need to create an evaluation report to outline how successful your campaign has been and, of course, where things could have gone better.



The main elements and metrics to include in an evaluation report are:

Media coverage by number of hits.

Media coverage by readership.

Media coverage by advertising equivalent spend.

Social media likes, follows and shares.

Social and conventional media ‘warmth’ of response.

Audience reach by email and partner networks.

Ambassadors recruited (inc. influencers).

Attendees at events.

Opportunities to see any Out of Home advertising.

Campaign website hits and dwell time.

Views on YouTube or Vimeo.

Downloads of campaign assets.

To learn more

 **Climate Change Segmentation Studies literature review.**

 **Scotland's ClimateXChange Segmentation Review.**

 **Maryland's Six Climate Change Audiences.**

 **Audiense WWF Climate, Data and audiences case study.**

 **Intensions 2020 analysis of US climate change attitudes.**

 **Hine et al. (2014). Audience segmentation and climate change communication.**

 **Segmenting for sustainability: segmentation model from a Welsh sample.**

 **St Lucia's Climate Change Communications Strategy.**

 **Age UK's review of digital inclusion for older people.**

 **American Climate Values 2014: Psychographic and Demographic Insights.**

 **Green consumption or sustainable lifestyles? Identifying the sustainable consumer.**

 **The UK's National Council for Voluntary Organisations campaign advice pages.**

 **General advice from .gov.uk on accessible communications approaches.**

Visual campaign identity

Graphically appealing
campaigns that engage
your audience



01. Tips for reader-friendly content

02. Key ideas about visual content

03. What makes good design

04. Tips for taking better photos

05. Best practice examples

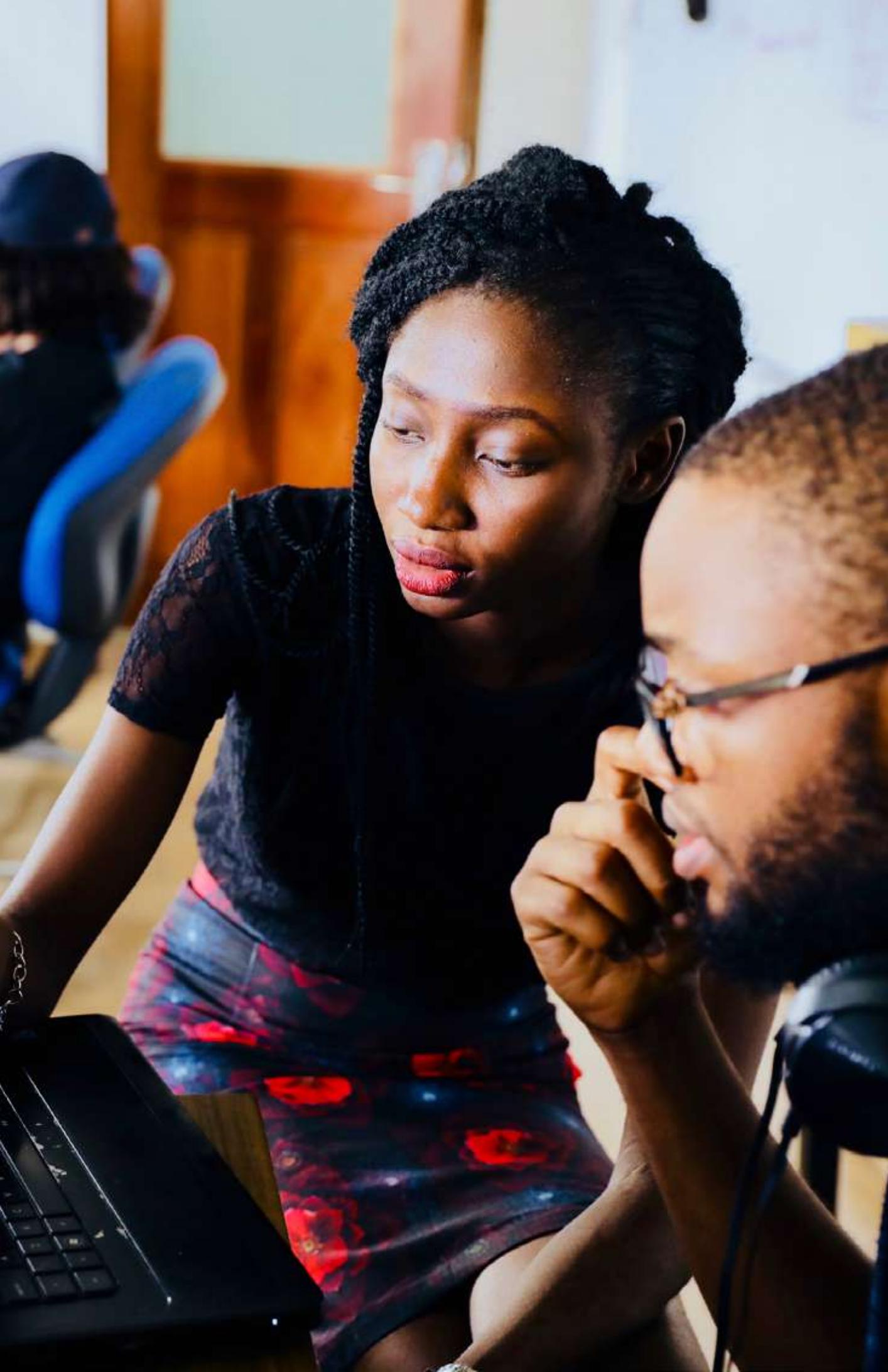
06. Free graphic resources

Climate change communication can be tricky – concepts can be complicated, dull, or difficult for most people to understand. For this reason, we must create campaigns that connect with people, that are simple and emotional, and that use understandable language.

When it comes to creating visual campaign identities, it's important that both the communications/design team and technical/climate team meet to support each other and share insight in this type of work.

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Please note: In this section we talk about resources and products that may help you develop your graphic design, but C40 does not specifically endorse any resource or product and you will need to research what works best for your city and your audiences.



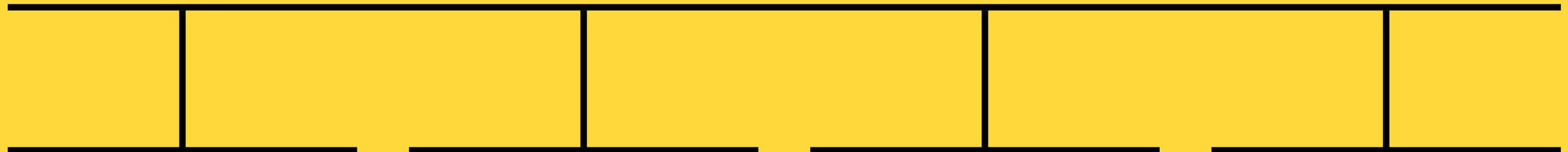
“It just takes a few minutes to turn an overwhelming mass of text into a post that engages the reader and pulls her in.”

Pamela Wilson
Copyblogger

01. Tips for reader-friendly content



Tips for reader-friendly content



Solid colours (no blemishes or textures)

You can measure the information that your eyes receive in multiple ways, like colours, content, graphic resources, etc. To ensure the main message of your campaign reaches the audience correctly, reduce and simplify the information you share.

Use real photos with real people in your campaign

Nowadays everybody can take photos or videos. We suggest using real photos for your campaign - document it and create your own photo and video library, as they reflect transparency and authenticity.

Clean and airy designs

Create a layout for your editorial products that is clean and uses white spaces, so the information doesn't get lost and is easier to read.

Readable fonts

We suggest that you don't use fantasy fonts or complicated fonts. Use sans serif fonts as these are easier to read.

For example: lato, roboto, open sans, oswald, montserrat, raleway (all of them are free fonts).

02. **Key ideas** **about visual** **content**



Key ideas about visual content

1 Make it simple, concise and short

2 Try to stand out visually

3 Make it consistent

4 Show real people

5 Make people smile

6 Show empathy, avoid negative photos

01. Make it simple, concise and short

This is a key concept. It encourages people to continue reading. People can get bored, so get to the point quickly – place the main idea at the beginning. Use plain language, explain difficult words and give examples. Write readable sentences, communicating only one message per sentence.

02. Try to stand out visually

Design eye-catching infographics to bring data to life. There are great [tools online to help you create infographics](#). Use graphic design resources, real photos, videos, etc.

03. Make it consistent

Make your content coherent – repeat structures, colours and the style of the images and infographics. Well organised content helps to keep the reader's attention and makes the content more attractive and readable.

04. Show real people

No more polar bears. Use real people and real situations about climate change. Focus on the effects of climate change on different people's lives and their communities.

05. Make people smile

We deal with serious issues, but we should communicate with people through optimism and solutions. One way to do this is by making people smile – don't be afraid to create a fun campaign.

06. Show empathy, avoid negative photos

Too many emotional photos can be overwhelming, so be careful showing photos about climate impact and don't make them too visually aggressive e.g. pictures from protests or negative imaginary situations.



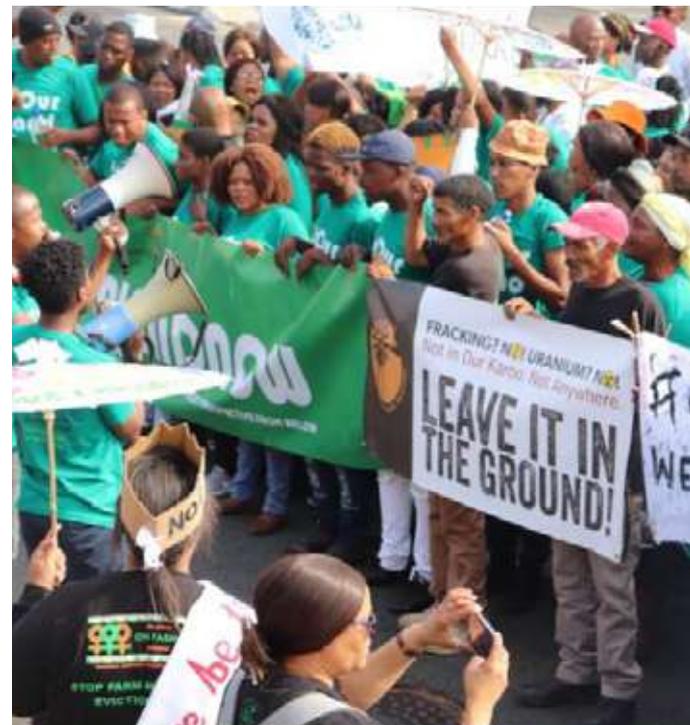


Link to the example

01. Make it simple, concise and short

Afrika Vuka

The Afrika Vuka platform aims to unite campaigns and movements working to end the age of fossil fuels in Africa and move to clean, renewable energy. The homepage is clear, short and people know exactly where to go next.





Link to the example

02. Try to stand out visually

Indonesia Climate Change Trust Fund

National project to reduce greenhouse gas emissions through low carbon development and adaptation on climate change. There are Development Plans at the national, provincial and regional level, as well as activities, initiatives and programmes to meet its goals.



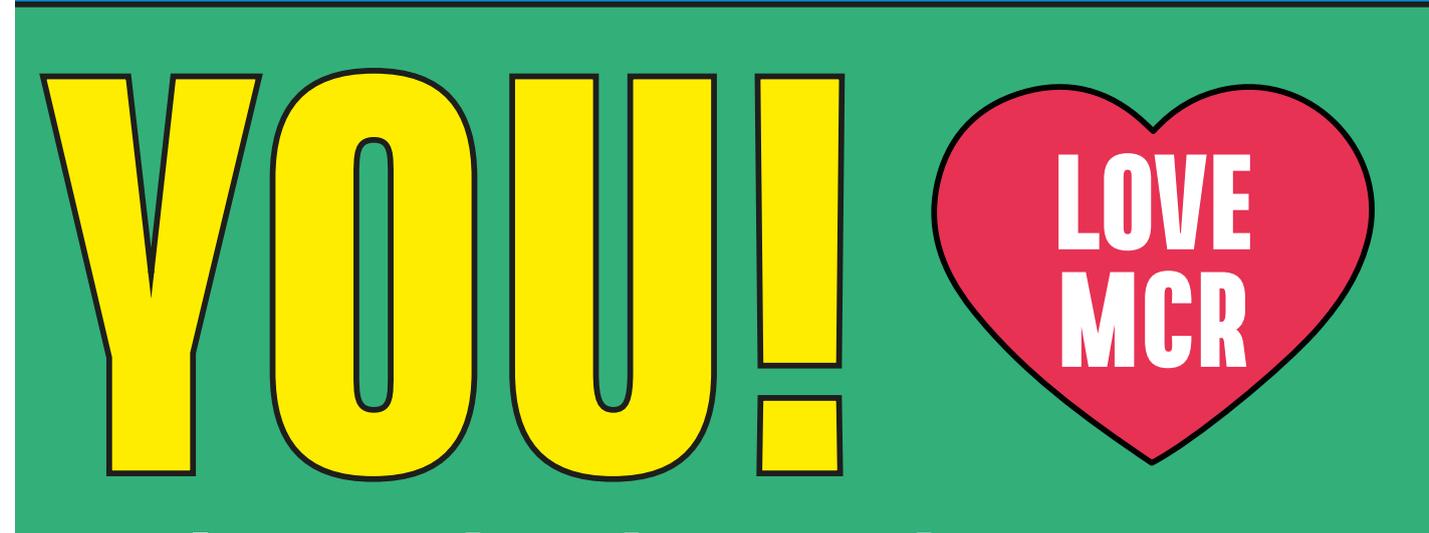


Link to the example

03. Make it consistent

City of Manchester (United Kingdom)

Manchester City Council's Covid-safe campaign uses a suite of bold colours, large type and simple messaging to create an eye-catching campaign.



welcomebackmanchester.com



Link to the examples of [Climatevisuals.org](https://climatevisuals.org)

04. Show real people





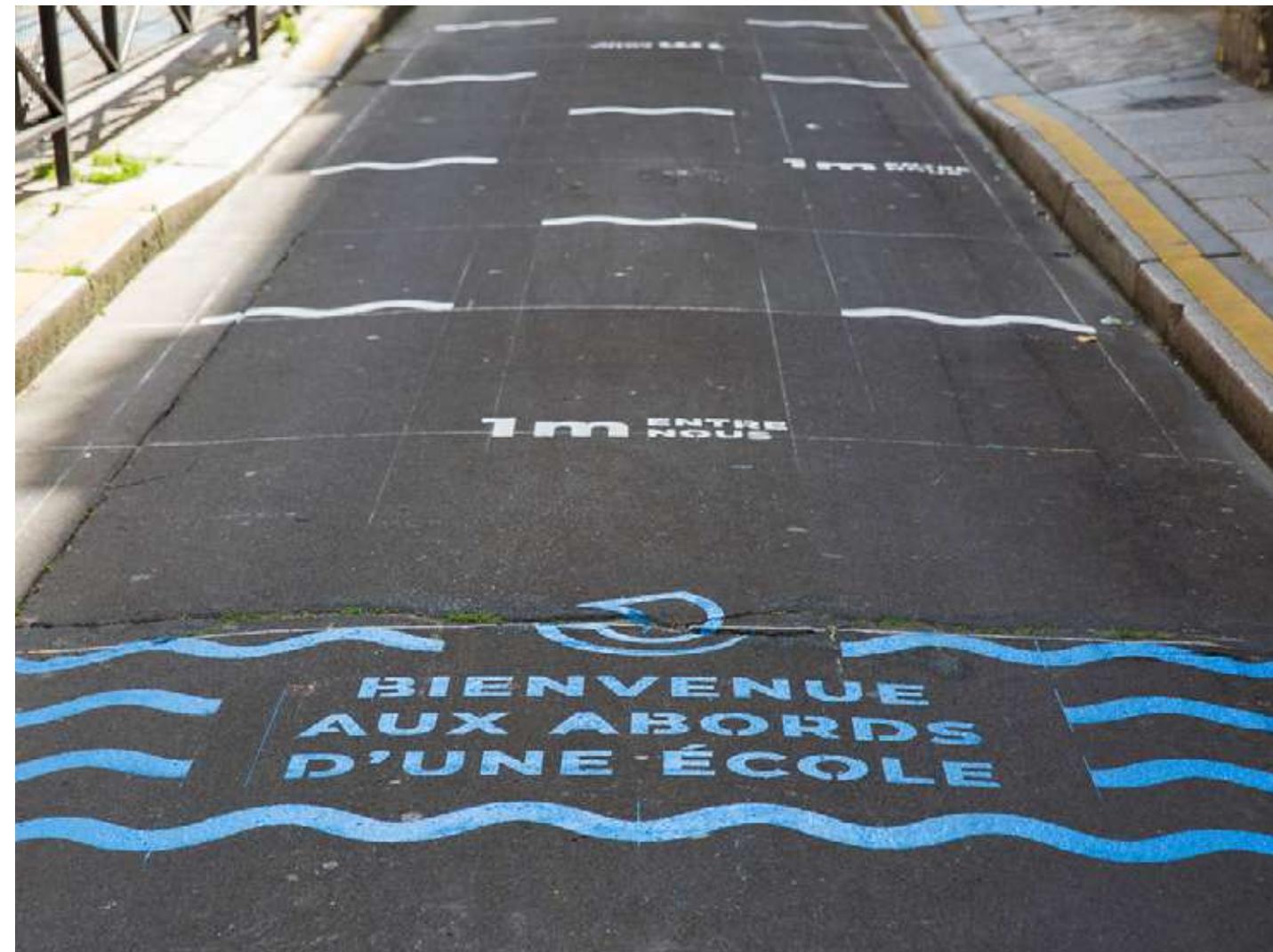
Link to the example

05. Make people smile

City of Paris, France

To adapt the streets of the capital to the new physical distancing rules during Covid-19, the City of Paris tested new, simple signage in the form of floor markings. The sign is inspired by the Parisian coat of arms, featuring waves as a symbol of the Seine.

It's a creative, visual and fun way of getting a serious message across in a busy city.





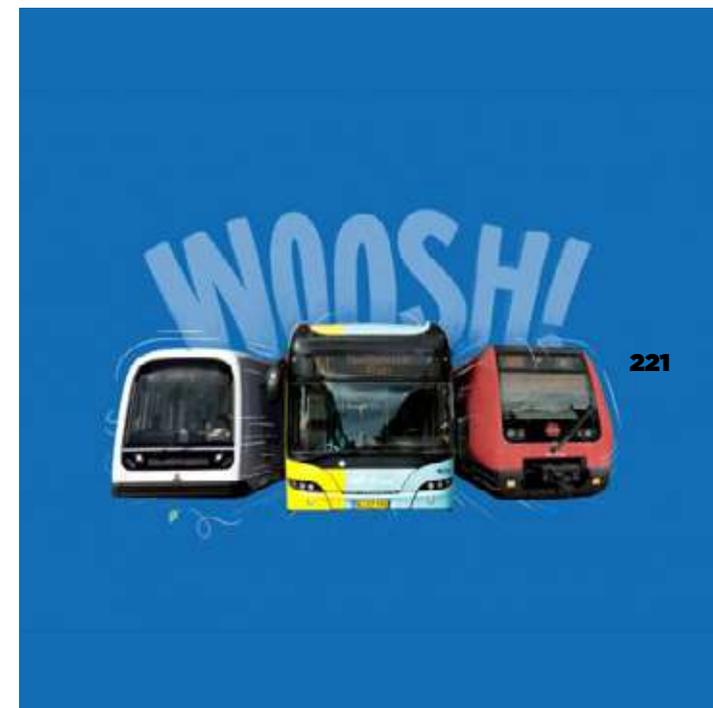
Link to the example

06. Show empathy, avoid negative photos

City of Copenhagen, Denmark

The City of Copenhagen suggests 10 ways to act sustainably to tourists to visit the city on the green track.

The city designed fun illustrations mixing photography and handwritten typography getting a really engaging campaign.



What makes a good design

1 Use a logo for your campaign

2 Choose a colour palette

3 Less is more

4 Set a style for your photos

5 Use infographics for complex data

6 Select iconography for visual messages

01. Use a logo for your campaign

A logo can be a visual representation of your campaign and communicates your values and principles. It is a symbol that will make your campaign easier to remember and more recognisable.

02. Choose a colour palette and stick to it

Colours make everything more attractive. They are your first impression, they can convey emotions and feelings. Use an effective palette to help to transmit the ideas in your campaign.

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03. Less is more: one quality photo is better than many bad photos

Don't overcrowd your campaign with photos and images, keep it simple. A good quality and large photo creates more impact and is visually less confusing.

04. Set a style for your photos

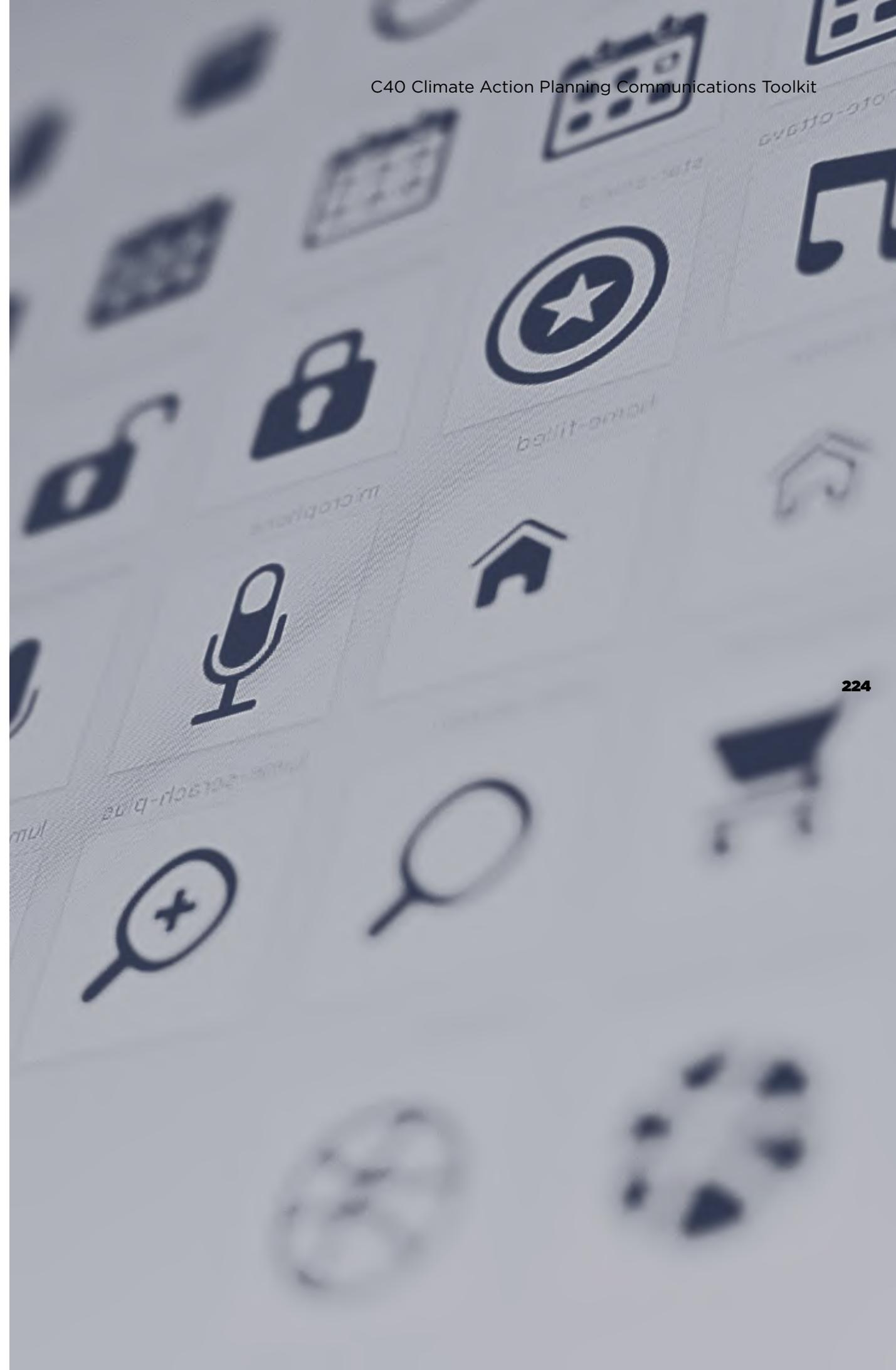
To promote coherence in your campaign, the photos should have the same style – for example, same light, contrast, saturation, colour, etc.

05. Use infographics for complex data

For readers to understand complicated data, put the information in a **more visual** and concise way. **The Magazine Philadelphia** uses striking images and film; a project to clean up the **River Ganges** uses sleek infographics.

06. Select iconography for visual messages

Use an **iconography set** to make text more visual and the structure more recognisable. For example, divide content by sections and then give a representative icon to each section, so it will be recognisable to the reader.



04. Tips for taking better photographs



Tips for taking better photographs

01. Let people be themselves, don't tell them where to stand or what activity to do. Let's try to take honest pictures.

Let people act natural, don't have them looking directly to the camera. Take your picture while they are doing an activity, moving or holding something in their hands.



02. Try to take your photos with the same light, colour and characteristic to create a coherent style.

For example, try to get all your photos on the same day, and during the same hours, so the light and colours are the same.

03. Avoid background noise, try not to have crowded backgrounds that will make your photographs difficult to understand.

A clean background will make contrast with your target, and it won't give more unnecessary visual information to the reader.



04. Don't abuse Photoshop!

Real life is imperfect and true, so try not to retouch excessively. The goal is to have a good photograph, but to keep it real.

05. Try to get good equipment. If not, mobiles nowadays can take a good quality photograph.

A good camera always helps, but you can document your campaign with a good mobile phone... and try videos too!



06. Move yourself, use different perspectives, angles and distances.

We suggest that you don't take all your photographs from the same place, or they will all end up looking the same. Take photographs from above, below or focus on details.

07. Try to use composition in your photos.

Composition guides the viewer's eye towards the most important part of your photographs. You can also follow the rule of thirds - imagine your image is divided up into nine equal rectangles, the most important things should be at the intersection of these gridlines. Use physical lines (bridges, walls, etc.) to draw the viewer's eye into the scene rather than away from it.



**05.
Best
practices**

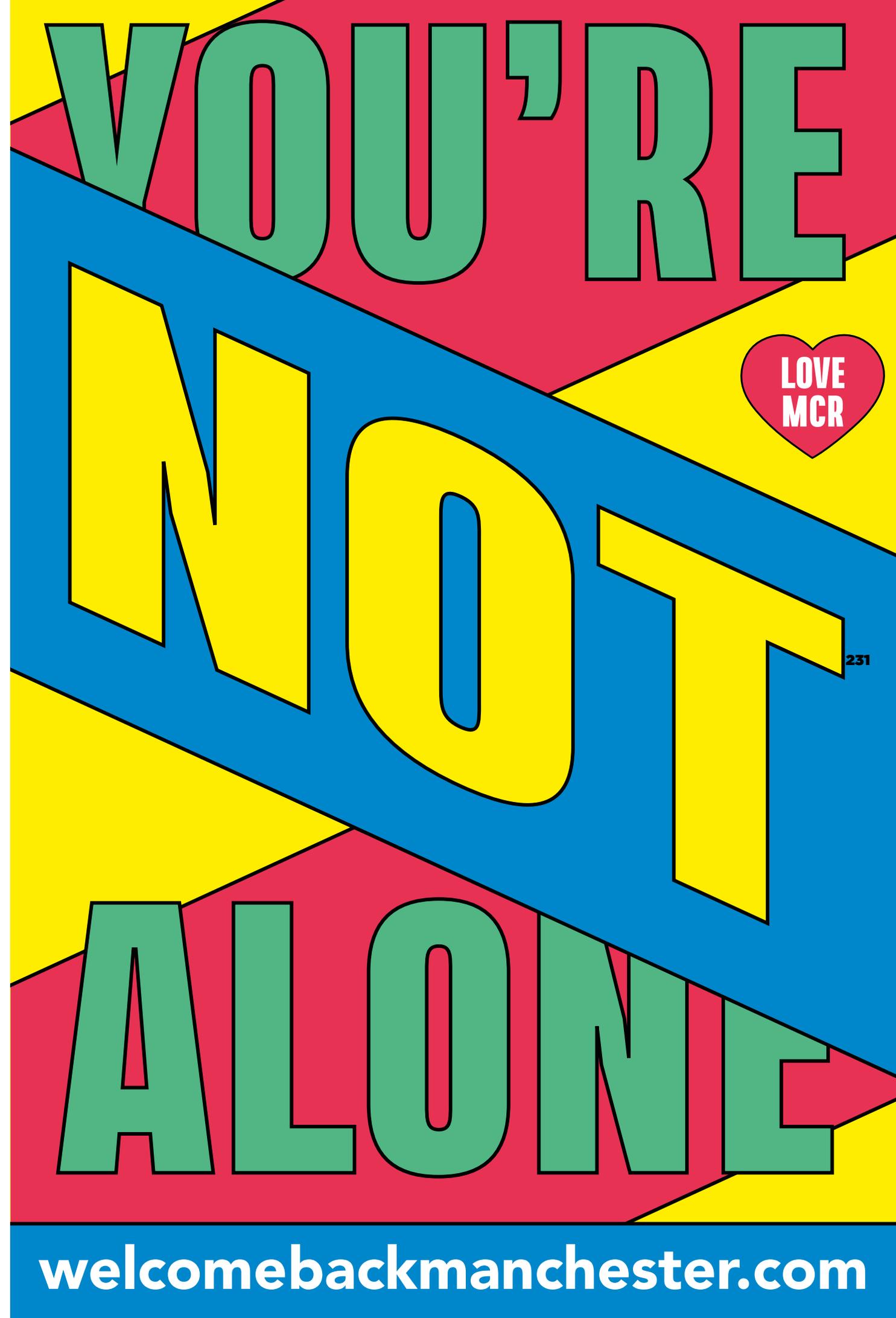




**Link to the
best practice
example**

Welcome back Manchester!

The Manchester City Council (United Kingdom) campaign to guide people after Covid-19. It's a really visual and appealing campaign about caring and helping each other. You can download resources of the campaign from their website. In a busy city environment, this campaign stands out from the crowd and is immediately recognisable. It includes a virtual hug – a safe and socially-distant way of showing the warmth that Mancunians are renowned for.





Link to the best practice example

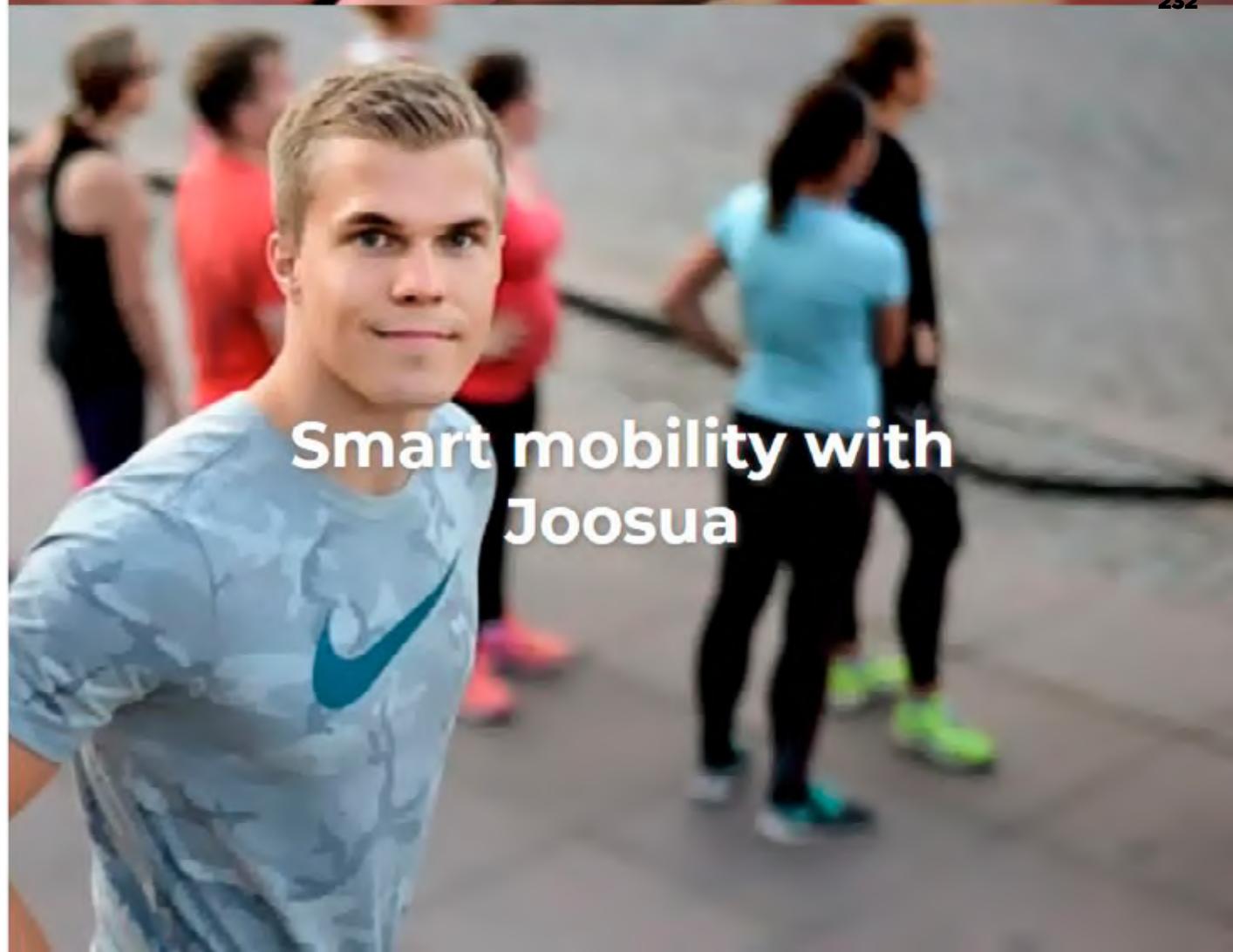
Are the extra climate pounds weighing you down?

Campaign from the Helsinki Region Environmental Services local body (Finland). It teaches you how to have a climate-friendly lifestyle. The campaign is fun, clear, coherent and develops a surprising story. People take part in climate 'training' that includes a newsletter, video clips and tips. It uses real people, avoids negative photos and includes an achievable goal for people to get involved with.



Linda's climate-friendly food

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Smart mobility with Joosua



**Link to the
best practice
example**

Your guide for Climate Action

Audubon – the New York society for protecting birds, their ecosystems, and climate – encourages people to take action! The campaign uses an appealing look, with illustrations and GIFs. They show practical actions and solutions to give people the opportunity to rebuild their cities better. This campaign also shows how we can be strong by working together and caring for people and the planet.





**Link to the
best practice
example**

Change the Story

Campaign from the European Parliament to talk about climate change and other topics for young people. This campaign develops good storytelling, shows real people working together and is positive and fun. The campaign took Instagram Stories from real young people and moved them offline - turning them into banners and posters to create the first Instagram Stories exhibition inside the European Parliament.

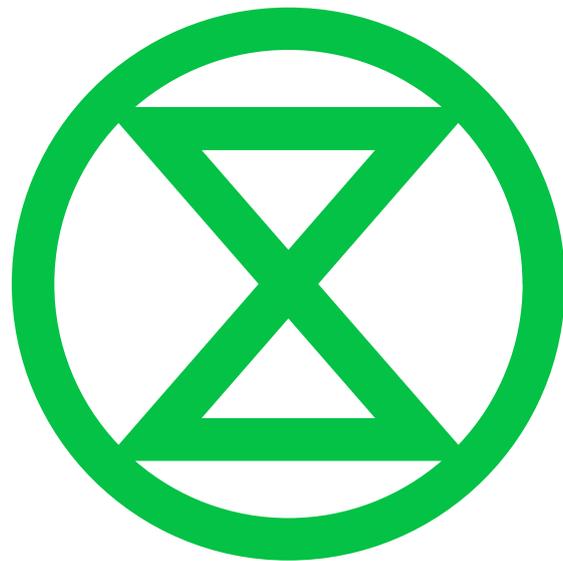




**Link to the
best practice
example**

Extinction Rebellion

A movement for everyone to combat climate change. This campaign stands out visually and is really coherent. It offers free illustrations and resources for everyone to use in their own planet-saving campaigns.

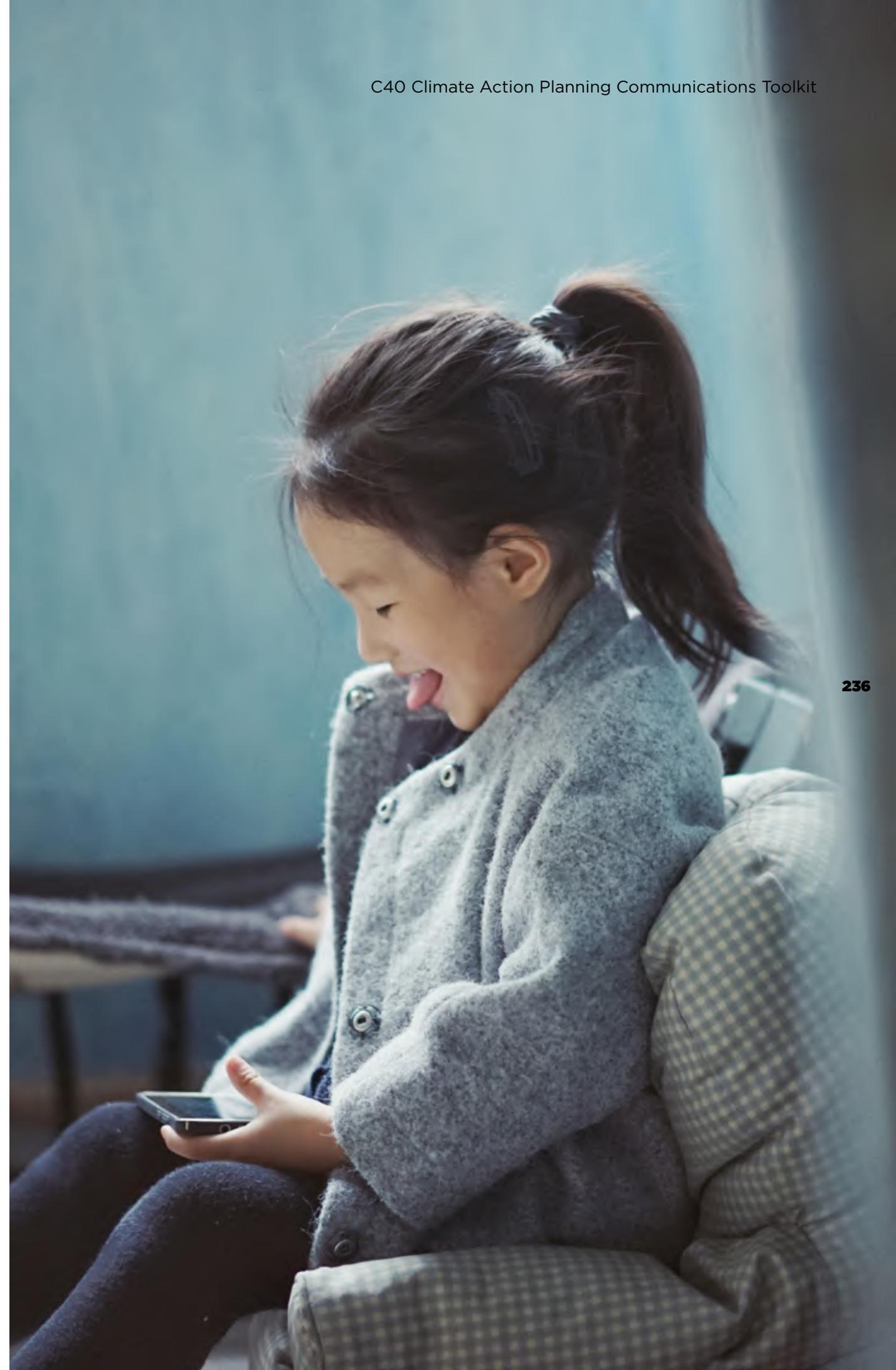




**Link to the
best practice
example**

Climate change around the world

Geography e-Learning Package about climate change, including a quiz game and global climate change information. It provides teaching materials to allow students to gain a basic knowledge of global and local climate change, and to further understand the relationship and impacts of human interaction with the environment. The project is a collaboration of the Hong Kong Observatory and the Quality Education Fund in Hong Kong.





**Link to the
best practice
example**

Africa Adaptation Initiative

African Heads of State launched the Africa Adaptation Initiative (AAI) to ensure the continent urgently adapts to the adverse effects of climate change in the immediate, short, medium and longer terms.





**Link to the
best practice
example**

Stay Safe Africa

African campaign about collaboration for disease control. It uses amazing illustrations and infographics, has a good, clear claim and feels modern. The campaign talks about ‘we’ and ‘acting now’ to create a feeling of collaboration and urgency in their actions. There are also practical and useful messages so people know exactly what they can do to get involved.



06.
Free graphic
resources



Links to free photo banks

Climatevisuals



Unsplash



Pexels



Pixabay



Canva



IPCC (Climate Outreach collaboration)



StockSnap.io



Picjumbo



Burst



Picspree



Links to free video banks

Videezy



Lifeofvids



Pexels (video)



Pixabay (video)



Distill



Splitshire



Clipstill



Coverr



Videvo



Links to free graphic resources banks

Freepik



Flaticon



iradesign



Drawkit



Absurd illustrations



Manypixels



Freebie



Ouch!



Vivid



Humaaans



Links to real photos examples

Growing



Local



International



Community



Street





“We need to be bold and to act fast. We have a window of opportunity and we need to use it.”

Fernando Medina
Mayor of Lisbon

Climate Action Plan Launch Event

**Planning, managing and
evaluating a successful
launch event**



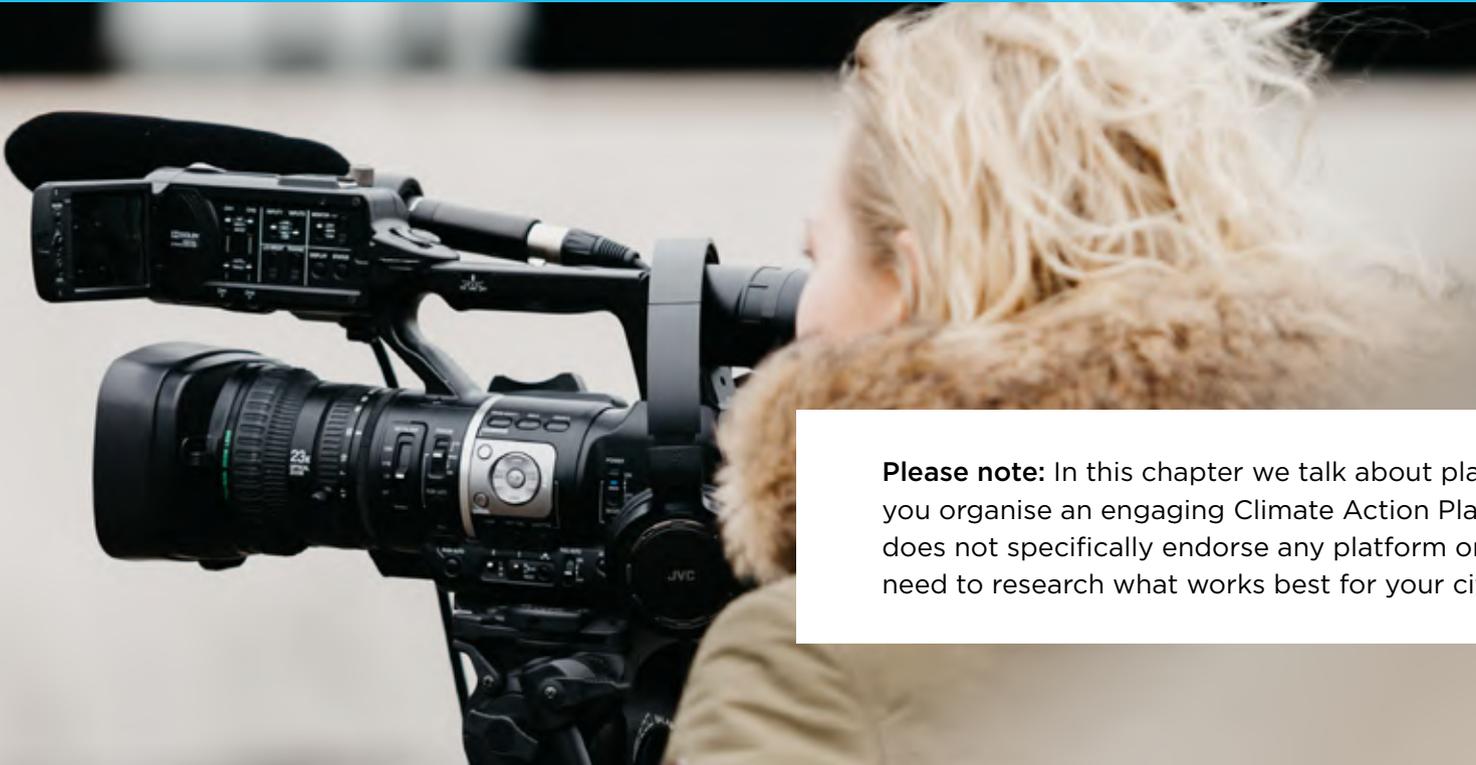
01. Prior to the event

02. During the event

03. After the event

Hosting a successful event involves great planning, management and evaluation. Whether your event is in person or online, we have put together a guide to help you at every step.

From identifying your audience to compiling feedback after the event, you will have the tools and information to make sure everything runs smoothly.



Please note: In this chapter we talk about platforms that may help you organise an engaging Climate Action Plan Launch Event but C40 does not specifically endorse any platform or software, and you will need to research what works best for your city and your audiences.

01. Prior to the event





Planning a successful Climate Action Plan Launch Event

1

Identify your audience

Who do you want to reach? Residents? Decision makers, e.g. politicians? Policy developers, e.g. public servants? The media? Everyone in one go?

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2

Develop your event goal and objectives

Why exactly are you organising your event? What do you want to achieve? Do you want to raise awareness on a specific action of your city's Climate Action Plan? Do you want to attract 50 or 1,000 guests? Setting quantifiable goals will make them easier to reach.

Develop your event goal and objectives

Why are you organising your event?

Raising awareness among the general public will require a totally different methodology than, for example influencing decision makers towards a specific call to action.

What do you want to achieve?

An overview of your ideal outcomes will help you to develop the right communications plan and identify success metrics such as attendance, interaction in social media or media coverage.

How will you know if you were successful?

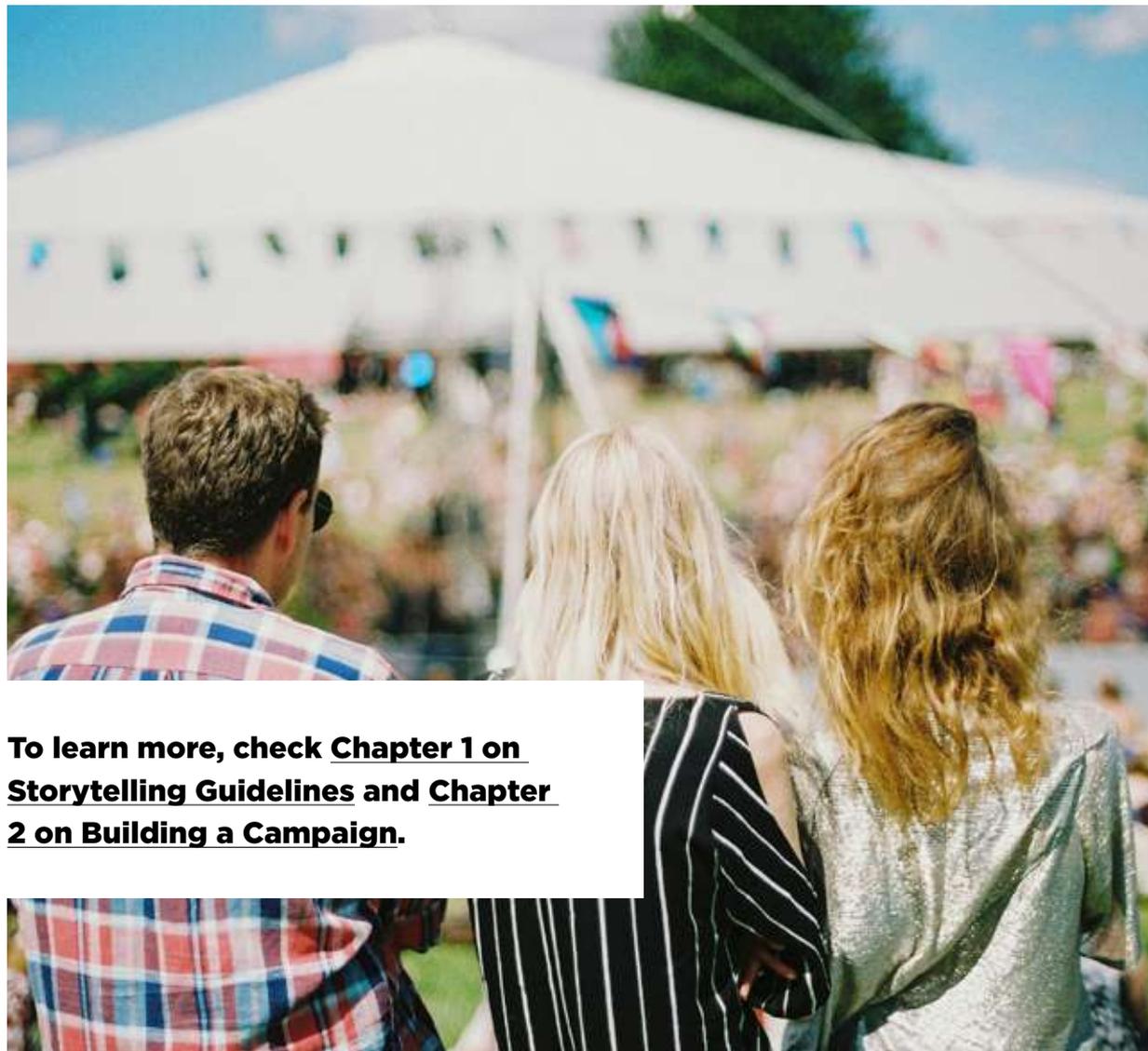
Do you want to attract 50 or 1,000 guests? Is your focus on decision makers or the general public? Do you seek quantity or quality? Identifying the key metrics of the event will help you better plan and save resources. Consult with your colleagues from different city departments in time and agree on the right Key Performance Indicators (KPIs).



3

Ensure the event fits and connects with your overall campaign look and feel

Choose an appealing event name, a concept, a slogan, a hashtag. Make sure that your choices make sense as part of your wider campaign plan and messaging.



To learn more, check [Chapter 1 on Storytelling Guidelines](#) and [Chapter 2 on Building a Campaign](#).

Selecting your theme

Your ‘theme’ is the big concept, vision or target that will capture the attention of your audience and encourage participation. It should refer to inspiring statements about the Climate Action Plan commitments and be backed up with practical actions. Some concepts to consider:

Will the content of your event be scientific or will it involve inspiring story telling from visionaries?

Is your setup going to be formal or will you use the element of the unexpected, for example including a flash mob or publicity stunt?

Will you use celebrity endorsements and ambassadors?

Will you focus on attracting officials or a relaxed awareness-raising ‘get together’ for the neighbourhood?

Whatever your choices, make sure they work together and make sense as a whole single event.

Size matters

Large events tend to be less personal but are also an opportunity to reach a bigger audience, create impact, attract media and raise visibility, learn about a wide range of topics, and get inspired by renowned experts worldwide.

Smaller events are more effective in helping people come closer, bond, form rapport, and plan for the next day.



4

Set your date, plus possible alternatives, for decision makers to review

Give yourself enough time. Avoid holidays or other major events that may clash with your own. Check availability of key participants, e.g. speakers, politicians, etc.

5

Plan your budget allocation

What are your key expenses? These may include venue, food and beverage, hardware such as microphones, projectors and screens, crew of professionals or volunteers, entertainment, marketing and unforeseen expenses.

If appropriate, seek sponsors in kind and/or in cash.

6

Organise your team

Identify key roles such as project coordinator, venue management, content committee, speakers, communication, sponsors and entertainment.

Gather volunteers if possible.

Capturing the moment

In an era when we all carry a powerful photo and video camera in our pockets all the time, taking the right picture for a press release or shooting the right video to upload on YouTube may be easily organised within your team, but it is still an important and challenging task.

Trust your skills if you have proven previous experience as a photographer or as a cameraperson, otherwise make sure you hire a professional. To ensure all the visuals featured are of good quality and share the same look & feel, we recommend to include this task in your initial budget.



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To learn more, check [Chapter 5 on Visual campaign identity](#).

7

Find partners that will contribute to your efforts

These could include local and/or national NGOs, C40 representatives, public servants from other municipalities with similar goals, local or national media that are interested in messages like yours.

8

Build your masterplan and task allocation

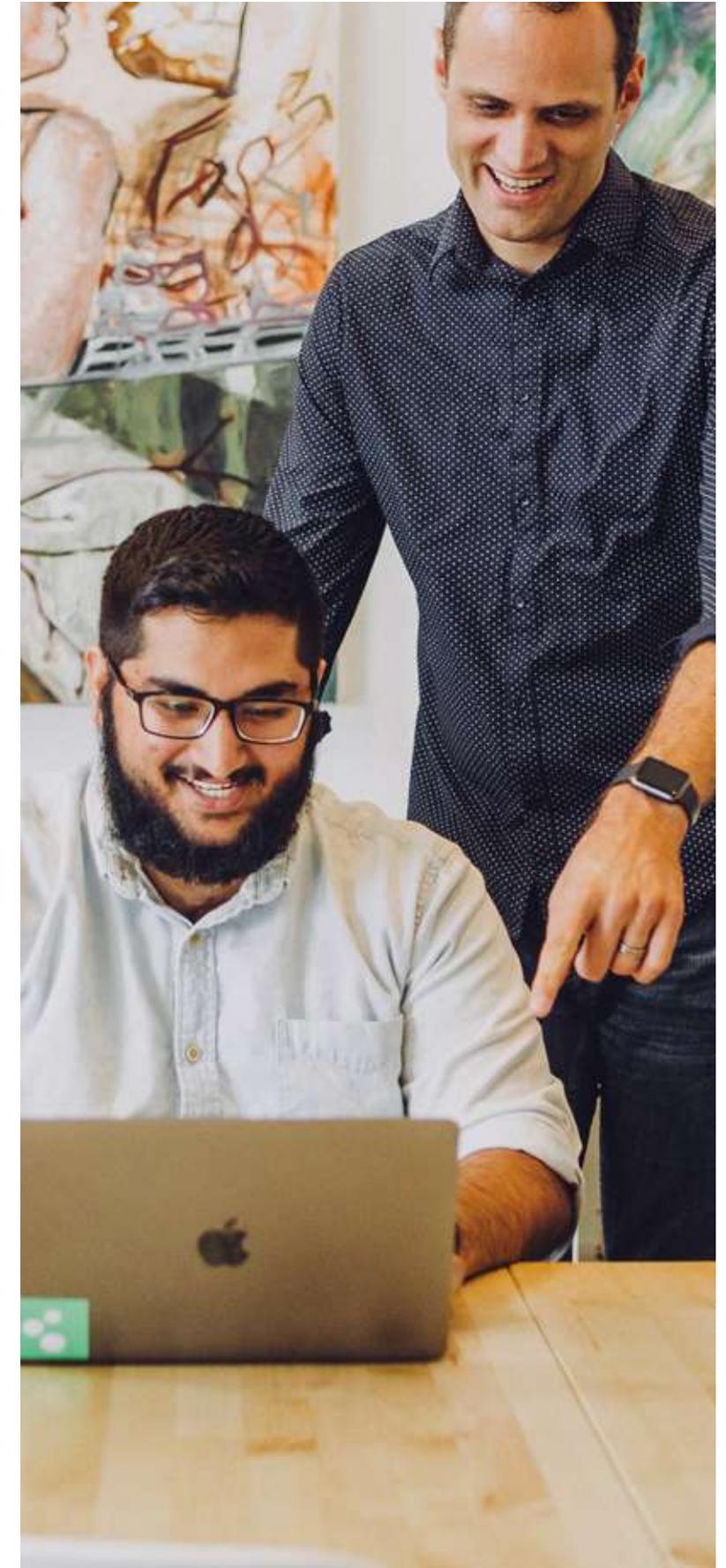
Address key event decisions in one go, even if they may change later. This could include event dates, venue, setup, audience focus, event promotion, online and/or physical registration, budget, sponsors, crew/volunteers, timeline, text translation and live interpretation.

9

Choose your setup wisely in accordance with your audience's needs and COVID-19

There are three basic setups to choose from:

1	2	3
In-person event.	A virtual event.	A hybrid event, where the main presenters are in a studio and interact with the audience and additional speakers online.



The new world of events after COVID-19

Virtual events are now part of our everyday life. Though they appear easy to organise, they may prove challenging and resource intense. Though a Zoom or Webex event for 40 people may seem manageable, things become more demanding:

For larger audiences – it is not advisable to organise your own 1,000-person event without professional assistance.

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When there is a large element of interaction with the audience that will require an experienced crew to handle.

When there is a large number of breakout rooms that require real time coordination.

If there are resource limitations such as poor internet connection, lack of rooms with appropriate background setups, the right lighting and sound proofing, etc.

Think carefully about whether you need external assistance and get them involved early in the planning process.



Event alternatives comparaison

	In-person	Virtual	Hybrid
Budget	As usual	Often cheaper	More expensive than usual
Directness/Rapport	Superb	Limited	Some limitations
Networking	Superb interaction	Poor	Poor
Call to action	Easy	Not enough data available	Not enough data available
Attention span	As usual	Limited, people multitask	Not enough data available
Environmental efficiency	Plenty of traveling - CO ₂ emissions	Superb	Better than in-person- lower CO ₂ emissions
Speaker accessibility	Limited even with travelling	Superb (with good internet connection)	Superb
Interaction	In-person remains best	Online tools produce limited results compared to in-person	Online tools produce limited results compared to in-person
Logistics	As usual	Can be tricky at first but simpler to organise with practice. Very dependent on participants' internet connection	Challenging, professionals are often required

Hosting a virtual event? Use engaging tools

If you haven't heard about virtual event fatigue yet, you soon will do. This is when people lose interest in your event and start to multitask, all while they are meant to be present in your event.

Icebreakers are useful when team members are geographically distant, come from different backgrounds or don't know each other. Some simple icebreakers include taking pictures of your shoes, discussing favourite meals and building a map that shows where each participant is located. Check these [warm-up suggestions](#) for more ideas.

Additional ideas worth checking:

Voting tools such as [Mentimeter](#).

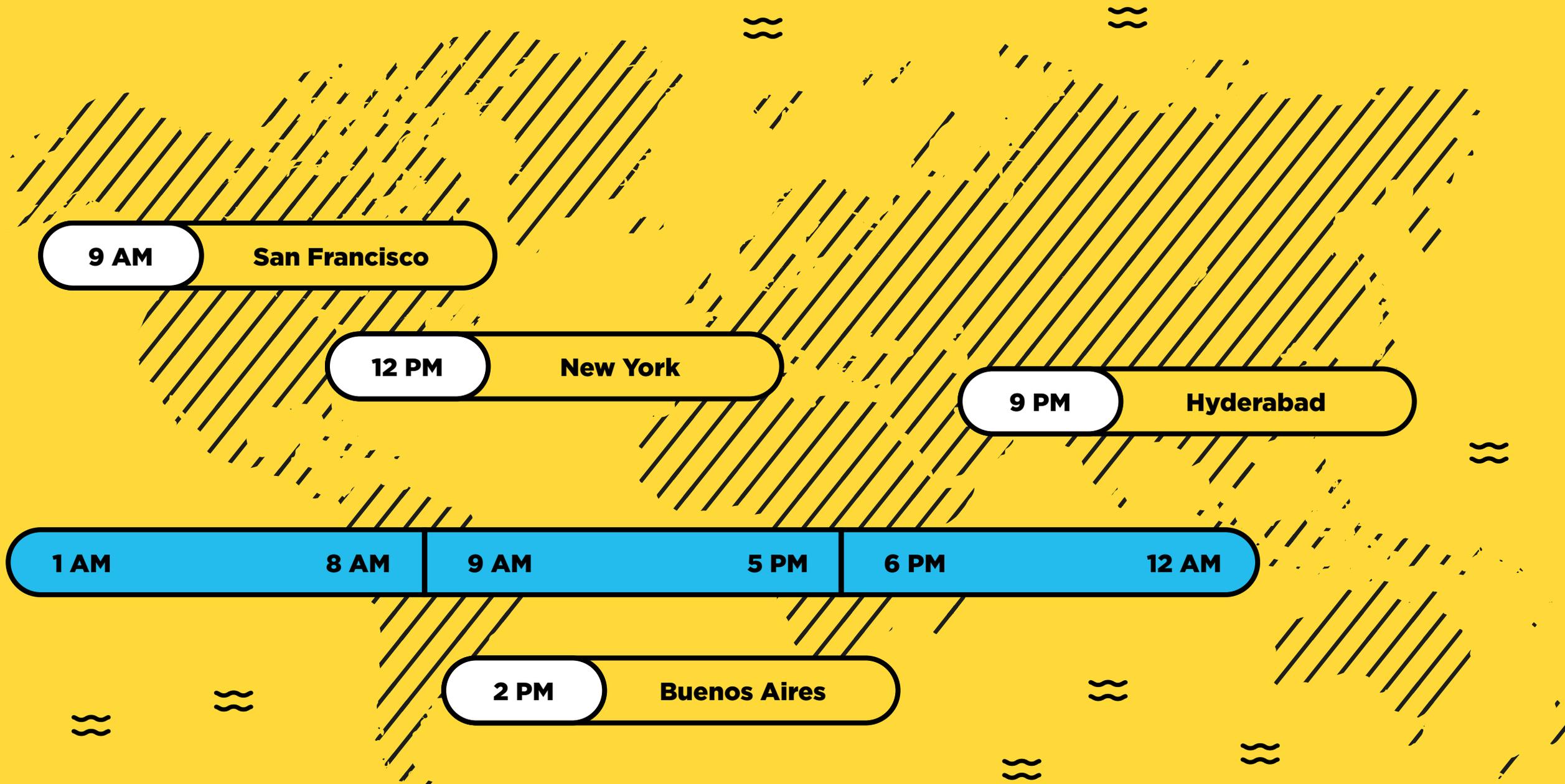
Interaction tools such as [Conferience](#) and [Slido](#).

[Whiteboards](#).

Virtual avatar meeting spaces such as [Mozilla hubs](#).

Time zones

Strive to schedule workshops during working hours for all participants. The further away time zones are, the shorter the overlapping window.



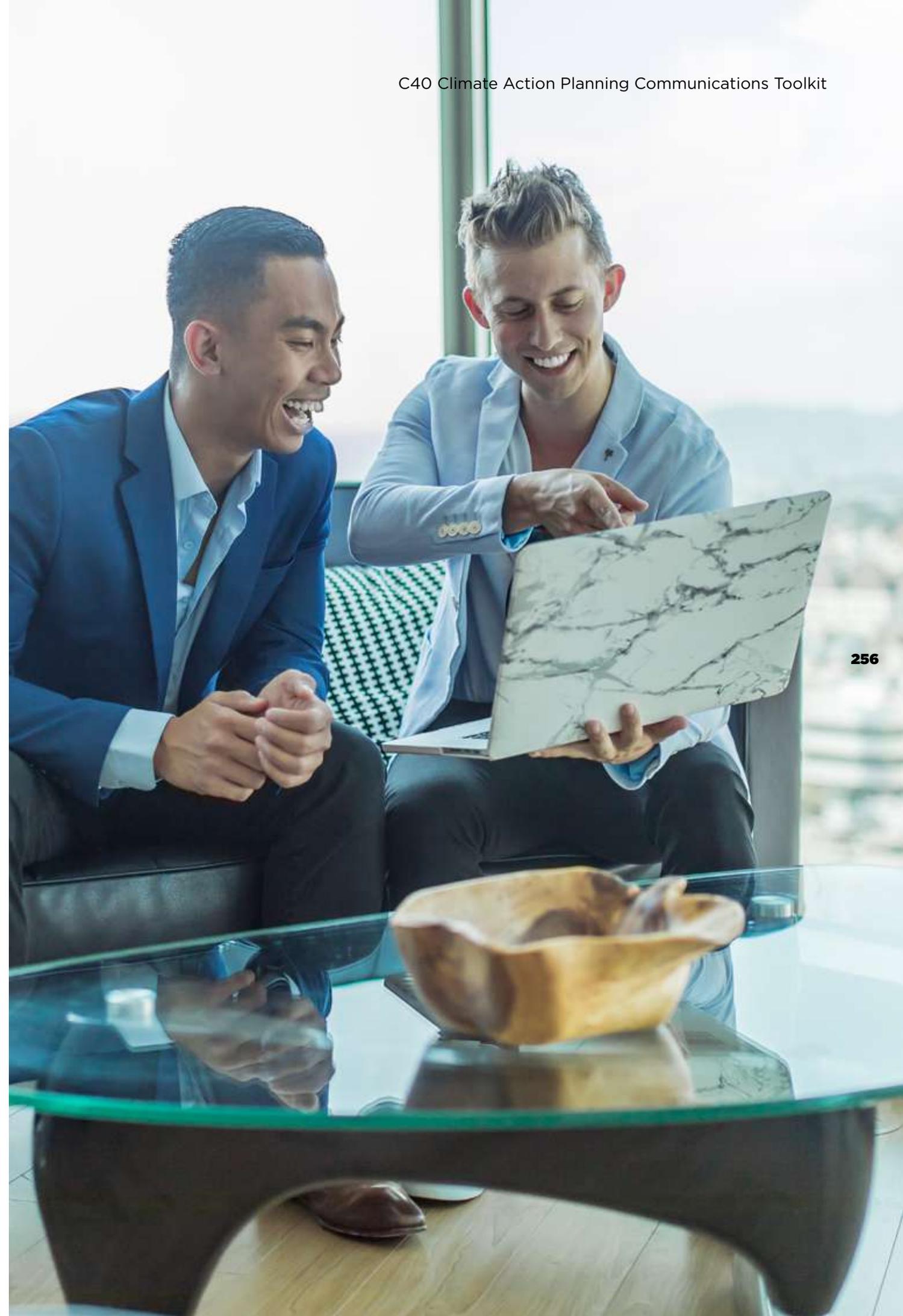
Which digital tool should I use for my event?

There are tonnes of tools to use for your digital events. Zoom is not the only option worth trying!

To start with, exclude tools that are not designed for event management, for example Microsoft Teams is a collaboration tool that is not designed for hosting digital events exclusively.

There are a multitude of options and each have their own pros and cons. Have a look at some [online alternatives](#) and, above all, do your own testing to help you make the right decision for your event. Besides Zoom, Webex has been the traditional option among event management professionals for more than a decade.

Recently, new alternatives have emerged for an experience that emulates a television studio. Check [streamyard](#) and other [alternatives](#) if you are interested in a hybrid event with a small number of speakers. With these, you can also stream content to social media such as Facebook and YouTube.



10

Choose the right venue, if applicable

Take into consideration some key factors including accessibility, public transport links, size, availability of equipment (projectors, screens, chairs - don't take these for granted!), cost of deposit and insurance. Visit the venue and check in person what service you are about to buy!

If possible, use a venue that can be hired with no cost, such as the town hall.

11

Event sustainability is critical

Offset the carbon footprint of your event, avoid travelling if possible or replace flights with low emissions alternatives such as trains. Ditch single use plastics and reduce waste - this means not just recycling but also not printing where possible. You could also provide locally sourced organic vegetarian and vegan food plans and share what is left with those in need (check your local legislation as some countries do not allow food donations).

12

Be accessible for all

Make your event accessible for all. Make sure that the venue can be accessed by a wheelchair, use a sign language interpreter and make your website accessible for the visually impaired.

Food selection

Besides providing locally sourced organic vegetarian and vegan plans for environmental reasons, do not forget to take into consideration ethnic food preferences that may affect refreshment options, for example no food or drink until sunset during the Islamic holy month of Ramadan.





To learn more, check [Chapter 4 on Tools, channels and strategy](#).

13

Prepare an information pack for attendees

Include the event programme, participant list (in accordance to GDPR or equivalent), communication material and memorabilia. To be sustainable, all materials should be shared electronically.

14

Promote your event

Choose which communication tools will work best for your budget - webpage, social media, mail drops, media kit, leaflets, etc. Decide who you are going to invite and send a 'save the date' reminder four weeks before the event and a formal invitation three weeks before. You could also call key attendees to make sure they have received your invitation and to answer any questions they may have.

15

Decide event itinerary and programme

Produce a detailed event masterplan on a minute-by-minute basis, for example:

- **15:00** set up venue.
- **17:00** registration opens.
- **17:20** guests invited into meeting room.
- **17:30** opening remarks by Mayor.
- **17:40** keynote speech by Professor.
- **18:00** refreshments and coffee.

Build your own responsive site

Nowadays it is easy to build your own low budget responsive website to ensure your online materials are displayed correctly in all types of devices. The benefit of this is that it can also serve as an application during your event, providing participants with information about speakers, event rooms, etc.

There are many options to choose from: [wix](#), [site123](#), [squarespace](#). Select the one that is best suited to your needs – some options offer full functionality within their free plans.



02. During the event



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Arrive at the venue two hours before to set up the event.

Make sure that the set up is in line with your plans.

Check catering - location and how it works.

Set up your reception/registration desk - make sure you have enough people to help make registration fast and efficient.

Map the venue - toilets, access routes, break out rooms etc.

Ask for the safety information - exit routes, meeting points etc. - and inform participants of these at the start of the event.

Make sure you have all the equipment you need - laptops, projectors, pointers, etc. If you've forgotten something, now is the time to replace it!

Make sure that speakers are present or on their way.

Start on time.

Monitor event flow on a minute-by-minute basis - don't let any of the speakers exceed their allocated time.

Take photos and video.

Check your hardware distribution against your planning notes - is everything in place?

Circulate an evaluation questionnaire.

Thank guests and speakers for their attendance.



To learn more, check [Chapter 4 on Tools, channels and strategy](#).



17

Minimise your footprint further

Recycle and reuse where possible. Donate untouched food to shelters and soup kitchens – nothing should be wasted (check your local legislation as some countries do not allow food donations).

18

Do not neglect event review and KPIs

Your event report may include metrics such as:

- Communication impact (e.g. newsletters opened, event landing page visits, social media engagement, event hashtag use, media interviews, press clippings)
- Event outcomes (e.g. physical attendance, streaming attendance, public servant commitments to a proposed initiative)
- Qualitative event outcomes (e.g. decision maker attendance)
- Environmental impact (e.g. CO₂ emissions saved)
- Event evaluation (e.g. questionnaire scores, positive references in social media)

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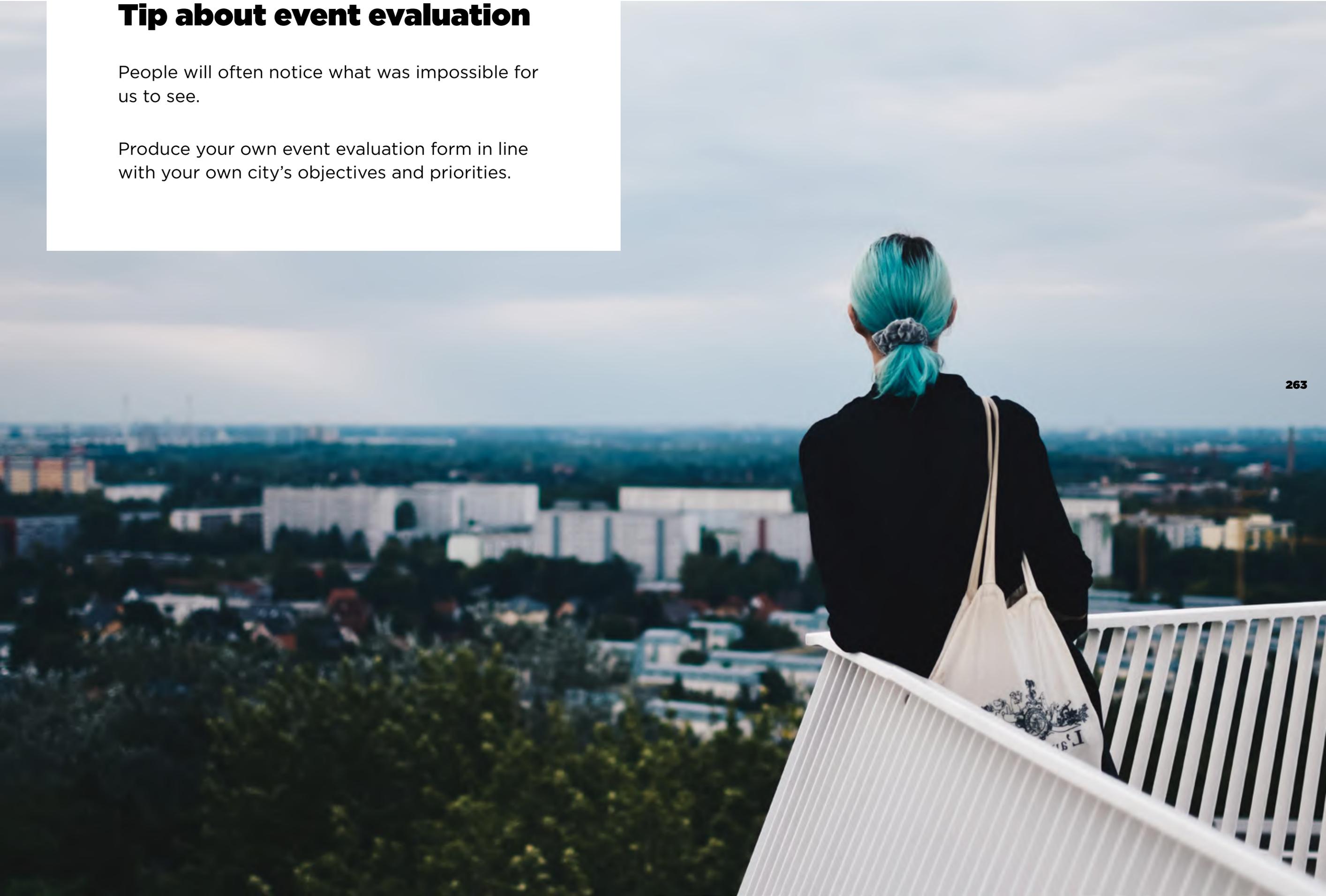
Stay on track with the budget

Make sure you are ready to pay contractors, expenses and other suppliers; have a post-event checklist for budget resolution. Try to settle up all expenses as quickly as possible.

Tip about event evaluation

People will often notice what was impossible for us to see.

Produce your own event evaluation form in line with your own city's objectives and priorities.



Sample event evaluation form (1)

Event content	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
The topics discussed answered my questions	1	2	3	4	5
The topics discussed were useful for my work	1	2	3	4	5
The time dedicated to each topic was sufficient	1	2	3	4	5
The presentation of the topics was effective	1	2	3	4	5
The ability to ask questions was efficient	1	2	3	4	5
The topics that were discussed responded to my expectations	1	2	3	4	5
Presentation evaluation	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
“Topic Title”	1	2	3	4	5
“Topic Title”	1	2	3	4	5
“Topic Title”	1	2	3	4	5

Sample event evaluation form (2)

Event organisation	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
The venue was suitable	1	2	3	4	5
The technical equipment used was sufficient	1	2	3	4	5
The programme ran smoothly	1	2	3	4	5
The overall duration was satisfactory	1	2	3	4	5
The reception services were satisfactory	1	2	3	4	5
The refreshments served were satisfactory	1	2	3	4	5
The transport (from/to the hotel and from/to the venue) was satisfactory	1	2	3	4	5
The overall organisation of the event was satisfactory	1	2	3	4	5

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Would you like to comment and/or suggest something else?

Full name:

Thank you!

03. After the event



20

Send presentations, event videos and other deliverables to participants

Send your communication materials on time and to everyone that needs them. This includes official city websites and event apps where appropriate. People will appreciate it and this simple gesture will contribute towards building a long term relationship.

21

Discuss with your peers what you have learned in order to be better next time

Everyone can always do better! Share your learnings and experience for an even better event next time.

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The following are generic Launch Event Planning Checklists that will help you get started in identifying all of the details you'll need to consider as well as an indication of the timelines involved with your launch planning process:



In-person Launch Event Planning Checklist
(before, during and after).



Virtual Launch Event Planning Checklist
(before, during and after).

An event, no matter how critical, should always be a celebration.



Climate Action Planning