

From Theory to Practice: Social Marketing and Resilient Coastal Communities

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Social Marketing

Definition – “The planning and implementation of programs designed to bring about social change using concepts from commercial marketing.”

Source: The Social Marketing Institute



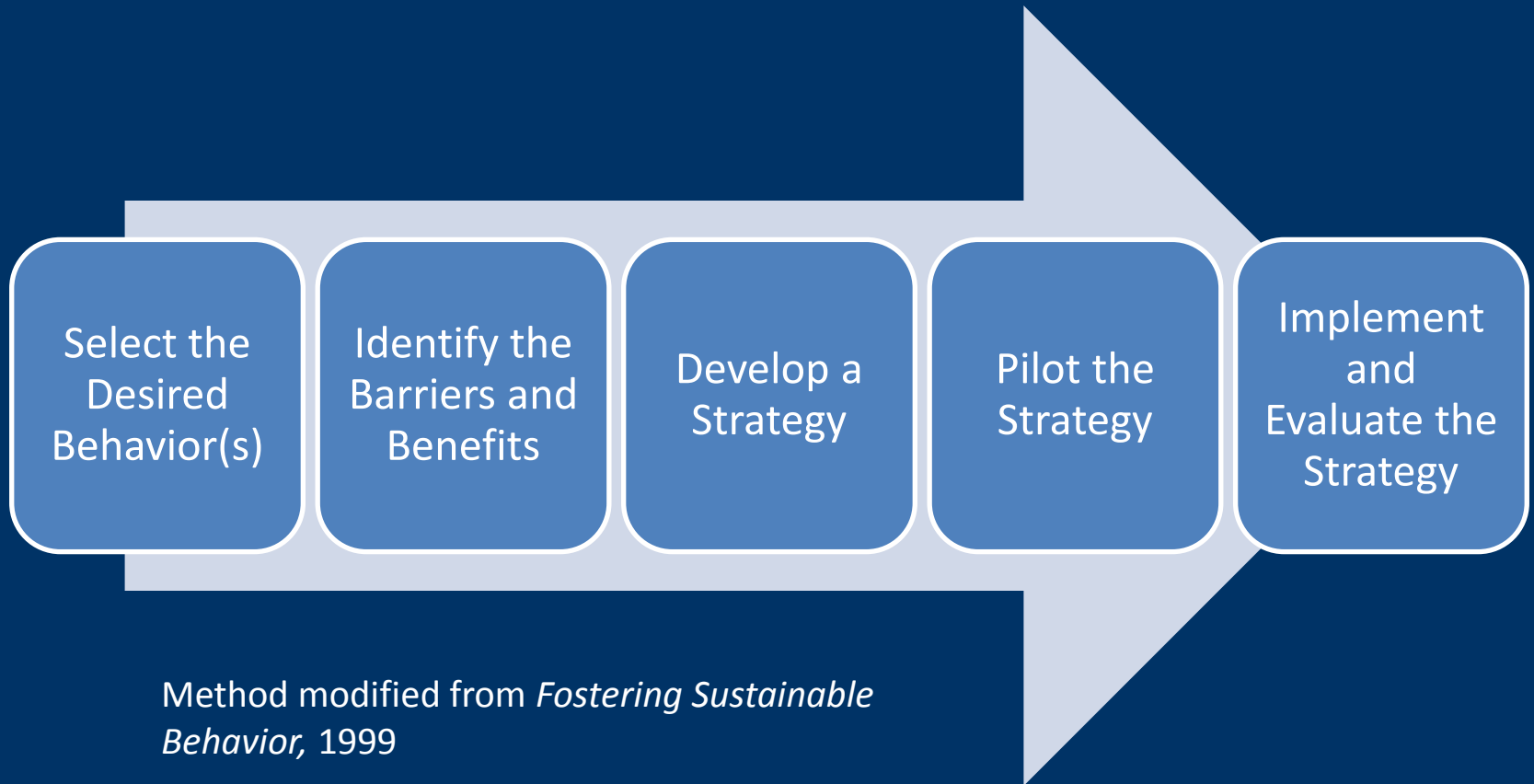
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Community-Based Social Marketing

- **Community-Based Social Marketing (CBSM) is a “brand” of social marketing that focuses on community-level initiatives and direct contact with people**
- **Offers a five-step method for changing behaviors**
- **Has been applied to many environmental issues (e.g., energy or water use, transportation)**

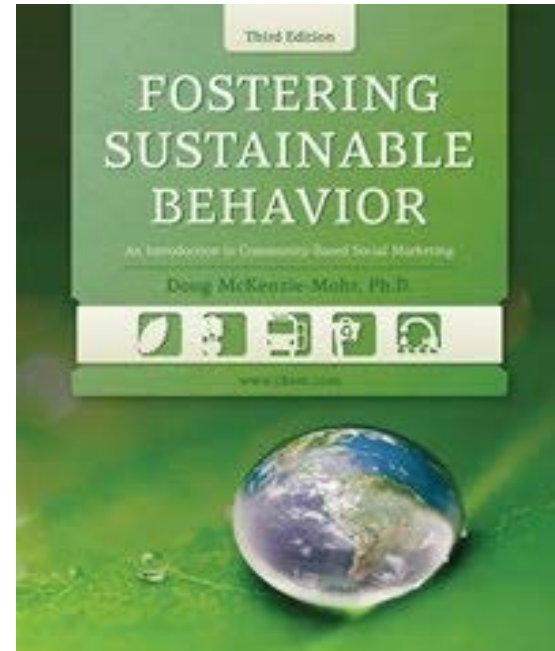


The CBSM Method



In the Beginning

- The Center released an RFP (request for proposal) to receive training in CBSM
- Dr. Doug McKenzie-Mohr won the contract and delivered the training in September 2008



2011 edition of *Fostering Sustainable Behavior*



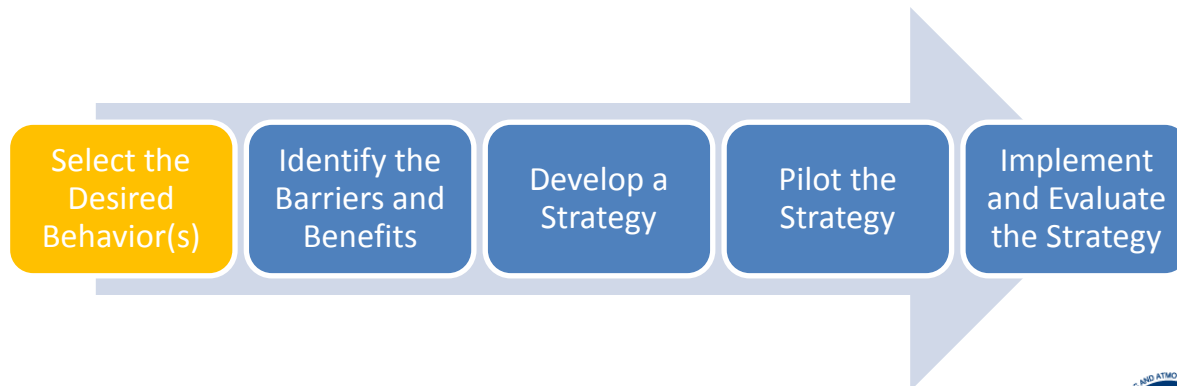
Next Came a Workshop

- **Workshop held June 2009 in coastal Alabama**

- **Main objectives:**

To identify specific audiences and behaviors that NOAA should focus on to foster more resilient coastal communities

To identify specific barriers and benefits that audiences likely face related to the behaviors



Workshop Results

Nine priority audiences and behaviors were targeted.

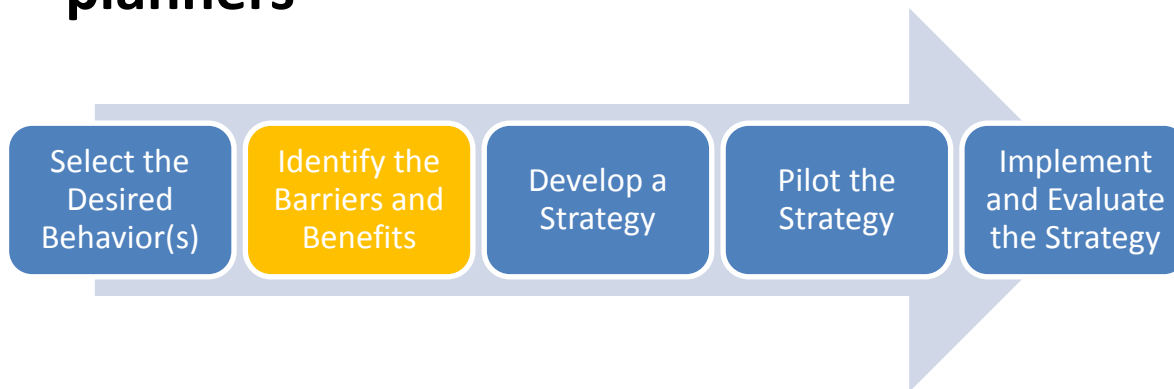
Examples:

1. Targeting land use regulators and permitters to adopt higher standards or codes and to “team up” or work regionally
2. Targeting marginalized populations to understand, and use, the resources available to them
3. Targeting kids, to increase parental risk-preparedness



Next, A Targeted Study

- **The Center released a 2009 RFP for analysis of local-level planners' barriers and benefits to planning for coastal hazards**
- **Consultant collected data through a literature review as well as virtual focus groups and telephone interviews with local planners**



The Results of the Study

Planning for Coastal Hazards: Overcoming the Barriers

Local planning plays a critical role in deciding how communities use coastal lands vulnerable to hurricanes, sea level rise, flooding, and other hazards. Despite this, many land use plans do not specifically address how to avoid or lessen the impacts of coastal hazards, even in states and communities with established hazard mitigation plans.

The National Oceanic and Atmospheric Administration's (NOAA) Coastal Services Center sponsored work on this important challenge in 2009. Using a community-based social marketing approach, which focuses on fostering desirable behaviors and actions within a target audience, specific "barriers and benefits" related to incorporating hazard mitigation into local planning were investigated. The study attempted to uncover what prevents local planners from addressing coastal hazards (barriers) and what makes them want to do so (benefits).

Barriers

Planners identified many barriers to addressing coastal hazards in their local planning.

- **Disconnect with local emergency planning** – hazard-related plans are generally developed by emergency planners, without strategic input from land use planners. This disconnect inhibits the implementation of hazard mitigation plans.
- **Lack of available local, actionable data** – effective hazard planning requires specific, local data. Data for some communities do not exist, and planners elsewhere may have challenges locating, using, and interpreting available data.
- **Lack of public support and political will** – elected officials and community members who favor continued development and redevelopment in high-risk locations can influence the planning process.
- **Existing development and property rights** – imposing new regulations on at-risk areas where development already exists can be controversial and can result in costly legal processes.
- **Competing workplace priorities** – longer-range strategic tasks like incorporating hazard resilience into planning are often superseded by more urgent, day-to-day activities.
- **Limited budgets** – a lack of public support and political will results in funds not being available for more comprehensive planning that addresses coastal hazards.

Benefits

Local planners also identified several benefits of incorporating coastal hazards into their work.

- **Saved lives and reduced economic losses** – planning is seen as the most cost-effective way to lessen the impact of coastal hazards and the strategy most protective of human life.
- **Personal satisfaction** – planners are generally familiar with the hazards that threaten their area, but few believe that their communities are adequately prepared. They recognize the need to do more.
- **Meeting political and public demand, where it exists** – in some communities—for example, those that have endured recent disasters—the demand for hazard planning can be high.
- **Compliance with mandates** – hazard planning is increasingly mandated at the state and federal levels, although this planning is typically performed by local emergency planners.

(over)



Fostering Behavior Change

The community-based social marketing model focuses on decreasing barriers and increasing benefits to foster behavior change. This is achieved through the use of established techniques such as delivering tailored and vivid communications, providing incentives, removing external barriers, creating social norms, providing prompts or reminders, and requesting commitments from the target audience. The recommendations below, generated through this study effort, focus on decreasing the barriers that planners face. Consider which of these recommendations make sense for your organization to pursue.

Recommendations

- **Help local planners and community leaders identify specific hazard-related data and information needs.** Focus on data that could motivate communities to take action, or data that would inform the work of those committed to hazard planning. Where possible, work directly with community planners to locate, interpret, and use the needed data.
- **Consolidate existing resources relevant to local hazard planning** to provide an easier way for planners to locate and use the resources. Publicize these resources to the broader planning community through member organizations, conferences, newsletters, and other communication vehicles.
- **Prepare detailed information and case studies** demonstrating the economic, environmental, and social benefits of hazard and resilience planning. Support planners in communicating this information by developing products tailored to elected officials, the public, and other audiences.
- **Provide guidance to community planners on implementing hazard mitigation policies and practices in the immediate aftermath of a disaster**, when elected officials and the public are more receptive to planning for these events. Specifically, share best practices and lessons learned, and where possible work directly with communities to implement policy change.
- **Encourage local planners to use the development or renewal of community master plans as an opportunity to incorporate risk and resilience planning principles.** Document and share successes in this area to encourage planners to take advantage of these windows of opportunity.
- **Facilitate communication between emergency planners and land use planners**, especially as it relates to implementing hazard mitigation plans. For example, identify communities that have implemented such plans, document the collaborative process, and share this information with other communities.

For More Information

More details on these and other recommendations are in the final report, "Hazard and Resiliency Planning: Perceived Benefits and Barriers among Land Use Planners," available at www.csc.noaa.gov/publications/social_science/NOAACSCResearchReport.pdf. Also online are a host of other tools, data sets, and resources on creating more resilient coastal communities at www.csc.noaa.gov/digitalcoast/inundation/.



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The Results of the Study

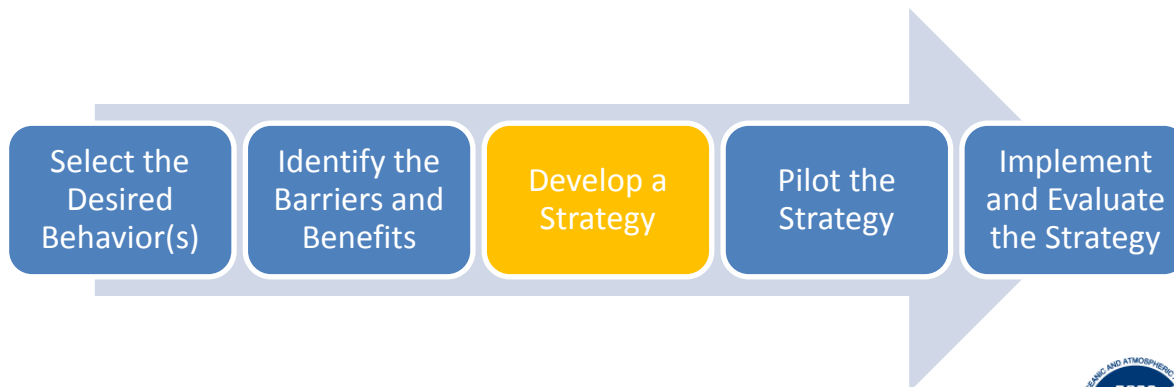
An important barrier from the Center's perspective:

A disconnect with local emergency planning
– Hazard plans are often developed by emergency planners without strategic input from land use planners



Finally, Development of a Strategy

- The Center released a RFP in 2010 for development of CBSM strategies to get planners more engaged with hazard mitigation planning and incorporating resilience into land use planning
- Development of the strategies was a highly collaborative process involving the consultant and a small Center team

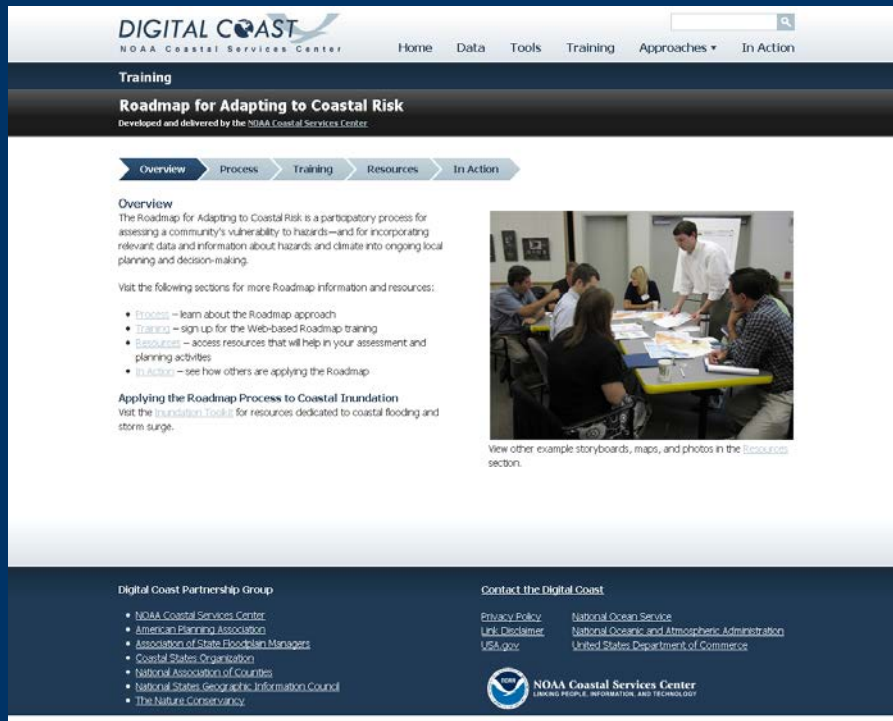


The Strategy Options

- 1. Joint voluntary partnership program involving the Center and the American Planning Association**
- 2. Incentive program**
- 3. Targeted technical assistance campaigns (building on existing Center efforts)**
- 4. Professional certification and curriculum development**
- 5. National campaign to drive traffic to the Digital Coast website**



The Option We Chose



The screenshot shows the NOAA Digital Coast website. The header includes the NOAA Coastal Services Center logo and navigation links: Home, Data, Tools, Training, Approaches, and In Action. The main content area is titled "Roadmap for Adapting to Coastal Risk" and includes a navigation bar with "Overview", "Process", "Training", "Resources", and "In Action". The "Overview" section contains text about the participatory process and a list of links for more information. A photo shows a group of people in a meeting. The footer lists the Digital Coast Partnership Group, contact information, and the NOAA Coastal Services Center logo.

What the consultant provided:

- Suggestions on expanding the reach and delivery of our existing “Roadmap” training
- Tools for “messaging” the economic benefits of planning for hazards and striving for resilience



Messaging Themes

- **Performance** – Comprehensive planning can drive commerce and economic performance by keeping businesses open, people working, and dollars flowing
- **Partnership** – Community resilience depends upon a strong public-private partnership where business owners, developers, community planners, and the public work together to reduce a community's vulnerability
- **Predictability** – Smart investors look for *predictability*. Your community's comprehensive planning activities will demonstrate that you're proactively managing coastal risks and minimizing potential economic losses or disruptions



Message Examples

- **“By investing in projects that reduce the amount of time that our local businesses’ doors are closed, we keep revenue flowing into our hometown—revenue needed for essential services, such as police, fire, and medical support.”**
- **“Our entire community benefits by investing in hazard mitigation efforts—stores and banks will be open, kids will be at school, and our residents will be back at work with minimal disruption.”**
- **“Our hazard mitigation efforts will show investors and developers that we have reliable infrastructure in place to keep our local businesses connected to their supply chains, workforce, banking, and utilities. We can weather any event!”**



Center's Next Steps

- **Share the other CBSM strategy options and the economic messages with partners who can use them**
- **Consider how the consultant's ideas for incorporating CBSM tools into training and technical assistance can increase the impact of Center activities**
- **Use the key messages provided by the consultant in its other products and services**



Questions?



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