

From monologue to dialogue: digital content strategy for corporate marketers

by

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Abstract

This report examines how the City of Vaughan's Recreation & Culture department (CoVR&C) can develop and manage a digital content strategy that optimizes community engagement. It first looks at how social media has impacted business and why marketers can no longer push sales-driven messages onto consumers but instead need to pull them in with high-quality content that sparks conversation. This is followed by an environmental analysis of the CoVR&C's social networks, specifically Facebook, Twitter and Instagram. Then, based on research and industry trends in the non-profit sector, the report recommends social media marketing best practices in the context of the CoVR&C. It concludes with a social media strategic plan aimed at transitioning the CoVR&C's two-way communications channels from a monologue to a dialogue by restructuring content and correlating analytics. On a broad level, this report provides tips for corporate marketers who are developing or re-evaluating their digital content strategies.

Keywords: digital content strategy; social media marketing; corporate publishing; push & pull marketing; Facebook; Twitter; Instagram

Dedication

To Vancouver, a beautiful city I was pained to leave and vow to make my home again.

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This degree wouldn't be if it weren't for some individuals at the City of Vaughan's Recreation & Culture department: Mary Reali, Angela Palermo and Angela Dalessandro, thank you for granting me a leave of absence to pursue a personal goal—my masters—even though I “didn't need it to do my job.” By valuing personal development and transparency, you've made this case study of our emarketing practices possible.

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And to my parents, who always knew I would pursue my masters and encouraged it, yet wished it wasn't on the opposite side of the country: I came home like you asked, but I'm not happy about it...

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List of Acronyms

CAMP	Canadian Association of Marketing Professionals
CCPRC	Charleston County Park & Recreation Commission
CoV	City of Vaughan
CoVR&C	City of Vaughan Recreation & Culture Department
CSMP	City of Vaughan Social Media Policy
KPI	Key Performance Indicator
MSD	Marketing Services Division
NTEN	Nonprofit Technology Network
ROI	Return on Investment
SWOT	Strengths, Weaknesses, Opportunities & Threats
ToE	Township of Esquimalt
ToEP&R	Township of Esquimalt Parks & Recreation Department
TSA	The Social Agency

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Chapter 1.

Introduction

Engagement: for corporate marketers, it's the measure of social media success, defined by online actions such as likes, shares, comments, retweets and @mentions. The challenge? Developing engaging content that educates, entertains and excites an audience every day. It requires an informal yet strategic approach that is about talking *with* rather than at an audience (TSA 2014). "Social media is like a cocktail party," so corporate marketers need to learn how to mingle. (Zeldman 2014)

Without a social media marketing plan, corporate publishers tend to do what they know, repurposing self-serving print materials on their digital channels, and failing to generate much engagement or make an impression on followers. Often this is the case with the City of Vaughan's Recreation & Culture department (CoVR&C), where I work full-time as a Marketing Coordinator. Part of my portfolio includes the shared management of the CoVR&C's Facebook, Twitter and Instagram sites, launched in 2012/2013 without a formal strategy or consistent metrics. This report examines how, as a corporate publisher the CoVR&C can develop, launch and manage an effective digital content strategy to better market their brand (within the nuances of the public sector). The focus is daily activity on the major social media sites Facebook, Twitter and Instagram, as well as the City blog, *Our Story Our City*.

This report begins with an overview of the sociocultural transition from traditional to digital marketing, and its impact on business; specifically, the shift from pushing sales-driven content onto consumers, to pulling them in with valuable industry content that sparks conversation and connections (Garst 2015). This is followed by an analysis of the strengths, weaknesses, opportunities and threats of the CoVR&C's current emarketing efforts, with data compiled from September 2014 to June 2015. Then, based on my learning experience

as a Master of Publishing (MPub) student in 2013/2014—supplemented by research from industry experts, including my MPub internship host The Social Agency (TSA)—I recommend social media marketing best practices in the context of the CoVR&C. This includes:

- which social media platforms to invest in;
- how to generate content, converse with influencers, build loyalty and extend reach;
- how to monitor and assess key performance indicators; and,
- the pros and cons of developing, launching and managing social media sites in-house versus an agency and/or mixed model.

Using the CoVR&C as a corporate case study, this report argues that with a proper social media strategic plan, digital content can successfully be developed and managed in-house, and that the benefits to retaining creative control outweigh agency and/or mixed models. An in-house creative services team can manage social on an on-going basis if the key elements of a digital strategy are established, including: audience; SMART (Specific, Measurable, Achievable, Realistic, Time-based) goals; a communications plan dictating voice, tone, frequency and timing of posts; a content calendar; a scheduling system; and key performance indicators to measure return on investment (ROI). This report concludes with a high-level digital content strategy that speaks to these points, a plan to move the CoVR&C's social networks from a "monologue to a dialogue." (TSA 2014)

Chapter 2.

Evolving publishing needs in the office

2.1. Business imitates (social) life

The 2004 launch of *the* social media site, Facebook, forever changed the way people interact with friends, long-lost friends and friends of friends. Indirectly, the social network also transformed how corporations connect with their customers. By 2007, over 100,000 businesses saw the competitive advantage in having Facebook group pages that allowed for real-time conversation with a borderless audience; the concept of “company pages” was rolled-out two years later. (Riva 2007) Facebook, and other social networking channels that soon followed—like the more business-minded microblog Twitter in 2006, and the visual platform Instagram in 2010—shifted corporate communications from one-way to two-way, creating a participatory culture in which users share their opinions, insights, experiences and perspectives.

As of May 2015, the number of active users is in the millions and billions. According to social media analytics, there are 1.4 billion Facebook members, 302 million Twitter users, and 300 million Instagram accounts in the world. For corporate marketers this means that audience reach via social media is not only instantaneous but also exponential, making it common practice for all businesses to have a presence on the major social media sites – even those in the conservative public sector. In a 2015 white paper published by Hootsuite, the social media management firm discusses how government agencies “are increasingly looking to leverage social media [primarily Facebook, Twitter, Pinterest and YouTube] to improve the quality of government services and enable real-time citizen engagement, reduce costs, and increase collaboration with stakeholders.” (Hootsuite 2015) However, government agencies are rooted in traditional one-way communications (i.e., mass media) such as direct mail, email, print, television, radio, and press releases, while social media tools remain “fairly new and relatively unexplored.” (Hootsuite 2015) Implementing them,

Hootsuite suggests, requires new workflows and policies and, most critically, a social media strategy.

2.2. The 80/20 rule

Before social media and blogging, corporations relied on mass media to push out promotional messages that told would-be consumers what to want; this interruption model of advertising is being responded to less and less. (Gierasimczuk 2014) Now that consumers have a (resonating) voice, marketing is about having a conversation with them—on digital platforms where content is abundant and attention spans are decreasing. With all the online noise, corporate marketers need to pull consumers in with engaging content that subscribes to what is known in the industry as the 80/20 rule, suggests online marketing professional Sarah Zeldman: 80% of posts should be valuable content that is educational, entertaining and exciting in nature; and, only 20% of posts can be promotional messages. In fact, businesses that use social primarily to push sales will “waste time and money, and alienate their fans and followers,” predicts social media and brand strategist Kim Garst. In other words, posting too much commercial content can lead to unfollows, unlikes and lower engagement. This is why content marketing is the digital trend to dominate 2015.

2.3. Content marketing

Content marketing is all about providing value to your audience, and covering your business and industry like a reporter. (Gray 2012) It is about developing a niche expertise and working a beat, always keeping an ear out for stories that can be turned into content on social channels, blogs and websites. It is being a brand journalist. Shannon Emmerson, founder of Forge & Spark Media, a content strategy company that helps businesses build their brand through digital storytelling, defines brand journalism as the “magazinification” of corporate communications. “It means treating your corporation like a magazine, understanding that the function of a magazine is to serve a community by developing content they need or do not yet have.” (Emmerson 2014) The emphasis is on quality over quantity: publishing “first-rate” content that builds influence, improves search results and spreads ideas and enthusiasm about an industry, as opposed to “blah” content “that does very little in terms of increasing search rankings or attracting followers”. (Garst 2015)

It is not only about what corporations are saying, it is how they are saying it. There is an increasing demand for “the human experience” in the virtual landscape. “People want to know there’s a real person behind the posts.” (TSA 2014) Content marketing stresses speaking directly, authentically and consistently to your audience, on two-way channels that give them the opportunity to talk back. “People buy from people and companies that they know, like and trust”, so a more personable presence on social media can generate more business prospects. (Garst 2015)

When done successfully, content marketing can better engage an audience than traditional media outlets. One of the best examples from the business world is the energy drink company Red Bull, which has successfully shifted from “brand positioning” to meaningful and relevant stories about its customers' passion point: extreme sports. (Brito 2012) The brand’s strategy: “promoting itself as a lifestyle choice rather than a simple, caffeinated drink.” (Moth 2013) Red Bull publishes “eye-catching” images and videos of company-sponsored extreme sports and athletes on their social sites (paired with casual copy), and amongst the several daily posts “you’d be hard pushed to find any that actually include an image of a Red Bull can.” (Moth 2013) With 43.22 million Facebook fans and 1.97 million Twitter followers on their corporate accounts [this excludes dedicated pages and feeds for special events and projects] high engagement levels are reflected in tens of thousands of likes and hundreds of comments, retweets, favourites and @mentions. Red Bull proves that pull marketing #givesyouwings – create exhilarating content and simply “sit back and let consumers spread the word on social networks.” (Moth 2013)

For optimal impact in expressing a brand story, content marketing (earned media) and advertising (paid media) are still integrated. (Lieb 2012) What this means for the corporate marketer is more work, as content needs to be developed on multiple platforms: online, offline and in-person. Appendix A, for example, illustrates the numerous communications channels on which the CoVR&C publishes its messages.

2.4. Committing to social

Commitment to social media marketing is increasing. Companies are “now accepting the fact that to win at marketing they MUST have a digital strategy and that strategy should

probably include using social media.” (Garst 2015) Trends in the allocation of executive marketing budgets indicate an upswing to this affect. In 2014 digital marketing (mainly paid advertisements on Facebook and Twitter) accounted for 25% of marketing expenditures. Projections indicate this will rise to 33% in 2015, and within a few years account for the major marketing expense item in most companies. (Garst 2015) As businesses vie to keep current by generating more content on multiple platforms, this expense could mean investing in human resources and outsourcing what is beyond the scope of staff, such as mobile app development and video production. (Lieb 2012)

“People now exist on multiple platforms, and instead of fighting against this trend, larger companies are tapping into this new environment.” (Digital Trends 2014) Chapter 3 examines how—in the absence of a social media strategy—the CoVR&C is faring at this.

Chapter 3.

CoVR&C social media case study

3.1. Social in the City of Vaughan

The City of Vaughan (CoV) is a municipality in southern Ontario, north of Toronto, with a population of 319,000+. In the last decade, Vaughan has been voted (by MoneySense) the fastest growing municipality in Canada and one of the best medium-sized cities in which to live. Like any municipal government, the CoV uses social media as a customer service tool, to post relevant and timely information about City services and programs, increase accessibility to local government, and encourage greater interest and participation in local affairs. The CoV has an official presence on Facebook, Twitter and YouTube; publishes an external blog *Our Story, Our City* and internal blog *Jostle*; and distributes a bi-weekly, subscription-based enewsletter, the *City Update*. All platforms are managed centrally by the Corporate Communications department, which allocates two full-time communications specialists to develop and publish digital content on behalf of the entire City.

In January 2012—approximately one year after Vaughan had a social media presence—the City’s Social Media Staff Committee (comprised mainly of Corporate Communications employees and select representatives from other client-facing departments, including Recreation & Culture) issued the City Social Media Policy (CSMP). The purpose of the policy was to shut down rogue social accounts attached to the City name and “establish service standards and procedures relating to social media networks used by the City of Vaughan.” (CSMP) Those approved networks are Facebook, YouTube, Twitter, Flickr, and LinkedIn. Each of these accounts is managed by one “primary” administrator and supported by two “secondary” administrators, one of which is an employee of the Corporate Communications department. [At the time this report was written, the CSMP was under review, the goal being to create a more comprehensive policy that aligns with industry benchmarks and best practices regarding social media marketing in government.]

3.2. @RecAndCultureV

As of June 2015, there are only four City of Vaughan departments on Facebook and five on Twitter; this includes the CoVR&C, also the only department with an Instagram account. In comparison to City departments other than Corporate Communications, the CoVR&C is distinct in that it has its own marketing services division (MSD), with expertise in marketing communications and graphic design.

In March 2012, David DiBenedetto, Community Development Coordinator–Marketing for MSD, initiated the launch of the CoVR&C Facebook and Twitter accounts, followed by Instagram in 2013. David, a member of the Canadian Association of Marketing Professionals (CAMP), keeps in the know of current and relevant cultural trends relating to social media, and, corporate protocol permitting, employs them on the CoVR&C social networks. As the only member of MSD with social media technical skills, David has solely been responsible for content development and management of all social accounts until September 2014, when the Marketing Coordinator became a second content contributor. Below are metrics comparing the following on CoV and CoVR&C social media sites, as of June 2015:

Table 1: Social media following: CoV versus CoVR&C

	Facebook Fans	Instagram Followers	Twitter Followers
City of Vaughan	1,801	n/a	5,873
City of Vaughan Recreation & Culture department	1,778	390	619

To provide context, both the content and audience of the Cov and CoVR&C social sites differ. The CoV issues city-wide news relevant to all residents (e.g., taxes, transportation, urban planning and development and health care), while the CoVR&C only publishes information relating to recreation and culture programs, services and events (soft news versus hard news), catering to a niche audience: women 35-44 years old with children between the ages of 5-14 (refer to persona in Chapter 5). The demographic are heavy Facebook users, which explains the nearly on-par following between the CoV and CoVR&C,

despite the smaller demographic range of the latter. Meanwhile, the CoVR&C's significant lag behind the CoV in terms of Twitter followers can be attributed to these two factors:

- i. demographic appeal, where more than half of CoV Twitter followers are male, which is not CoVR&C's target audience; and,
- ii. lack of a scheduled editorial program and active presence, where the expected number of daily tweets and replies is not being met, offering minimal incentive to follow.

3.3. The recreation & culture social landscape

To ensure a fair comparison of the CoVR&C social media activity against industry standard—since corporate content and readership differs from that of recreation and culture—the social accounts of several Canadian municipalities with independent recreation and culture social media sites were compiled. The benchmark began localized by surveying the eight other municipalities in York Region (bordered by Lake Simcoe and Toronto) and showed that the City of Vaughan is the only one with both corporate and recreation and culture social media sites. The search was extended to the City of Toronto, which showed that various recreation and culture events and facilities have independent social sites, however the Recreation & Parks department does not. Municipalities within the Greater Toronto Area and towns and cities across Canada and the United States were then randomly searched. The following table shows a snapshot of government-operated social sites relating to recreation, culture and parks.

Table 2: Social media government benchmarks: recreation, culture & parks

Government Agency	Population*	Facebook Fans	Instagram Followers	Handle	Twitter Followers	Handle
City of Vaughan	319,893	1,778	390	@RecAndCultureV	619	@RecAndCultureV
Township of Esquimalt	16,209	2,504	453	@esqparksandrec	3,461	@esquimaltrec
Parks & Recreation Ontario	13.6 M	487	117	@prontario	2,860	@PROntario
Vancouver Board of Parks and Recreation	603,500	4,537	385	@vanparkboard	14.4K	@ParkBoard
City of Edmonton	812,200	7,000	n/a		1,249	@yegparks
City of Mississauga	713,445	3,222	n/a		2,607	@MississaugaRP
Charleston County, South Carolina	372,803	30,303	n/a		3,694	@ChasCountyPark
City of North Vancouver	84,412	4,948	n/a		2,212	@NorthVanRC
City of New Westminster	65,976	1,205	n/a		477	@NewWestPCR

*Populations are based on 2011 census data with the exception of Charleston County (2013), the Province of Ontario (2014) and the City of Vaughan (2015).

While it is no wonder why Vancouver, one of the country's largest and most liveable cities (with a natural landscape that breeds a leisure-centric culture), would have high social following and growth, what is interesting is the engagement levels of one township, population less than 17,000. Despite being a small municipality with 18 times fewer residents than that of Vaughan, the Township of Esquimalt (ToE) located minutes from Victoria, British Columbia, has surpassed many larger municipalities including the CoVR&C in their ability to engage with a large number of patrons, businesses, organizations, media outlets and levels of government on social media. As documented on a 2012 UBCM Community Excellence Awards application for social media best practices, the ToE's Parks & Recreation department (ToEP&R) formed a social media strategy group in 2010 to explore the integration of social media in everyday communications, the main point being to provide excellent customer service by interacting more directly and transparently with

residents. (UBCM 2012) Following input from the department's marketing consultants regarding best practices, and approval by the Mayor, the ToEP&R developed a social media strategy that called for Facebook, Twitter, Instagram and YouTube channels solely dedicated to curating recreation and culture content. The social media sites went live that same year. To effectively launch and manage the platforms in-house, the ToEP&R invested in staff training and development, sending several of its employees to Social Media Camp (Canada's largest social media conference), and participating regularly in various webinars regarding social media trends and best practices (UBCM 2012).

The following on all ToEP&R social media platforms surpasses those of the CoVR&C, which launched just one year later. As of June 2015, the percentage difference on all channels is as follows: Facebook 34%, Instagram 15% and Twitter 139%. In an interview, Christina Moog, Recreation Coordinator at ToEP&R, spoke to how the department has, since their 2010 presence on social media, "been trouble-shooting to find sustainable best practices" for a formal digital content strategy, currently in the works. The strategy will include a calendar for developing and scheduling content that generates engagement, which in their experience is, foremost, real-time photos of community programs and events. Their industry model: the Park & Recreation Commission in Charleston County, South Carolina (CCPRC) whose penchant for real-life photos versus stock has attracted over thirty-two thousand Facebook fans (Appendix B).

The ToEP&R has surveyed their audience as to the types of content they want to see on social media, and the overwhelming response was program information. With this in mind, Moog says, "we try to be cognizant of informing our audience versus selling". Below are examples, taken from their Facebook, Instagram and Twitter sites, which show how the ToEP&R has integrated program information in an approachable, helpful, non-disruption and community-oriented way to engage its citizens:

- sharing local news, e.g., World Oceans Day, Bloomin' Beautiful Home & Garden Contest, Esquimalt Ribfest;
- incorporating client testimonials in program promotions such as summer camps;
- providing inspiration on healthy, active living by offering up Jamie Oliver's veggie chili recipe and tips on keeping your family active;

- running selfie contests like the Esquimalt Block party photo booth;
- posting video demos regarding a new zumba toning class; and,
- celebrating the community by congratulating the local high school graduating class.

Moog's main advice for fostering two-way communication: be social on social. In addition to the "obvious", some other takeaways from the ToEP&R team include: participate daily and during off-hours such as the weekends; comment on what others are saying and respond to feedback within 24 hours (a challenge in unionized environments where schedules are set and overtime pre-approved); time posts for when your audience is most inclined to listen; and, measure how content is performing and adjust accordingly.

These recommendations validate the social media best practices outlined for the CoVR&C in Chapter 4.

3.4. SWOT analysis: @RecAndCultureV

The following is an environmental analysis of the internal factors (strengths and weaknesses) and external factors (opportunities and threats) surrounding the CoVR&C's social media marketing. The assessment is based on best practices learned in MPub; research from industry experts including an interview with David DiBenedetto; and, municipal benchmarks such as the ToEP&R and CCPRC for a fair competitive analysis. [Public sector marketing has inherent differences than the private sector, namely political philosophies, budget and staffing constraints]. The SWOT analysis offers "insight into the potential and critical issues that impact the overall success of the business," and laid the foundation for the recommended best practices in Chapter 4, and digital content plan in Chapter 5. (Business Dictionary 2015)

Strengths

- abundance of content from different programming areas: aquatics, fitness, special needs, sports, summer camps, general programs and special events
- potential for many "feel good" human interest stories
- visuals/creative to supplement all written content
- autonomy to publish without approvals results in timely content
- in-house creative team with expertise in writing, graphic design and social media

- access to iPads allows for remote and real-time posts
- Hootsuite subscription enables scheduling of tweets outside of office hours
- management buy-in/support to experiment with social media
- above-average click rate on departmental blog posts

Weaknesses

- lack of a formal digital content strategy
- content is 100% self-promotional (e.g., City programs, services and events)
- repurposing promotional print materials generates minimal engagement and conversation
- lack of satellite staff dedicated to social media content development
- content contributors must incorporate social content development into existing heavy workloads
- human interest stories from the field are rarely shared with MSD (located at City Hall)
- conversations with influencers are not often being had
- voice/terminology is formal rather than conversational
- <1% of the marketing budget is allocated to Twitter and Facebook advertising
- key performance indicators across all channels are not monitored or assessed on a regular basis, therefore return on investment (ROI) is not analyzed
- in-house social media technical training/development is minimal
- political “red tape” and/or lack of resources to roll-out on-trend tactics that generate engagement, such as contests
- CSMP restrictions prevent experimenting with unapproved social media sites
- lack of webapps/social media integration with CoVR&C website

Opportunities

- an abundance of relevant, like-minded content from industry stakeholders to share
- upward trend in popular culture hashtags offers extended reach and engagement
- media walls and social hubs at events
- boosting posts for extended reach/paid advertising on Twitter and Facebook
- ability to reach an extended audience (“weak links”)
- ability to generate real-time coverage of events and remote engagement

- digital outreach reduces printing costs so marketing budget can be reallocated to social advertising

Threats

- staying abreast of ephemeral social media trends
- Twitter is oversaturated and information gets lost
- demand for print and digital marketing materials strains human/financial resources
- new Google algorithms requires better integration of social media on corporate websites (e.g., webapps that show social hubs/feeds on webpages)

To stay on top of nonprofit communications practices, priorities and trends, the CoV’s Corporate Communications department refers to Ragan Communications, Inc., a leading publisher of corporate communications, public relations, and leadership development newsletters, conferences and workshops. In a recent article published on Ragan.com, Debra Askanase, a member of the Nonprofit Technology Network (NTEN) committee, presented two studies “that shed light on how nonprofit organizations are strategizing, executing and approaching digital and traditional communications”. (Askanase 2015) The 2015 Digital Outlook Report (NPOutlook15) focuses entirely on digital content strategies, and the 2015 Nonprofit Communications Trends Report (NPcomm2015) touches on the most commonly used communications channels: websites, email marketing, social media, in-person events, print marketing, and media/public relations (listed in order of importance). Findings in both studies regarding the challenges to success nonprofit marketers face substantiate the weaknesses listed in the CoVR&C social media marketing SWOT analysis. In the NPOutlook15 report, which surveyed 473 nonprofit professionals, over 56% of respondents don’t have staff dedicated solely to digital strategy, and noted the following as their biggest challenges to “planning new and concentrated digital strategy”:

Staff shortage:	74%
Budget restraints:	63%
Lack of training on new digital strategies and tactics:	40%
Coming up with new engaging content:	40%
Proving ROI internally:	37%
Other:	7%

These challenges mirrored results from the NPcomm2015 survey regarding same, putting the CoVR&C on par with 1,535 other nonprofits from the United States, Canada and 41 other countries (7% of respondents were from directly-related fields of the arts, culture and humanities). The survey ranked the most challenging communications issues, with the most important being lack of time to produce quality content and least important, difficulty integrating communications channels.

Though survey responses have been consistently similar since 2013, Askanase suggests that most challenges—“lack of a clear strategy, content production channel integration, proving ROI, getting skills training”—are easily overcome. While budget and staffing are an ongoing issue in the public sector, “an appropriate communication strategy should allow for these constraints and maximize effectiveness and efficiencies with existing resources”. (Askanase 2015)

This is true for CoVR&C, who exemplifies, exactly, what the NPcomm2015 survey suggests is the least challenging communications factor: “fear of failure or inability to experiment”. With in-house expertise and full-reign over departmental social media sites, the CoVR&C is at an advantage.

The goal of the SWOT analysis is to build on CoVR&C’s strengths and reduce weaknesses related to social media marketing, as well as ensure preparedness for potential future factors, both positive and negative. This analysis, together with consideration of industry trends and the opinions of experts, provides a framework for the social media marketing best practices required to achieve these objectives. As Askanase points out, “we’ve moved beyond *how do we do this thing?* and on to *how do we use this to do more?*”. The next chapter seeks to help CoVR&C answer this question.

Chapter 4.

CoVR&C social media marketing must-haves

4.1. Reason for being

Social media marketing best practices are dependent on the communications goal of the business, and in the case of the public sector, more so now than ever, the primary goal is community engagement. The City Social Media Policy states that social media sites must “add value to City departments by raising awareness, sharing information, and encouraging public involvement.” For the CoVR&C that means spreading awareness of and promoting participation in recreation and leisure opportunities that encourage residents and visitors to lead healthier, happier lives. Messages are delivered across various print and digital communications channels, including social media, with one common objective: to drive traffic to the department’s website at vaughan.ca/recreation. The call to action is typically to view a publication/schedule or register for a program online at vaughan.ca/RecOnline.

With this in mind, what follows are recommendations for social media marketing best practices that align with the goal of converting engagement into web traffic. Topics include social media platforms; content marketing; performance measures; and, social media management models.

4.2. To tweet or not to tweet: which social media sites to invest in

While it is a good idea to diversify social presence to ensure customers find content, having a strong, active presence on fewer sites actually yields a higher ROI. (Garst 2015) According to NPOutlook15, currently, the three most important social media sites in the nonprofit world are: Facebook, Twitter and YouTube. LinkedIn and Instagram round out the top five. Below are recommendations on how the CoVR&C, whose social media presence aligns with industry standards, can best achieve business visibility and reach on these platforms, as well as other emarketing channels including the City blog and departmental newsletter.

Facebook

Facebook is the front-runner because everyone is on it: children, youth, parents, grandparents. It's the channel to reach "weak links" (friends of friends who are not CoVR&C customers) through (online) word of mouth. But what Facebook is also notorious for is changing its algorithms; when it did this in 2014 to eliminate "spammy" links, the organic reach (i.e., the total number of unique fans and non-fans who were shown a post through unpaid distribution) of brand pages fell, and the need to boost posts (i.e., pay for advertising) rose. [The ToEP&R substantiates this and suggests that investing even \$1 in Facebook advertising goes a long way]. The latest changes to Facebook's News Feed algorithm is all about content marketing, which means search engine rankings are determined by the value posts provide their audience (Cisnero 2015). According to Facebook, the algorithm change was in response to "hundreds of thousands" of survey results, in which users were asked how they feel about the content in their News Feeds. "People told us they wanted to see more stories from friends and Pages they care about, and less promotional content." (Loomer 2014). Facebook defines any of the following as being promotional:

1. Posts that solely push people to buy a product or install an app
2. Posts that push people to enter promotions and sweepstakes with no real context
3. Posts that reuse the exact same content from ads

To enhance the user experience Facebook developed an 80/20 rule of its own to ensure high-quality content: advertisements must contain 80% imagery and 20% text. Therefore, the CoVR&C needs to move towards an 80/20 content rule regarding both organic and paid posts, or face a decline in content distribution. The CoVR&C must publish timely, relevant and interesting posts, otherwise its content will disappear from News Feeds; and paid advertisements must subscribe to the advertising text policy to avoid rejection. The popularity of recent human interest stories, like the fitness member who turned 100 (Appendix C) or behind-the-scenes snapshots that promote transparency, such as summer camp staff training (Appendix D) support this idea.

Twitter

It is very rare that a business should not be on Twitter. This microblogging platform offers the unique social ability to interact and engage with customers and to network with pretty much anyone. Used for branding, marketing, customer service and breaking news, Twitter is where customers go to share what they know, and learn what they do not. The CoVR&C twitter account is the weakest in terms of engagement, and the reasons for this include: a lack of conversation with influencers; content that is 100% promotional in nature; and, infrequent/irregular tweets.

Conversations with influencers can be had by building a list of relevant people and companies with a large following, skimming their feeds regularly, replying to their tweets, and sharing like-minded content (some of which links to the CoVR&C website). Adopting an 80/20 content ratio similar to Facebook can be achieved by varying the structure of tweets; eight different ideas on how to do this are found in the infographic in Appendix E and listed in the CoVR&C digital content strategy in Chapter 5. Developing a content calendar with daily quotas for tweets, and scheduling tweets in Hootsuite, would ensure a consistent and strong Twitter presence.

Instagram

Pictures are priceless, especially when it comes to driving engagement. Articles with images, such as infographics, always get more views, and text based images tend to generate more engagement than text alone. Most businesses benefit from including a visual component to their social marketing, such as Pinterest, YouTube, Vine or Instagram. The latter is seamlessly integrated with Facebook and Twitter (i.e., all Instagram posts automatically appear on the other social sites), and supports microvideos, which are particularly trending right now. These advantages make it the top visual site that nonprofits seek to experiment with, "growing in importance some 900% over two years," and bumping Pinterest. (Leroux Miller 2015) The CoVR&C's Instagram account generates the most traction of all social media sites, and has more two-way dialogue, post clicks and likes than the other channels combined. (DiBenedetto 2015) While engagement levels are positive, there is always room for improvement. The novelty of Instagram is exclusivity, so CoVR&C needs to share more

images and videos that are not posted on other social sites (and promote this) in order to give people a reason to follow. (Herman 2014)

YouTube

Corporate protocol prevents the CoVR&C from having it's own YouTube presence, however posting of videos on the CoV's official YouTube channel can be coordinated through the Corporate Communications department. For the first time ever, the CoVR&C took the opportunity in 2015, developing a series of demo videos to promote aquatic recruitment. At the time this report was written the playlist had only 64 views a month after posting; however, posts on the City Blog, Jostle, Facebook, Twitter and the website with link backs to the playlists were being rolled-out. Cross-promotions across all other social channels (and ideally, a share by an influencer) are best practice for optimizing engagement with YouTube videos.

City of Vaughan Blog: Our Story, Our City

Blogging is a simple and inexpensive way to publish original, longer form content, and drive traffic to the CoVR&C website and social media sites. Since the Corporate Communications department manages the City blog, it's imperative that the CoVR&C coordinate blog post requests when publishing digital content on multiple platforms. Blog posts should also be repurposed on the internal blog, Jostle, as a way to reach an additional 1,000+ employees who may not read the City blog.

eNewsletters

In fall 2015, the CoVR&C is launching a subscription based newsletter, one for recreation another for culture. In a time when email overload is routine, it is important that the content structure of the newsletters follows the same value added principles of social so recipients are enticed to add their name to the distribution list. Where possible, providing incentives such as links to relevant (and free) publications or ebooks works to solicit subscribers and keep readers. (Garst 2015) And, of course, integrating social buttons and links to the website on every page are key to encouraging follower growth.

Social media advertising dollars

The CoVR&C does not allocate a significant portion of budget to social media advertising, despite nonprofit industry trends which suggest 25% of marketing budgets be invested in social, mainly to Facebook and Twitter advertising. [MSD does, however, pay an annual subscription fee of approximately \$1,700 to Guidebook for the department's mobile RecApp, which features integration with the CoVR&C social media sites as well as Recreation & Culture eGuide; recreational schedules; GPS mapping; and photo galleries]. Another social trend worthy of investing in is a Twitter and Instagram media wall service, which projects tweets and images about an event during an event. The real-time coverage encourages engagement in community and special events, and significantly increases the potential for follower growth within a minute time frame. With a firm annual marketing budget of \$195,000 mostly dedicated to print publications, advertising and signage, MSD should plan to reallocate a feasible percentage of money from print to social media advertising. Potential ways to do this include cutting back on print quantities of various publications and/or downsizing the format, and reducing/eliminating costly newspaper advertisements. The ROI for social media advertising should be analyzed annually and the marketing budget adjusted accordingly.

4.3. How to generate content, converse with influencers, build loyalty & extend reach

In February 2014, CAMP hosted a seminar at Vaughan City Hall called "Three Surefire Steps to Social Media Success." Sarah Zeldman, a social media strategist who consults with businesses and entrepreneurs to develop strategic online marketing campaigns, led the talk. She used the memorable analogy of how people (should) act at a cocktail party to explain social media etiquette. You'd never walk into an event and start with your sales pitch, Zelman said, you'd try to join a conversation or make a personal connection. She suggested that following a three-step formula, modeled on real-life social codes of conduct, can lead to social media success:

1. Post
2. Share
3. Mingle

Post original content

The CoVR&C should brainstorm topics that interest their target audience and link posts back to its programs, services and events. Planning posts that are unrelated to the department is also essential to establish authority as an expert/resource on the recreation and culture industry. The content structure of posts should follow the 80/20 rule, with 80% being non-commercial and informative, engaging, entertaining, and enlightening, and 20% being commercial. This seemingly impossible ratio is supported by one of the best in the nonprofit leisure industry, Charleston County Park & Recreation Commission (CCPRC). In an interview, Lisa Knisley-White, Marketing Coordinator, Online Services for the CCPRC, acknowledged that she, as the primary content contributor to the CCPRC's social media sites, tries to follow the 80/20 rule regarding content: "80% of organic posts are not promoting any specific program, facility, or event and 20% are pushing something specific in order to generate revenue," she says. "But even within the 80% of non-promotional items, we're always promoting our programs or facilities, just not very in-your-face."

The Facebook post in Appendix B is an example of how to do this. Rather than pushing swim lesson registration, the snapshot of swim lesson participants at a community pool subliminally conveys this same message. Photos of residents participating in programs at familiar, local facilities are those which generate the most engagement: the post in Appendix B (i) received 74 likes whereas a comparable (in content) CoVR&C Facebook post pushing swim lesson registration using a stock image, seen in Appendix B (ii), received 3 likes. Knisley-White notes that the CCPRC has a substantial photo library of its parks and facilities, and regularly solicits and receives photos from field staff. For the most part the CoVR&C uses stock images in its promotions; scheduling photo shoots of program participants at City facilities is recommended as a way to build an inventory of images which better resonates with the community and increases engagement on social.

According to Ragan Communications, fostering communities where peer-to-peer learning thrives makes for happy customers, and, ultimately, strong brand advocates. In other words, the more people engage with CoVR&C content on social media, the more likely they are to enroll in a program, attend an event and make referrals.

Content styles should be varied to include the following:

- *text*: quotes, tips, thoughts, events, opinions, updates, announcements, questions, case studies, testimonials, blogs and newsletters
- *images*: pictures, cartoons, infographics (behind-the-scenes, informal photos that provide access to programs and events feel more personal and social, and are likely to get a good response)
- *video*: product/activity demos, FAQs, behind the scenes footage, and slideshows (shorter than three minutes)

Ideally, a different style should be featured each day of the workweek. Mapping content in a monthly calendar ensures that different styles of content are consistently rotated throughout the week, and the information that needs to be covered (e.g., current promotions) is prioritized and themes and holidays are planned. The calendar can be in the form of a spreadsheet or text file containing content for Twitter and Facebook, categorized by date and theme with associated links and/or graphics. (A sample week-at-a-glance is provided in Chapter 5). A content management system such as Hootsuite for Twitter, and the Facebook scheduling feature should be used to further streamline workflow and ensure posting of content outside of office hours. Regardless of scheduling, content contributors should plan for unplanned posts. "I try to schedule ahead as much as possible," says Knisley-White, "but a good bit of what I post is spontaneous or based on looking at our calendar of programs and realizing there's a need to do an extra promotional push on classes or events that might be in need of some more participants."

In terms of the type of content that engages, human interest stories are the heavy hitters. With a wide-ranging programming area, the CoVR&C has access to many interesting content that makes for feel-good stories. For example, in spring 2015, a Vaughan fitness member turned 100 years old. MSD interviewed the member and shared his story on social, which received triple the engagement of promotional posts on Facebook, and generated above-average traction on the City blog. By strengthening communication with the front-line staff, MSD can better find and tell these stories; a process for soliciting story ideas or welcoming consumer created content should be incorporated into the MSD workflow. Monthly emails to the Recreation Services Supervisors prompting the submission of human

interest pieces from their community centres and surrounding areas may be one option, another is regularly asking the CoVR&C social audience to share their recreation and culture stories, and acting on the “newsworthy” ones.

Share the content of others

Adding a personal comment to tweets and Facebook posts shows genuine interest and expertise. By sharing the content of individuals and companies on social media, the CoVR&C can build goodwill and connections, which leads to more mentions, providing the opportunity for more engagement. In addition to sharing the content of followers, there are web services that generate industry-specific articles daily (via an initial keyword search/filter) and email them to subscribers. Some of these services include: Google alerts, social mention and bufferapp.com. The CoVR&C’s social media content contributors should sign-up for one or more of these services.

Mingle: be bold and jump into conversations

Mingling 101 includes liking, commenting and sharing the posts of other people and companies. When you express interest in someone else, you become interesting to them, Zelman suggested. Conversing with influencers—well-known bloggers or industry experts with a large social media following—is key. As detailed in the previous section in reference to Twitter, the CoVR&C should create a list of influencers to follow and interact with on all platforms. A detailed list of content sources including influencers is provided in Chapter 5.

4.4. If it matters, measure it: KPIs

All social media metrics matter, but key performance indicators differ depending on the goal of an organization. For example, one business may aim to get people to enter a contest as part of a brand-building launch strategy, while a more established organization seeks to drive traffic to their website. In the latter case—that of the CoVR&C—the most valuable KPIs per channel are page like growth (Facebook); click rate (Instagram) and follower growth (Twitter), as more followers means more clicks and more conversions (i.e., getting users to answer a call to action, visiting the website or registering online).

In addition to monitoring the KPI that reflects the primary goal of the CoVR&C (follower growth and change in following measured month over month), it is key to track the click

through rate of social media traffic to the website, as well as other engagement indicators.

These KPIs by platform are:

Facebook: comments, likes, shares divided by reach, clicks, reach, most liked post, most commented on post, most shared post, boosted posts

Instagram: likes, comments, clicks

Twitter: retweets, @mentions, @replies, clicks and reach

Reporting these metrics on a monthly basis provides a fair assessment of how content is performing. These KPIs should be measured against the content and timing of posts to determine whether there is a correlation between the two. This enables the CoVR&C to tailor the types of content posted (e.g., informative, human interest, funny) and when content is posted so that it resonates with what its audience is most attracted to. Reports also determine whether boosting Facebook posts makes a difference and budget can be allocated accordingly.

The City of Vaughan's Corporate Communications department monitors their social media metrics monthly (via Sprout Social, to which a paid subscription is required), and assesses the numbers against their engagement goals every six months. Currently, the CoVR&C does not produce monthly reports monitoring KPIs of its social media sites. [Facebook insights were pulled regularly when social was first launched, but was discontinued in 2014.]

Where fiscal restrictions prevent access to a social media content management system that compiles analytics, as is the case of CoVR&C, measurements should be pulled directly from the social media sites (with the exception of Instagram, which does not yet have an analytics feature) and compiled in a spreadsheet. Reports are available for download as follows:

- Facebook Insights report at facebook.com/ads/manage
- Instagram free user reports at [Iconosquare.com](https://iconosquare.com)
- Twitter activity at ads.twitter.com

4.5. In-house or outsource? Different models for social media management

When it comes to choosing a creative services model to manage social, businesses can vary: collaborate with an agency to develop and launch a strategy; mix/blend management of

their social accounts with an agency indefinitely; or, manage their digital content strictly in-house. The CoVR&C does the latter. Below are the pros and cons surrounding these models, and why, ultimately the CoVR&C is best served retaining creative control over its social sites.

Agencies

The two main reasons organizations outsource management of their social media sites is a lack of expertise and time. (TSA 2014) What agencies definitely do not lack is human resources; they boast a range of talent like executives, designers, illustrators, strategists, copywriters, bloggers, social enthusiasts, PR representatives, and web developers who can ensure digital content remains fresh, not flat. (Bastien 2014) With this “brain power” comes many social media technical and marketing skills they can offer businesses that are too intimidated or otherwise consumed to research, plan and execute their own social campaigns. This includes: “design, video production, public relations, social community management, short-term and long-term campaigns + promotions, social aggregation, analytics + reporting, and more”. (Bastien 2014)

In-house

The main argument against managing social in-house is that the cost of a salaried employee (including health benefits, payroll taxes, office equipment, technology and training) exceeds that of outsourcing the work to an agency. However, it is nearly standard for big businesses, including nonprofits and government agencies like the CoVR&C, to have an in-house marketing communications team, so it is a matter of being strategic with existing resources. “We know that staff time is valuable, but we’ve already budgeted for it”, says Amy Sample Ward, CEO of the Nonprofit Technology Enterprise Network (NTEN). (Kivi 2015) The recommendations to increase community engagement on social media (as discussed in Chapter 4) “require staff time to strategize, make changes, and optimize online processes or experience. They do not, necessarily, require new funds or larger budgets for new tools.” Content development and management of social can be incorporated into the portfolio of existing marketing communications staff. In the case of the CoVR&C this could mean swapping traditional and tired marketing efforts and/or

delegating some of the more administrative tasks to available part-time clerical staff to free up the time of social media content contributors.

Social media management model for the CoVR&C

“SWOT analysis, competitive research, company tours, and so forth. None of these things can take the place of living and breathing an organization every day.” (Adams 2013) These are the words of Brian Adams, a former agency creative turned in-house communications specialist who also consults with nonprofits on communications strategy. Overall, managing social in-house means more momentum, he argues. Layers of communication are inherently better streamlined, leading to quicker response time, approval rates and real-time coverage of stories. Other benefits to keeping creative in-house revolve around the ability to focus on one client rather than juggling a handful of different ones. Perks include: a consistent and authentic voice; dedicated, engaged employees better versed in the corporation’s mission, programs, services, and events; and, keeping intellectual property internal.

Agencies make it a priority to stay up-to-date on the latest social tools and tactics. In-house teams can do the same, and re-evaluate and adapt their social media marketing strategy throughout the year by benchmarking industry trends. For CoVR&C, capitalizing on its partnership with CAMP by participating in their workshops and seminars is one way to do this (similar to how ToEP&R continually invests in staff training and development, as mentioned in Chapter 2).

While there are obvious benefits to outsourcing the launch of a digital content strategy when in-house expertise does not exist, a trained in-house creative services team can effectively manage social on a day-to-day basis if the fundamental elements of a digital strategy are established, as outlined in the CoVR&C social media strategic plan in Chapter 5.

Chapter 5.

CoVR&C digital content strategy

5.1. Executive summary

The City of Vaughan’s Recreation & Culture department (CoVR&C) has an active presence on Facebook, Instagram and Twitter. The primary purpose of CoVR&C social media sites is to provide residents and visitors with excellent customer service by relaying timely, contextually relevant and interesting information regarding City-operated leisure programs, services and events, on two-way communications channels that encourage conversation and enable user feedback.

This digital content strategy is a roadmap to ensure the day-to-day promotional activities conducted on the CoVR&C social media sites—managed centrally by the Marketing Services Division (MSD)—are in a way that most effectively engages and grows its audience. In a sense, it is an editorial style guide on social media marketing best practices, compiled from industry experts and municipal benchmarks. Relating to the types of content published and correlating performance measures, these practices guarantee continuous improvement and optimal community engagement across CoVR&C social networks. Aside from driving traffic on social sites, this strategy has several supplementary objectives, including: increasing brand awareness and loyalty; monitoring and managing reputation; reducing marketing costs; and spiking enrolment to help attain the department’s Council-mandated 95% cost recovery rate.

5.2. Mission

This strategy is in accordance with the City Social Media Policy (CSMP) and aligns with the City’s mission of service excellence, specifically the objectives to:

- i. promote community health & wellness
- ii. support diversity, arts & culture

Further, this strategy directly supports the department’s mission to encourage healthy and happy lifestyle choices among individuals who live, work and play in Vaughan. From preschoolers to older adults, the department offers active living opportunities for all ages, abilities and interests. Products include:

- registered general programs: creative, culinary, performing & education/language arts, fitness, health & wellness, sports, science & technology & special needs
- swimming lessons & leadership programs
- fitness memberships & personal training
- drop-in swimming, aquafitness, skating, shinny hockey, sports & fitness classes
- school break & summer day camps
- arts & cultural heritage events
- special events

5.3. Goal

To increase follower growth and engagement on all CoVR&C social media channels through the provision of valuable, high-quality content aligned with the 80/20 rule: 80% is educational, entertaining and exciting; 20% is sales-driven.

Below is a high-level summary of the following and engagement levels on CoVR&C social media sites. The number of followers was as of June 1, 2015 and the engagement levels (where available) reflect a 30-day period from May 1 to June 1, 2015.

Table 3: CoVR&C social media engagement levels

Facebook		Instagram		Twitter	
Fans	1,788	Followers	395	Followers	617
Fan growth	+15	Follower growth	+1	Follower growth	+20
Audience				Audience	
female	69%			female	50%
male	29%			male	50%
Impressions	22,361		1	Impressions	10.4K
Comments	5	Comments	39	Engagement rate	0.7%
Likes	134	Likes		Favourites	3
Shares	28			Retweets	18
				Link clicks	22
				Replies	2

Objectives

To increase the following indicators of success by the listed values over a six-month period:

- Growth in the number of Facebook Page Likes (50%)
- Growth in the number of Instagram followers (50%)
- Growth in the number of Twitter followers (50%)
- A higher level of community engagement/reach on all platforms: more comments, shares, retweets and @mentions (15%)

5.4. Scope & deliverables

Following review and approval of the strategy by the Marketing Services Supervisor in summer 2015, workflows and resources can be reprioritized to rollout the strategy in September 2015. This would include a content calendar; specifications for each social platform; monthly reporting template; and a media list of influencers.

5.5. Audience

The CoVR&C audience is based on the demographics and psychographics outlined in an Executive Trade Area Report prepared by Environics Analytics for the CovR&C in fall 2014.

Table 4: Vaughan demographics

Population	315,790
Households	96,800
Trade area average household income	\$130, 941
Ontario average household income	\$98,419
Household maintainers	ages 35-45 years*
Age of children at home	5-14 years
Household type	80% of households contain 1 family
Official language	English (45%)
Top 5 mother tongues	Italian, Russian, Spanish, Tagalog & Punjabi

*residents in Thornhill and Concord tend to be older and have older children

The primary target audience of CoVR&C clients is “Pets & PCs”: hyperscheduled suburban families with preschoolers and young children. They account for 49.6% of the trade area in Vaughan, and participate in recreation and culture programs at above average rates and make up 60% of participants.

Psychographics

This strategy includes a discoverability process, that is understanding the behavioural motivations (psychographics) of our target audience and developing a persona to, literally, converse with them. This refers to the lifestyle of clients, specifically their personality, behaviour, interests, hobbies, attitudes and opinions. By understanding their social values, images and messaging can be tailored to speak to their needs and wants.

Persona

For the purpose of citywide promotions, this persona is based on the most predominant audience on CoVR&C social channels, women between the ages of 35-44. This corresponds with the typical CoVR&C customer, a mother registering/scheduling her child(ren) in leisure activities. This applies to general and special needs programs, swim lessons and summer camps, the main revenue generators for the CoVR&C.

Basics

- Antonella, a 40 year old Vaughan native who lives with her family in a detached home located a cul-de-sac in the community of Maple
- spends the winters in the city (with the exception of an annual one-week vacation to the Caribbean) and summer weekends at a family/friend-owned cottage in Muskoka or Wasaga Beach
- married for 15 years. Has two children between the ages of 5-14, both students at a local elementary/secondary school
- irregularly attends church with the family, mainly to celebrate religious holidays

Personal & professional background

- works as a teacher at a catholic elementary school in the Woodbridge community
- second generation Italian immigrant, has the financial support of parents and in-laws
- she's attached to her mobile phone, tablet and laptop

Consumer behaviour

- a brand advocate, a creature of habit. She is a loyal customer who, when she finds something she likes, sticks to it and raves about it to friends and family (and rants even louder on Facebook when dissatisfied)
- she visits the same stores and buys the same products repeatedly, rarely risking a new purchase unless it is trending or has been recommended by family or friends

News

- The Globe and Mail, National Post Toronto Sun, Toronto Star, Metro, 24 Hours, CP24 and Breakfast Television

Favourite websites

- banking, weather, local newspaper, social media (Facebook, Twitter, Pinterest) and magazines

Favourite stores & attractions

- Longos, Fortinos, St. Phillips Bakery, COSTCO, Walmart, Vaughan Mills Mall
- Metro Zoo
- Canada's Wonderland
- CN Tower
- Ontario Science Centre
- Royal Ontario Museum

Strong social values

- saving on principal: tendency to save money and take price into account
- religiosity: religious faith is important
- vitality: energetic, with a zest for life and learning; view challenges as opportunities rather than obstacles

Weak social values

- personal creativity: disinterest in programs encouraging personal creativity (e.g., arts)
- aversion to complexity: simple and predictable is unappealing
- social responsibility: less interested in the well-being of greater society

Marketing angle: messages must demonstrate value, convince audience that the program/service/event is high-quality and worth their time. Messages relating to social responsibility/the greater community should be kept at a minimum.

NB: The two main drivers identified by Environics Analytics are saving money and time. In order for citywide messages to resonate with our persona, the same programs/service/event may need to be promoted with two different messages. Below is an example of how to promote swim lessons to appeal to two different sets of values:

1. High-quality: "learn to swim from the best"
2. Time: "swim lessons that save you time"

Needs & wants

- high-quality programs, services and events so I can feel that my money is well spent
- efficient services that save me and my family time
- a variety of trendy programming options I can choose from

Hobbies

- walking, biking, inline and ice skating

5.6. Communications plan

Brand

All CoVR&C Facebook, Twitter and Instagram social media sites must have a visual and descriptive branded presence that corresponds to the creative/copy in print literature promoting recreation and culture programs, services and events. Additional ways to generate awareness of CoVR&C social media sites include:

- inviting residents/visitors/clients to “like” us on Facebook and “follow” us on Instagram and Twitter on all print and digital communications/publications;
- listing web buttons on vaughan.ca social media page;
- feature social media buttons on vaughan.ca/recreation and vaughan.ca/RecOnline;
- promoting all social accounts and enewsletter subscription;
- incorporating a webapp feed on vaughan.ca/recreation;
- incorporating social media buttons on all email signatures and enewsletter;
- incorporating social media buttons on all receipts; and,
- inserting a clause into program partnerships which requires them to share program promotional materials on their social sites (and @mention or tag CoVR&C).

Focus

- Facebook: primary communications platform and fan page/forum where residents and visitors can discuss CoVR&C programs, services and events, as well as industry news
- Instagram: primary visual communications platform which seamlessly posts visuals across all social media sites; used to capture events in real-time
- Twitter: a communications platform used for announcements, service disruptions, and cross-promotional links to City blog posts, as well as public service announcements

Frequency

Facebook: daily

Instagram: daily

Twitter: 1-4 times a day (mix tweets and replies)

Timing

The CSMP suggests that posts should be targeted for high traction times, between 8am and 7pm. More specifically, during the weekday between 8-11 am, noon and 2-4pm, and avoiding posts during typical morning and evening commute times, since Vaughan residents are mainly commuters and drive to their place of employment. Analysis of the CoVR&C social media analytics suggest that engagement rates are highest on weekends (Sundays in particular), and our audience is most inclined to be online in the late evening, 9pm being the peak time. Considering this, scheduling posts outside of office hours is advisable. Social media site analytics should be used to track the time of day that fans are most inclined to consume content, and scheduling posts on all the platforms accordingly is optimal.

Voice & tone

The CoVR&C needs to ensure that messages, not just visuals, are on-brand and consistent across all platforms. When it comes to defining CoVR&C's social media persona on Facebook, Instagram and Twitter, a voice and tone that reflects the personality of recreation and culture is recommended; that is, family-friendly, peppy and informative, with a touch of light-hearted humour. It is welcoming and rooted in community spirit, civic pride, and active living, with a focus on leading happier and healthier lifestyles. Controversial, political and negative topics are always avoided.

Conveying this tone and voice will help foster an online personality that more effectively speaks to the target demographic: women 35-45 years old with children between the ages of 5-14, with an interest in community recreation, culture & arts, and a propensity for social media.

Points to keep in mind when fostering an ideal online voice and tone for CoVR&C:

- The voice and tone of posts should be conversational, entertaining and energetic. This is conveyed by the language used and type of content and images shared.
- A fun (and slightly funny) tone is achieved by interjecting humour or jokes in posts yet keeping the content informative by providing relevant, meaningful content in-line with

the core areas of recreation and culture. It is important to maintain professionalism to convey integrity and inspire trust at the same time.

- Rather than focusing solely on the interests of CoVR&C, all social media activity should balance promotion with genuine conversation, engagement around areas of interest that extend beyond the immediate promotional goals or interests of the department.

5.7. Content

Content contributors

All content is developed in-house by MSD, who is responsible for scheduling content delivery on all platforms. The persons most responsible for content are the Marketing Coordinator (recreation and city-wide initiatives) and the Community Development Coordinator–Marketing (arts, culture & special events).

Content contributors should be flexible in sharing and/or recommending content, and should also take note of scheduled posts so as not to duplicate content. The Marketing Coordinator is responsible for liaising with the Corporate Communications department to ask for retweets, Facebook post shares and City blog posts.

Types of content

The CoV abides by the KISS principle for social: Keep it Significant and Shareable. The content structure of posts should follow the 80/20 rule, and should be varied to include:

- promotional content (new/upcoming programs, services, events and giveaways)
- leisure industry news
- swim lessons & leadership (i.e., lifeguarding, instructing)
- nutrition, food
- fitness, health & wellness
- December/March break & summer camps
- arts & cultural events
- general & special needs programs (preschoolers to older adults)
- employment
- skating, hockey & sports

Content sources

Follower growth can be achieved by conversing with influencers (people or organization's with a large following), which attracts more leads. The following is a list of influencers to monitor for content that is like-minded or is resourceful to the CoVR&C audience.

Arts & culture: McMichael Art Gallery, York Region Arts Council, Toronto Art Gallery, Nuit Blanc, local art & acting schools

Education: York Region District School Board, York Region Separate School Board, colleges & universities in the Greater Toronto Area

Fitness, health & wellness: HeartWise, CanFit Pro, Canadian Cancer Society, Heart & Stroke Foundation, World Health Organization

Government: CoV Mayor & Members of Council, City of Vaughan Animal Services, Corporate Communications, Vaughan Public Libraries, Vaughan Fire & Rescue, Members of Provincial Parliament, The Region of York and all its municipalities, City of Toronto, Ontario Ministry of Tourism, Culture and Sport, National Parks and Recreation Association, Municipal World

Media: YorkRegion.com, The Globe and Mail, National Post Toronto Sun, Toronto Star, Metro, Fredi, 24 Hours, CP24 and Breakfast Television

Program partners:* e.g., 88 Keys, Arcadia Academy of Music, Creative Minds, C.H.A.L.K. Fitwall, Chamalea, Chorus Music, Cloud 9 Pampering, Dare To Defend, DNA, In The Mix, Kids Great Minds, Kids Love Tech, LogicFusion, Monkeynastix, Ont. 947349 Ready Set Sports, Ritmika, Sportball, The Green Door Tea House, Thinkin Ed, Vaughan Yeomen Rugby, Wee Hands, Woodbridge Taekwondo and Young Rembrandts

*Program partners are local businesses with which the CoVR&C has a contractual agreement to offer recreation programs in community centres.

Recreation: Parks & Recreation Ontario, Play Safe, Participaction, Canadian Tire Jumpstart, Canadian Lifesaving Society

Special needs: Special Olympics Ontario, Multiple Sclerosis Society, Children's Treatment Network, Canadian Mental Health Association, Kids Line, Ministry of Community & Social Services, Social Services Network, Canadian Association for Community Living, Autism Society, Learning Disabilities Association of Ontario

Stores & attractions: Fortinos, Longos, Nature's Emporium, Vaughan Mills Mall, Canada's Wonderland

In addition to sharing the content of followers, CoVR&C should subscribe to services that curate and email interesting web content based on filters/parameters set by the subscriber. Examples: Google alerts, social mention and bufferapp.com.

Key links

Where possible, social media posts should include the links below in order to generate traffic to the CoVR&C website and social media sites.

facebook.com/RecreationandCultureVaughan

instagram.com/RecAndCultureV

twitter.com/RecAndCultureV

vaughan.cityblog.ca

vaughan.ca/artsandculture

vaughan.ca/eGuide

vaughan.ca/events

vaughan.ca/fitness

vaughan.ca/RecOnline

vaughan.ca/recreation

vaughan.ca/RecFYI

vaughan.ca/sports

vaughan.ca/swim

Content calendar

Below is a week-at-a-glance sample content calendar, categorized by theme. This calendar is a guideline to ensure that different types of content are rotated over a five day period. Exceptions must be made to share current events, special occasions, breaking news and public service announcements. At those times content can either be rescheduled or posted as scheduled, in addition to publishing of-the-moment content.



Source: heartwise.ottawaheart.ca

Monday [inspirational]

Facebook

Yoga, pilates, muscle conditioning...hear how these heart attack and stroke victims improved their heart health through Heartwise exercise courtesy

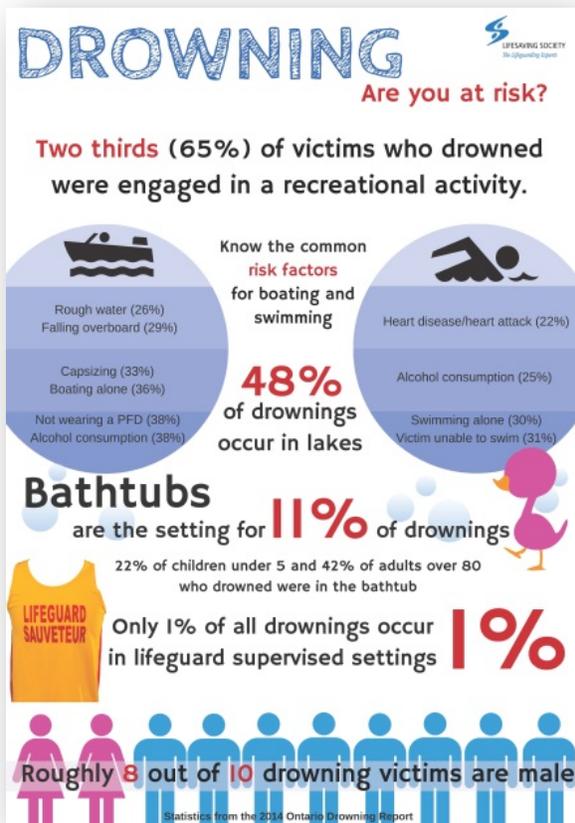
@UniversityofOttawaHeartInstitute: <http://bit.ly/1f8Rwmb>. All Vaughan fitness classes are Heartwise designated. Download drop-in schedules at vaughan.ca/fitness or via our free app at vaughan.ca/RecApp

Instagram

Monday morning pick me-up #powercycling at #Vaughanfitnesscentres [picture of early bird class]

Twitter

1. #motivationmonday. For a pick-me-up try power cycling or pilates! More quickie workouts at vaughan.ca/fitness
2. What workout wakes you up? Share a selfie from your favourite #Vaughanfitness class.
3. Hear how heart attack & stroke victims got healthy with Heartwise exercise via @HeartInstitute. <http://bit.ly/1f8Rwmb>



Source: lifesavingsociety.com

Tuesday [educational]

Facebook

Hundreds of people drown every year. Are you at risk? Find out who's drowning, when, where and why in the latest Ontario Drowning Report courtesy @LifesavingSocietyOntario:

<http://bit.ly/1KNL3sN>

Swim for Life lessons are offered for ages 3+ at Vaughan's 9 pools. See schedules at <http://bit.ly/1Gwb2mH>

Instagram

Vaughan #lifeguards & #swiminstructors keep you safe! [images: staff lifeguarding/instructing photos, wet interview/training photos]

Twitter

1. #drowning: are you at risk? Read the Ontario Drowning Report by @LifesavingON to find out: <http://bit.ly/1KNL3sN> [link to infographic]
2. Backyard #pools: the #1 one location where children <5 drown. Does your pool meet @LifesavingON safety guidelines? <http://bit.ly/1lxsTJt> [image of backyard pool]
3. Swim lessons save lives! See Vaughan's #SwimforLife schedules for ages 3+ at vaughan.ca/swim [image of swim lessons]



Source: City of Vaughan Recreation & Culture department

Wednesday [health & nutrition]

Facebook

Vegan, gluten-free, pescatarian...with so many diet options, do you know which one is right for you? (If yes, then tell us!) Dissect your diet or plan a new one with our private nutrition specialist. Consultations available at any #Vaughanfitnesscentre. Visit vaughan.ca/fitness

Instagram

New #nutritionconsultations at #Vaughanfitnesscentres. What's your

favourite healthy food? [link to ad]

Twitter

1. #HappyHumpday! In need of a pick-me-up? Make an energy boosting smoothie like @NaturesCanada Carrot Ginger Zinger Juice <http://bit.ly/1IRENRq> [link to smoothie picture]
2. Does your diet work for you? Talk to our nutrition specialist at #VaughanFitnessCentres. Email fitness@vaughan.ca for details. [link to ad]
3. Nutritious noshers: tweet us a photo of your favourite healthy food! [link to stock photo of healthy food]



Source: yorkregion.com

Thursday [human interest]

Facebook

Thornhill resident, kidney cancer survivor and marathon runner & cyclist Daila Webster rides her bike from Toronto to Niagara Falls in the 200km @OntarioRidetoConquerCancer. Cancer runs in Daila's family. Her sister Cole, who has a terminal brain tumour, joined Daila on the two-day trek as part of team #PainKiller. Read their inspiring story on @YorkRegionnews:

<http://bit.ly/1QVtNBy>. What's the most physically challenging thing you've done for a good cause? We want to hear your story too.

Instagram

Go girl! #Thornhill resident, #cancersurvivor & #marathon runner + #cyclist Daila Webster rides bike from T.O. to Niagara for @ontarioride. Got active for a good cause too? Post your picture!

Twitter

1. Go girl! #Thornhill resident, cancer survivor & marathon runner + cyclist @DailaWebster rides bike from T.O. to Niagara: <http://bit.ly/1QVtNBy>
2. Did Daila's story inspire you to cycle? Try a spin class: vaughan.ca/fitness [image of power cycling class]
3. What's the most #active thing you've done for a good cause?



Source: etsy.com

Friday [entertaining]

Facebook

Unwind your mind with a kid-friendly weekend art project. Ideas anyone? Painting, cartooning & 3-D sculpting. For inspiration see some of the things we like to do: <http://bit.ly/1JDueGT>

Instagram

We couldn't agree more.

#Vaughanartsacademy #painting #drawing #cartooning #pottery #sculpting

Twitter

1. We couldn't agree more [link to image]
2. Painting, cartooning & 3-D sculpting. Creative arts for kids: <http://bit.ly/1JDueGT>
3. #HappyFriday! Unwind your mind with a kid-friendly weekend #art project – ideas anyone? [stock image of children + creative arts]



Source: thinkstockphotos.ca

Special Occasion

Facebook

Happy #Father'sDay to all the dads ☺
If you're looking for some leisure QT with the family (say, a swim) our doors are always open!
vaughan.ca/swim

Instagram

Happy #fathersday! How're you spending QT with the kids?

Twitter

Happy #fathersday! For leisure QT with the family, say, a swim, visit vaughan.ca/swim

The development of a weekly content calendar within the current MSD structure has its challenges. Most importantly, the task is not yet incorporated into the job functions of content contributors. The lack of a formal responsibility to develop content that adheres to industry best practices results in sporadic, irregular posting of content that does not subscribe to the 80/20 rule. If the task of social media content development was official, the challenge of incorporating it into the existing workflow, without the omission of other duties, then exists. Developing a proper, theme-based content calendar as discussed in Chapter 4 requires scheduled time on the part of both content contributors; ideally content calendars are developed on a monthly basis, requiring the dedication of a few business days the month prior. Creating a seamless content calendar is also a challenge with multiple content contributors. Since corporate policy prohibits the use of cloud-based software such as Google Docs, a disconnect currently exists among content contributors who cannot calendarize content simultaneously on a shared document; this results in an inconsistent tone and voice, and, sometimes, the duplication of content. Lastly, the challenge of developing engaging content is ongoing. This can only be overcome by recognizing and accommodating the need for uninterrupted time to research and write posts, as well as investing in web services that curate relevant content, as discussed in Chapter 4.

5.8. Social media tips & best practices

The following are recommended social media marketing best practices, based on research and industry trends in the non-profit sector; more so technical nuances not described in earlier sections. Following these tips ensures clarity and consistency in messaging, conveys professionalism and authority, and generates two-way communication, which ultimately supports the CoVR&C's goal of converting engagement into web traffic.

Facebook

facebook.com/RecAndCultureVaughan

- tag people in posts
- limit posts to a few sentences and always incorporate an image
- feature "stories" on the City blog and share on Facebook, along with a comment
- shorten links in the body of the post (use URL shorten in Hootsuite or at bitly.com)
- respond to or like comments when applicable

- respond to messages and wall posts within one business day if possible
- do not link Facebook posts to Twitter (people are unlikely to want to like/follow both if it's exactly the same content)
- limit the use of hashtags
- avoid use of block caps (1 degree of separation)
- incorporate paid advertising and analyze results from paid and organic efforts; adjust future marketing campaigns accordingly
- regularly update pages with broad organic content recognized as most popular

Twitter & Instagram

@RecAndCultureV

- follow all relevant members of government and industry influencers
- follow back people who retweet or favourite our tweets, or @mention the CoVR&C
- follow and regularly connect with key stakeholders.
- reply to and share content from influencers
- make an effort to modify tweets by adding a comment rather than just retweeting
- encourage the field to send pictures of CoVR&C programs and facilities
- post exclusive photos on Instagram to maintain novelty
- include Twitter handle for all groups/people you are referencing whenever possible
- use various structures to generate engagement. Refer to the 8 different tweet structures in Appendix E

Tips for all social media sites

- differentiate content from Facebook, even if it just means writing it a little differently
- include a call to action in posts to increase engagement
- limit use of hashtags to 2 maximum per post and use in a meaningful way
- always use proper spelling and grammar
- use URL shorteners to keep tweets tidy (when RT'ing, tweak original post)
- ensure posts are clear and concise
- ensure posts have tidy links; these are more likely to engage people to click through
- include hashtags for events and programs

- use trending hashtags
- follow the 80/20 content rule on all platforms

5.9. Governance

Governance, monitoring and crisis communications (i.e., how to deal with negative comments and messages) of the CoVR&C social channels must adhere to those outlined in the City Social Media Policy, under Administrator Roles & Responsibilities and User Comments sections. Both content contributors, the Community Development Coordinator–Marketing and Marketing Coordinator, are equally responsible for governance of the CoVR&C social media sites. Some key points include:

- Social media sites are updated and monitored during regular office hours, Monday to Friday, 8:30 a.m. to 4:30 p.m.
- Social media sites will be remotely monitored by the Marketing Coordinator and Community Development Coordinator–Marketing outside regular office hours, including weekends and holidays, through email notifications of user posts or comments.
- Consult with senior management to determine the appropriate response to any controversial comment or complaint posted by users.
- Take negative feedback offline. (Refer to “User Comments” section of policy on what qualifies as inappropriate or offensive). If the comment or complaint is public (Facebook wall post or comment, or Twitter mention), reply with a simple message acknowledging the concern and asking them to message their contact information so that the appropriate person can follow up either in a private chat or email.

5.10. Performance measures

To track follower growth and engagement, the following key performance indicators should be measured:

Table 5: Social media KPIs

Social media site	KPIs	Reports
Facebook	comments, likes, shares, clicks, reach, most liked post, most commented on post, most shared post	facebook.com/ads/manage
Instagram	likes, comments, clicks	iconosquare.com
Twitter	retweets, @mentions, replies, clicks and reach	ads.twitter.com

In addition to tracking KPIs using these siloed tools, it is key to track the click through rate of social media traffic to the websites vaughan.ca/recreation and vaughan.ca/RecOnline. Measuring this indicator shows how social media assists with website conversions goals, i.e., the path to purchase. Conversion rates for each social media site should be monitored in this regard, with focus placed on those that are high converters, and modifying activities on sites with low conversion.

Reporting these metrics on a monthly basis provides a fair assessment of how content is performing. These KPIs should be measured against the frequency and content of posts to determine whether there is a correlation between the two. This enables CoVR&C to tailor the types of content posted, how often content is posted, and which posts to boost. The marketing coordinator should report on social media trends during bi-monthly management meetings to generate buy-in regarding advertising budget or content development needs. Further, it is recommended that an analysis adhering to the AIDA marketing model be conducted every six months; the more comprehensive set of success indicators should be compared to the objectives outlined in this strategy to assess social media efforts. Below is an AIDA marketing model, courtesy of the Canadian Institute of Marketing.

Table 6: AIDA marketing model

Phase	Success	Metrics
Attention (Awareness)	Breadth of traffic (size of our social media "communities")	<ul style="list-style-type: none"> • # of followers (Facebook, Twitter) • # of friends (Facebook) • # of fans (Facebook) • # of subscribers (YouTube) • Growth rate of followers (month to month) • Churn rate (# of followers lost / total # of followers)
Interest	Depth of visits (degree of consumption of our content)	<ul style="list-style-type: none"> • # of unique pageviews (Facebook) • Click through rate (Facebook) • # of impressions (Twitter) • # of "detail expands" (Twitter) • # of views (YouTube) • Average view duration (YouTube)
Engagement of visitors <ul style="list-style-type: none"> • Conversation rate (average # of comments/replies per social contribution) • # of engagements (YouTube) • # of user profile clicks (Twitter) • # of link clicks (Twitter) • Average # of replies sent and received per day (Twitter) • # of post feedback (Facebook) • # of stealth clicks {post clicks - (likes + comments + shares)} • # of posts with no engagement (Facebook) 		
Desire	Support for our content	<ul style="list-style-type: none"> • Applause rate (# of visitors who approve of a given post) • # of likes for each post (Facebook) • # of new likes per period (Facebook) • # of unlikes per period (Facebook) • # of likes and dislikes per video (YouTube) • # of favorites and follows (Twitter) • Sentiment analysis
Action	Conversion	<ul style="list-style-type: none"> • Single visit conversion rate • Latent conversion rate (returning visitors) • Goal completion rate (micro-conversions) • Page abandonment rate (cart process) • Revenue (or ROI) per period • Cost per click (CPC) and Revenue per click (RPC)
Loyalty	Extent of social reach	<ul style="list-style-type: none"> • # of friends of fans (Facebook) • # of external referrers (Facebook) • # of retweets per thousand followers

Currently, the workflow of content contributors does not include scheduled time to invest in the social media best practices outlined in this strategy. As the sole content contributor since the launch of CoVR&C social media sites, the Community Development Coordinator–Marketing has randomly developed and managed social media content on an as needed basis; this includes spending a few hours each work week posting content and replying to

comments. As a recent second content contributor, the Marketing Coordinator has not yet made social media marketing daily routine. To accommodate development and management of digital content, the job responsibilities within the Marketing Coordinator portfolio need to be restructured. Delegating administrative tasks, such as extracting program information for design and soliciting/managing print advertisements, to part-time staff would alleviate workflow and make time for social media marketing.

Based on experience at a social media marketing agency, where digital content was planned for corporate clients on a monthly basis, below is an estimate of staff costs (in time and based on a 35 hour work week) associated with executing this strategy.

Table 7: Social media management: staff cost analysis

Task	Time commitment (hours per week)	Percentage of weekly workflow
Research content & source images	3	9%
Twitter: writing, scheduling & responding to tweets (3 per day)	5	14%
Facebook: writing & scheduling posts, responding to comments, boosting/advertising (1 per day)	2.5	7%
Instagram: writing posts, sharing visuals, responding to comments (1-3 per day)	2.5	7%
Bloggging: repurposing existing materials & writing new posts	5	14%
Measuring/reporting KPIs	1	3%

Since both content contributors are full-time salaried employees, financial costs are already budgeted for. If an estimated dollar fee should be assigned to monthly social media management, cost can be calculated by taking the average hourly rate of the two content contributors, which is approximately \$47.50. Therefore, the total weekly expenditure on social media management is \$902.50; annually almost \$47,000 (nearly half the salary of one content contributor).

Chapter 6.

Conclusion

When it comes to successful marketing, there is one fundamental concept that does not distinguish between traditional and digital, and that is delivering the right content, at the right time, on the right channels. With billions of active social media accounts worldwide, those channels irrefutably now include major social networks like Facebook, Twitter, YouTube and Instagram. To optimize exposure and reach businesses must now have a social media presence, and those that are offline, or passively online, are missing limitless opportunities to grow their audience.

What does differ between traditional and digital marketing is approach. Traditional marketing is rooted in sales-oriented, one-way messaging on mass media such as print, television and radio. Meanwhile, social selling is about building community and connections that attract leads and referrals, it is about valuing relationships more than sales (Garst 2015). This is achieved through content marketing: sharing compelling, contextually relevant industry information that is customized for an audience and delivered across platforms that encourage two-way communication.

Social media marketing is a mutually beneficial business to consumer relationship. This fact is becoming increasingly apparent among corporate publishers, even those in the conventional public sector who are incorporating digital content into everyday communication plans as a cost-effective way to enhance community engagement. "Social media has been a blessing to government agencies in terms of transparency and humanizing a bureaucracy." (Lisa Knisley-White 2015) Barriers to social media management exist, however, for nonprofits and government agencies, where the "norm" is a lack of time to produce quality content, lack of budget for direct expenses, and inability to measure effectiveness. (Kivi 2015) These challenges can be overcome though, and in-house

marketing communications teams can capably incorporate social media into their daily workflow given the guidance of a formal digital content strategy. This includes the following elements:

- SMART goals and objectives;
- a persona and communications plan (voice, tone) which speaks to it;
- an 80/20 content structure of non-promotional/promotional information, calendarized to ensure variety;
- a scheduling system that aligns frequency and timing of posts for when audiences are most inclined to listen;
- regular reporting of success indicators to measure return on investment; and,
- ongoing staff training and development, as well as regular benchmarks to keep current on ever-changing social media trends.

Adhering to these specifications and adjusting variables in correlation to analytics ensures social media success—as does never forgetting the guiding principle for digital content: traditional media is a monologue, social media is a dialogue. (TSA 2014)

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Appendix A: CoVR&C communication channels

Spreading the word: CoVR&C communication channels



Source: City of Vaughan Recreation & Culture department

Appendix B (i): CCPRC swim lesson Facebook post

 **Charleston County Park & Recreation Commission, South Carolina** shared The Parklands Foundation of Charleston County's photo.
May 29 at 5:12am · 🌐

Congrats to our new little fishies! #SwimLessonsSaveLives



The Parklands Foundation of Charleston County at Jane Edwards Elementary

We've had a great two weeks teaching kids to swim in the portable pool at Jane Edwards Elementary School on Edisto. Next week, it's on to St. James Santee! #SwimLessonsSaveLives

Like · Comment · Share

👍 Adrian Griffith, Denise Lindsay Hunter, Anne Walker and 74 others like this. Most Relevant ▾

Source: facebook.com/CharlestonCountyPRC

Appendix B (ii): CoVR&C swim lesson Facebook post

 **Recreation & Culture - City of Vaughan**
Published by Andrea Gyarmati [?] · March 5 · Edited [?] · 

Ballet, basketball, ball hockey...

Register for spring & summer general programs today and swim lessons starting tomorrow.

vaughan.ca/RecOnline



Sign me up! 

2015 Spring & Summer Program Registration Dates

Summer Camp Programs	General & Swimming Programs
Tuesday, March 3 All Extended Day Camp (EDC) locations W. Parkhill Community Centre Aurora West Arnold House Royal Conservation Area Chancellor Community Centre City Playhouse Theatre Hullville South Community Centre Kaiser & Bullock Community Centre Garrett & Williams Community Centre Markham Glen Public School Recreation Community Centre Special Needs Program Hoghton Secondary School Woodbridge Pool & Recreation Centre	Thursday, March 5 General Programs Friday, March 6 Swimming Lessons A. Tolson Pool Chancellor Pool Suffern Club Pool Tucker & Bullock Pool Garrett & Williams Pool Recreation Pool Woodbridge Pool
Wednesday, March 4 Maple Community Centre Maple Nature Reserve North Thornhill Community Centre Piper Avonlea Squash Club Centre Wilket Village Community Centre & Tennis Courts	Tuesday, March 10 Swimming Lessons Hoghton Pool North Thornhill Pool Wednesday, March 11 Swimming Lessons Wilket Village Pool On going Swimming Leadership


vaughan.ca
#RecAndCulture
#RecAndCulture
#RecAndCulture

Register online at vaughan.ca/RecOnline | More information: 905.852.2500 | iGuide: vaughan.ca/iGuide

259 people reached

Boost Post

 Like  Comment  Share

Mehrhessa Mofidi, EA Carolina and Adam Mobbs like this.

1 share

Source: facebook.com/RecAndCultureV

Appendix C: CoVR&C human interest Facebook post

 **Recreation & Culture - City of Vaughan** shared a link. ▼
Published by Andrea Gyarmati [?] · March 12 · 🌐

 **This is What 100 Looks Like for a Vaughan Fitness Centre Member**
When Leo Goodman renewed his licence plate sticker a short while ago, he chose the two-year option. The clerk's response, "Aren't you optimistic!" As Leo tells the story his smile and snicker are I...
VAUGHANCITYBLOG.CA

1,087 people reached Boost Post

Unlike · Comment · Share

 Recreation & Culture - City of Vaughan, Razel Offenheim, Adam Mobbs and 24 others like this.

 1 share

Source: facebook.com/RecAndCultureVaughan

Appendix D: CoVR&C behind-the-scenes Facebook post



You added 2 new photos.

Published by Andrea Gyarmati [?] · May 26 at 11:15am · Edited [?] · 🌐

Sink or swim? Summer camp staff stay afloat during a team build-a-boat exercise at North Thornhill Community Centre yesterday – the first day of job training.

Campers, you're in safe hands this summer!

Vaughan's 300+ camp staff complete several days of pre-camp training in program planning, managing challenging behavior, and risk management. They're also certified in Standard First Aid/CPR and High-Five Principles of Healthy Child Development...and boat building 101.

Summer camps start June 29. See here for a full listing:
<http://bit.ly/1cf1gsQ>



869 people reached

Boost Post

Source: facebook.com/RecAndCultureVaughan

Appendix E: 8 tweet structures infographic

8

TWEET STRUCTURES TO GENERATE ENGAGEMENT

THE MEDIA OCTOPUS

* **NOTE** Some of these structures will work better than others to help grow your followers depending on your audience. Experiment with a mixture to see which are more effective.

1
THE SHARING CONTENT TWEET



Let's start basic. Make sure to include the **author's Twitter handle** so they get the credit and see you enjoyed their work, plus they may return the favour in future. Also **add a relevant hashtag** to potentially give your tweet more exposure if others are searching for the piece of content, or if the author is tracking mentions.

TWEET STRUCTURE
[Positive/recommended comment about] 'ARTICLE TITLE': <http://www.url.com> by @TwitterHandle #relevanthashtag

2
THE PROBLEM / SOLUTION TWEET



For those worrying about something going wrong, **offering help or a solution** can be a godsend. Whether its knowledge about a particular area or answering a common question, tweet a link to your own or external content that provides useful knowledge.

TWEET STRUCTURE
Wondering (how to prevent negative result) (medium/platform)? Check out (solution to problem) here: <http://www.url.com> from @TwitterHandle #relevanthashtag

3
THE QUESTION TWEET



Since Twitter is a two-way conversation it makes sense to **ask questions for your followers to respond to**. Whether asking something random or a question linked to an article, topic or debate within an industry, generate conversation and get the interaction going!

TWEET STRUCTURE
We're keen to know, [QUESTION]? #relevanthashtag

4
THE RETWEET WITH COMMENTS TWEET



It's easy to simply click 'retweet' to share content from others, but if you want people to notice you, **copy and paste the original tweet and add a short comment**. You may need to modify it but it provides extra information and a chance to share your thoughts.

TWEET STRUCTURE
Tweet structure: [OPINION] RT @TwitterHandle "Original tweet with URL and hashtag"

5
THE OFFERING ADVICE TWEET



Being on Twitter isn't all about driving traffic to your website. **Tweeting tips or advice on a certain subject area or industry is a great way of building credibility** and generating more retweets from those in the same sphere.

TWEET STRUCTURE
[Ask question] Offer answers/tips #relevanthashtag OR [Own useful words in one tweet] #relevanthashtag

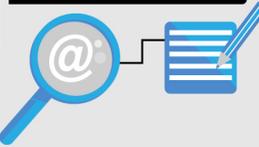
6
THE SHOWING SOME LOVE TWEET



Similar to basic content sharing, **add an endorsement** to the tweet and say why you enjoyed the content. Include the Twitter handle so the person gets your acknowledgment plus they may be likely to reply and/or retweet to their own follower base, helping to get your name out there.

TWEET STRUCTURE
An informative and insightful read from @TwitterHandle about [TOPIC] check it out: <http://www.url.com> #relevanthashtag

7
THE FACT / STATISTIC TWEET



Everyone loves a fact or stat, whatever the topic or industry. Encourage additional action by **tweeting a statistic that is interesting, surprising, or unique** (or **read more**), so they can understand how the statement came about and how it could be of use to them.

TWEET STRUCTURE
Did you know [STAT/FACT]? Find out more over on <http://www.url.com> #relevanthashtag

8
THE INSPIRING TWEET



Daily inspiration tweets seem to be a big thing, so why not get on board and offer your own? **Use a quote from a well-known person or company** (or **read more**) are likely to be shared and retweeted throughout your following, and be sure to **credit the source** whether they are on Twitter or not.

TWEET STRUCTURE
"[QUOTE]" - @TwitterHandle #inspiration #quote

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Source: adweek.com/socialtimes