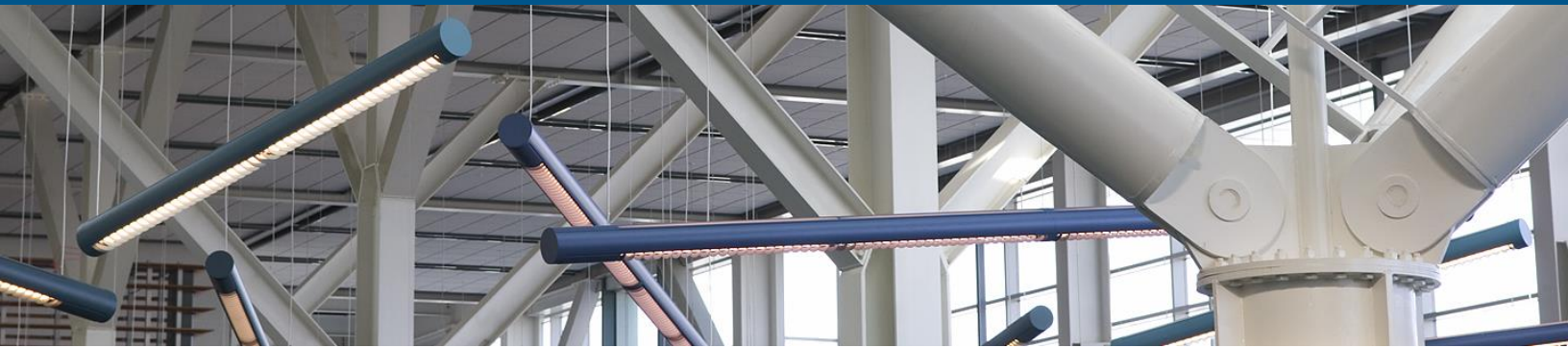


EnergyWise @YVR

Energy Conservation Campaign Toolkit



Overview

This toolkit is designed to help you run energy conservation campaigns and initiatives in your business. Sponsored by BC Hydro and developed by Prism Engineering for YVR, you can use it to help plan effective energy conservation campaigns and initiatives to inspire action in your organization.

What are Energy Conservation Campaigns?

Energy conservation campaigns empower employees in your organization to collaborate and take action on energy saving projects. By engaging employees in environmentally-focused behaviour change initiatives (campaigns to change a behaviour leading to a better environmental outcome) you are taking a powerful step towards accomplishing energy conservation goals and increasing employee engagement and awareness about the importance of energy management.

Why Run Campaigns?

Facts and information are not enough

While the idea of turning off a machine when not in use might seem straight forward, creating the motivation for an employee to change their behaviour is complex. Facts and information do not always change people's actions. Consider French fries for a moment. We know that they are an unhealthy food option filled with saturated fats – yet most of us eat them anyway. Changes in the workplace are no different.

Foster and sustain change over the long term

Studies show that we are more likely to participate in a behaviour if we see others doing it, rather than reading about it on a poster in the staff lunchroom. People at work, for example, might be more likely to try carpooling if other people at work are doing the same. Further, you are even more likely to test out carpooling to work if a friend encourages you to join them next Monday. By bridging the gap between knowledge and action through modelling new behaviours and directly appealing to your target audience, this approach helps to create a new normal, making it more likely that changes are sustained for the long term.

Save energy, dollars, and improve employee satisfaction

From a business perspective, engaging staff in energy conservation activities is a no or low cost method to reduce energy usage, cut greenhouse gas emissions, and save money. In addition, demonstrating your company's commitment to energy management and reducing your

company's impact on the environment is proven to increase employee retention and satisfaction. A study by Net Impact's Talent Report notes, "employees who are able to make social or environmental impact on the job are more satisfied by 2:1."

What about Energy Conservation Projects or Building Upgrades?

Energy conservation projects such as upgrading lighting to LED, installing occupancy sensors or lowering domestic hot water setpoints can be done without requiring input from, or massively impacting, employees or customers. In fact, they might not even notice a change. These kinds of projects can greatly benefit from communicating what changes are happening in your business and why. By spreading the word about what your business is doing to conserve energy you will raise the profile of energy conservation and build motivation for employees to engage in energy saving behaviour change campaigns.

Other project such as installing programmable thermostats or replacing personal heaters will be most effective and will encounter less resistance from staff if those impacted by the change feel engaged in the project or are informed of the upcoming changes and process before it takes place. The 7-step campaign planning framework can be used to help you engage and communicate stakeholders and target audiences in your Energy Conservation Projects.

What's in the Toolkit?

This toolkit provides you with everything you need to implement an energy conservation campaign or project in your business. It contains:

- A description of the 7-step campaign planning framework
- Several sample campaigns plans to get you started
- A list of resources, such as posters and prompts, for each of the sample campaigns

→ A blue arrow and text in the toolkit are included to prompt you to complete a different part of the campaign plan template, found at the end of the toolkit.

Use these materials to develop your energy conservation campaigns. All the of the ideas provided in this toolkit are based on social marketing and change management best practices as well as case studies of running employee engagement initiatives. These campaigns will help you empower employees to take action, build their capacity to lead, and ultimately, build energy conservation practices into "what people do" in your business.

7 Steps to Campaign Planning

Prism Engineering's 7 Step Campaign Planning Process below is a step-by-step approach to developing comprehensive and engaging energy conservation campaigns and projects for your business. This approach can be applied in all the initiatives you organize to engage employees in energy management practices, from operational and maintenance changes to more traditional energy conservation campaigns.

Use the following seven steps to develop your energy conservation campaigns:

1. Engage your stakeholders
2. Investigate and interview
3. Select the behaviour
4. Select the strategy and measurement
5. Finalize the campaign plan
6. Implement the campaign
7. Evaluate, celebrate, and report back

Selecting Your Campaign

Before engaging your stakeholders in an energy conservation campaign or project, you'll need to have an idea of what your focus area will be. The following questions can help you determine where to start:

1. What are your campaigns goals? Your goals will help you focus on which areas of your business and which employees you start with. Some sample goals include: saving energy, saving money, building relationships with key staff groups, building momentum for change
2. Where do you have the greatest probability of change? Several foundational factors contribute to a successful campaign: strong relationships with stakeholders, target audience engagement, past project and campaign success.

To find out more about energy usage in your business and where to focus your energy conservation campaign and project efforts, contact the Airport Authority Climate and Environment Department at: environment@yvr.ca

1. Engage your Stakeholders

Building strong relationships and developing a good understanding of the people who you are trying to get onboard are two key ingredients in developing successful behaviour change campaigns.

Your stakeholders are the people who have a “stake” in the campaign that you are planning. They can be the group of people whose help you need promoting the event, such as middle management, an individual whose permission you need to run the campaign, perhaps a prominent senior leader, or the group of people whose behaviour you are aiming to change.

Once you’ve decided the area of focus for your campaign (such as turning off equipment that is not in use in the warehouse), the first step in planning your campaign is to determine who your stakeholders are. Start by writing a list of who may be involved in, or needs to be informed of your campaign. Your stakeholders will be different depending on your business structure, where at YVR it’s located and the focus of your campaign.

When listing your campaign or project stakeholders:

- Include anyone whose permission you will need to move forward with the campaign or project.
- Don’t forget middle management. This group typically has significant influence on employees while also being fairly accessible.
- Use this as an opportunity to build relationships within your organization. Try to involve colleagues who are not typically engaged.

→ Fill out the ‘Who’ column of your stakeholder analysis in the campaign plan (see page 23).

Once you’ve listed your campaign stakeholders, fill out the remaining columns in your stakeholder analysis. This will help you think about each person’s or group’s potential reaction, what you might do or say to motivate them and how to best interact with them throughout your campaign. Consider using this as an activity to get your Energy Team or Green Team involved in the campaign planning process.

→ Complete the rest of your stakeholder analysis in the campaign plan.

2. Investigate the Area and Interview

Involving stakeholders early in the planning process will be important to your campaign’s or project’s success. Once you’ve identified your stakeholders, make sure you speak with each group or individual to understand their concerns and ideas for designing an effective conservation campaign or project.

If you can, conduct interviews or have informal conversations with the people who are the “target audience” for your campaign to get a better understanding of how and when they use equipment and building systems that use energy. While you are there, make your own observations to see what kind of equipment is being used in the space.

If you have already determined which energy saving behaviours or projects will be best suited to your business or workspace, for example through an EnergyWise @YVR Treasure Hunt, ask people about the behaviour or project. Find out what prevents them taking a certain action that saves energy, such as turning off lights or replacing their space heater with a more energy efficient model, and what might be needed for them to adopt the new behaviour or technology.

This investigative process is also a great opportunity to find **energy champions**, and to learn about what’s already happening in their area in terms of energy use and conservation in that workspace. Get to know these employees as they could become the early adopters in your campaign and may be willing to present to their colleagues or help promote a new conservation behaviour.

→ Decide who you’ll talk to and what questions you’ll ask to develop an effective campaign strategy.

3. Select Behaviour(s)

If you are using this framework to implement a technical project such as installing a programmable thermostat, you can skip to the ‘Determining Barriers and Benefits’ section in this step.

Your interviews should give you lots of ideas for specific behaviour change opportunities in your focus area. Now, you’re ready to select the behaviour(s) that make the most sense to target in your campaign.

The particular behaviour focus for your campaign may have become clear through your investigation and interview process, in which case a quick check-in with your Energy Team or key stakeholders may be all that is needed. In other cases, you will identify a long list of behaviours so it is best to get input from your Energy Team or stakeholders to help select the behaviours for your campaign.

Refining the Behaviour List

You want to select specific behaviour changes for your campaign. A good example is provided in the book *Switch* by Chip and Dan Heath, where they explain that the fewer and more specific the

behaviours, the more likely people are to change. Consider their example of “eating healthier” versus “buying high fibre foods such as spinach” the next time you’re at the grocery store. Eating healthier is an abstract concept that isn’t a specific behaviour, but buying spinach is a specific non-divisible behaviour that is a clear and simple thing to do to improve your health.

→ Look through your list of behaviours and ensure that they are specific, non-divisible behaviours.

Narrowing the Behaviour List

You might have a really long list of behaviours, but an effective campaign will ideally target one to three related behaviours. To narrow your list, consider the following criteria for selection and rank each of the behaviours:

- **Impact** - the energy savings potential
- **Reach** - the number of people the campaign will reach
- **Diffusion** - the number of people already doing an action and how many people you need to encourage to change their behaviour

You likely will want to choose the behaviour with the highest energy savings impact, with the largest reach and the lowest amount of diffusion (amount of people already performing the behaviour).

→ Add your selected behaviour(s) to the campaign plan.

Determining Barriers and Benefits

At the same time that you’re asking your target audience about what behaviours are the best ones to focus on, you’ll be trying to figure out why people are not doing a particular action, and ‘what’s in it for them’ if they were to start doing the new behaviour. Make sure the benefit is a perceived benefit for your target audience - some people might not care about saving energy, but personal safety or saving time could be added benefits for these actions. Based on your research and conversation with employee, spend some time listing the barriers and benefits for the behaviours you are looking to change.

→ Add the barriers and benefits for each selected behaviour to your campaign plan.

4. Strategy & Measurements

Strategy

Now that you have determined which behaviour(s) or project(s) would be most beneficial to focus on, the next question to answer is how to effectively encourage employees to adopt these new behaviours or engage in the project. Depending on what you heard in the “Interview and Investigate” stage of the process, the strategies you use for changing behaviour or engaging employees might include prompts, engaging champions, incentives, commitments or a variety of communication strategies to deliver the message.

For each behaviour or project that you’ve selected think about the best ways to engage your audience and address the most common barriers to adopting the new behaviour. Don’t be afraid to use creative ways to get their attention. This is a great opportunity to host an Energy Team or Green Team meeting and get their input in developing the campaign strategy (request the *Starting a Green Team Reference Guide* from environment@yvr.ca if you are looking for tips on starting a Team).

Here’s a list of strategies recommended by *Community-Based Social Marketing* writer Douglas McKenzie-Mohr:

- Engage champions who can model the new social norm
- Commitments and pledges
- Clear and vivid communication
- Prompts and reminders
- Competitions
- Celebrations

→ Identify your strategies and record them in the Overview of Campaign Activities section of your campaign plan.

Success Metrics

Energy savings from behaviour change initiatives are difficult to measure, which is why including both quantitative and qualitative goals are so important. Make sure to set your goals at the beginning of the campaign and measure against them throughout.

Here are examples of the types of metrics you can use to measure your campaign:

- Pre and post consumption data from electrical meters to determine electricity and natural gas savings.
- Number of suggestions received from employees.
- Pre and post campaign surveys with employees.
- Photos of campaigns or projects in action.

- Define how you will measure the results from your campaign and list the metrics and targets in your campaign plan.

5. The Campaign Plan

Now that you've thought through the strategy and measurement aspects of your campaign, it's time to finalize the campaign planning document and capture all elements of your campaign. The most successful campaigns are ones that are customized to the culture of your business and the particular situation of the group you are trying to get to adopt a new behaviour or project in the workplace. Use the sample campaign plans in the next section of this toolkit to give you some ideas and get you started on creating your own customized campaign.

- Finalize your campaign plan, especially the tasks and timeline table to help you map out the specific tasks that need to be completed.

6. Implement the Campaign

During the implementation phase, consult your campaign plan often and be sure to track any changes you make along the way. Take note of what's working and what needs work. This will be particularly helpful if you're running this campaign as a pilot for future campaigns.

- Take photos and gather quotes to help share your results and story at the end of the campaign.

7. Evaluate, Celebrate, & Report Back

When the campaign is complete, evaluate your success metrics as you set out to do in your campaign plan and take the time to speak to those involved for candid feedback.

Celebrating small successes also contributes to the feeling that progress is being made. Take the time to acknowledge and thank people for the work that has been done. It helps motivate people to participate in the next initiative.

Remember to report back to all audiences including:

- Campaign participants
- All of your campaign stakeholders, including senior leadership

And finally, don't forget to share your results with others in the EnergyWise @YVR Program.



Bright Ideas Campaign

Overview

Bright Ideas is a campaign that asks employees for suggestions on how to save energy and lower greenhouse gas emissions at your organization. Based on the concept that more “heads are better than one,” a Bright Ideas campaign allows you to engage your employee base and use their knowledge and expertise to find energy conservation solutions.

Dan's Story

Dan is a Corporate Social Responsibility Manager for a retailer at YVR that employs 600 people. Although Dan is in one location, the business is large and has a variety of different spaces throughout the airport. He suspects if he could better connect with the different staff groups he could learn more about the opportunities for energy savings that exist in each of the locations. He also believes that more involvement and buy-in from all staff will be necessary to sustain long-term energy conservation.

With this in mind, Dan decides that he's going to kick start a campaign that will generate energy savings ideas from staff in all locations at YVR.

Using the 7 step campaign planning framework, examples from Dan's campaign plan are provided below. Use these as a starting point to create your own campaign.

Objective

From his conversations with employees, Dan knows that people can feel disconnected from the company, since there are so many locations and employees don't often mix between stores or the warehouse. He also knows that many employees believe that the company is only interested in continuous improvement projects for their cost reduction potential, instead of its commitment to sustainability and energy management. In addition to collecting ideas, he wants to address these beliefs. He decides on the following objectives.

To reduce energy waste in the company by:

1. Engaging employees to bring forward energy savings opportunities unique to their roles or personal experiences
2. Emphasizing that every employee has a role to play in managing energy
3. Demonstrating the company's commitment to energy management and sustainability

Behaviour(s)

Dan knows that he wants this campaign to be focused on listening to staff, rather than telling them what to do. He recognizes that staff members in all store locations know their stores best, and that their ideas about how to save energy have the potential to be very valuable and actionable. After talking to a few stakeholders and members of his target audience, he decides on the following behaviour ask:

- Investigate your store and consider where and how the company can save energy. Submit your energy saving idea to Dan for evaluation and potential implementation.

Overview of Campaign Activities

Below is a sample list of what Dan plans to do for his campaign once he's spoken with his stakeholders and interviewed staff at his store and warehouse locations. This list is not complete but, rather, provides you with a starting point to build your own campaign.

Pre-Campaign

- Determine campaign components such as education sessions and a suggestion contest.
- Develop campaign details such as all logistics, rules and regulations for the contest and the overall communication plan.
- Design campaign materials such as speaking points and/or slides for education sessions, printed and digital posters, and printed/digital suggestion cards.

Campaign Implementation

- Campaign kick-off communication and reminders.
- Hold education sessions during morning team meetings.
- Ensure suggestion contest process is running smoothly, extend deadline if needed.

Post - Campaign

- Review all suggestions and select contest winner.
- Consider how/when to implement winning suggestion(s).
- Develop follow-up communication with results, winning suggestion(s), thank you, and next steps.
- Capture lessons learned.

Success Metrics

1.	100% of employees receive an education session
2.	Number of idea submissions
3.	Energy savings from implemented project(s)

Tasks and Timelines

Task	Timeline	Resource Person(s)
Talk with key stakeholders and members of target audience	February 1-14	Dan, Campaign lead
Finalize campaign plan	February 15 – 21	Dan, Campaign lead
Develop campaign materials – submission form, evaluation criteria, posters, education session speaking points, campaign kickoff communication	February 22 – Mar 7	Dan, Campaign Lead Stacey, Communications Coordinator
Dan will continue to fill this out, thinking about his listed campaign activities.		

Stakeholder Analysis

Who	Anticipated reaction (+/-)	Level of impact (high/low)	What motivates them	What they need to know or do	Strategy for engagement
Joel, Director of Human Resources	Positive: he is always looking for more ways to increase engagement with staff	High	Creating a positive and safe working environment	Consider how new ideas might fit into Standard Operating Procedures.	Consult early and keep informed as to progress of the campaign
Stacey, Communications Coordinator	Somewhat negative: Stacey is already overworked and doesn't want to take on too many new projects	High	Creating effective staff communication materials	Must approve the initiative. Help to develop campaign materials and communication plan	Consult early and often through the campaign and be very clear about timelines and how Dan will provide support
Dan will continue to fill this out, thinking about all key stakeholders.					

Resources

- See the editable resources provided with this toolkit:
 - Ideas campaign poster
 - Ideas submission form



Turn It Off Campaign

Overview

Turn It Off is a campaign that asks employees to save energy and lower greenhouse gas emissions by turning off lights or equipment that is not in use and waiting to turn on equipment until it is time to use it. Turn It Off allows you to:

1. engage your employee base
2. build the culture of energy conservation in your organization
3. save energy through a no cost measure

Sandra's Story

Sandra works for a company that provides airport hospitality services. As a supervisor, part of her job is to visit hospitality service locations throughout YVR and ensure operations are running smoothly. From observation, she knows that lights and equipment are sometimes left on and suspects it is wasting energy and money. She wants to create a campaign that increases staff awareness about the opportunity and encourages them to help conserve energy. She also knows

from looking at her utility bills that there are two locations that have much higher energy usage than the rest of the locations she supervises.

With this in mind, Sandra decides that she's going to run a campaign to ask staff those two locations to turn off lights or equipment that is not in use. If it goes well, she will talk to other supervisors about running similar campaigns at their locations.

Using the 7 step campaign planning framework, examples from Sandra's campaign plan are provided below. Use these as a starting point to create your own campaign.

Objective

From her observations at the hospitality service locations as well as some conversation with staff, Sandra knows that employees don't always understand that leaving equipment running wastes a lot of energy. It also confirms her suspicion that employees often forget to turn off equipment when it is not in use. As well, she discovers that some are in the habit of turning equipment on at the beginning of their shift (verses when they actually plan to use it) to save time. Based on this information, she decides on the following campaign objectives:

To conserve energy at hospitality sites by:

1. Increasing employee awareness about the amount of wasted energy from leaving equipment powered on when not in use
2. Encouraging employees to turn off equipment that is not in use
3. Emphasizing that every employee has a role to play in managing energy

Behaviour(s)

Based on the information that Sandra collected in her "investigate and interview" stage, as well as her newly formed objectives, Sandra decides on the following behaviour asks:

- Turn off your equipment when it is not in use
- Wait to turn on equipment until it is time to use it

Overview of Campaign Activities

Below is a sample list of what Sandra plans to do for her campaign once she's spoken with her stakeholders and interviewed staff at the service locations. This list is not complete but, rather, provides you with a starting point to build your own campaign.

Pre-Campaign

- Determine campaign components such as providing mini-training sessions to increase employee awareness of the campaign or the use of prompts or stickers placed near equipment on/off buttons to remind employees to "Turn off grill after lunch time service."

- Capture baseline data.
- Develop campaign details such as all logistics and the overall communication plan.
- Design campaign materials such as speaking points and/or slides for education sessions, printed and digital posters, and prompts (stickers) to put next to equipment.

During Campaign

- Put up posters and prompts.
- Hold mini-training sessions during morning team meetings.
- Monitor campaign engagement and make changes as necessary.

Post - Campaign

- Review results against baseline data.
- Develop follow-up communication including a thank you note and encouragement for staff to continue with the requested behaviour.
- Capture lessons learned.

Success Metrics

1.	100% of staff participate in mini-training sessions
2.	Energy use during the campaign period is reduced by 2% when compared to baseline data

Tasks and Timelines

Task	Timeline	Resource Person(s)
Talk with key stakeholders and members of target audience	June 1 - 7	Sandra (Campaign lead)
Finalize campaign plan	June 8 - 14	Sandra (Campaign lead)
Collect baseline data	June 19	Sandra and Operations Manager
Sandra will continue to fill this out, thinking about her listed campaign activities.		

Stakeholder Analysis

Who	Anticipated reaction (+/-)	Level of impact (high/low)	What motivates them	What they need to know or do	Strategy for engagement
Christian, Operations Manager	Positive: he is a hands on manager and excited by initiatives that reduce equipment run time	High	Developing business efficiencies	Will help pull energy usage data for Sandra Must approve campaign	Emphasize potential savings associated with the campaign. Keep in the loop on campaign progress.
Harpreet, Communications Lead	Neutral: Harpreet is usually very busy and isn't sure how much time she can dedicate to this initiative	Average	Creating effective staff communication materials	Provide communications support for the campaign	Consult early and often through the campaign and be very clear about timelines. Use existing BC Hydro materials to mitigate impact or ask for help from your Program Coach.
Sandra will continue to fill this out, thinking about all key stakeholders.					

Resources

- See editable resources provided with this toolkit:
 - Turn It Off poster
 - Turn It Off Sticker
- Check out the BC Hydro workplace conservation campaign toolkits for:
 - Computers Need Sleep Too [Toolkit](#)
 - Lights-off toolkit [Toolkit](#)
- Ask the Airport Authority Climate and Environment department for help customizing materials and general campaign support. Contact David at: environment@yvr.ca



Stop the Leak Campaign

Spot it, tag it, fix it

Overview

Stop the Leak is a campaign that asks employees to identify wasted energy in their facilities and lower greenhouse gas emissions by spotting and tagging air leaks on compressed air systems.

Stop the Leak is an opportunity for you to:

1. engage your employee base
2. build the culture of energy conservation at your site
3. save energy by identifying and fixing leaky equipment.

Samir's Story

Samir works for an airline company at YVR. As a maintenance manager, part of his job is to assess and optimize hanger operations, including fixing or replacing malfunctioning equipment. Samir has noticed in the past few months several air leaks on the compressed air hoses and understands that this represents wasted electricity and money. He suspects there could be more leaks that haven't been found but doesn't have the capacity on his team to continually monitor all of the hanger's compressed air equipment. He believes that the staff on the floor are his best source for help and wants to find a way to engage them to help his team identify these potentially costly air leaks.

With this in mind, Samir decides that he's going to run a campaign to ask hanger staff to identify compressed air leaks at their facilities.

Using the 7 step campaign planning framework, examples from Samir's campaign plan are provided below. Use these as a starting point to create your own campaign.

Objective

From his conversations with staff, Samir knows that some equipment operators don't understand that compressed air leaks waste a lot of energy, while some simply don't know how or when to check for leaks. He decides to focus on the following campaign objectives.

To reduce energy waste at the plant by:

1. Educating equipment operators on the 'how' and 'why' of identifying air leaks
2. Encouraging employees to identify and tag equipment leaking compressed air
3. Emphasizing that every employee has a role to play in managing energy

Behaviour(s)

In addition to the information that Samir learns during his investigation, he also knows that other companies run into similar problems. He knows the BC Hydro provides a Leak Tag Board kit created by BC Hydro and decides that it is a great fit for his campaign.

His campaign focuses on asking employees to:

- Spot and tag air leaks. The action includes retrieving a tag from the Leak Tag Board, filling in the details, and then attaching the tag as close to the leak as possible.

Overview of Campaign Activities

Below is a sample list of what Samir plans to do for his campaign once he's spoken with staff and managers at the hanger. This list is not complete but, rather, provides you with a starting point to build your own campaign.

Pre-Campaign

- Determine campaign components such as morning meeting 'tool box talks' (quick educational sessions about compressed air) and the use of BC Hydro's leak tag board.
- Develop campaign details such as all logistics and the overall communication plan.
- Design campaign materials such as speaking points for toolbox talks, printed and digital posters, and leak tag/board materials (or download from BC Hydro – see resources).
- Create a job-tracking spreadsheet to list and track leak tags.

Campaign Implementation

- Campaign kick-off communication and reminders.
- Hold or prep supervisors for toolbox talks during morning team meetings.
- Ensure leak tag boards are set up and being used.

Post - Campaign

- Review results against baseline data.
- Develop follow-up communication including a thank you note and encouragement for employees to continue with the requested behaviour.
- Capture lessons learned.

Success Metrics

1.	Number of toolbox talks held
2.	Percentage of energy savings when compared to baseline data
3.	Number of leak tags submitted over campaign time period

Tasks and Timelines

Task	Timeline	Resource Person(s)
Talk with key stakeholders and members of target audience	September 1 - 14	Samir (campaign lead)
Collect baseline data	September 15 -21	Samir and Facilities Supervisor (Energy and Sustainability Lead)
Create a job-tracking spreadsheet to list and track leak tags	September 22 -30	Ralph (Maintenance Supervisor reporting to Samir)
Samir will continue to fill this out, thinking about his listed campaign activities.		

Stakeholder Analysis

Who	Anticipated reaction (+/-)	Level of impact (high/low)	What motivates them	What they need to know or do	Strategy for engagement
Ralph, Maintenance Supervisor	Neutral: his had many priorities in his job.	Average	Keeping on schedule and minimizing work disruption	Help implement campaign components	Include in campaign planning and rollout
Anika, Facilities Supervisor (Energy and Sustainability Lead)	Positive: she is keen to see the plant operate more sustainably	Average - High	Reducing environmental impacts	Help deliver toolbox talk presentations Help track baseline data and measure energy savings	Consult early and often through the campaign
Samir will continue to fill this out, thinking about all key stakeholders.					

Resources

- BC Hydro provides all of the resources needed to run this campaign:
 - Read a detailed [campaign implementation plan](#)
 - Download campaign planning tools and resources [here](#)
- Ask the Airport Authority Climate and Environment department for help customizing materials and general campaign support. Contact David at: environment@yvr.ca



Thermal Comfort Campaign

Overview

Thermal Comfort is a campaign that asks employees to identify heating and cooling issues in their workspaces and lower electricity usage by decreasing electricity associated with space heater use. Thermal Comfort is an opportunity for you to:

1. engage your employee base
2. build the culture of energy conservation at your site
3. save energy by decreasing space heater use or replacing existing models with more energy efficient options.

Eva's Story

Eva works for a YVR air transportation business. She works as a finance assistant in an office space alongside many of her co-workers. As one of the company's Green Leaders, Eva is always looking for ways to play a part in helping her company to be more sustainable. Eva has noticed over the winter, many staff are using space heaters at their work stations. She wonders if there are other ways staff could keep warm or different models of heaters that would be more energy efficient.

With this in mind, Eva decides that she's going to run a campaign to better understand staff thermal comfort issues and find reasonable options for staff to stay warm at work while decreasing the electrical consumption associated with space heater use.

Using the 7 step campaign planning framework, examples from Eva's campaign plan are provided below. Use these as a starting point to create your own campaign.

Objective

From her conversations with employees, Eva knows that some of her colleagues don't understand how much electricity space heaters use and leave them on more than needed, while others think the space is kept too cold and there is no other way for them to stay comfortable. She decides to focus on the following campaign objectives.

To reduce space heater electrical waste in her office by:

1. Encouraging employees to use space heaters less
2. Encouraging employees to replace space heaters with more energy efficient models
3. Emphasizing that every employee has a role to play in making the workplace sustainable and providing education on how much electricity space heaters use

Behaviour(s)

Being a participant in the EnergyWise@YVR program, Eva has learned that using blankets to cover people's legs and feet or a radiant panel under a desk can be an effective, and more energy efficient, way to keep people warm. Both of these options also reduce air being blown on people and can create a more comfortable workspace. Based on this knowledge and the information Eva collected in her "investigate and interview" stage, she decides on the following behaviour asks:

- Turn off your space heater at the end of the day
- Cozy up and use your space heater less
- Replace your space heater with a radiant panel

Overview of Campaign Activities

Below is a sample list of what Eva plans to do for her campaign once she's spoken with her stakeholders and interviewed her colleagues. This list is not complete but, rather, provides you with a starting point to build your own campaign.

Pre-Campaign

- Recruit volunteers to try different ways of staying warm by using blankets or using a radiant panel instead of a space heater.
- Use pictures and quotes from volunteers to share how they were able to decrease energy use while maintaining or increasing their comfort.

- Determine campaign components such as providing mini-education sessions to increase employee awareness of the campaign or the use of prompts or stickers placed near space heater on/off buttons to remind employees to “Turn off at the end of the day.”
- Create campaign materials such as speaking points, posters and communications to advertise the campaign and clarify behaviour asks.
- Purchase radiant panels and blankets for volunteers to use and trial.
- Capture baseline data.
- Develop campaign details such as all logistics and the overall communication plan.

During Campaign

- Put up posters and prompts.
- Distribute launch email with education and the offer to provide blankets and/or space heater replacements.
- Provide mini education session and promote the campaign during the monthly company meeting.
- Monitor campaign engagement and make changes as necessary.

Post - Campaign

- Review results against baseline data.
- Develop follow-up communication including a thank you note and encouragement for staff to continue with the requested behaviour.
- Capture lessons learned.

Success Metrics

1.	Number of space heaters turned off at the end of the day compared to baseline
2.	Percentage of energy savings when compared to baseline data
3.	Number of space heaters replaced

Tasks and Timelines

Task	Timeline	Resource Person(s)
Talk with key stakeholders and members of target audience	January 1 - 14	Eva (campaign lead)

Collect baseline data	January 15 -21	Eva and Mark (Facilities Supervisor)
Recruit thermal comfort volunteers + trial blankets or radiant panels	January 15 -21	Eva
Finalize campaign plan	January 25	Eva, Mark and Gwen (Office Manager)
Eva will continue to fill this out, thinking about her listed campaign activities.		

Stakeholder Analysis

Who	Anticipated reaction (+/-)	Level of impact (high/low)	What motivates them	What they need to know or do	Strategy for engagement
Mark, Facilities Supervisor	Somewhat negative: doesn't want to deal with any possible complaints	Average - High	Enjoys working with people	Help with calculating campaign energy savings Address overall space heating issues if any are identified	Call: responds better to phone calls than emails Emphasize the campaign is designed to solve problems, not create new ones
Gwen, Office Manager	Neutral: Usually supportive of sustainability initiatives, but uses a space heater and is skeptical	High	Learning new things	Distribute campaign launch email Present the mini-education session with Eva at the company meeting	Consult early Encourage her to try the space heater alternatives before the campaign starts so she knows they are warm and comfortable
Eva will continue to fill this out, thinking about all key stakeholders.					

Resources

- BC Hydro provides resources related to thermal comfort:
 - Space Heater Campaign [Toolkit](#)
- Ask the Airport Authority Climate and Environment department for help customizing materials and general campaign support. Contact David at: environment@yvr.ca

Campaign Title



Background

Provide the background on your campaign or project. Why are you running it? How does it align with other initiatives or goals within your organization? What other background information is important to include here?

Behaviour(s)

- What behaviours, equipment or technology are you trying to change?

Overview of Campaign Activities

Let us know what your campaign looks like.

Pre-Campaign

- Collect baseline data
- Determine campaign promotions
- Design materials

Campaign Implementation

- Kick-off luncheon
- Staff information huddles
- Email reminders

Post - Campaign

- Thank you cards to staff
- Success story in newsletter
- Capture lessons learned

Success Metrics

1.	
2.	

3.

Tasks and Timelines

Task	Timeline	Resource Person(s)

Stakeholder Analysis

Who	Anticipated reaction (+/-)	Level of impact (high/low)	What motivates them	What they need to know or do	Strategy for engagement

Materials created for YVR by Prism Engineering



saving you energy