Tools of Change
Landmark Case Study

Call for Nominations: 2024
Landmark Behavior Change Case Studies
(Climate Change, Energy, and Transportation)

Tools of Change is soliciting nominations for its 2024 *Landmark* behavior change case studies in three topic areas – (1) climate change mitigation and adaptation, (2) building energy conservation and (3) sustainable transportation.

If you know of a particularly effective or innovative approach for changing related behaviours, it can even be your program, please consider nominating it. All nominations must include measured impact results.

Designation as a "*Landmark*" (best practice) case study through this peer selection process recognizes behavior change programs and approaches considered to be among the most successful, innovative, replicable and adaptable in the world. Designated programs gain exposure and credibility, and we prepare and post detailed on-line program case study materials, which may help them attract customers and investors, and maintain or increase program funding.

Nominations are screened by Tools of Change staff and then the most promising are rated by peer selection panels based on a standard scoring grid. Designated programs are highlighted in our written case studies. Program organizers get a *Landmark* designation logo for use on websites and in electronic newsletters, providing click-through access to the program's case study materials.

The nomination form, which can be downloaded from www.toolsofchange.com/en/landmark/, must be submitted by June 3, 2024. Designations will be announced by October 2024.

To view *Landmark* case studies designated in past years, go to www.toolsofchange.com/en/landmark/

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BACKGROUNDER

ABOUT TOOLS OF CHANGE

Tools of Change was first published as a workbook in 1994, co-authored by Jay Kassirer and Doug McKenzie-Mohr. The website, sections of which are based on the workbook, was launched in January 2000 as a collaborative effort between Cullbridge™, the Federation of Canadian Municipalities, Health Canada, Natural Resources Canada, the International Institute for Sustainable Development, Environment Canada, and Canada's National Round Table on the Environment and the Economy. Founded on the principles of community-based social marketing, *Tools of Change* engages program planners and facilitators from around the world to share and learn from their collective experiences. Its mandate is to build the capacity for planning and implementing more successful health, safety, and environmental promotion programs.
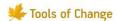
The website currently hosts over 200 full-length case studies. An impact evaluation of site users found that most returned to the site many times, had improved their programs as a result, and had used the site to help explain and justify their ideas to colleagues and decision makers. Many had replicated ideas found on the site.

RECENT LANDMARK DESIGNATIONS

The following are some recent examples of programs that have been designated.
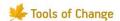
Climate Change

- *Coolfood* – World Resources Institute's (WRI) initiative for curbing diet-related emissions – provides the food service industry with the tools and expertise to reduce emissions by 25% by 2030, in line with the goals of the Paris Agreement. Designated a Landmark case study in 2023.

- *Liftshare and Mobilityways*, U.K. Liftshare is a social enterprise that has worked with over 700 of the UK's largest employers to reduce the number of single occupancy vehicle trips using carsharing, active transportation and public transit when commuting for work. With an online community of over one million members, it is estimated that Liftshare members have avoided the release of 300 million kg / 300,000 tonnes of commuter carbon emissions (averaging 50 million kg / 50,000 tonnes per year). In 2020, Liftshare launched Mobilityways, a sister platform that enables employers to evidence, track, plan and change their commuter emissions via a set of tools / modules that work seamlessly together. Designated a Landmark case study in 2023.

- *Southern Nevada Water Authority's Water Smart Landscapes Program*. As climate change leads to more drought *situations*, it will be important to understand how to best promote water conservation. Southern Nevada Water Authority's Water Smart Landscapes (WSL) program pays homeowners to replace their non-native, ornamental lawns with plants and landscapes that use less water because they are better adapted to their dry climate. It is one of the longest running "cash for grass" policies. Designated a Landmark case study in 2022.

- *Chicago's Building Energy Rating System.* Chicago was the first U.S. city to require building owners to prominently post a building's energy performance rating, and to share that that rating with potential buyers and/or renters. While the rating system was being introduced, ComEd and Peoples Gas ran extensive complementary incentive and rebate programs that enabled building owners and managers to make energy improvements at little to no cost. Designated a Landmark case study in 2022.

- *Climate Matters* trains and supports American TV weathercasters to report on the local impacts of climate change while reflecting current scientific knowledge and concerns. The program provides participating newscasters with weekly story packages with local data and broadcast-quality graphics that visualize the data. Because of an overt conflict in the meteorology community about opposing views of climate change, the program engaged a conflict mediator who worked with small groups of opinion-leading weathercasters to surface and work through the entrenched conflicts. As climate reporting became increasingly normative, the program ensured that everyone in the weathercasting community knew the behaviors were gaining in popularity. As of 31 October 2020, there were 968 participating weathercasters in 483 local TV stations, in 92% of all US media markets and 99 of the top 100 media markets. Viewers exposed to their climate education became more likely to understand that climate change is already a 'here, now, us' problem. Designated a Landmark case study in 2021.

- *Day Zero.* Fear appeals must be carefully considered as they can too-easily backfire and discourage people from taking in and acting on our messages. And why spread fear unnecessarily? This case study illustrates an appropriate and effective use of a fear appeal to reduce water consumption in Cape Town South Africa. It tracks 30 years, from the time the City predicted severe water shortages to the point where the taps nearly ran dry and this city of four million people reduced water use enough to avoid disaster. Designated a Landmark case study in 2021.
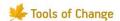
Energy Conservation

- *Co-Ownership of Wind Farms.* What if you want to move away from gas and oil, but rent, are about to move, or can't afford solar panels? If your energy supplier has not already pledged to go green, you have few options. The co-ownership of wind farms engages and makes it practical for more homeowners and renters to buy wind-generated power. Designated a Landmark case study in 2023.

- *Reduce Your Juice: Meaningful Gamification Motivates and Empowers a Challenging Consumer Segment to Save Money and Energy*. This innovative social marketing approach changed the energy use behaviours of low-income renters in Brisbane, Australia, through meaningful gamification. The gamified experience promoted desired behaviours and reduced undesired ones, all carefully chosen using McKenzie-Mohr's cbsm guidelines for selecting behaviors. The Reduce Your Juice program was designed to be fun, easy and impactful. On the exterior, it appears as a simple, fun and easy experience of games and gamified activities, communications, community, and rewards. However, below the surface lies a sophisticated intervention developed through the application of formative research and theory and implemented by a team of multi-disciplinary experts from the energy, social

marketing, behaviour change, digital insights & technology, research, and social sectors. Designated in 2022.

- *Opting Out in Germany for Non-Renewable Energy.* While many people in Germany say they would use green energy if presented with a choice, very few consumers do so. In contrast, most people have been using green energy in a few German municipalities where citizens have had to opt out for non-renewable energy supplies rather than having to opt-in to get renewable ones. This case study also illustrates the connection between green power choices and clean air / environmental health, and the value of randomized control trials (RCTs) for measuring program impacts. Designated in 2022.

- *Solarize* is a group purchase program designed to simplify and reduce the cost of investing in solar energy. The campaign organizes a volunteer committee of residents to competitively select a solar installer who agrees to set pricing. At a series of free educational workshops participants can learn about the technology, incentives, and financing options. Interested, participants can then sign up for a free site assessment and are guaranteed the Solarize price, if they sign a contract within the campaign timeline. Customers can save as much as 25% of the total cost of installation. This approach enables grassroot and other solar advocates to build motivation and engagement over time, reduce key barriers to action, convert "interest" into "action", and permanently transform the market for solar installations in their communities. Designated a Landmark case study in 2021.

- *WaterSense Adds Up to Big Water and Energy Savings.* This partnership program sponsored by the U.S. Environmental Protection Agency (EPA), seeks to protect the future of the nation's water supply by offering Americans a simple way to use less water with water-efficient products, homes, and services. WaterSense labeled products, which are independently certified to use at least 20% less water and perform as well or better than standard models, have been on the market since 2007. As of 2021 there are more than 30,000 labeled models, including products used in residential and commercial bathrooms, and outdoor irrigation. EPA's WaterSense program has also certified over 3,000 homes with WaterSense labeled fixtures and water-efficient features. By 2020, the program had saved 603 billion kWh of electricity. Designated a *Landmark* case study in 2021.

- *Medicine Hat* Alberta conducted a Randomized Controlled Trial to test the impacts of providing consumers, on their monthly utility bills, with high-resolution infrared images of their houses, information about their heat loss relative to their neighbors, and estimated savings from improving their home's insulation and air tightness. This treatment was twice as effective as a traditional Home Energy Report (HER) treatment. This demonstrates the power of visual cues that help make the intangible more vivid, concrete, and actionable. This case study also illustrates how norm appeals can backfire when descriptive norms are provided to those who are already doing "better" than most, without also providing an affirming injunctive norm. Designated a *Landmark* case study in 2020.

- Participants in *California's Energy Conservation Competition* work to change energy conservation behaviors in their schools relating to lighting, plug-loads, and mechanical systems. They also develop campaigns to encourage fellow students to communicate with teachers, peers, and administrators
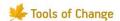
about energy conservation practices. This comprehensive program cuts school energy bills by 5% to 15%, and integrates climate education and energy efficiency, with linkages to hands-on job training and career development. Designated a *Landmark* case study in 2020.
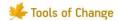
- *Europe's Energy Neighbourhoods* program engaged neighbourhoods to 'bet' with their municipalities that they could reduce energy use by at least 9% over a four-month period, with no investments in technology allowed. Each neighbourhood was supported by an "Energy Master", an enthusiastic individual who acted as coordinator for the group and who received specific training to help their group make its energy savings. Those groups that made savings of 9% or more were rewarded with certificates and prizes and received local media attention for their efforts. Designated a *Landmark* case study in 2019.

- RE100 is a global, collaborative initiative that is accelerating a shift in corporate energy purchasing to reduce global carbon emissions and buy energy from renewable sources. Members commit to public disclosure of progress, with third-party verification providing social proof and accountability. Participation also involves inter-company comparisons and norming to a common goal of 100% renewable electricity. High-profile external public relations events enhance value for membership and sustain pressure for member companies to keep commitments, thereby ensuring persistence of campaign impacts. Designated a *Landmark* case study in 2019.

- *Energy Connect* demonstrates how even inherently risk-adverse and cash-strapped facilities can adopt a culture of conservation without adding any new resources. A package of five interventions, developed using a Design Thinking approach, were tested in healthcare living labs across six diverse healthcare facilities at the second largest health network in North America. Verified first year results show annual energy savings at three facilities from 3% to 12% attributable to Energy Connect. Preliminary unverified results in the other three facilities also show energy savings. Designated in 2018.

Sustainable Transportation

- *Carpooling Promotion in Paris.* France provides financial incentives to local travel authorities (LTAs), employers and employees to promote carpooling. It also funds the development of carpooling infrastructure, ridesharing platforms that make it much easier to carpool, and fraud prevention mechanisms. This case study covers the formative research and early implementation in Paris of France's National Daily Carpooling Plan. Designated in 2022.

- *How Copenhagen Became a Cycling City.* What makes a great cycling city? How did the medium-sized City of Copenhagen get its citizens to cycle to work / school 49% of the time? While topography and climate are significant influencers, safety, supportive infrastructure, and promotion also played key roles. Copenhagen increased cycling by making it safer, easier, and more convenient. This case illustrates the power of piloting alternative enhancements on an ongoing basis to further reduce barriers and increase benefits, based on regular surveys, traffic data and safety data. It also features a transparent planning process - the Bicycle Account – a research, evaluation, promotion, and citizen engagement tool used every two years since 1996. Designated in 2022.

- *Paris Reduces Car Use, Boosts Walking and Cycling.* Paris is an inspiration for large cities around the world, having reduced car traffic in its core (Ile de France) from a mode share of 12.8% in 2010 to 6% in 2020. How did Paris get to be one of the cities in the world with the lowest mode share for single occupant vehicles? The city is comparatively dense and has one of the top subways in the world. But what is most striking about its transformation is the increase in cycling and walking during this period – they increased from 55.4% in 2010 to 68% in 2020. Numerous programs offered by three levels of government explicitly prioritized bicycles over cars and reduced on-street car parking to make room for bike lanes. They taxed and restricted more polluting vehicles, and gradually phased them out, while providing a conversion bonus for the purchase or lease of electric-assisted bicycles and cargo bikes. In addition, car ads had to include messages promoting greener methods of transportation, and incentives were provided for bike repairs and tune-ups. Designated in 2022.

- *Virgin Atlantic Airways* (VAA) conducted an eight-month pilot in 2014 to test the potential roles and impacts of monitoring, performance information, personal targets, and prosocial incentives on the fuel-use behavior of their captains. All 335 of VAA's captains were part of the pilot, and they were randomly assigned to four separate treatment groups. Since the pilot, the approach has become business as usual at VAA, and the technology was commercialized through Signol and updated to a web-app and email rather than post. Designated a Landmark case study in 2021.

- *Seattle Children's Hospital* has operated a widely recognized trip reduction program since 1995. This program is an early and successful example of providing drivers with cash incentives to offset losing free parking ("parking cash out"). It is also one of the few ongoing examples of a program that pays people if they take a non-SOV way to work. Between 1995 and 2017, the percentage of employees who drive to work alone dropped from 73% to 33%. Further, the program's commuting perks have helped attract & retain quality employees, and the program has enabled the hospital to avoid spending $20 million to build new parking facilities. Designated a Landmark case study in 2021.

- The *City of Austin's Leave Time Reward* (LTR) reduced employee commute travel by one million vehicle miles within six months. During this period, the percentage of drive-alone trips fell from 53% to 41%. Attribution of these impacts to the City's time off incentive policy is strengthened because that policy was introduced in the pilot study, then withdrawn after the pilot, then later reintroduced for the permanent program (Reversal Design.)

- *Seattle's Just One Trip Phase II* illustrates the use of Propensity Modelling / Predictive Analysis, Street Ambassadors, Quality Online User Experience (UX), and trip planning to reduce the proportion of single-occupant car trips in Seattle WA, USA. It engaged over 21,000 people and on average participants reduced four drive-alone trips per week per person.

- *Bologna's Bella Mossa* program awarded participants points for walking, cycling or using public transport. Points could be redeemed for discounts or payment towards merchandise and services from 85 retailers, including supermarkets, sports retailers, bike stores, opticians, bookshops, cinemas, restaurants, and bars. In 2018, 10,000 people reported taking 995,000 trips by alternative transportation methods, totalling 3.7 million kilometres, and saving 711 tonnes of CO2. The program won CIVITAS's "Bold Measure" award in 2017 and was designated a *Landmark* case study in 2019.

LANDMARK PANEL MEMBERS 2024

Building Energy Conservation Panel, 2024

This panel includes members from on-the-ground programs (including Arien Korteland from BC Hydro and Lester Sapitula from the Pacific Gas and Electric Company) as well as some of North America's most proactive consulting, NGO and government organizations supporting energy conservation professionals (including Kathy Kuntz from Kanndo Consulting, Doug McKenzie-Mohr from McKenzie-Mohr Associates, Sea Rotmann from Sustainable Energy Advice Ltd., Reuven Sussman from the American Council for an Energy-Efficient Economy, and Marsha Walton from the New York Energy Research and Development Authority.)

Climate Change Panel, 2024

This panel includes members from on-the-ground programs (including Kathy Kuntz from the Dane County Office of Energy & Climate Change, Britta Ng who is Water Conservation Coordinator for the City of Coquitlam, and Michele Smith who is the WasteSmart behavior change team leader for the City of Brisbane Australia) as well as some of North America's most proactive social marketing consultants supporting climate change mitigation and adaption professionals (including Doug McKenzie-Mohr, Susan Schneider, Brooke Tully, and Anna Kelly.)

Transportation Panel, 2024

This panel includes members from on-the-ground programs as well as some of North America's most proactive consulting, NGO, and government organizations supporting sustainable transportation professionals including Aaron Gaul from UrbanTrans, Nathalie Lapointe from the Federation of Canadian Municipalities, David Levinger from the Mobility Education Foundation, Nicole Roach from Green Communities Canada, Jessica Roberts from Alta Planning + Design, Lisa Kay Schweyer from Traffic21 Institute and Mobility21 National University Transportation Center, and Phil Winters from CUTR and the University of South Florida.