Strathcona Centre Community League
Web Strategy & Social Media Plan

January 9
2012

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1.0 Introduction

1.1. Organizational Overview

The Strathcona Centre Community League (SCCL) operates within a structure authorized and funded by the City of Edmonton, with the cooperation of the Edmonton Federation of Community Leagues (EFCL). For over 90 years, the city has granted the SCCL a no-cost licence to occupy and improve a very valuable acre of land in the middle of Edmonton. The SCCL's facilities have been built using funds raised by community residents and with grants from all levels of government.

SCCL is thus a non-profit organization. A volunteer working board governs the community league and individual directors run most of its programs. The league employs a full-time hall manager, who hires casual and contract help as needed.

The SCCL's website, therefore, needs to be a reflection of both the community league and of the neighbourhood. A well organized website that is easy to navigate and use is key to reinforcing the view that the league itself is well established within the Strathcona community and that it is inclusive and responsive to residents' needs.

1.2. Background

Community is a difficult term to define. There are likely as many definitions of *community* as there are streets in any given neighbourhood.

A problem facing the Strathcona Centre Community League is distinguishing *community*—in the sense of a heritage community characterized by older homes and a long-established populace—and *community league,* which is, by definition, a local organization that not only respects the heritage of the neighbourhood and encourages local businesses, but that also acts as a key source of information about programs, amenities and services within the neighbourhood.

The website needs to make clear that the SCCL is a local neighbourhood organization that does not need solely to reflect Whyte Avenue and the character homes. It is more important that the website communicate that the SCCL is a neighbourhood organization working to improve the Strathcona neighbourhood and the quality of life its residents enjoy.

Sadly, the SCCL website does a poor job of articulating a clear vision to its audience and responding to its needs and expectations.

2.0   Audience Analysis

2.1. Demographic Information

The development of the Strathcona area began with the arrival of the Calgary and Edmonton Railway line in 1891 and was concentrated around Whyte (82nd) Avenue. The neighbourhood of Strathcona became part of Edmonton when the City of Strathcona amalgamated with Edmonton in 1912.

Today, Strathcona is noted for its well-maintained older homes, although walk-up and high-rise apartments constitute the majority of dwellings in the area. The following data comes from the 2006 Census of Canada, prepared by Statistics Canada.

Occupied Private Dwellings by Tenure			
Tenure	Number	% of Total	City %
Owner Occupied	1,495	29	63
Renter Occupied	3,620	71	37
Total	5,115	100	100

Residential Units by Unit Type			
Type of Unit	Number	% of Total	City%
Single-detached house	870	17	50
Semi-detached, triplex, fourplex	385	8	7
Row house	25	–	10
Apartment over 5 storeys	1,345	26	9
Apartment under 5 storeys	2,495	49	23
Movable dwelling	–	–	1
Total	5,120	100	100

The *Old Strathcona Area Redevelopment Plan* (April 1981 and September 1981), as well as other public and private initiatives dating to the 1980s, rejuvenated the Old Strathcona area as an entertainment and commercial hub with an "old town" ambience. Zoning in the area is subject to the *Mature Neighbourhood Overlay, Zoning Bylaw 12800*.

The majority of Strathcona residents fall between the ages of 20 and 39.

Population by Age and Gender					
	Male	Female	Total	Neighbourhood %	City %
0-9	295	210	505	6	11
10-19	250	315	565	6	13
20-29	**1,375**	**1,375**	**2,750**	**32**	**18**
30-39	**910**	**745**	**1,655**	**19**	**14**
40-49	610	580	1,190	14	16
50-59	545	480	1,025	12	13
60-69	180	265	445	5	7
70+	240	345	585	7	8
Total	4,405	4,315	8,720	100	100

Most residents live alone or with one other person.

Household by household size			
People per household	Households	Neighbourhood %	City %
1 person	2,650	52	30
2 people	1,750	34	33
3 people	410	8	15
4-5 people	300	6	19
6 or more people	20	–	3
Total	4,315	100	100

Data collected during the 2006 Census of Canada indicate that 34 per cent of neighbourhood residents are non-movers and an additional 35 per cent moved to the area from elsewhere in Edmonton.

Population by Mobility Status (based on address five years previous)			
	# of People	% Total	City %
Non-movers	2,855	34	50
Moved from elsewhere in Edmonton	2,920	35	32
Moved from elsewhere in Alberta	830	10	7
Moved from elsewhere in Canada	1,185	14	7
Moved from outside Canada	620	7	5
Total	4,315	100	100

Family Households			
	Households	% Total	City %
Married couples	1,105		
Without children at home	650	34	29
With children at home	455	24	40
Common-law couples	550		
Without children at home	470	25	9
With children at home	80	4	4
Total lone-parent families	255		
Female parent	205	11	15
Male parent	55	3	4
Total	1,910	100	100

Just over half of households (51 per cent), in 2005, earned an annual income between $10,000 and $49,999.

Household Income 2005			
Household income in 2005	Households	% Total	City %
Under $10,000	440	9	4
$10,000 to $19,999	695	14	10
$20,000 to $29,999	775	15	9
$30,000 to $39,999	575	11	11
$40,000 to $49,999	580	11	10
$50,000 to $59,999	390	8	9
$60,000 to $69,999	385	8	8
$70,000 to $79,999	310	6	7
$80,000 to $89,999	135	3	6
$90,000 to $99,999	125	2	5
$100,000+	710	14	21
Median household income	$ 41,015		$ 57,085
Average household income	$ 64,560		$ 72,950

An aspect of community well-being is individuals' and families' ability to meet their basic needs.

Economic, Employment and Education		
	Strathcona	City Avg
# of households with low income	345	103.50
% unemployed (age 25+)	3.87	2.69
# of hamper/food bank users	208	135.08
# of welfare recipients	91	86.80
# of households paying >30% of income on shelter costs	1,750	313.84
% of population 20+ with less than Grade 9 education	10.78	21.55

According to 2010 neighbourhood indicators and 2006 Census of Canada data, the number of low-income households in Strathcona is nearly triple (345) the Edmonton average of 103.5. These families and unattached individuals spend 20 per cent more than average on food, shelter and clothing. In 2010, 1,750 Strathcona households paid more than 30 per cent of their total income on shelter costs alone. This is well above the Edmonton average of 313.84 households. Also in 2010, there were 208 hamper users in Strathcona, compared to the Edmonton average of 135.08. In addition, the unemployment rate among individuals over 25 years of age was higher (3.85 per cent) in Strathcona than the Edmonton average of 2.69 per cent.

The population of Strathcona is ethnically diverse, as illustrated in the table below. The majority of residents are of European, British, North American or French origin.

Population by Ethnic Origin			
	People	% Total	City %
European origins	4,655	34	32
British Isles origins	4,485	32	26
Other North American origins (includes	1,680	12	12
French origins	1,355	10	8
East and Southeast Asian origins	590	4	8
Aboriginal origins	485	4	5
Arab origins	130	1	1
South Asian origins	105	1	4
West Asian origins	80	1	0
Latin, Central and South American origins	65	0	1
Caribbean origins	65	0	1
Oceania origins	65	0	0
African origins	60	0	2
Total	13,820	100	100

Note: The sum of the ethnic groups in this table is greater than the total population count because a person may report more than one ethnic origin in the census.

The SCCL's multi-community newsletter, website and email Social List each do a good job of informing older, well-established residents about the issues affecting Strathcona. However, connecting with younger people through social media must be made a priority.

2.2. Personas

Given the preceding demographic data and data drawn from Forrester Research's Consumer Technographics data (2009 Forrester Research), the following personas were developed.
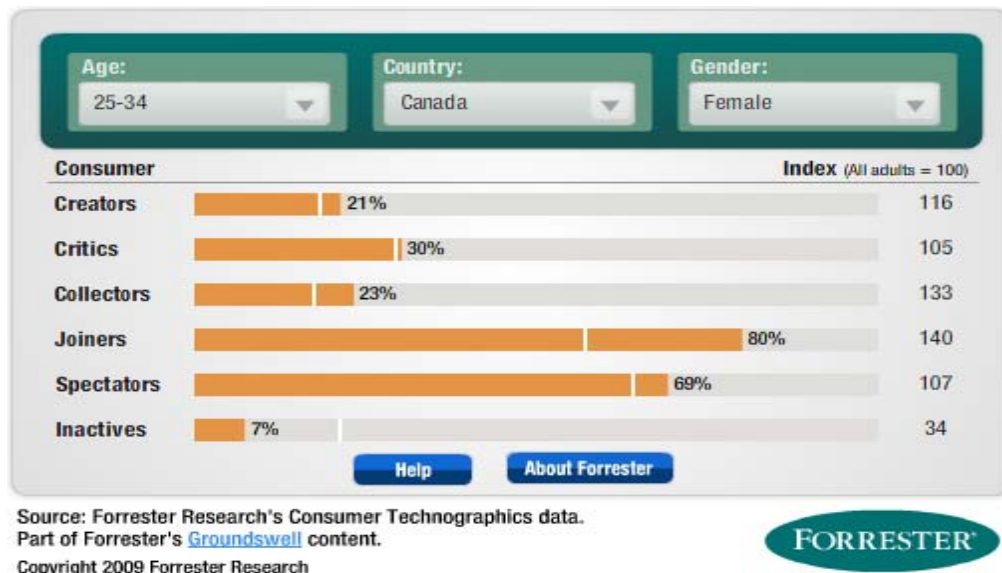
2.2.1. Magda Bayoumi

26, single, no dependants

Magda is an international student from Egypt pursuing an M.Sc. in Engineering. Because of the focus of her graduate program—computer engineering—she is rather tech savvy. Eager to make the most of her study abroad experience, Magda is active within a number of student groups on the University of Alberta campus, including the U of A IEEE student branch (IEEE|SB) and Engineers Without Borders (EWB), whose mailing list she subscribes to and whose Twitter feed and blogs she reads regularly. She also follows the U of A Engineering Employment Centre on Twitter, LinkedIn and Facebook, and frequently tweets herself.

Magda uses LinkedIn and Facebook to connect with others—family back home, friends in both Egypt and Canada, and people she meets through her involvement with EWB and IEEE|SB,

and at Networking SuperSessions, mixers for students and industry professionals in electrical and computer engineering and related disciplines.

Magda is comfortable surfing the Web, using social media, writing and commenting on content, and participating in online forums (2009 Forrester Research).

Age:	Country:	Gender:
25-34	Canada	Female

Consumer		Index (All adults = 100)
Creators	21%	116
Critics	30%	105
Collectors	23%	133
Joiners	80%	140
Spectators	69%	107
Inactives	7%	34

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Source: Forrester Research's Consumer Technographics data.
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Her chief complaint about many websites is that they do not display well on mobile devices with small screens. She is also annoyed by Flash-only websites that do not provide an HTML-only or low-bandwidth alternative.

Magda rents a two-bedroom apartment in the area of the Old Strathcona Farmers' Market. She and her roommate enjoy cycling and inline skating, as well as tennis and the occasional beach volleyball game at the nearby courts.

2.2.2. Jeanne and François Tremblay
late 50s, married, semi-retired, homeowners

Originally from Montréal, Jeanne and François moved to the Strathcona area of Edmonton in the late 1960s. They live in an older, character home they now fully own. Jeanne is a semi-retired teacher-librarian. François works as a heavy duty mechanic for the Canadian military. Married for 34 years, the couple have two adult children and use their computer quite regularly to look for information, shop, read product reviews, share photos and connect with others online.

Jeanne was recently diagnosed with glaucoma. She appreciates websites that allow users to adjust font sizes, making text easier to read. She also appreciates aesthetically pleasing websites with soothing colour schemes and high contrast between the text and page background; she finds these easier to read. As for François, working as a mechanic involves tasks requiring great manual dexterity. Over time, the repetitive nature of these tasks

manifested in tendinitis. When it flares up, his tendinitis annoys him because it means he finds keyboarding and using a computer mouse more difficult.

Jeanne is an avid gardener and François dabbles in floral macrophotography, tagging and uploading pictures of Jeanne's flowerbeds to Picasa and Flickr. On occasion he'll read product reviews for the latest lenses and cameras. He also subscribes to some of Consumer Reports' various RSS feeds, namely *Health*, which delivers objective facts and clear recommendations to help him and Jeanne make smart decisions about their health, and *Money*, which provides expert tips to help them make smarter choices on all types of personal financial decisions as they approach retirement.

Both avid readers, Jeanne and François read news online and subscribe to the digital editions of such newspapers as *Edmonton Journal, The Gazette* (Montréal), and le *Journal de Montréal*, and they collect French-language books, including some rare or out-of-print volumes they often buy from such sites as www.abebooks.com or www.amazon.ca.

Both use instant messaging and Skype to stay in touch with their friends in Québec and with their grown children, one of whom is currently studying in Europe.

The following tables illustrate typical technology usage by Canadian adults over the age of 55. (For more information on the seven overlapping layers, refer to Appendix A.)
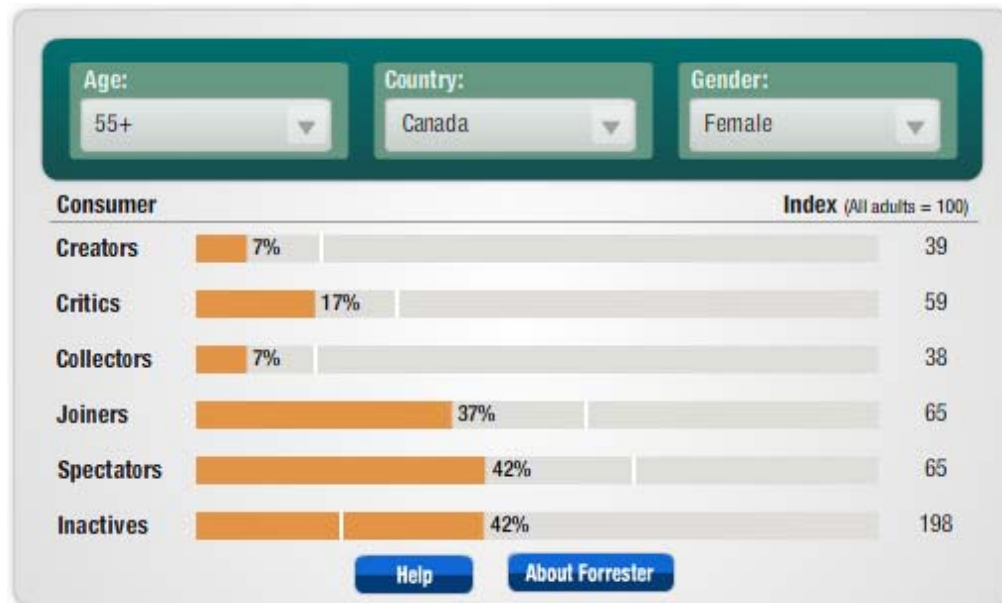
Source: Forrester Research's Consumer Technographics data.
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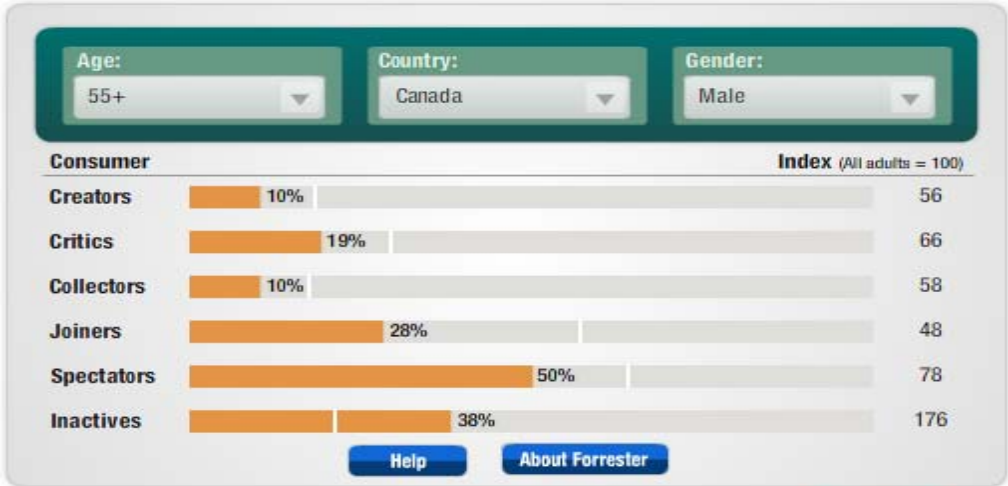
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3.0　Usability Tests

Following are points raised by users asked to look at the website and discuss how easy it is to use and navigate.

3.1.　Chastity

We asked Chastity for her initial impressions of the site and then asked her to book a wedding reception for her cousin at the Community Hall. After about five minutes on the site, she decided to look elsewhere for a venue.

Chastity's initial reaction to the site's homepage was that the background image, which appears to be a close-up photo of a flowerbed, is "a tad distracting." Commenting on the visuals on the homepage, she noted that any viewer unfamiliar with the Old Strathcona neighbourhood would probably have no idea what the site was for, and would perhaps think that they had arrived at a website for a flower shop.

She was also perplexed by the twin menu columns on opposite sides of the homepage, noting that her eyes were automatically drawn to the right-hand menu while the truly important information (such as community information, upcoming events and so on) was on the left-hand side. She also questioned the purpose of the Google Groups subscription box located smack-dab in the middle of the page and the alternating blue and black lettering of the links on the homepage.

Chastity's attempt to book the Community League Hall for her cousin's wedding proved to be a frustrating process that made her decide to look elsewhere. To begin with, she was baffled by the fact that there was not one but two links to information about the hall, divided up into Hall Rental Information and Hall Events and Availability Calendar. "Why would you not put these together?" she inquired.

She then clicked on Hall Rental and Availability link and was greeted by an expansive white page with an explosion of information, which led her to exclaim "Now you totally lost me!" She expressed bafflement at the hall booking instructions, which require that she both write an email to the above-listed address and post a message on the league's mailing list, which necessitates going through Google Groups. "What if I do not want to subscribe to the mailing list? I do not understand why you would have to do both."

Chastity commented that, in addition to being confusing, the website didn't include much of what she really wanted to know about the hall. She found little in the way of the hall amenity information she was looking for and was frustrated by the quality and quantity of photos available. The site has only two photos of the hall—one of the main hall and one of the lounge—and neither of them can be enlarged.

The one part of the website that Chastity did find straightforward was the event calendar. However, even this page proved to be confusing upon further examination. The hyperlinked events simply connect to Google Events windows, which do not contain any additional information from the calendar itself. In addition, she found it frustrating that none of the pages

she explored had a Home link, meaning that she either had to click on the back arrow or tweak the URL to return to the homepage.

3.2. Lynn

A second test user, Lynn, noted the following.

- Unfortunately, the mix of vibrant green and yellow on the site's homepage is more distracting than attention grabbing. The user may be confused by the garden theme and the absence of any information describing the League or its activities. This information is vital and should be placed near the top of the homepage. Not having it there requires user to do far too much work; they have to go through the League History to have any understanding of what SCCL actually is.
- The homepage itself is quite difficult to navigate; rather than having a well-organized tool bar at the top of the page, there are two scan columns, each with links. The lack of organization can frustrate users and discourage further exploration.
- The tabular format seems very rigid.
- The site doesn't have a liquid layout and, although this may not be immediately obvious, it presents a barrier when the site is viewed a smaller screen resolutions.

When asked to book the hall for a function, Lynn made the following observations.

- Despite the content organization and split navigation on the homepage, finding the link for rental information is pretty simple: Hall and Rental Information is located in the column on the left side of the page.
- The link sends the user to a page with photos of the spaces available and the cost of each. Floor plans of the hall are also available, making planning a rental easier. There is, however, an issue with the Hall Availability link. It connects the user to Google Calendar, which is a good idea, but there is nothing on the calendar. Also, the calendar requires users to use their own computer. If they do not, they will be redirected to a login screen. This could potentially be confusing to those who do not understand what a Google Calendar is.

3.3. Jamie

Another test user, Jamie, articulates similar concerns.

- The background was distracting and became the focus of the homepage.
- The navigation on the homepage contains more links than are appropriate for a top-level page to have: this overabundance of hyperlinks loosely arranged into clusters on the page was very daunting. Information about art in the community, homelessness, programs and groups belonged on secondary pages. In other words, the website is very front heavy and could benefit from content reorganization.
- Hyperlinks are not uniformly coloured or spaced. Because they are the same colour as body text, it is easy to mistake them body text or headings and not clickable hyperlinks.
- Following the Hall Availability link led Jamie off the SCCL website and prompted him to subscribe to a mailing list. "Why would I subscribe?" Jamie asked. "I still do not have any information." A page that provides information and answers to frequently asked questions may alleviate this.

- The small photos give no real sense of scale or of actual room dimensions. Images provided cannot be enlarged, and information on the hall and its amenities is sparse at best.
- Pricing information is available, but it is unclear.
- Internal pages lack any kind of navigation; users must use the browser's Back button to return to the homepage and use the navigation there to get around the website.

3.4. Corinne

Corrine expressed her frustration trying to book the hall this way.

- Inconsistent naming conventions initially led her to assume the main hall was on the main floor and the lounge on the second floor. She was also initially uncertain as to the location of the meeting room. A look at the floor plans added to her confusion: does "Lounge" mean the same as "Pub", and does "Main Hall" mean the same as "Reception Hall"? A look at the floor plans shed some light on this question, and Corinne concluded that, if the meeting room is on the main floor, "Main Hall" must refer to the reception hall and "Lounge" must refer to the pub.
- Do the small numbers on the floor plans indicate square footage? Initially, Corinne thought these small numbers referred to room dimensions, but, after realizing that the multipurpose room (104) appears larger than the shower (115) and storage room (107), she concluded that the numbers are room numbers and not an indication of each room's square footage.
- The floor plans, available as PDF documents, do not open a browser window. Fortunately, Corinne used her browser's *Back* button to return to the previous page; however, had she closed her browser window, she would have left the website.
- There are no large photos that give a sense of scale or possible seating arrangements (e.g., tables of 8, classroom, theatre)
- It was unclear to our test subject to what the prices displayed refer. Are these hourly rates or rates for an evening? Do the prices shown include the GST?

The rental contract (which, again, does not open a new browser window), posed similar challenges:

- Is the first page for office use only, or does the customer complete the requested information?
- Is the cost worksheet a budget planning worksheet to help the client calculate his or her budget, or is it for office use as well? How does the client know what actual costs are? There is no mention on the website itself of additional and incidental costs such as liquor liability insurance, setup and cleanup costs, non-refundable deposit, damage deposit, corkage, linens, time default and so on. These are only mentioned as "Other Fees/Costs" on page 2 of the rental agreement and are not expanded.
- Terms and conditions of rental and cancellation are not explicitly stated on the website itself.
- There is no mention on the website itself of liquor liability insurance. Is this the hall's or the renter's responsibility? This is not obvious until point 7 on page 2 of the rental agreement.

- There is no mention on the website itself of the required site visit (for the purpose of setting up decorations and entertainment). This is only made clear as point 9 on page 2 of the rental agreement.
- In the end, Corinne thought it best simply to email the league rather than try to decipher the PDF documents or make assumptions based on the minimal information provided.

3.5. Kim

When asked to explore the SCCL website, Kim, a writer, web editor and corporate communicator, noted the following.

- In some cases, clicking on a board member's hyperlinked name brings up that member's business website, rather than biographical information, as one might expect. This was really off putting to one test user. It seemed to her a bit self-serving. She suggested that it might be preferable to have wordsmithed bios on the site itself, rather than external links.
- Oddly enough, when we looked at the event calendar on a computer here at NAIT, we didn't get the error message about not having appropriate permissions to view it. It was actually populated with information.
- Any document on a website is publicly accessible; the "Table of (mal)Contents)" and other wording on the *99 Street StreetSCAPING* document is unprofessional; regardless of the audience for whom this document is intended, if it is seen by representatives from the City of Edmonton, this tone is not likely to endear them to whatever SCCL may have to say. It also isn't clear what the purpose of this document is and that estimated capital costs are costs to the community league and not costs to the City.
- One of the pages (More art in the Strathcona Community) has a horizontal scroll, even at a very high resolution. Imagine the side scroll at a lower screen resolution.
- There are a few typos on some pages.
- The Building and Grounds link points to a technical spec document. This is not really what a user expects; a user is more inclined to think that *Building and Grounds* would link to interior and exterior photos, floor plans, historical information about the building and maybe a few details about its construction, past renovations and any anticipated or future work. What's the purpose of this spec document from Stantec?
- There are some real formatting issues throughout the site and with spacing text away from photos and making text wrap around photos.
- In the photo galleries, some of the photos have text on them. Does this indicate that these pictures were "lifted" from other sites without permission? If that's the case, there are intellectual property issues at play here. On the photo galleries, the location of—and absence of—captions is an issue.
- Links are not uniformly coloured. Some are black and do not stand apart from body text.
- On the *Centennial Mural Project* page, text runs right into pictures; it is not clear just what might happen to the formatting/wrapping at a smaller resolution. All the links on this page are broken. Although the source is attributed, it appears all of the graphical content—as well as the HTML code itself—as "lifted" from another website. Again, was permission granted?

- o Why is the registration form for Scouts Canada a Word document and not a PDF? Also, there should be a standard that indicates what links redirect to if anything other than an HTML page. The standard convention is *filename* (3MB mp3), *2011 Annual Report* (314K pdf), *Document Title* (178K Excel), or *Document Title* (786K Word).
- Some characters such as curly quotes are not encoded properly and are therefore parsed improperly by the browser. Punctuation (e.g., apostrophes, em-dashes, en-dashes and hyphens) is used improperly/inconsistently.
- Jump/bookmark links would really help on longer pages; better yet, chunk this information and create more internal pages whose content is shorter, clearer, optimized and scannable.
- Line length is really, long. If this is addressed, text may have to be shortened/distilled to avoid lots of "colour" (density) on the page.
- Instead of making *here* a million times bigger than everything else on the "Subscribe to mailing list" page, why not make *mailing list* itself the link? This contextualizes things and makes them much more obvious.
- When users click on the link to Hall Availability (not obvious because it is black), they're prompted to sign in.

4.0 Goals, Objectives and Tactics

Note: For more on specific objectives and metrics, refer to 6.3. Social Media Measurement.

4.1. Champion League Success

4.1.1. SCCL is accessible and appealing to Edmontonians.
Goals

- Promote the Strathcona neighbourhood as a hub of social, artistic, cultural, entrepreneurial and recreational activities
- Develop a deeper understanding of prospect behaviour to inform targeted marketing strategies and outreach efforts
- Improve the website's aesthetic to reflect the neighbourhood/community it represents
- Position SCCL as the primary point of contact for media inquiries

Possible tactics

- Use social media as a knowledge management tool in providing customer service
- Streamline information using Facebook
- Use wireframes as a basis for developing page templates and, if appropriate, cascading style sheets
- Use Flickr to provide pictorial representation of everything the community has to offer and to chronicle league events and history
- Use a blog to communicate information; invite guest posts; encourage comments

4.1.2. SCCL actively supports members in their pursuit of success.
Goals

- Grow member engagement
- Grow member retention (including populating SCCL events)
- Share information

Possible tactics

- streamline information using Facebook
- allow members to post and tag their own photos and upload them to Flickr
- Use a blog to communicate information; invite guest posts; encourage neighbourhood residents to engage with the blog (i.e., contribute stories/photographs)

4.2. Pursue Programming Excellence

4.2.1. SCCL has quality programming and effective service delivery.
Goals

- Help program activities for families and individuals (e.g., skating rink, playgrounds) and be the hub of the neighbourhood

Possible tactics

- Streamline information using Facebook; incorporate/link to registration forms; encourage "Likes" (put FB badge on page, include in collateral, etc.); build social proof by liking other community organizations' pages (reciprocity)
- Use wireframes as a basis for developing page template and, if appropriate, cascading style sheets
- Use Flickr to provide pictorial representation of everything the community has to offer and to chronicle league events and history; allow members to post and tag their own photos
- Use a blog to communicate information; invite guest posts; encourage comments

4.3. Advance Organizational Sustainability

4.3.1. SCCL is a neighbourhood organization within a community often frequented by people from all walks of life and all corners of the globe.

Goals

- Commit to brand awareness and protection: raise the value of the SCCL brand
- Generate media coverage that mentions SCCL in one way or another: SCCL is a conduit, communicating constituents' values, questions and concerns

4.3.2. SCCL's relationships with partners/stakeholders are strategic, symbiotic, synergistic and sustainable.

Goals

- Nurture, foster and maintain relationships with existing and prospective members
- Nurture, foster and maintain connections with all levels of government (municipal, provincial, federal), businesses, community groups, law enforcement, etc.
- Promote residents' interests both internally and to external stakeholders (e.g., developers).
- Act as a conduit, allowing residents to express concerns
- Encourage the development of working committees, to enable and ease succession for incoming directors

4.4. Content Inventory

Title	Description/Identified Issues
1.0 Homepage	External links to EPS neighbourhood crime map, Edmonton Weavers' Guild, Facebook and Twitter (although Facebook group is slated to be archived due to lack of use)
1.1 About our Community	Not about neighbourhood at all; about city of Edmonton as a whole. Contains a lot of underlining; unclear which are links and which are not. Contains internal links, as well as external links to things not directly related to the league (e.g. Walterdale Playhouse)
1.1.1 Why We Like Living in Edmonton	Demographic factoids
1.2 Programs	Is this part of the same website? The link to this page from the homepage leads to a Google website with its own secondary and tertiary pages. It is not clear whether this ought to be considered part of the league site or something entirely distinct. This page has its own calendar that is not integrated with the league calendar.
1.2.1 Playgroup	
1.2.2 Green Shack	
1.2.3 Summer Programs	
1.2.4 Field Hockey	
1.2.5 Shinny Hockey	
1.2.6 Skating Lessons	
1.2.7 Soccer	
1.2.8 Rink Times	
1.2.9 Other Programs	Babysitting classes, Sugar Swing
1.2.10 Special Events	Why would this calendar stand apart from events mentioned on the league's event calendar? Do they contain the same information? How and why are these different? Can they be integrated?
1.2.11 Contact	Email address
1.2.12 Blog	Not updated since March 2010; total of 17 posts since the first (September 2008) Why is this existence of this blog so understated? There should be a link to it from the SCCL website's homepage.
1.3 Social Events	Appears to be updated regularly whenever there is a new event to publicize.
1.3.1 Celtic Kitchen Party	Word document; why is this not a PDF?

Title	Description/Identified Issues
1.4 Sports	Contains external links and an internal link to members of the executive (see 1.6) Contains a link to PDF document about field hockey. Contains a link to PDF registration form for field hockey (see 1.19) Unclear why these external links exist here and not on the Field Hockey page linked under Sports (see 1.2.4) External link to Edmonton Youth Basketball Association. External link to U of A Athletics and Edmonton Sports Council.
1.5 Building and Grounds	PDF document produced by Stantec How is this relevant? Why so specific about project management? Users would expect photos of the facility and the grounds, floor plans, room dimensions and the like.
1.6 Executive	List of names and titles, phone numbers and email addresses External links to members personal sites, business websites, etc. (could be perceived as "plugs" if linked to a business; may be off putting to some users) Community League History and Mission Statement are included here; should be chunked out and placed on standalone pages)
1.7 Membership	Membership information and membership policy Also includes information about boundaries Could be improved with jump links/bookmarks External link to Edmonton Federation of Community Leagues Internal link to Bylaws (see 1.8)
1.8 Bylaws	Could be improved with jump links/bookmarks
1.9 Meeting Schedule	Cursory information about when the league meets
1.10 Hall and Rental Information	Internal links to main floor plan and second floor plan Link to mailing list
1.10.1 Main floor plan	PDF document - lacks room dimensions
1.10.2 Second floor plan	PDF document - lacks room dimensions
1.10.3 Rental Contract	PDF document
1.11 Hall Events and Availability Calendar	Links to Google calendar; click on events within the calendar for particulars
1.12 Newsletter	Information on when the newsletter comes out, deadlines for submission Carries only contents for current month - no archives/back issues
1.13 Photo Gallery	Simply contains links; rather useless as a landing page Why is the graphical bar hyperlinked to the *Parks* page?
1.13.1 Streetscapes and Houses	Character homes; no captions or explanation whatever
1.13.2 Schools and Churches	
1.13.2.1 Old Scona Academic School	Photo with very cursory info and an external link to school's website

	Title	Description/Identified Issues
1.13.2.2	Academy at King Edward	Photo with very cursory info and an external link to school's website
1.13.2.3	King Edward School	
1.13.2.4	Churches	Contains internal links to Holy Trinity Anglican and Knox Evangelical
1.13.3	Under the Snow	Shaw Photoshare page apart from SCCL website
1.13.4	Parks and Playgrounds in Old Strathcona	Photos with no captions or description whatever
1.13.4	Volunteer Appreciation 2010	Shaw Photoshare page apart from SCCL website
1.13.5	Ceilidh Pub Night, November 2010	Shaw Photoshare page apart from SCCL website
1.14	People in our Community	Repository of external links Who is responsible for ensuring link liveliness here?
1.15	Public Schools	External links to school websites and school board websites
1.16	Art in the Community	It really is not obvious until one hovers the mouse over the two images on the lower left that they are hyperlinked to secondary pages.
1.16.1	Old Strathcona Centennial Mural Project	Lifted -- although attributed (HTML code and all, it seems) from http://www.strathconacommunity.ca/murals.htm WAS PERMISSION GRANTED? This page contains countless broken links
1.16.2	The Story of Buffalo Mountain by the Artist	A Cree story by Stewart Steinhauer; unclear what this has to do with the image that links to it Special characters (single and double quotation marks) on this page are not coded/parsed correctly by the browser, likely because the text was pasted from Microsoft Word and Smart Quotes were not disabled.
1.17	More…	Unclear taxonomy; what does *More…* mean? Page title is actually *More Public Art in the Strathcona Community* More information on public art
1.18	Ceilidh Pub Night October 21	Word document; why is this not a PDF? Does NOT open a new browser window
1.19	Field Hockey at the Hall Registration	PDF document Does NOT open a new browser window
1.20	Scouts Canada	Recruitment flyer; Word document Does NOT open a new browser window

Title	Description/Identified Issues
1.21 99 StreetScaping Wish List	PDF of a PowerPoint presentation Who reads this? For whom is this intended? Does NOT open a new browser window Very negative tone to this document
1.22 Adopt a Block	PDF document Does NOT open a new browser window
1.23 Mailing List	Three steps to sign up for mailing list Is the mailing list distinct from the Google group? Are these the same? Are they different? Must users sign up for both?

4.5. Sitemap

4.5.1. Current

- Homepage
  - About our Community
    - Why We Like Living Here
  - Programs
    - Community Programs
      - Playgroup
      - Green Shack
      - Summer Programs
    - Sports
      - Field Hockey
      - Shinny Hockey
      - Skating Lessons
      - Soccer
      - Rink Times
    - Other Programs
    - Special Events
    - View a Schedule
    - Contact
  - Social Events
    - Celtic Kitchen
  - Sports
  - Building and Grounds
  - Executive
  - Membership
  - Bylaws
  - Meeting Schedule
  - Hall and Rental Information
  - Hall Events and Availability Calendar
  - Newsletter
  - Photo Gallery
    - Streetscaping and Houses
    - Neighbourhood Schools and Churches
      - Old Scona Academic School
      - Academy at King Edward
      - King Edward Elementary
      - Churches
    - Parks and Playgrounds in Strathcona
    - Under the Snow
    - Volunteer Appreciation 2010
    - Ceilidh Pub Night, November 2010

- The People in the Neighbourhood
- Public Schools
- Old Strathcona Centennial Mural Project
- The Story of Buffalo Mountain by the Artist
- More Public Art in the Strathcona Community
- Contact Us
- Celtic Pub Night October 21
- Field Hockey at the Hall Registration
- 6th Edmonton Scouts Information
- 99 StreetScaping Wish List
- Adopt a Block

4.5.2. Proposed

- Homepage
  - Our Programs
    - Community Programs
      - Playgroup
      - Green Shack
      - Summer Programs
      - 6th Edmonton Scouts
    - Sports Programs
      - Field Hockey
      - Shinny Hockey
      - Skating Lessons
      - Soccer
    - Special/Social Events
      - Celtic Kitchen
      - Summer Green Shack Kick-Off
      - 6th Edmonton Scouts Bottle Drive
      - Edmonton Weavers Guild Sale
    - Other Programs
      - Sugar Swing Dance Club
      - Babysitting Course
    - Schedule and Registry
  - Our Board
    - Executive
    - Membership
    - Bylaws
    - Meeting Schedule
  - Our History
    - About Us
    - League History
    - Mission Statement
    - Building and Grounds
    - Newsletter
  - Our Community
    - Streetscaping and Houses
    - Neighbourhood Schools and Churches
    - Parks and Playgrounds
    - The People in the Neighbourhood
    - Art in the Community
      - Old Strathcona Centennial Mural Project
      - The Story of Buffalo Mountain
      - More Public Art in the Strathcona Community

- o Our Hall
  - ▪ Hall Rental Information
  - ▪ Hall Events
  - ▪ Hall Schedule
- o Contact Information
  - ▪ Join the Mailing List
  - ▪ Subscribe to Google Groups
  - ▪ Facebook
  - ▪ Twitter
- o City of Edmonton Link
- o Edmonton Federation of Community Leagues Link
- o Edmonton Public Schools Link
- o Edmonton Weavers Guild Link
- o Edmonton Public Library Link
- o Edmonton Police Service Link

5.0   SWOT Analysis

At first blush, one can only assume that the SCCL website is intended for people already familiar with Strathcona and the community league. This is problematic given that community leagues are supposed to be social hubs for newcomers looking for information.

On the one hand, the client indicates the website is intended as a tool to get in touch with people who live within the community with little interest in those beyond its physical boundaries or even in businesses within this small geographic area: the actual boundaries of Strathcona are from Mill Creek Ravine to 107 Street, and from Whyte Avenue to the river. Yet, the client also believes the website ought to for anybody who might be interested in the SCCL for whatever reason.

By the client's own admission, the website does not address the 20 to 30 age group very well; addressing this demographic, and its needs and wants, is not seen as all that important. It is felt that individuals in this age group are not permanent residents of the community and therefore disengaged and not that interested in becoming involved. The website is more directed towards residents than the businesses in Strathcona and focuses on those in the mid-thirty to mid-sixty age group.

Until now, it appears to have been a bit of a struggle to get some members of the SCCL's core group to see the value of a website. This may well account for the website's shortcomings.

5.1. Strengths

The Edmonton Federation of Community Leagues (EFCL) is the representative and coordinating body for all community leagues in Edmonton. Through the EFCL, community leagues set policies and directions for all leagues to follow, make recommendations to the municipal government on matters of mutual interest and concerns and, through committees, offer a variety of activities to community league members on a city-wide basis.

Community leagues in Edmonton must depend on the EFCL in terms of membership: the federation takes memberships on behalf of each of Edmonton's 154 community leagues then passes them down the respective league. While provision of recreational, social, cultural, educational and sports programs remains a primary focus for many community leagues, the EFCL also provides an effective mechanism for addressing many other neighbourhood-related issues, including transportation systems, land use development, school and park use, facilities development and other quality of life issues.

Strathcona residents encourage higher density housing while taking care to ensure its compatibility with existing community assets and lifestyle benefits. Residents value and promote the commercial success of Whyte Avenue and support its transition from too many bars to a strip with more retail opportunities. Taking their share of social helping agencies has caused rifts among residents, but the strength of the community has overcome these pressures. In other words, within the SCCL, there appears to be a fair amount of consensus among the people who are aware of these issues.

As member organizations, community leagues are eligible for a per capita-based annual operating grant from the city of Edmonton and can access matching fund grants for construction

and renovation of community facilities. Individual community leagues, such as the SCCL, also have casinos and generate revenue that way.

Each league is also entrusted, through the city's Community Services Branch, to look after neighbourhood park development. This includes tree planting and the development of play spaces such as playgrounds, skating rinks and tennis courts.

5.2. Weaknesses

It has thus far proven difficult to persuade some of the league's core members to see the value of a more dynamic, user-friendly website. Like the neighbourhood itself, the community league website is a busy, eclectic affair with loads of information. However, the site's design is difficult to navigate, likely because of the perplexing twin menu columns on opposite sides of the homepage. One user noted that her eyes were automatically drawn to the right-hand menu while the truly important information (such as community information, upcoming events and so on) was on the left-hand side. Commenting on the visuals on the homepage, test users also noted that any viewer unfamiliar with the Old Strathcona neighbourhood would probably have no idea what the site was for.

The website was first launched in 1997 and was originally hosted by the Edmonton Freenet. SCCL web manager Karen Rowswell explains that while there have been some additions over the years, the basic structure of the site is essentially the same as it was 14 years ago. The 'People in the Neighbourhood' page was added in 1999, followed by the 'Art in the Community' page in 2001. Since then there has been very little change. Rowswell notes that some of her subsequent additions to the site, including a 'Lost Pets' page and a feature she referred to as 'Strathcossanas' (a page for neighbourhood testimonials and narratives) failed to generate much interest and were abandoned.

No web analytics are available prior to 2005, making it impossible to gauge site usage prior during its first decade of existence. Over the past four years, use of the site has been virtually static, with between 5,200 and 6,100 unique visitors between 2008 and 2011. Of these visitors, the vast majority are 'first time visitors'. As of the end of October of this year, the site had received 5,355 unique visitors in 2011, of which 4,445 were first timers to the site and only 910 were returning visitors. Over the past seven years, the site has averaged 7,296 page loads, 4,102 unique visits, 3,317 first-time visits and 785 return visits, representing a small degree of growth after two years of monitoring followed by three years of negligible growth in traffic.

None of the internal pages has a 'Home' link, meaning that users either have to click on the 'Back' arrow or tweak the URL to return to the homepage.

Like the site navigation, absent from all but the homepage, the hall booking instructions are similarly unclear and imply that users must both write an email and post a message on the league's mailing list, which necessitates going through Google Groups. In addition, test users found little in the way of the hall amenity information and were frustrated by the quality and quantity of photos available.

Similarly, the event calendar is confusing because the hyperlinked events simply connect to Google Events windows, which do not contain any additional information from the calendar itself.

- One of the biggest barriers appears to be difficulty accessing occupants of high-rise apartments: they are closed off and, unless those doing membership drives know an occupant, it is hard to gain entrance to these buildings to disseminate information or to sell memberships.
- There appears to be little interest in the website and its efforts to interact with or engage constituents. For a time, there were other contributors: people had written some things about living in Strathcona. Yet, contributions dropped off. Similarly, the SCCL's Google group is inactive, despite its approximately 100 members.
- The league relies heavily on a print newsletter to disseminate notices and information. Those living in houses receive the newsletter, but it misses younger and older people living in apartment buildings. In addition, this publication, prepared by the same people who print the Edmontonians, costs approximately $6,000 per issue. Added to this prohibitive cost is the need for a Flyer Force representative to distribute it. If a block is without a representative to deliver the newsletter, residents along that street go without.

While each of the three preceding points would strongly support the development and implementation of a values-driven social media strategy, there are dissenting viewpoints within the SCCL's core group with respect to the value of social media. The league has a presence on Facebook and Twitter. Some are not really interested in either of these technologies. Jeff Samsonow, SCCL president, however, has a pronounced interest in this area.

It is also thought that there is little or no point in emailing constituents, particularly those between 20 and 30, because they do not respond to email and tend not to hold the same address for extended periods.

Data from the 2006 Census of Canada, however, indicate that 34 per cent of neighbourhood residents have lived at the same address for the five years previous to the census and that an additional 35 per cent moved to the neighbourhood from elsewhere in Edmonton.

To exclude those between 20 and 30 seems very much at odds with 2006 Census of Canada information, which indicates that this age demographic constitutes 32 per cent of all neighbourhood residents. Of this 32 per cent, half are male and half are female.

Thus, it is clear that difficulties connecting with residents are generational. The Social List and website cut off those over 70 without computers and many people under 30, who already find email too cumbersome and see it as obsolete.

The moderated mailing list is used to send information, yet information items must first be submitted. Keeping track of notices and announcements is a pretty big job.

What seems to be lacking from the website is any kind of an "About Us".

Users of the website should be able to tentatively book rentals at the hall and to communicate with the hall manager via email. However, those are hall management issues, not website issues.

5.3. Opportunities

A community league could, potentially, have the role of promoting community over a wider and broader area. A website that is maybe more geared towards promoting what the community has to offer might have more traction and, in the process, generate more revenue.

In terms of communication models, traditional media like newsletters, like flyers, direct mail are called "push" because they are means of getting information from organization out to its publics. People do not have to have information pushed at them. They can opt in or opt out and choose to receive or choose to read whatever they wish at any point in time. There is great potential to really leverage those tools and engage people from all walks of life, from all political slants, from all age graphics through either Web strategy or social media strategy.

With digital media and all of the tools at our disposal, there's great potential to make the website a two-way conversation. Social media tools would allow constituents to "pull" the information most relevant to them, whether through moderated listservs, online discussion forums, and co-authored blogs to which they contribute of their own volition, or RSS, opt-in electronic newsletters and Twitter feeds.

Especially for a community organization such as the SCCL, where the focal point is the exchange of ideas and coming together as a community to stand up for its values, building in interactivity and engagement would seem particularly valuable and important: people would no longer have to wait until the next town hall meeting to bring up concerns.

All communication platforms require advocates to build and sustain them. Donna Fong and Karen Rowswell have assured the success of the SCCL's current communications tools. Similarly, a long-term committed champion is needed for social media networking. Social media are vitally important to serve the incoming generation of potential SCCL members.

If more social media exposure were to result in significantly more hits on the website, graphics would have to become more amenable to viewing on tiny cell phone screens.

The website provides more depth of information than can a Twitter feed or a Facebook page. That information can attract younger people to SCCL, but only if it describes new and innovative programming that suits their interests.

5.4. Threats

The big issues in an older community like Strathcona are development and transportation issues. There are a lot of big roads through the community, and there is always a push to expand those roads to make them faster and wider. Constituents do not want that: Strathcona is a very pedestrian-oriented community.

One thing that comes up every decade or so is the whole issue of truck traffic on 99 Street and why there is no truck traffic on 75 Street: 75 Street, although far better suited to truck traffic, is closed to truck traffic.

Closure of 99 Street and Scona Road was a bit of a hot button issue, particularly for the businesses along this stretch.

Issues of development are interesting because there are always people trying to overbuild in Strathcona. There are issues around people's trying to get zoning changed, moving from lower density to higher density.

There are problems with business owners along Whyte Avenue who want more and more bars all the time, so there are always issues related to parking. Businesses are within the community and residents' expectations of these businesses are an issue as well.

6.0 Social Media Strategy

6.1. Identifying Appropriate Social Media Tools

Social media is the latest tool by which people are reading and sharing news, views, information and content. According to the Institute of Public Relation's recent study, "An Analysis of the Increasing Impact of Social and Other New Media on Public Relations Practice," social media are impacting public relations (Vocus):

- 88% of respondents believe blogs and social media have made communications more instantaneous because they encourage organizations to respond more quickly to criticism.
- 73% of respondents believed the emergence of blogs and social media had changed the way their organizations (or their client organizations) communicate.
- More than 90% of respondents encourage the use of research to measure how blogs and social media are impacting their organizations, but only about one-third (39%) say their companies actually are conducting this measurement.

In addition, an infographic created by JESS3 examines engagement statistics with the world's most popular social network, Facebook, reveals that

- The average user has 229 friends, of which 22% are from high school, 12% are co-workers, 9% are from college and 3% they only met once. In 2008, the average user was 33. Two years later, the average user was 38, five years older.
- Compared with other social networks, Facebook users are the most engaged. Fifty-two percent visit Facebook daily, beating out others for daily visitors, such as Twitter (36%), Myspace (7%) and LinkedIn (6%).

There are incredible demographic numbers available for most social media platforms now. Given this, it is relatively simple to determine which platforms and sites target audiences use.

Numbers are not only more precise than anecdotes, but they also sometimes tell surprising stories. For example, the rapid rise in older, female Facebook users is attributable to grandmothers looking at photos of their grandchildren (Bram).

Social media encompass more than simply Twitter, Facebook and LinkedIn: there are thousands of niche networking sites, platforms and opportunities to connect, many of them with segmented audiences. Few people spend all of their time on all the different social media sites. Instead, they tend to congregate where similar people are. Thus, you want to target your efforts where your audiences are (Bram).

To determine where time and energies will best be spent, SCCL must first determine where its audiences are participating. There are a number of tools that facilitate this, including Fliptop and Gist.

Fliptop lets you upload email contacts from your computer, an email marketing platform, social media, or Salesforce. It returns the contacts' demographics, titles, companies, all of the social

platforms they use, and their Klout scores[1]. Fliptop yields 100 free social profiles; anything more requires payment. Gist integrates with email program such as Outlook and Gmail. Every time a user emails someone, Gist returns information such as the recipient's most recent blog post, what he or she is reading, his or her shared photos, and his or her social networks. Each of these tools is useful in assessing where audiences participate online, and we recommend using them in combination (Dietrich).

While Fliptop provides a snapshot of the people in SCCL's customer relationship management database, Gist gives access to the people SCCL are emailing at a particular moment. Armed with this snapshot of its audiences, SCCL can build its online community around those platforms in which the majority of its customers and prospects are already participating (Dietrich).

Once SCCL has identified a given social network as a potential place to reach its audience, it should test the waters and initiate a conversation as soon as possible. Learning the ways audiences use the site and interact is just as important as the fact they are there in the first place (Bram).

Not every audience is on Twitter. In fact, a lot of audiences aren't on Twitter. A November 2010 study from the Pew Research Center estimates 8 per cent of Americans use Twitter (Bram). Despite this, it is possible for SCCL to learn about its followers using the "Know Your Twitter Followers" service by Schmap. Schmap offers two basic options to get some insight into Twitter followers. The free version provides a summary snapshot of SCCL's followers, breaking them down by location, profession, generic likes and interests, demographics, preferred way of accessing Twitter, their first language, their Twitter settings, influence, activity, time on Twitter, number of accounts they follow, categories they follow and specific accounts they follow (Dugan).

Once SCCL has initiated the conversation, it is important to monitor it regularly. Doing this can not only be used to gain perspective, but also to help create a positive image of the organization and uncover potential business opportunities.

Similarly, monitoring both SCCL and other community leagues will help create a fair evaluation of where SCCL falls. As important as what the public says about SCCL is what they reveal about other community leagues. Monitoring the information shared by other community leagues and their members can help SCCL gain a better understanding of what they do well and where they can improve. That knowledge can not only help SCCL strengthen its own business strategy, but it also provide insight into its members' needs (Vocus).

Monitoring social media lets SCCL leverage its direct connection to the public and potential members. Uncovering opportunities to secure new members is just as important as monitoring and addressing current members' concerns. Tracking other community leagues, City of

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[1] The Klout Score measures influence based on a user's ability to drive action. Every time he creates content or engages, he influences others. The Klout Score uses data from social networks in order to measure:

- **True Reach** – how many people he influences
- **Amplification** – how much he influences them
- **Network Impact** – his network's influence

Edmonton news releases and other key terms, SCCL can identify people looking for information on SCCL programs and services, as well as general information on the Strathcona neighbourhood, area businesses and other community leagues. Approaching these situations very carefully can lead to new opportunities for SCCL while raising public perception.

## 6.2. Recommended Tools

6.2.1. Flickr

Flickr lets users share their photos with friends and family. Users can upload them from

- a mobile device
- email
- a Web browser
- Flickr's desktop application
- their favorite photo programs, including Aperture, iPhoto, Picasa, and Windows Live Gallery

SCCL can organize photos into sets and group sets into collections.

Flickr's **Organizer** lets users label, tag and organize their photos.
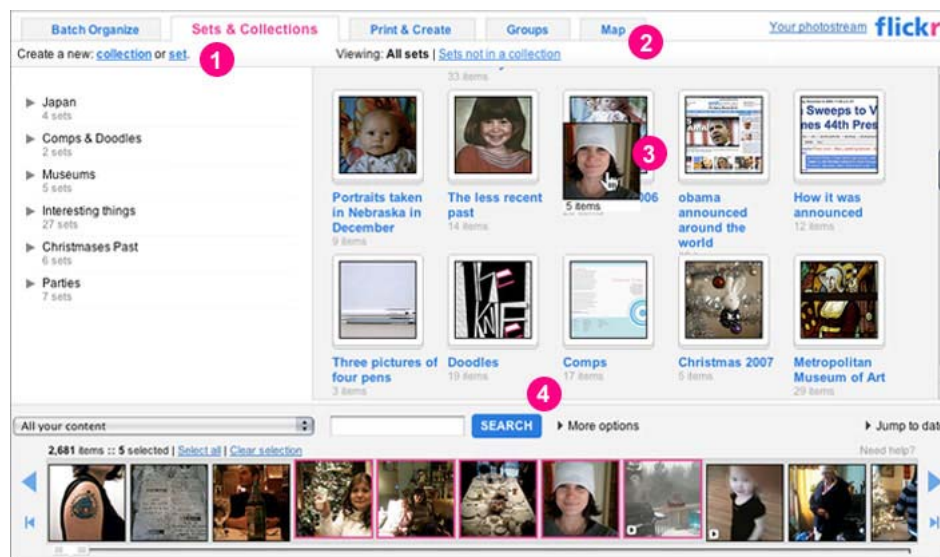
1. Add rich information such as location, tags and descriptions to multiple photos at once.

2. Map out photos and indicate where they were taken. Open up the Map tab, and either search for an address, or drag and zoom the map around to find where you took the photo. Once you've found the location at which the photo was taken, drop the photo onto it.

3. Organize photos into sets and collections.

4. Easily search your entire collection and edit batches on the fly.

Flickr lets users create and curate their own galleries. **Gallerie**s are a way to bring photos together in one place.

Places lets Flickr users explore the corners of the world through millions of geotagged photos. The Places project is Flickr's way of thanking members who have taken the time to put their gorgeous photos and video on the map. Users can browse the whole globe to see photos of their hometown and favorite places, or places they've never even heard of... As users connect more and more photos and video to the world, these Places become richer and much more interesting.

Users photos are theirs: users can feel comfortable sharing their photos with Flickr's flexible privacy controls. It is possible to protect who sees photos by designating them as "family" or "friends". Users can also restrict viewing of any photo to only those they trust. Public photos will still be accessible to everyone.

If SCCL wants to share private photos with someone who doesn't have a Flickr Account, it can use the **Guest Pass** to grant anyone access to the entire contents of one of its photo sets, including any private photos it contains. A Guest Pass is actually just a URL pointing to that particular photo set. Users need only go to the set or photo they want to share and click the "Share this" button. They can then send an email to friends via Flickr or share the special URL. Whoever sees that URL can access the set and all the photos within it, regardless of whether he or she is a member of Flickr.

Guest Passes last until SCCL chooses to revoke them. If SCCL revokes a Guest Pass, private content will no longer be available to those using that Guest Pass. SCCL can share only one photo set in a single set Guest Pass.

Flickr integrates nicely with websites and other social media tools.

Flickr and websites

Flickr can add dynamic content to websites. SCCL can create a dynamic badge to display its Flickr photos on its website. SCCL can also create a Flash or HTML badge using the Flickr Badge generator.

Similarly, SCCL can also embed a slideshow on its website by clicking the "share" within the Slideshow mode. It is possible to specify the size of the slideshow by clicking "customize this HTML". The HTML snippet can then be copied and pasted into SCCL's website or blog. Only items that are viewable by anyone and marked as safe will appear in the embedded slideshow.

Flickr and Facebook

Images uploaded to Flickr can automatically post to Facebook updates, letting SCCL share them in both places at once. When SCCL uploads a public photo or video, or set a photo that is already uploaded to public, it will show on Facebook in about 10 minutes. There is a delay to allow users time to rename, edit the description, rotate, or make any other changes to the photo before it is sent. After an update is sent, it is no longer possible to edit what is shown on Facebook.

Flickr and Twitter

SCCL can upload directly to Flickr and Twitter simultaneously, or tweet a photo already on Flickr, using a special short flic.kr URL.

To set it up:

1. Choose Twitter from the *Add a blog* page and follow the steps to authorize posting to Twitter.

2. Save the address in your mobile device or email address book. To use *Flickr 2 Twitter*, members need to first authorize Flickr to post to their Twitter accounts. Once authorized, members will be able to tweet photos from the "Blog This" button on their photo page or from their mobile devices. Mobile uploading is possible once members enable their *Upload by Email* settings. Doing this creates a unique Flickr email upload address that appends "2twitter").

After it is set up:

- **From a mobile device:**
  Send a photo or video to the 2twitter address. The subject line of the message will be both the Flickr title and the tweet. You have 116 characters to tweet, the rest will be the URL.
- **From Flickr:**
  Use the feature in the Share menu above the photo to the right of the Actions menu. Flickr members can choose to turn off the blogging feature on their photos, so you may not always see it.

Geotagging is a means of letting others know the location at which a photo was taken. If SCCL's photos are geotagged, SCCL can also choose to include that in its tweet. If SCCL enables geotagging on Twitter, sets your Flickr geoprivacy to "Anyone", and geotags its photo, the photo location will show on its tweet.

Flickr and blogs

SCCL can also post from Flickr directly to its blog by setting up a connection between Flickr and its blogging service.

To post photos from Flickr on a blog, SCCIL will first have to configure an external blog. Once this is done, SCCL can blog any public Flick photo that has the blogging feature enabled.

For examples of Flickr images, refer to Appendix B.

6.2.2. Facebook

Facebook is the world's largest social network platform. According to the organization Non-Profits on Facebook, there are currently over 30,000 non-profits using Facebook Pages and through the application 'Causes' more than $5M has been raised since 2006 benefiting over 150,000 different causes.

Online resources abound on the benefits of Facebook for non-profit organizations. Here are its six primary benefits.

- It's free.
- It's ubiquitous.
- People expect it.
- Visibility: people can see it even if they don't have a Facebook account.
- It's two-way.
- It provides additional pathways into websites, blogs and other online platforms.

The site www.insidefacebook.com provides valuable information on implementing and maintaining a successful Facebook strategy. In her article, "10 Tips for Non-Profits on Facebook", Sara Inés Calderón provides a step-by-step how-to guides for NPOs looking to either make an initial foray onto Facebook or improve an existing page.[2]

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[2] http://www.insidefacebook.com/2010/02/12/10-tips-for-non-profits-on-facebook/

Create a Facebook page

You may or may not already have a Facebook Page, but there are a few good reasons to create a Page as opposed to a Group. First off, Pages allow you to publish directly into the news stream where you can engage your fans with a variety of different media, such as videos, polls and status updates. Secondly, Pages allow you to analyze how fans are interacting with your page via the Insights Dashboard, giving you instant feedback to help you adjust your method. You can also do things like buy advertising on Facebook for your Page to increase your number of fans.

Use "Causes"

"Causes" was launched in 2007 to help Facebook users be able to make a difference without having to leave the social network. The application markets itself as a way for anyone to make a difference using Facebook to tell friends about causes, ask them to donate and generally get the word out, according to their page, "Causes was founded on the belief that in a healthy society, anyone can participate in change by informing and inspiring others."

Anyone can create a user-created advocacy group on Causes and administrators of those groups post announcements and communicate with members of that cause through email and Facebook notifications, foster discussions, share information, sign petitions and fundraise. Its Nonprofit Partner Center includes features to help organizations with multiple chapters better manage the app.

Make your Facebook page unique

If you're just going to duplicate what's already on your web site on Facebook, you're missing the point of taking your message to a social network. The idea is create content that's Facebook-specific and build a community there. It's easy to just point fans back to your web site, but these Pages tend to be less interesting than ones that keep users engaged on the same page with unique content that's not on their web site.

Be active

Use your Page to give Facebook users an idea of what your organization does in real life. Plug events, fundraisers, meetings and other activities. Publish insightful and interesting information in your status updates, ask your fans what they think with polls or when you post videos, photos or other links. Ask your fans to utilize the Share options when you publish to your Wall, so that friends in their networks can also find out about your organization.

Talk back

You don't have to answer every single question or respond to all your fans' comments, but an occasional reply gives the impression that an organization is engaged with its fan base and interested in what they have to say. And that's important because, well, Facebook is a social network (emphasis on the social) and communication is at the core of social networks.

Create an app, game or quiz

Finding new and creative ways to engage your fans is an important part of fostering an active Facebook community that will want to take their engagement from the virtual to real world by

becoming involved in your group physically or fiscally. One way to do this is creating an application, game or quiz that fans can use once, or ideally, several times. This can include creating fun content that they can post to their Walls so friends in their networks can also learn about your organization.

Add a store, donations or other boxes

Adding a store or donations box right on your Facebook Page makes it easier for fans to buy merchandise or give money to your organization. Sometimes one click away is too many, but if there's a store prominently displayed on your Page, either on your profile page or as a tab, fans don't have to leave Facebook to participate with your group.

There are all types of features you can add to your page that allow your fans to feel ownership of your organization, like a fan badge or a sign petition box for their profile pages. The added bonus of this type of promotion is that, whether it's published to your fan's wall or their profile page, it also gets lots of new eyeballs to notice you.

Heed feedback

It's important to monitor your Facebook page to see what's working and what's not. Do your video posts get more comments than your blog posts? Are fans checking out your Causes page or your store? Also, as the administrator of a page you can always check the Insights Dashboard for specific information on the age, sex and location of your fans to see what's working with different groups. Times change, and so does Facebook, so if you are interested in a long-term presence there it's important for you to notice what's working for you and adjust what isn't.

Segue into other media

Although you want to create a unique Facebook experience for your fans, you can also use Facebook to branch out into other media to communicate with them. A way to reach into other media is to sync your Page's content with other media your organization may use, such as Twitter or a blog. Facebook enabled syncing status updates with Twitter feeds in August and the option to import a blog to Facebook has been around for a while as well.

Buy a Facebook Ad

Facebook ads — displayed on the right-hand side of a user's page — are an easy, economical and effective way to increase your fan base or visits to your page. The self-serve advertising system allows you to place orders for people (or profiles) that match whatever demographic requirements you may have, mothers of children with a certain illness for example, and you're only charged for performance.

6.2.3. Blogs

According to SearchWinDevelopment,

> A blog (short for weblog) is a personal online journal that is frequently updated and intended for general public consumption. Blogs are defined by their format: a series of entries posted to a single page in reverse-chronological order. Blogs generally represent the personality of the author or reflect the purpose of the website that

hosts the blog. Topics sometimes include brief philosophical musings, commentary on Internet and other social issues, and links to other sites the author favors, especially those that support a point being made on a post.[3]

Often, blogs convey the sense of being a kind of "log of our times" from a particular point of view and are devoted to one or several subjects or themes, usually of topical interest. They can be thought of as developing commentaries, individual or collective, on their particular themes. A weblog may consist of the recorded ideas of an individual (a sort of diary) or be a complex collaboration. In other words, information can be written by the site owner, gleaned from other Websites or other sources, or contributed by users.

The following table expounds the pros and cons of two different strategies.

Strategy	Advantages	Disadvantages
Multiple bloggers A team of bloggers contributes content, with or without attribution.	▪ Most common approach; it fits well with traditional organizational structures. (e.g., putting your PR team/newsletter editor in charge of the blog). This is usually the easiest route to success. ▪ Can shine a light on the many voices and talents within SCCL and/or the Strathcona neighbourhood ▪ Multiple bloggers distribute the workload, which provides the best opportunity for frequent, consistent content.	▪ People in the company may say they will contribute on a regular basis but then do not honour their commitment. ▪ Managing many moving parts and a content plan can be very complicated. ▪ A publication schedule may make you inherently less flexible and responsive to external opportunities. ▪ May be difficult to establish a real community
Single blogger One person is the face of SCCL.	▪ Having an executive/board member who is a natural communicator and voice of authority to represent SCCL is a good opportunity to differentiate your brand. ▪ Humanizes your brand and creates customer dialogue. Have a dedicated blogger: people want to connect and converse with a real person. It is difficult to ask a question or comment when it isn't clear who the author is. ▪ Easier for a single person to develop a blogging voice and competency than an entire team. ▪ Single point of responsibility → most flexible and responsive way to take advantage of the rapid, real-time nature of the social Web and also assures that there is someone to get the job done	▪ Risky: What happens when your celebrity blogger leaves? ▪ Funding a dedicated blogger may be impractical. ▪ May limit the scope and variety of content

Adapted from Schaefer.

It takes a lot of work to have an organizational blog. Choosing your approach is not a decision to be taken lightly. Your blogging strategy will have a powerful impact on the direction of SCCL's

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[3] http://searchwindevelopment.techtarget.com/definition/blog

entire social media effort. Start by assessing the strategy, resources, culture and capabilities of your organization.

We suggest that SCCL try a hybrid approach as defined by Mark Schaefer[4] and outlined in the following paragraphs.

> **Multiple, single bloggers:** IBM has more than 50 blogs featuring individual superstar scientists and engineers. It is the best of both worlds since it features multiple voices while creating emotional bonds with individuals.

> **Blogs segmented by market:** An emerging best practice is to have multiple blogs aimed at different demographics. These may use a combination of individuals and teams, depending on the market. This may work well for SCCL, since, as we've seen in the preceding census data, residents of the Strathcona neighbourhood span generations, cultures and sensibilities.

> **Turn the blog over to stakeholders:** It may be difficult to find someone within SCCL who loves your brand, cares about your constituents and enjoys writing. This is one reason to turn the blog over to stakeholders. Patagonia, Starbucks and Fiskars, for example, famously use customers as their bloggers. Entries by Linda Duncan, MP for Edmonton Strathcona; Rachel Notley, MLA for Edmonton-Strathcona; Ben Henderson, Councillor Ward 8, and Lawrence Herzog, freelance writer and photographer, may help create compelling content, external validation of SCCL's brand message and a great opportunity for engagement.

The **grow model** combines all of these hybrid approaches and offers a variety of content options:

- A primary blogger can establish a voice of authority and an emotional connection with readers; this, in turn, can help foster a community.
- Several regular contributors can provide diverse points of view.
- Using a consistent publishing schedule, guest posts, videos and cartoons from community members, videos and cartoons can help provide different types of entertaining content.

Once you have determined which approach you will use, the next question involves choosing a person—or people—to write for your blog. Heidi Cohen[5] suggests considering these three factors when selecting contributors:

- Provide supporting resources, including a project manager, an editor and a technical resource. This is particularly important when constituents blog, because you need to allay their concerns about their writing.

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[4] http://www.ragan.com/Main/Articles/43716.aspx

[5] http://www.ragan.com/Main/Articles/43665.aspx

- Be prepared to pay for quality content creation, whether by your employees or by outside professional writers. Understand that if a freelance or professional writer writes for your blog, it has a cost.
- Have additional writers for backup in case of emergencies and vacations. SCCL may also wish to consider recycling old blog posts.

One of the pitfalls of blogging, according to Jackson Wightman[6], is that bloggers produce posts, promote them and then forget about them. He suggests three reasons to re-promote old posts:

- Content that garnered attention in the past probably will again. Of course, we all write posts that broadcast our thoughts about news in our community; however, many posts can be recycled to great effect, bringing valuable traffic to your site. Even if you created the content once, there is nothing preventing you from reaping the benefits again rather than for a short period of time.
- The discussion that flows from reusing older content can spur new ideas. If you have writer's block or face an emergency or shortage of current content, send out a few tweets of your old posts. People's reactions man affect your thinking on a subject. Discussion is so often the basis of inspiration, and popular old content is liable to spark dialogue that can lead to the creation of new content.
- News and events may conspire to make your old content (e.g., something about community revitalization, zoning or facility development) relevant again. Let's say you wrote a post about disruption to businesses caused by the closure of Scona Road. Guess what? Someone will probably close a major thoroughfare or rezone an area in a similar way in the future. When they do, your old post is "timely" a second time.

Let us revisit on key point about blogs: often, blogs convey the sense of being a kind of "log of our times" from a particular point of view and are devoted to one or several subjects or themes, usually of topical interest. The key word here is *topical*. To be SUCCES-ful, the content of blog posts must resonate with audiences. SUCCES, here, is not a typographical error; rather, it refers to the SUCCES acronym. Each letter refers to a principle of effective communication, or more specifically, a way to get your message and its meaning to stick in the minds of your audience.

- **Simple.** An effective communicator takes a complex idea or set of ideas and reduces it to something easier to digest—a sound bite.
- **Unexpected.** How do you get a reporter to open your email? How do reporters attract eyes to their story? Unexpected headlines (or subject lines) are often the answer. Think about the news stories you remember days, months, or even years after they occur. They're likely the ones that violated your perception of normality.
- **Concrete.** Before you publish a blog post, or hit "Send" on an email, ask yourself whether your message is clear and concrete. Use simple language whenever possible. Provide examples when necessary. Don't be afraid to practise your message on a friend or colleague.

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[6] http://www.prdaily.com/Main/Articles/9609.aspx

- **Credible.** Credibility is a matter of perception: if your audience doesn't perceive you, your organization or your message to be credible, the chances of your getting your point across disappear.
- **Emotional.** While watching TV, your program cuts to a commercial. You suddenly find yourself staring straight into the soft, sad eyes of a German Shepherd while soft strains of "Angel" by Sarah McLachlan hit your ears. Although you might not vault over your couch to grab the phone and donate to the ASPCA right away, chances are the commercial made you think twice about animal cruelty.
- **Stories.** As bad as politicians can be at so many things, they do tend to be great storytellers. Throughout the election cycle, listen to President Obama's short stories of the successes and struggles of those he's met with on the campaign trail interspersed throughout his speeches. The late and dearly missed Jack Layton provides several other fine examples.

These six ideas—Simple, Unexpected, Concrete, Credible, Emotional, and Stories—are also the chapter titles of the 2007 bestseller, *Made to Stick: Why Some Ideas Die and Others Survive*, by Chip and Dan Heath (Cross).

6.2.4. WordPress

There are a number of tools, including WordPress, LiveJournal, Blogger, TypePad and Movable Type, available to help organize blog content.

We suggest WordPress not only because it is a blogging tool, but also because it can be used to create an entire website. WordPress.com has a feature called "Pages", which allows bloggers to create web pages, including a custom home page and the blog as one of the secondary pages.

For example, SCCL could add an "What is a community league, anyway?" page, and a link to that page would be automatically added to the sidebar. The sidebar can also include "widgets", which add visitor visual and interactivity options and features, such as sidebar widgets for post categories, tag clouds, navigation, search, Flickr, Twitter and other social media.

WordPress lets bloggers create blog posts, upload photos, embed videos from YouTube, add relevant tags and view up-to-the-minute statistics. Tags drive new traffic and people interested in these tagged topics can find SCCL's blog posts and leave comments on its blog. The integrated stats interface provides information on how many people are visiting the blog, where they're coming from, which posts are most popular and which search engine terms are sending people to the blog.

WordPress also makes possible single- or multiple-blogger blogs. In fact, SCCL can have as many blogs as it likes: it is possible to have group blogs with multiple authors who are allowed to post or contribute. As mentioned already, this is great for topic blogs for things like books or politics.

6.3. Social Media Measurement

Note: Unless otherwise stated, information in this section is adapted from Murdough, Chris. "Social Media Measurement: It is Not Impossible". *Journal of Interactive Advertising* (10:1). 94-99.

With so many social media networks, blogs and communities on the Internet, it is challenging to identify a jumping off point and to find the time. Trying to track social media can be overwhelming, particularly if you do not know where to begin or how to get started.

It is difficult to make sense of the data generated by social media interactions. Social media can seem very challenging, and at times even impossible, to measure with regard to its effects. Social media measurement depends upon controlling the customer experience and understanding response and subsequent behaviour: the customer is now in control. It is therefore important to determine how to leverage social media platforms to reach and interact with audiences in ways that support identified goals. After all, social media monitoring and measurement quantifies the impact of consumer dialogue. Monitoring outcome behaviours (e.g., leads, registrations, event attendance or custom site engagement) helps gauge the economic value resulting from social media efforts (either directly or indirectly). Value is determined by SCCL's goals.

Because social media is merely a means of getting to the goal, a continuous, iterative process that ensures quantitative rigor must be applied at each phase, as well as after optimization.

The process can be summarized thus:

1. Define what we are trying to accomplish and the ways we will know whether we have succeeded.

2. Outline social strategy and insight, and optimization approaches to achieve our goals.

3. List social tactics, as well as measurement tools and methods.

4. Implement and launch, ensuring proper execution and accurate data collection.

5. Synthesize performance drivers and identify actionable opportunities to adjust.

In terms of reach, not everyone who discusses SCCL online is equal. Based on the scale and activity (i.e., visit and comment frequency) of the fan base they may reach with their comments, some may have more clout than others. Thus, it is important to monitor their quality and the quantity of authors' comments, and to keep tabs on the social audiences' influence. It is equally important to understand where discussions about SCCL take place (e.g., Twitter, Facebook, discussion forums, blogs) to understand how key messages propagate across social venues. Doing this will also help determine whether and how the league should develop an active presence within each of these social networks.

Similarly, the SCCL must work to understand the topics of social conversations, as well as the sentiment expressed. What are people saying about SCCL? How to the topics of conversation differ from what SCCL would like people to talk about?

SCCL must first listen to the issues and topics discussed, and consider the tone or sentiment before stating its position. As SCCL listens to social media conversations, it will find the information necessary to help define its online brand identity and develop a strategy to ensure

social media are helping it strengthen its image and communicate with its members. The most important thing to understand about social media networks is that the conversations are taking place with or without SCCL's participation. As frustrated consumers turn to Twitter and Facebook to share their bad customer experiences, organizations are watching their online reputation change rapidly: one single post or comment has gained the ability to either boost or collapse company perception. SCCL, therefore, needs not only to track where and how often its brand is discussed, but it also needs to assign a value based on the importance of the outlet to the league and determine whether the conversations are positive, negative or neutral to get an accurate read (Vocus).

In other words, reputation management has grown in importance: SCCL should not pass up the opportunity to lend its voice to the discussion. SCCL can use the information on social media sites to turn perceptions around. Over time, by adding value to the audience and cultivating relationships through conversation, SCCL can influence the topics and perceptions being discussed (Vocus).

Once SCCL has synthesized each of these performance categories, it can then lay out the specific tactics, platforms and networks most appropriate for its active social media presence. It can also then specify manual interventions needed to ensure proper and complete data collection and, at the same time, set up, configure or customize performance reporting tools.

Social media measurement includes both qualitative and quantitative performance sources. *Enterprise listening tools* (e.g., Radian 6, BuzzMetrics) centralize all publicly accessible discussions across the social Web and provide the data necessary to inform conversations about reach and discussions. The cost of these tools, however, is prohibitive. With plans starting at $600 a month, Radian6 is well out of reach of most non-profit groups and SME—small and medium enterprises.

It is not only impractical to manually audit every mention of SCCL, but doing so would also introduce interpretation bias. *Text mining partners* (e.g., OntoGen, LexaLytics) help semi-automate the process of deciphering the meaning of social comments by pulling out topic categories and sentiment. They help to gauge discussions' primary themes of discussion, particularly when combined with ongoing spot checks and manual review of comments to ensure any updates to Meta (keyword) tuning.

Platform tools such as twitalyzer, tweetbeep, twitter counter and Facebook Insights are niche or platform social measurement tools that provide access to key social insights not available in the mainstream. These are used on a case-by-case basis.

Site analytics tools give insight into website visitor behaviour and, in the case of social media measurement, are the primary source of SCCL's outcome activities that are part of the measurement construct (i.e., attendance at events, registrations for programs, membership applications or renewals). Specifically, referrals from social spaces such as blogs, Facebook, Twitter and discussion forums demonstrate what kind of behaviours occur once social audiences reach the SCCL website. Tying site activities back to direct social media efforts is possible with the appropriate setup of referral domain categorization and campaign tracking codes.

SCCL must ensure that what is observed in social networks is what is expected, in terms of content, editorial calendars, work flow management, consistency of voice and so forth.

Finally, SCCL can focus its energies on optimization

- reporting and insight to measure the social media strategy's effectiveness against its stated goals and objectives
- diagnosing performance drivers to date
- identifying opportunities to augment its social media strategy by developing a holistic picture of social activities and their impact

The tables on the following pages depict the social measurement construct and methods described in this section. Measurement **assumes a six-month timespan** beginning in September/October (to coincide with the annual membership drives).

Business Goals	Key Direction Statement	Goals	Objectives and Metrics
Enhance relationships with members and champion league success	SCCL is accessible and appealing to Edmontonians.	▪ Achieve a critical mass audience through social media ▪ Promote the Strathcona neighbourhood as a hub of social, artistic, cultural, entrepreneurial and recreational activities ▪ Develop a deeper understanding of prospect behaviour to inform targeted marketing strategies and outreach efforts ▪ Improve the website's aesthetic to reflect the neighbourhood/community it represents ▪ Position SCCL as the primary point of contact for media inquiries	▪ What is the volume of mentions of SCCL across the social Web? ▪ How many authors are generating these mentions? ▪ Where are these mentions occurring (e.g., Twitter, social networks, blogs, discussion forums)? ▪ What is the social influence profile of those talking about SCCL (high, medium, or low)? ▪ How does this author composition change over time as SCCL discovers and cultivates social relationships with influencers? Examples: ▪ Publish 1 blog post each week ▪ Minimum of 1 Facebook post every day ▪ Minimum of 3 Flickr photos of each event; more, if appropriate ▪ See Facebook fans increase by **an average of** 20 each month ▪ See Facebook "Likes" increase by **an average of** 50 each month ▪ Achieve **an average of** 150 fan and non-fan views of Facebook newsfeed items each month ▪ Achieve **an average of** 50 comments on Facebook newsfeed stories each month

Business Goals	Key Direction Statement	Goals	Objectives and Metrics
Enhance relationships with members and champion league success	SCCL actively supports members in their pursuit of success.	▪ Encourage ongoing interaction with SCCL ▪ Grow member engagement ▪ Grow member retention (including populating SCCL events) ▪ Share information	▪ Achieve **an average of** 150 fan and non-fan views of Facebook newsfeed items each month ▪ Achieve **an average of** 50 comments on Facebook newsfeed stories each month ▪ If appropriate, measure our top fans'/top commenters' Klout scores and determine a measurable increase over time ▪ Increase our own Klout score by *x* over six months

Business Goals	Key Direction Statement	Goals	Objectives and Metrics
Learn from the community and advance organizational sustainability	SCCL is a neighbourhood organization within a community often frequented by people from all walks of life and all corners of the globe. SCCL's relationships with partners and stakeholders are strategic, symbiotic, synergistic and sustainable.	▪ Uncover common themes among interactions ▪ Commit to brand awareness and protection, and raise the value of the SCCL brand ▪ Generate media coverage that mentions SCCL in one way or another: SCCL is a conduit, communicating constituents' values, questions and concerns ▪ Nurture, foster and maintain relationships with existing and prospective members ▪ Nurture, foster and maintain connections with all levels of government (municipal, provincial, federal), businesses, community groups, law enforcement, etc. ▪ Promote residents' interests both internally and to external stakeholders (e.g., developers). ▪ Act as a conduit, allowing residents to express concerns ▪ Encourage the development of working committees, to enable and ease succession for incoming directors	▪ Which topics or themes are the primary foci of discussions? ▪ How does this focus compare with what SCCL wants people to talk about? ▪ What's the composition of mentions: positive or negative? ▪ Are there words of prominence used in positive mentions versus negative mentions? ▪ How does net sentiment change over time as a gauge of brand health? Examples: ▪ Rank of topics discussed ▪ Differentiate between positive and negative sentiment ▪ Conduct manual spot checks of comments and strive for **80%** positive response each month* ▪ "Blitz" on social media networks to increase number of volunteers involved with annual membership drive by ***x*** (offer a free league membership and something from a neighbourhood business as an incentive)

Business Goals	Key Direction Statement	Goals	Objectives and Metrics
Drive purchase intent and pursue programming excellence	SCCL has quality programming and effective service delivery.	▪ Persuade engagement with website content and utility/usability ▪ Help program activities for families and individuals (e.g., skating rink, playgrounds) and be the hub of the neighbourhood	▪ What is the level of website engagement resulting from social media efforts? ▪ Which referral sources drive purchase intent? (e.g., blogs, Facebook, Twitter, direct, search engine optimization, email)? Can we directly correlate "spikes" in program registrations, event attendance and program registrations to mentions in our social media networks? Examples: ▪ Leads to social proof ▪ Bookings activity ▪ Program registrations ▪ Membership applications ▪ Increased attendance at events and at Board meetings by 15% over six months

As discussed, SCCL can use Facebook, Flickr, blogs and Twitter as part of its social media strategy. While the previous section on measurement—and these tables—may imply that SCCL can look to Facebook fan and Twitter follower counts as a measurement of its social media investment, it should not use these as a default index. The temptation to do this is understandable, given that fans and followers are so easily viewable; however, it is more important that SCCL focus on its business goals (i.e., outcomes) fans and followers yield. In other words, SCCL should determine whether its social media activities achieved its stated goals and influenced audience behaviours in the desired way: driving purchase intent, fostering word of mouth, improving customer service and support, or generating ideas for future events, services or programming.

7.0 Conclusions and Recommendations

7.1. Possible Tactics and Executions

Following are recommended tactics to help the SCCL website achieve its goals and objectives.

- To provide information about the league, its structure, what it does and the people it serves through reorganization of the existing content; content reorganization would ensure that
    - each member of the Board/Executive to present his/her biography on the website (rather than an external link to his/her business or biography)
    - page templates conform to visual identity/branding guidelines (CSS can help with this also)
    - navigation is easy and seamless
    - there are multiple points of entry into each section/internal pages
    - user tasks require fewer steps/less drill down (a good example of unnecessary drill down is the number of clicks to access the photo galleries of schools and churches)
    - information responds to topics constituents may want to know more about (e.g., FAQ pages or information pages)
- To articulate the benefits of community league membership/involvement and encourage engagement through
    - clearly articulated mission statement, vision statement and goals (all of these could fall under a reorganized "About Us" section)
    - a more easily accessible and user-friendly event calendar
    - clear, easily accessible contact information (both mailto links and feedback forms with error recovery built in)
    - convert the existing print newsletter into HTML and PDF versions (with back issues)
    - disseminating newsletter information electronically through a service or application that facilitates archiving (MailMan, IndustryMailout or similar)
    - creating moderated listservs that allow subscribers to post, as well as read, messages (this replaces the existing unilateral communication with a model that supports reciprocity)
- To record the history of the community league, as well as its achievements and milestones through
    - implementation of a discussion forum in which threaded discussions would remain accessible throughout the website's entire life cycle
    - an organized, chronologically arranged and searchable document repository that includes
        - meeting minutes, bylaws and governing documents
        - back issues of print newsletters converted to PDF format archived electronic mailings
        - archived media releases

- To communicate information about the community hall and rental opportunities
  - redefining the hall manager's roles and responsibilities to include
    - timely entry of hall events into the league's activity calendar
    - responding, in a timely fashion, to inquiries made possible through an online form
- To allow individuals to buy community league memberships online through implementation of an e-commerce application and shopping interface
  - Because community leagues fall under the auspices of, and receive funding from, the City of Edmonton, implementation of an e-commerce application could be independent of, or integrate with, the City of Edmonton's existing beanstreamcarts system, used in conjunction with ETS to allow people to buy DATS or transit passes, day passes and tickets.

7.2. Recommendations

The SCCL's multi-community newsletter, website and email Social List are all effective for communicating with the community's older and more longstanding residents. However, in order to better connect with younger and newer residents, social media must be made more of a priority.

People unfamiliar with the league's facilities are provided little in the way of visual references on the site. The site has only two photos of the hall—one of the main hall and one of the lounge—and both are small, low-resolution photos that cannot be enlarged.

The internal pages are difficult to navigate. Users have to use the browser's "Back" button to return to the homepage and use the navigation there to move around the website.

There is little in the way of clear, concise information describing the League or its activities. There is a hyperlink on the homepage entitled "What is a community league anyway?", but this link merely leads to the Edmonton Federation of Community Leagues (EFCL) website with no additional explanation. A new page on the history of the League (with a link on the homepage) has recently been added, which contains some useful information. We recommend that this information be provided in a stand-alone page, a link to which is featured prominently near the top of the homepage.

We also recommend creating a stand-alone page for the League's Mission Statement, which is currently featured on the executive page. This too should have a link featured prominently near the top of the homepage.

There is an issue with the Hall Availability link. It connects the user to Google Calendar, which is a good idea, but there is nothing on the calendar. Also, the calendar requires users to use their own computer. If they do not, they will be redirected to a login screen. This could potentially be confusing to those who do not understand what a Google Calendar is.

On the whole, we find this website to be very front heavy and recommend extensive content reorganization. For example, information about art in the community, homelessness, programs and groups belongs on secondary pages.

Hyperlinks are not uniformly coloured or spaced. Because they are the same colour as body text, it is easy to mistake them body text or headings and not clickable hyperlinks.

Following the Hall Availability link led Jamie off the SCCL website and prompted him to subscribe to a mailing list. "Why would I subscribe?" Jamie asked. "I still don't have any information." A page that provides information and answers to frequently asked questions may alleviate this.

It might be preferable to have wordsmithed biographies of each member of the executive on the site itself as opposed to having external links.

One of the pages, "More art in the Strathcona Community", has a horizontal scroll, even at a very high resolution. We recommend adjusting the width of table cells/divs to avoid horizontal scrolling.

There are a number of typos on some of the pages which need to be fixed.

The "Building and Grounds" link directs the user to a technical spec document, which is neither what the typical user would expect, nor is it very useful. A user is more inclined to think that *Building and Grounds* would link to interior and exterior photos, floor plans, historical information about the building and maybe a few details about its construction, past renovations and any anticipated or future work.

Is there any particular reason why the registration form for Scouts Canada is provided as a Word document rather than as a PDF? Also, there should be a standard that indicates what links redirect to, if anything other than an HTML page. The standard convention is *filename* (3MB mp3), *2011 Annual Report* (314K pdf), *Document Title* (178K xls), or *Document Title* (786K doc). Word documents should always be converted into PDF form before being uploaded onto a website. The same goes for PowerPoint presentations, as many users are likely not to have the necessary viewer installed on their computer and are unlikely to install it solely to view a presentation on a website like this one.

Jump/bookmark links would really help on longer pages. Better still would be to chunk this information and create more internal pages with shorter, clearer, optimized and scannable content.

The current line length of the copy on the pages is overly long. In order to address this problem, text may have to be shortened and distilled to avoid excessive "colour" (density) on the page. For examples of how pages may be rewritten, refer to Appendix C.

On the "Subscribe to mailing list" page, instead of making the word *here* substantially larger than the rest of the text, we recommend using the words *mailing list* as the link, which is much more intuitive.

Why is this existence of the sports programs blog so understated? There should be a link to it from the SCCL website's homepage.

Why are there no back issues of the newsletter available? Websites that feature newsletters typically have this feature.

Who is responsible for ensuring link liveliness on the current "People in our Community" page? We recommend planning a reasonable review schedule based on need and resources. Review would include checking for link liveliness and removing any entries containing dead links or information that it out of date.

"The Story of Buffalo Mountain" is a Cree story by Stewart Steinhauer. It is unclear what this has to do with the image that links to it. It is also unclear that the image is actually a link. We recommend providing some context.

A number of key points support the adoption of a values-driven social media strategy. They are

- inactivity of the SCCL's Google group, despite a membership of approximately 100 members
- little interest in the website and its efforts to interact with or engage constituents
- heavy reliance on a print newsletter to disseminate notices and information

Social media tools would allow constituents to "pull" the information most relevant to them, whether through moderated listservs, online discussion forums, and co-authored blogs to which they contribute of their own volition, or RSS, opt-in electronic newsletters and Twitter feeds. A long-term committed social media leader is needed to oversee this. Social media are vitally important if the League is to connect with the next generation of potential SCCL members. The website can provide information in greater depth than a Twitter feed or a Facebook page can. This information can attract younger people to SCCL, but only if it describes new and innovative programming that fits with their interests.

You can't put a gate up around your web community. As such, you may have detractors show up as well. How will you deal with them/respond to them? You will always attract opponents as well as proponents. How you will deal with them must be considered, especially in the area of issues management. We recommend developing guidelines for user conduct/terms of use and posting these on both your website and in your social communities (e.g., Facebook).

Align user needs with business goals wherever feasible and possible. Get analytics for the site in question. (If you can't get these, look to similar sites and glean the data from there. Go to the library and determine what research has been done on sites of this type.) This data (i.e., usability research) can be used to develop a persona, which will help in rationalizing development decisions.

The content inventory should reflect the current content/site and the sitemap should reflect what you would like the site to be and the content you believe it ought to have. What do you need? How urgent is it? Where can you get it?

Once you have made an inventory of your content, this content should be organized, labeled and tagged in a clear and concise manner so as to facilitate browsing. Appropriate tagging helps people better find what they are looking for, both within and from outside the site. You will also need to plan a reasonable review schedule based on need and resources, which should be followed. Iterate if necessary.

Pages that require regular reviewing and updating should be identified, with static pages reviewed roughly once a year. Stick to the plan once it has been agreed upon. When new pages

are developed, means for integrating that page in the right place should be formulated through assigning a content owner and ensure that it is added to the content review schedule. Ensure new content is integrated into the schedule.

How do you determine how much information goes on a page? Webpages are like a stack of index cards. This makes no sense in the analogue world but it makes perfect sense in the digital world. Sometimes you only want the answer to a single question as opposed to the entirety of the information in a document. Your audience's needs should always be foremost in mind.

Digital calls-to-action are used to

- Save money
- Save space
- Emphasize the message

Examples of digital calls to action:

- Like us on Facebook
- Follow us on Twitter
- Visit our website

- Enter and win
- Tweet your questions to @...
- Learn more at…

7.3. Guidelines
Note: Unless otherwise stated, information in this section is adapted from the NAIT Web Style Guide 2010.

7.3.1. Reading on the Web
How do people read on the Web? The short answer is, they do not.

As much as we'd like to think people will read each and every word we've slaved to write, when it comes to reading online, that's just not the case. People scan websites for keywords and content that is relevant to *them*; everything else gets ignored.

Research conducted by web usability expert Jakob Nielsen (www.useit.com) found that

- only **16 per cent** of users read word for word[7]
- users only have the time to read about **20 per cent** of the words on an average web page[8]

However, there are a number of simple best practices you can apply to create web content that is relevant, easy to scan and easy to use.

7.3.2. Web Writing Basics
- **Know your audience.**
  Refer to the *Audience Analysis* section for more information.

- **Start at the end.**
  Begin your web page with your conclusion and work your way down to the less important

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[7] http://www.useit.com/alertbox/9710a.html

[8] http://www.useit.com/alertbox/percent-text-read.html

information. This style of writing is called the Inverted Pyramid and is the opposite of traditional academic writing. It is how most newspaper stories are written and is one of the keys to successful web copy.

Web writers have a limited amount of time in which to grab readers' attention, so they need to get to the point quickly. If the information readers really need is halfway down the page, you risk losing them before they get there.

Writing in the inverted pyramid style takes practice. Review your page when you are done writing it. Is the most important information at the top, or did it end up a bit farther down the page? (In journalism and public relations, this is known as a "buried lead".) If your lead did get buried, revise the page to bring it up to the top. You may even manage to trim a few words in the process.

- **Keep it simple**
  While we can assume that a reasonably educated audience will be coming to the SCCL website, keeping the content simple and clear helps readers scan for the information they need and lets them quickly process what they find. Also keep in mind that plain language helps cut down information overload.

  Read your content as though you were an upcoming high school graduate. Are there any phrases or terms that might make you ask "What does this mean?". Ask those unfamiliar with community leagues to read the text. What questions arise?

  Remember that using your audience's language will also increase the chances that the SCCL website will be indexed by search engines (e.g., Google).

- **Keep it short**
  Because of the way people read online, web writing should be substantially shorter than conventional writing—as much as half the length of regular prose. Where more detail is needed, it should be included on hyperlinked pages.

  The best way to write for the Web is to rewrite. Write your text as you normally would, then start cutting back. Try to remove at least 25 per cent of the words. Then go back and do it again. Here are some additional tips to get you started.

  - **Welcome text**
    Does your piece start with "Welcome to the _____"? Delete it. The visual identity and headline, as well as breadcrumb navigation, will show visitors where they are.

  - **"This _____ was created to…"**
    In most cases, SCCL communications exist to inform Strathcona residents about the benefits of league membership, issues of importance to them, and available amenities and programs. There really isn't any need to tell users this. Instead, describe how SCCL programs, events and amenities improve the quality of life

for those living in the Strathcona neighbourhood. Make content relevant to your users.

- o **How to use this site.**
  Unless you are asking your users to do something out of the ordinary, there is no need to explain how to use a website.

- o **Any text not directly relevant to the point of the section.**
  Be ruthless. If a sentence or paragraph is not absolutely necessary to either the point or readability of the page, delete it. Important content that is not 100 per cent related to the main point of the page can be provided through a hyperlink.

- o **Unnecessary words.**
  The words "click here" nearly always fall into this category.

- o **Repetitive text.**
  Does information on your page appear on other pages within the SCCL website? If so, link to it rather than rewriting the information on your page. Doing this also ensures that information is consistent across the website since it is updated in only one location.

Remember: word count is not the final measure of successful web writing; user comprehension is. Replacing two or three short words with a longer, more complex one may reduce the overall word count, but it may also increase the effort required to read and understand. Always choose the simpler, more common option, even if it increases the overall word count.

How long should a page be? It depends on the content. Some pages have more information than others and will be longer. Some pages have only a few points to make and will therefore be shorter.

As a general guideline, pages should probably be no longer than 200-250 words, and no shorter than 90-100 words.

- **Keep it scannable.**
  - o Group related content under headings and subheadings. This is known as "chunking information". Make the heading/subheadings meaningful.

  - o Use bulleted and numbered lists wherever possible.

  - o Highlight key words and phrases by using bold type or hyperlinks. Use this technique sparingly to maximize the impact.

  - o Keep paragraphs short. Often, long paragraphs in print text can be broken up into two or more paragraphs online without sounding choppy. Remember that each paragraph should focus on one idea or concept.

  - o Use graphics and photos if they are good quality and enhance the content.

7.3.3. Examples

To read examples of current SCCL content rewritten and optimized for the Web, refer to Appendix C.

7.3.4. Linking Effectively

The effective use of hyperlinks allows you to

- shorten pages
- provide context (external sources that provide related and relevant information)
- provide detail (printable documents, detail pages, and so on)
- prevent content duplication
- tips for writing strong link text

Resist the urge to write "click" or "click here". This habit dates from the early days of the Web when people were still learning how hypertext works. Today, people know what to do with a link, so it is wasting valuable words to tell them.

Using "click" or "click here" also creates issues for a variety of users, including

People using assistive devices, like screen readers, which provide just a list of links on the page. Using "click here" provides no surrounding context.

People scanning pages for information; they may not take the time to examine the surrounding text and may miss an important link.

Search engines, which "read" and index the hyperlink to get an idea of what you are linking to

Instead of using "click here", tell people what the link is. In addition to providing better information for your users, writing descriptive link text for internal links helps search engines navigate (and index) the site better and return better overall search results.

Poor:	<u>Click here</u> to learn more about…
Slightly better:	<u>Click here to learn more about…</u>
Best choice:	<u>Learn more about…</u>

Links should be clear when out of context. Related to the "click here" problem is the issue of links that do not clearly state where they are going (e.g., "learn/read more", "more information", etc.). Make sure all users know where the links go.

Poor: Community leagues act as a consolidated voice to Edmonton City Hall. <u>Learn more.</u>

Better: Community leagues act as a consolidated voice to Edmonton City Hall. <u>Learn more about how we communicate about zoning, parking and other issues.</u>

Use action words. As much as possible, make links a call to action. Telling users what is behing the link is good; giving them a reason to follow it is better.

      Good: Online reservation system
      Better: Try our online reservation system
      Best: Reserve a table

7.3.5. Search Engine Optimization (SEO)

Part of having a successful website is getting users to visit it. The first and best SEO trick is to have strong, well written, substantive content. In a 2009 survey of SEO experts, unique and substantive content was deemed very important. It should therefore always be your first priority. Following the web writing guidelines on the previous pages will help you achieve this.

Use the words your audience is most likely to search for in your text (e.g., "playground programs" or "summer activity programs" over "Green Shack"). Online tools such as Google Insights for Search can help you discover the keywords people are using in search.

You do not need to repeat your keywords dozens of times on your page, but you should mention the really important ones in the first paragraph of your content.

When creating new web pages, consider how keywords can be injected into page titles, since the title does have an effect on SEO.

If you can, use your keywords in your link text, but only if the link destination remains clear.

7.3.6. Special Characters

Most users write their text in Microsoft Word and copy it into their web editing program or content management system. This works well during the writing and editing process, but it creates challenges for web publishing.

Have you ever seen articles on web pages that have odd or out-of-place symbols instead of dashes or quote marks? It happens a fair bit, and it is usually the result of markup in a word processor. Microsoft Word includes its own markup in the background when documents are saved. This formatting does not translate properly on the Web.

Benefits of the Community League:

- A voice in your community ◆ provide a consolidated voice to city Hall regarding transportation, zoning, housing, etc.

- Sports programs ◆ soccer, skating, hockey, etc.

- Social/leisure activities ◆ playgroup, pub night, City of Edmonton Leisure Centre discounts, community swim at Mill Creek pool, Winterfest, etc.

- Hall rental ◆ discount on the hall/room rentals at the community hall

Membership fees are $20/family, $15/single, $5/senior.

Using some simple codes can help eliminate this problem. The most common are known as Alt codes (using the Alt key and the numeric keypad). Alt codes work in Microsoft Word, so making a habit of using them will ensure your copy displays properly.

Alt code special characters are created by holding down the Alt key and entering the proper code on the numeric keypad. Using the numbers at the top of the keyboard will not work.

Common alt codes			
à	Alt+133	° (degree sign)	Alt+0176
À	Alt+0192	— (em dash)	Alt+0151
é	Alt+130	– (en dash)	Alt+0150
É	Alt+0201	… (ellipse)	Alt+0133
è	Alt+138	™	Alt+0153
È	Alt+0200	©	Alt+0169
½	Alt+171	®	Alt+0174
¼	Alt+172	"	Alt+0147
¾	Alt+0190	"	Alt+0148
×	Alt+0215	'	Alt+0130
÷	Alt+0247	'	Alt+0146

7.3.7. Creating Accessible Content

The Web has created a huge volume of information available for anyone who has the time and inclination to look. Unfortunately, access to information is not entirely equal. For instance, the content in PDFs is not always accessible to blind users with screen readers, and users with dial-up modems or slower connections may have images turned off in their browsers. This is also a concern for some people accessing the site using mobile devices.

Online accessibility can be compared to making buildings accessible for the disabled—those with disabilities or facing other barriers have a right to equal access to information. With this in

mind, The World Wide Web Consortium (W3C), in 1997, launched the Web Accessibility Imitative, with endorsement by The White House and W3C members.9

WCAG 2.0 (or the Web Content Usability Guidelines 2.0) are part of a series of web accessibility guidelines published by the World Wide Web Consortium's Web Accessibility Initiative.

Specifically, those who follow these guidelines "will make content accessible to a wider range of people with disabilities, including blindness and low vision, deafness and hearing loss, learning disabilities, cognitive limitations, limited movement, speech disabilities, photosensitivity and combinations of these. Following these guidelines will also often make your Web content more usable to users in general" (World Wide Web Consortium).

Using the writing guidelines on the previous pages will make the SCCL website more accessible to those with learning disabilities and those whose first language is not English.

Using a few more tools will improve accessibility for blind users, mobile users and those using dial-up access.

Alt attribute (alt tag)

The alt attribute (sometimes know as the alt tag) lets you include alternative text for a non-text item (most often graphics). It makes image content accessible for people who use screen readers or turn images off to improve browsing speed. Consider the following example.

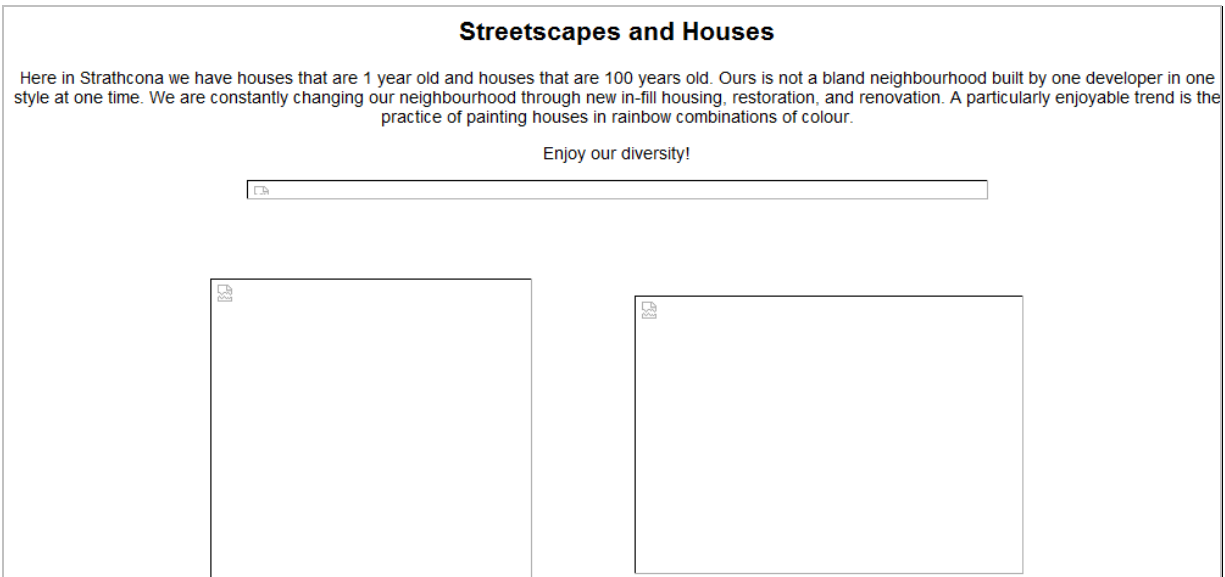The alt tag specifies alternative text to display when the element (image) to which it is applied cannot be rendered.

The Alt Tag explains the text on the image for the **MacBook Pro.**

---
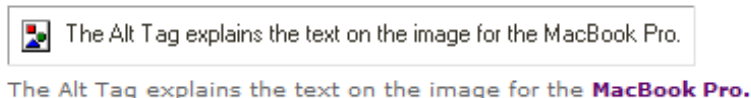
9 http://en.wikipedia.org/wiki/Web_Accessibility_Initiative

Consider the following screen image, which illustrates what the SCCL's "Streetscapes and Houses" page presently looks like when images are turned off.

Streetscapes and Houses

Here in Strathcona we have houses that are 1 year old and houses that are 100 years old. Ours is not a bland neighbourhood built by one developer in one style at one time. We are constantly changing our neighbourhood through new in-fill housing, restoration, and renovation. A particularly enjoyable trend is the practice of painting houses in rainbow combinations of colour.

Enjoy our diversity!

There are no alt tags to provide context. Proper use of alt text can also increase visibility in search engines, including Google Image Search.

Screen readers read the alt text when it is present.

> **Example:** "Image: picture of SCCL hall."

When the alt text is absent, screen readers may read the graphic's filename. Not only is this very unhelpful when images are labelled DSC029332.jpg or img_03.jpg, but it can also be distracting, especially if there are multiple images on a page, or if an image appears within a block of text.

Alt text also appears in place of an image when images are turned off or not displaying properly in a browser.

The syntax for the alt attribute is

```
<img alt="…">
```

If the image contains text and the text is important to the content of the page, the alt text should be the same as the text in the image. Where an image contains data, the alt text should describe the function of the image and not the image itself.

Consider this pie chart as an example.

Poor: Pie chart illustrating total compensation for employees

Better: Total compensation includes compensation, employee benefits, training and development, time away and work/life balance.

Never put tabular information in a graphic; for maximum readability, it should be entered as a table with text.

For images that convey no content (such as the horizontal bar used on the "Streetscapes and Houses" page), a null (empty) alt tag (that is, alt=""; a set of quotation marks with no space between them) is recommended. Screen readers will ignore images with null alt tags.

If you cannot decide whether an image should have alt text or the null attribute, imagine explaining the page to someone over the phone. If the image is not necessary to understanding the content on the page, use the null attribute. If it is important for understanding, how would you describe the image?

Linking to off-site and non-web page content

The way in which off-site and non-web page links are handled is an important part of accessibility, regardless of their ability.

Users need to know what to expect when they are following a link. Providing clear link text and following established web conventions will help create a consistent experience on the SCCL website.

All off-site (non SCCL) links should open a new browser window. SCCL-related links that are not part of the main SCCL site (e.g., blog, Facebook, Flickr or Twitter) should also open a new window.

Links within the SCCL site should open a new window if the destination does not provide a clear way back to the original page (e.g., where the breadcrumb navigation on the new page does not take the user back to the original page).

Although opening external sites in new windows is technically an accessibility problem, it follows current web conventions and will not surprise users.

To have a link open a new browser window, use the target attribute.

```
<a target="_blank" href="…">
```

Identifying file formats

Most links on web pages go to another web page. This is what users have come to expect. Avoid surprising users with unexpected applications by identifying non-HTML content as part of the link. Where available, the size of the file should also be indicated.

Examples: SCCL Newsletter January 2012 (11.9MB pdf)
Watch video from the 2010 Widget Conference
Spread the Word to Stop the Word PSA (473K mp3)

Measures should be written as

- MB for megabytes
- K for kilobytes
- B for bytes
- Do not use k, kb, mb, m, M, KB, b, etc.
- Do not include a space between the size and the measure.
- File types should be written in lowercase: pdf, xls, doc, mp3, ppt, etc.

Portable Document Format (PDF)

Never use Word if you can convert a document into a PDF. The same goes for PowerPoint: if people do not have the viewer, they likely will not bother searching for it, let alone downloading and installing it.

If you *must* PDF
- consider having both web-friendly and PDF versions
- ensure that information in the web-friendly version is chunked
- the PDF is available for download
- optimize your PDFs

7.4. Summary

The failure to address user needs can be rectified through not only co-orientation, but also values-driven public relations. *Co-orientation* refers to the process of discovering where an organization agrees and disagrees with its key publics. In co-orientation, it is important to consider whether the organization's perception of its target audiences' views actually reflects reality. The perception that young people are disengaged and not interested in participating in organizations like community leagues is a widespread assumption but one that it well worth putting to the test.

Values-driven public relations and, by extension, a values-driven Web strategy, relies on effectively managing the relationships between the community league and the publics on which it depends for its success. To be successful, the league must uncover and understand not only where it wishes to go, but the principles it will observe in getting there.

Equally important, a values-driven Web strategy requires that the league learn about, and fully understand, the values and cultures at play.

This understanding must be embedded in every communication piece put forward, whether using traditional "push" vehicles such as the league's existing print newsletter, or digital "pull" technologies such as RSS/Twitter feeds, opt-in newsletters or moderated listservs, or online discussion boards people and blogs to which people contribute of their own volition.

In short, more thought must be put into the way the league's mission—and values—are communicated to its stakeholders. There is great potential to leverage the website and social media to move beyond the one-way communication of "push" media to the use of "pull" technologies—something that allows for an open conversation with engaged stakeholders.

8.0   Appendix A: Audience Analysis

Groups include people participating in at least one of the activities monthly except Conversationalists who participate in at least one of the included activities at least weekly.

Creators make the social content consumed by others. They write blogs or upload video, music, audio or text.

- publish a blog
- publish your own Web pages
- upload a video you created
- upload audio/music you created
- write articles or stories and post them

Conversationalists voice their opinions to other consumers and businesses using vehicles like SNS and Twitter.

Critics respond to content from others. They post reviews, comment on blogs, participate in forums and edit wiki articles.

- post ratings/reviews of products or services
- comment on someone else's blog
- contribute to online forums
- contribute to/edit articles in a wiki

Collectors organize content for themselves or others using RSS feeds, tags and voting sites like Digg.com.

**Joiners** connect in social networks like MySpace and Facebook.

Spectators consume social content, including blogs, user-generated video, podcasts, forums or reviews.

- read blogs
- listen to podcasts
- watch video from other users
- read online forums
- read consumer ratings/reviews
- read tweets

Source: Information in this section is adapted from Murdough, Chris. "Social Media Measurement: It is Not Impossible". *Journal of Interactive Advertising* (10:1). 94-99.

9.0　Appendix B: Samples of Social Media

9.1.　Flickr Images
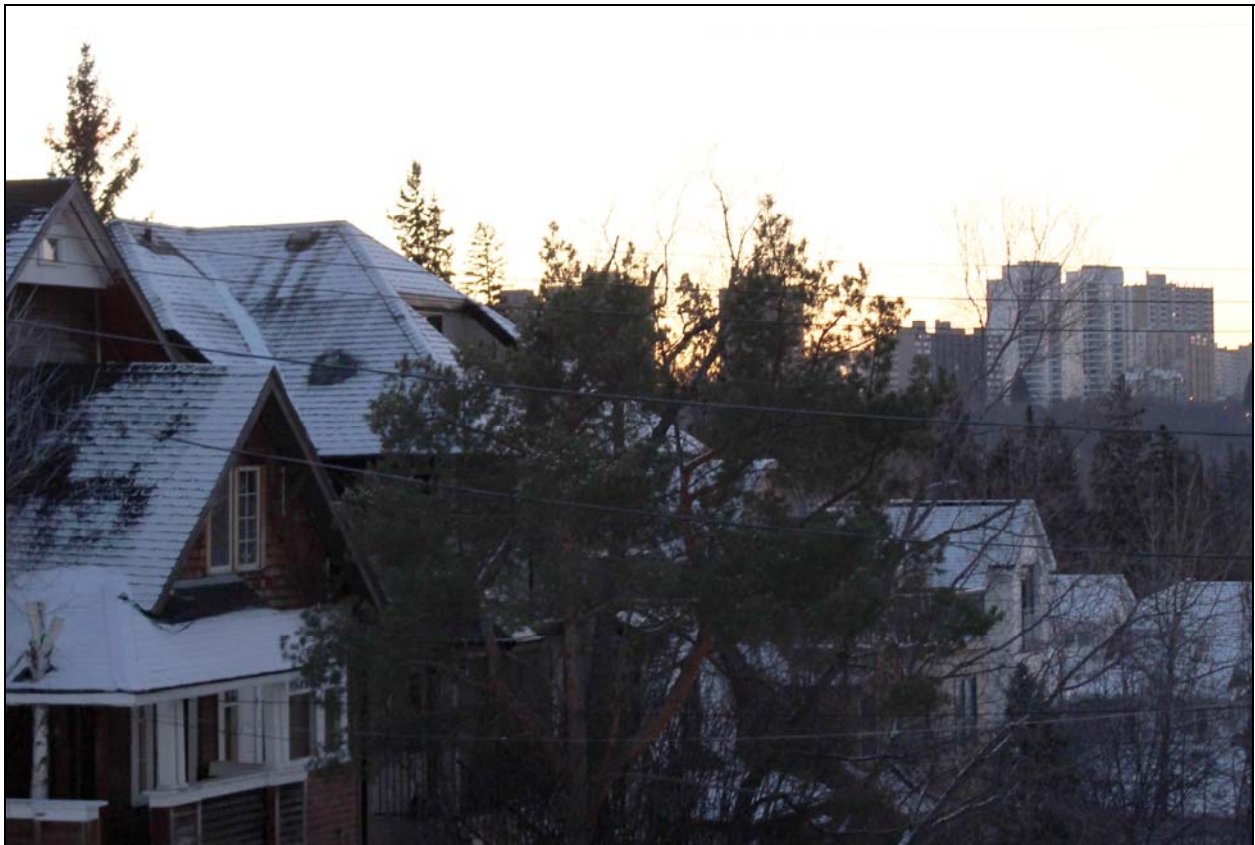
9.2. Facebook Posts

Did you know that it's been 100 years since the former City of Strathcona was absorbed into the City of Edmonton? Some of the buildings of that time are still around today. Find out which five are our favourites. RD

The 2013 Canadian Men's Curling Championship will be held in Edmonton on March 2-10 at Rexall Place. Find out more about Strathcona's illustrious curling heritage in this account of the history of the legendary Granite Curling Club. BF

Join us on Saturday, January 26 at 3:00 for a family skating get-together at the Strathcona Skating Rink. Read on for rink hours and scheduled events. BF

The spring soccer season is fast approaching! Check out the South East Soccer Association for registration dates and times. JH

9.3. Blog Posts

Curling "rocks" at the Granite Curling Club

By Rachelle Drouin

The curling world—or Edmonton's curling community, at least—is abuzz with news that Edmonton will be hosting the 2013 Canadian Men's Curling Championship March 2-10 at Rexall Place. The Canadian Curling Association (CCA) made the announcement while still talking about surpassing Edmonton's own Tim Hortons Brier attendance records.

The last Brier held in Edmonton, won by Randy Ferbey in 2005, shattered all the attendance records with a turnout of 281,985 fans, many of whom know Ferbey—and Men's champion Hec Gervais—curled at the Granite Curling Club, one of Alberta's oldest curling clubs.

Founded and incorporated in 1920, the Granite is Edmonton's oldest and most prestigious curling club. The club boasts a number of provincial and national champions from all competitive levels, including not only Ferbey and Gervais, but also Matt Baldwin (Men), Bill Mitchell (Mixed), Tom Reed (Men & Seniors), Tiffany Odegard (Juniors) and Kathy Odegard (Senior Ladies) to name a few.

"Curling has always been a big factor in this community," says CCA director of event operations Warren Hansen, who was on Hec Gervais' Brier-winning team in 1974. "It's part of this community. I think everyone is aware of the sport."

If participation at the Granite is any indication, Hansen is right. Working hard to promote the sport of curling among people of all ages, the Granite Curling Club hosts approximately 1,000 curlers each week in regular play on eight sheets of ice.

And the club is "rockin'" during the off-season, too, when various community groups use the its large ice pad area for cultural events, theatrical performances, fundraising events and other corporate and public functions.

[Learn more about the Granite Curling Club, its leagues, and ice and facility rental](#).

100 years of civic pride
The SCCL celebrates its five favourite architectural gems
By Benjamin Freeland

February 1, 2012 will mark the 100th anniversary of the absorption of the former City of Strathcona into the City of Edmonton. A sad occasion? Hardly. While Strathcona may have ceded political authority to the City of Edmonton in 1912, Strathcona's past century has been one characterized by passionate commitment to preserving the neighbourhood's distinct historical character. There have been numerous challenges to the neighbourhood over the decades, including a proposed freeway in the early 1970s that would have demolished much of the neighbourhood. But the residents of Edmonton-Strathcona and the area's civic and business leaders have always been there to protect the neighbourhood and the result has been that Old Strathcona is perhaps Edmonton's best-known neighbourhood to people outside the city. This surely makes this anniversary an auspicious one!

What's truly remarkable about the former City of Strathcona is how fast it grew in such a short time. Strathcona was only incorporated as a town in 1899 and didn't become an actual 'city' until March 1907 – less than five years before it was absorbed by Edmonton. Nevertheless, those 13 years of autonomy saw a massive influx of people (thanks to the historical Calgary & Edmonton Railway and its Strathcona terminus) and a frenzy of construction that gave the neighbourhood its trademark turn-of-the-century feel. The University of Alberta was inaugurated in Strathcona in 1908, making the city western Canada's original 'college town'. And by 1912, Strathcona was already a vibrant municipality that would end up becoming one of Edmonton's most defining neighbourhoods.

A full list of Strathcona's historic buildings would probably run into the hundreds. Here are five of our favourites—in no particular order.

Strathcona Public Library (1913)

Strathcona has always been known as a bookish, intellectual place that has long valued education and a thriving civil society. As such, it is fitting that one of the neighbourhood's most iconic buildings is its venerable public library. Built the year after amalgamation, the building is characterized by a restrained classical style, with intricate limestone detailing and a wide stone staircase framed with Ionic columns. A Registered Historical Resource since 1976, the Strathcona Public Library still functions as a library within the EPL network while also serving as a venue for community events.

Princess Theatre (1914)

The Princess Theatre was designed by the local architectural firm of Wilson and Herrald for John McKernan, son of Robert McKernan, the builder of the Dominion Hotel. Opened with the promise of hosting "high-class moving pictures varied occasionally with high-class musical vaudeville or musical concerts," the Princess was considered western Canada's premiere movie venue and was Edmonton's only cinema until the opening of the Varscona and Garneau Theatres in 1940. A Registered Historical Resource since 1976, the cinema that once brought the likes of Charlie Chaplin, Mary Pickford and Douglas Fairbanks to Edmonton audiences still entertains crowds today with offbeat cinematic offerings of all sorts.

Strathcona Hotel (1891)

Built a full eight years before Strathcona was officially a 'town', the Strathcona Hotel is a true 'frontier' building and is the oldest wood-frame building on Whyte Avenue. Originally named the Hotel Edmonton, the hotel has served a variety of functions over the decades. The building briefly hosted Strathcona's first public school and Presbyterian church services, and during Prohibition served as the home of the Westminster Ladies College to compensate for its loss of alcohol revenue. A Registered Historical Resource since 1976, the Strat' still draws crowds today with its mix of historical allure and blue-collar nightlife atmosphere.

Fire Hall #1 (1908)

Strathcona's original fire hall was (don't laugh) a wooden structure, which was replaced by the still-standing historical structure following a 1902 city ordinance requiring that buildings be constructed with fire-resistant materials – hence the proliferation of brick buildings dating from the City of Strathcona era. The present building was completed in 1910 and was in continuous use until a newer, more modern fire hall was built across the street in the 1950s. The only surviving fire hall of that era in Edmonton (and one of very few in Alberta), the building has for the past half-century been home to the Walterdale Playhouse and one of western Canada's oldest and most acclaimed amateur theatre companies.

Strathcona Public Building (1913)

One of Old Strathcona's best-known landmarks, this exemplar of Edwardian Classical Revival architecture was originally built as a home for the local post office and various offices of the Customs and Internal Revenue Bureau. Designed by David Ewart, the Chief Architect of the Canadian Department of Public Works, the building became the South Edmonton Post Offic, while also housing various federal government offices. Designated a Provincial Historical Resource in 1985, the building now hosts Chianti Café, the Billiard Club and Squires Pub – and serves as one of the neighbourhood's most popular (and memorable) rendezvous points.

To read similar articles, check out our blog.

Speak Softly, But Carry a Big Kick!

Getting Ready for the Spring Soccer Season

By Jenny Hockin

Christmas is done, the tree is down (or almost) and it's back to the grind. It may seem that January is too early to start thinking about the spring *soccer season*, but registration is fast approaching.

As a part of the *Edmonton South East Soccer Association*, *Strathcona County* residents have practised and performed on the *soccer field* and off. Just to jog your memories, here are some of the highlights from past soccer seasons.

Giddy Up at the Calgary Cup

After a long, hard season, the under-16 boys' team, Storm, travelled down to Calgary to compete at the *Giddy Up Cup*. Storm's hard work paid off and the team finished third in the tournament.

The ladies are doing it for themselves

The girls' under-12 team had an awesome final tournament. The team finished second after an exciting gold match, which they lost in a shoot-out. Still, the ladies wear their medals with pride.

Make sure you check the [Edmonton South East Soccer Association](#) (ESESA) website for *registration* dates and times. Still, soccer isn't just for the kids: parents can get involved, too. The South East Soccer Association is presently looking for a *soccer director* to help with the team. If you're interested, contact ESESA office (tresoccer@gmail.com) or Jeff Samsonow, the Strathcona Centre Community League President, at jeffsamsonow@yahoo.com.

See you in May!

10.0 Appendix C: Examples of Web Writing

Note: Keywords and phrases that may help with search engine optimization (SEO) are *italicized* in the following examples.

Hall Rental Information

Whether you're looking for an intimate *venue* for a small *meeting* or informal get-together, or a larger space for your *formal banquet* or *wedding reception*, our *community hall*, located at 10139 – 87 Avenue, may be just the space you're looking for.

Located on the upper floor, our pub/lounge overlooks End of Steel Park and can seat 30 to 35 comfortably. You and your guests can mingle while enjoying views of *Edmonton*'s beautiful *river valley*.

With its hardwood floors, balcony, large kitchen and bar, our main hall is the right choice for your *dinner* or *dance* reception. Located on the upper floor, this venue can seat between 105 and 125.

	Pub	**Main Hall**	**Meeting Room**
Location	Upper floor	Upper floor	Main floor
Seating	35 at club tables	105 (classroom style or tables) 125 (theatre style)	10-12
Features	Bar Fireplace	Hardwood floors Kitchen Bar	
Pricing per event	$95-$175	$125-$300	

Note: Prices do not include gratuity or GST.

All applications are reviewed by our hall manager, Helen Gillespie. *Rentals* are not confirmed until payment is received and the [rental contract](#) (87.4K pdf) is signed.

Because Helen does not use email, those interested in *renting* one of our venues should contact her by phone at 780.439.1501.

If yours is a public event, we can help you promote it **once Helen has confirmed it**. For details on how we can help you advertise your confirmed event, contact

Email: info@strathconacommunity.ca
Phone: 780.439.1501
Mailing List: http://www.strathconacommunity.ca/list.htm

What is a community league anyway?

Community leagues are a type of volunteer-based *community resource organizations* unique to *Edmonton*. As of 2012, there were 154 community leagues in the city. The system was established in 1907 and was the first community-based organization system of this kind in Canada.

Community leagues exist to improve the quality of life for residents of the neighbourhoods they represent by providing recreational, social, cultural and educational *activities* for residents. They also work to address neighbourhood-specific social, political and economic issues such as *transportation systems, land-use development, school and park use* and *facilities development*.

Community leagues are funded through annual operating grants from the *City of Edmonton* and can access matching fund grants for construction and renovation of community facilities. Each league is also entrusted by the city to look after *neighbourhood park development*. This includes *tree planting* and the development of *play spaces* such as *playgrounds, skating rinks* and *tennis courts*.

The *Edmonton Federation of Community Leagues* (EFCL) is the representative and coordinating body for all 154 leagues in the city. The EFCL is the largest registered volunteer not-for profit organization in North America. For more information, visit www.efcl.org.

The *Strathcona Centre Community League* (SCCL) is one of the oldest community leagues in the city, dating back to 1918 (when it was founded as the *South Side Community League*). The SCCL oversees a wide range of *athletics programs*, including *youth soccer* and *basketball*, as well as regular *social activities* and meetings where issues affecting the community are discussed.

For more information on upcoming league events, refer to the SCCL's events calendar.

11.0 Budget

Qty	Details and Specifications	Design	Buy	Sub-Total
	Design and Production of Web Templates and Print Collateral			
2	Brief (2 hours)	200	n/a	200
15	Concept generation (15 hours)	1,500	n/a	1,500
12	Refining concepts (12 hours)	1,200	n/a	1,200
2	Present initial 2 or 3 concepts (2 hours)	200	n/a	200
15	Refine initial concepts to 1 main concept (15 hours)	1,500	n/a	1,500
25	Develop a series of four collateral concepts (25 hours)	2,500	n/a	2,500
2	Present final concepts (2 hours)	200	n/a	200
10	Three sets of refinements to 4 concepts (10 hours)	1,000	n/a	1,000
5	Finalizing general files (5 hours)	500	n/a	500
			Sub-total	8,800
	Website Hosting and Domain Name Registration			
1	Domain name registration *Ranges from $20 to $50 per annum	n/a	50	50
1	Web hosting plan *Ranges from $5 to $20 per month	n/a	240	240
			Sub-total	290
	Online Advertising Intended for the creation of banner/Facebook ads, if desired.			
4	Leaderboard (728 x 90) 4 different concepts 4 hours of design time	400	n/a	400
4	Horizontal banner (468 x 60) 4 different concepts 4 hours of design time	400	n/a	400
4	Square button (125 x 125) 4 different concepts 4 hours of design time	400	n/a	400
4	Artbox (250 x 250) 4 different concepts 4 hours of design time	400	n/a	400
4	Vertical banner (120 x 240) 4 different concepts 4 hours of design time	400	n/a	400
			Sub-total	2,000
	Audience Analysis Tools			
1	Fliptop First 100 social profiles are free; additional profiles start at $0.10 each.	n/a	**Free**	0
1	Gist	n/a	**Free**	0
1	Know your Twitter followers Full analysis of followers for registered non-profit organizations is $4.95 and includes up to 100 of the most common entries in each section; a breakdown by city, language and other technologies/services; profile Twitter influence, activity and more.	n/a	5	5
			Sub-total	5

Qty	Details and Specifications	Design	Buy	Sub-Total
	Social Media Tools			
1	Flickr Free accounts *or* Pro accounts for $24.95 per year	n/a	**Free**	0
1	WordPress (blogging tool and content management system) $99 per annum	n/a	99	99
1	Facebook	n/a	**Free**	0
			Sub-total	99
	Social Media Measurement			
1	OntoGen Free download, but may have a steep learning curve	n/a	**Free**	0
1	Tweetbeep Monitor 25 keywords for $5 per month or 50 keywords for $10 per month.	n/a	120	120
1	Facebook Insights Insights is a free service for all Facebook Pages and Facebook Platform application and websites.	n/a	**Free**	0
			Sub-total	120
			Design and Production	8,800
			Website Hosting and Domain Name Registration	290
			Online Advertising	2,000
			Audience Analysis	5
			Social Media Tools	99
			Social Media Measurement	120
			Total	11,554
			15% buffer	1,733
			Grand Total	**13,287**

12.0 Wireframes

Wireframes are mockups of what things will look like on a page. They illustrate the navigation, content ads, links, etc. They should be made for every page level and every page type, starting with the inside page. This is because you will have ample section pages, a handful of section landing pages, and only one homepage.
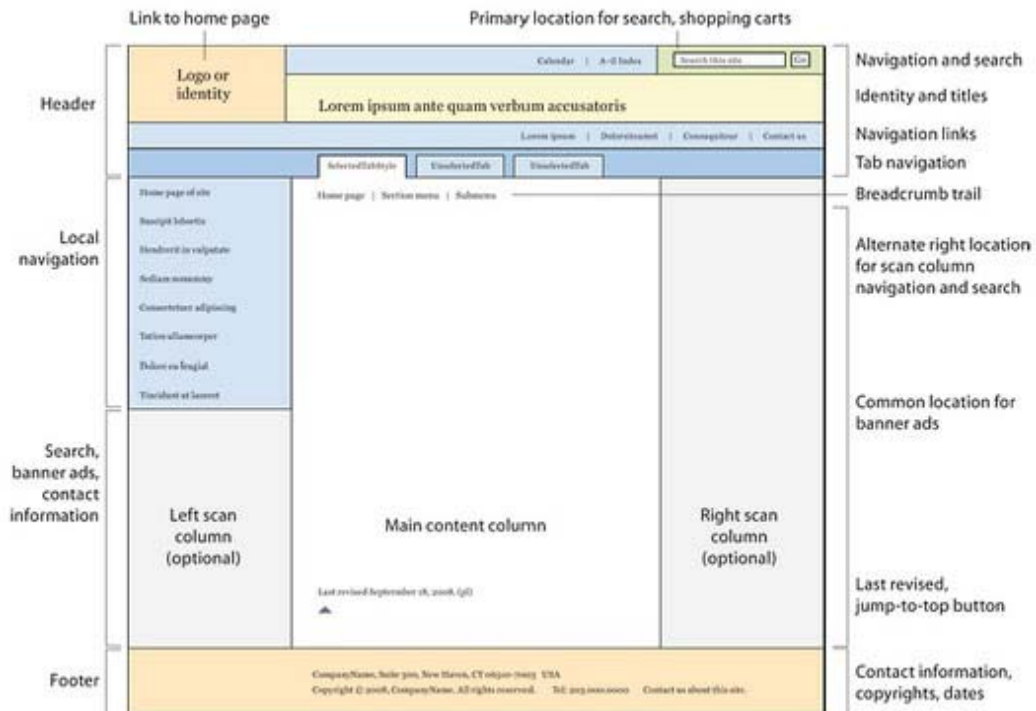
Headers:

- Logo
- Search
- Global/site-wide navigation
- May or may not have shopping cart (depends on what users are there to do)

Navigation and scan columns can be either left or right. This may depend on cultures' particular reading direction. If you are putting a scan column and navigation on the right, be sure it doesn't look like a banner advertisement.

Content area:

- Title
- Breadcrumbs
- Jump-to/Bookmark links
- In-page navigation
- Multimedia

Footers:

- Housekeeping & legal matters
- New trend: fat footers
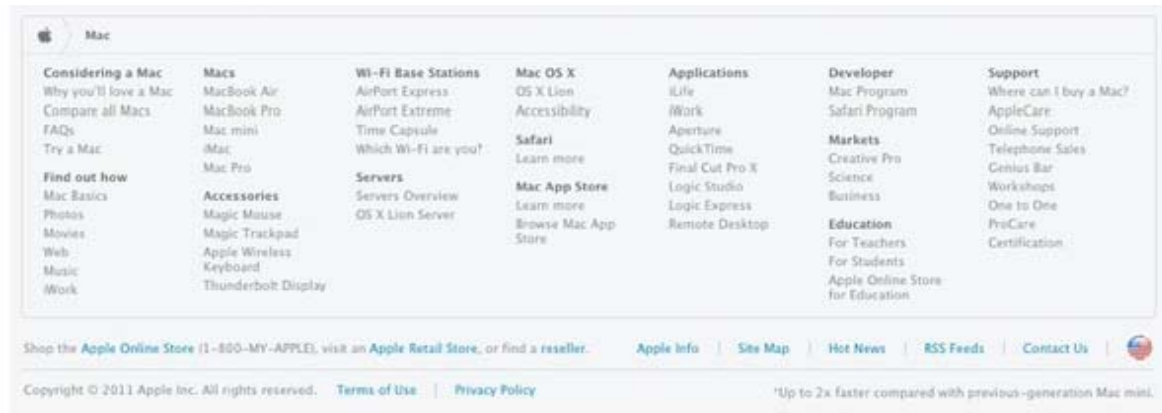
Fat footer from the Apple website

Fat footers let websites look more flashy and more dynamic. They appear more engaging. These links are always present and appear first, regardless of how quickly or how slowly the main page content loads. These links also boost search engine results.

The wireframe on the following page illustrates how content might appear on the SCCL website after content reorganization. The number and type of templates you design is dictated by your content. Figure out where elements go; your designers will then be able to design templates appropriately. A few samples are included at rachelle.zymichost.com.
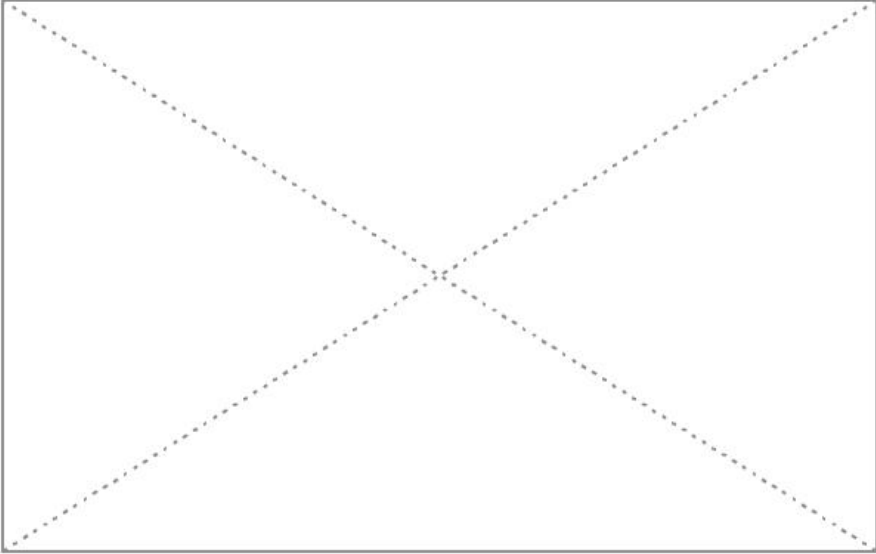
SCCL

Strathcona Centre Community League

Google Group Email

Join Our Mailing List

| Facebook | Twitter | RSS |

| Our History | Our Programs | Our Community | Our Board | Our Hall | Contact Us |

| City of Edmonton |
| Edmonton Federation of Community Leagues |
| Edmonton Public Schools |
| Edmonton Weavers Guild |
| Edmonton Public Library |
| Edmonton Police Service |

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