



Social Media Enactment Study for the District of North Vancouver

ADMN 598 Master's Project Report

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EXECUTIVE SUMMARY

INTRODUCTION

This project seeks to identify how social media may best be used to enhance the District of North Vancouver's civic engagement and services. The District of North Vancouver (the District) has made early and significant strides in its social media operations and is now seeking ways to move social media to the next level. The desire to take a progressive and innovative path with social media requires an understanding of context, what is possible, what other municipalities are doing and planning, and how to move forward.

With the recent meteoric rise of social media use by citizens and the private sector, most local governments have enacted social media operations to increase interactive communications. Many governments are now leveraging initial deployments into phase-two strategies that support the imperatives of transparency, accountability, citizen engagement, and policy collaboration. Social media, with its characteristics of open information sharing and participation, seems well positioned to meet new opportunities. Strategic use of social media aligns resources and staff energies with efficient sustainment of community services and quality of life.

Yet using new technology in potentially transformative ways often collides with entrenched patterns of public servant anonymity, risk aversion, information hoarding, privacy concerns, and siloed organizational structures. Local governments, subject to similar pressures and rules can respond very differently: from latent resistance, to limited-engagement approaches that push one-way information, to embracing deliberative collaboration that supports full participation (Fyfe & Crookall, 2012, p. 1).

This report outlines research on the current state of social media use by local governments. It serves as a foundation upon which to assess the District of North Vancouver's current enactment, and to present options and recommendations on how to move forward.

METHODS

A literature review sets the stage for understanding the background, conceptual framework, theory, risks, best practices, and emergent trends in local government use of social media. The literature is tapped to find answers to the District of North Vancouver's project questions.

1. What are the best strategies and practices for municipal government use of social media, including emerging trends and tools?
2. What opportunities exist to promote civic engagement through social media?
3. How are municipalities using social media as an engagement tool to allow people to take part in the government process?
4. How are municipalities using social media as a communications tool during a crisis?
5. How have popular, municipal, social-media sites achieved a large following?
6. What legislative requirements and policy decisions are needed?
7. What risks exist and how might these be mitigated?
8. What targets or measures can be sought to indicate progress or success in using social media?
9. What costs and staff resources might be needed?

Case study comparisons are made between the District of North Vancouver and twelve other Canadian local governments: Halifax Regional Municipality, Oshawa, Waterloo, Winnipeg, Regina, Calgary, Kelowna, Port Coquitlam, New Westminster, Vancouver, Nanaimo, and Gibsons. Case

comparisons are made using two assessment tools: telephone interviews and website analyses of the social media presences of the thirteen municipalities.

The interviews were completed in November and December 2012 and thematically summarized across thirty questions about social media conception, what channels are being used, how are they being used, management practices, measurement and governance, and opportunities.

A Social Media IQ index was developed to measure the social media presences and related web site functions of the thirteen local governments. Rating points were gained for social media sophistication and competency demonstrated in key areas: channels used, integration, engagement, participation, collaboration, and innovation.

FINDINGS

The District of North Vancouver's Social Media IQ index is 70, and is ranked 10th out of 13 local governments assessed. The rating is well within one standard deviation of the total sample of 13 governments reviewed. However, this score is classed as an *early*-phase enactment of social media indicating that the District needs to make additional investment in its social media enactment. The interview results corroborate this finding. While social media is being used to solicit policy input, citizens are referred to non-social-media channels to provide this input: through public meetings, one-way surveys, or email submissions. There is a need for increased, direct opportunities for structured social-media participation and collaboration.

The District has recently updated its social media policy and is educating staff on social media benefits, use opportunities and expectations, and parameters for setting up new sites. This is a significant step towards enabling more employees to engage in the productive use of social media.

Social media is not just another popular channel through which to communicate a message or even engage with constituents for the sake of transparency or soliciting input. A more practical view is that social media needs to be fostered to solve new and intractable problems, to elicit needed expertise, and to find more sustainable ways of offering/maintaining community services under relentless budget constraints.

RECOMMENDATION AND OPTIONS

RECOMMENDATION

This report recommends that the District of North Vancouver develop a social media strategic plan. As input to that strategy process this report offers fourteen options to be considered among others that the strategy process may generate. The strategy process should produce a Social Media Plan that includes a set of projects with objectives/outcomes, relative priorities, scope, costs, and time frames that fit corporate goals and resources.

A good way to launch the development of such a strategy is to convene a task-force team with representatives from various internal stakeholder departments. External stakeholders should also be invited into this process, modeling the collaborative policy-development concepts explored in this paper. A survey could be used, and/or a think-tank-type forum, in addition to a structured social media tool that encourages crowd-sourced ideas, voting, and commenting, and/or a virtual town hall meeting.

This report recommends that the District start with some initial options (2 [guidelines only], 8, 9, 12, and 13 below) as these options offer strong alignment/benefit/risk ratings, can be implemented at low cost, and are not dependent upon the website upgrade project.

OPTIONS

The research identified fourteen options that could help the District of North Vancouver move to the next level of social media use. Some of these options are learning opportunities or trials that will build corporate social-media capacity while others are strategy planning activities or implementations of specific applications of social media. The fourteen options are outlined below (with additional analysis provided in the Discussion section 6 and Options-and-Recommendations section 7.)

1. **Web-SM Integration** - Provide better integration between website and social media functions. Standard social media icons should appear on all web pages to allow easy sharing of page contents through “liking”, tweeting, emailing, or other bookmarking. See examples in Appendix A – Genius and Gifts Social Media IQs.
2. **SM Directory: RSS & Guidelines** - Replace web site “My Stuff” registration with standard RSS newsfeed features included icon links from the District’s Social Media Directory. Create and add a link to a public-facing social media posting policy or guidelines available from the Social Media Directory.
3. **311-SM Integration** - Increase integration between social media operations and 311 front desk staff. Make more use of 311 representatives to respond to requests-for-service that appear through social media accounts. Establish training and protocols for 311 staff to manage routine requests through social media channels, just as if the phone were ringing with a similar question.
4. **RFS SoLoMo App** - Implement a request-for-service mobile application, such as SeeClickFix, that allows citizens to report neighbourhood infrastructure issues using the SoLoMo (Social, Local, Mobile) features of these types of applications. Allow video and photo submission from smart phones, and GPS position mapping of issues hot spots. Enable social features such that other users may search, track, add comments and make suggestions about the issues or area.
5. **Structured Engagement Channels** - Improve policy participation through social media by implementing structured engagement channels that offer collaborative discussion forums focused on various municipal issues/initiatives. The District’s “identity” OCP planning site provides an ideal locus upon which to add online policy engagement.
6. **Civic Election SM Plan** - Write a plan that establishes how social media can be used in the next civic election. Decide on the role of social media in promoting election, voter engagement, and candidate information.
7. **Live SM Public Input Event** - Trial a live social-media meeting event allowing citizens to participate in the event in real time. Establish an agenda and a live-streamed panel discussion where the citizens or panel can pose and/or answer questions in real time. Identify Mayor and Councilors who are interested in being the panel for the virtual Town Hall meetings, create a topics-agenda focused on specific civic issues, and promote the event through a variety of social media and other channels.
8. **SM Ads to Promote Initiatives** - Use ads on Facebook and Google to promote specific initiative campaigns, drive click-through traffic, and increase followership. Ads are an effective and low cost means of achieving these objectives. Use statistics available to assess impact, reach, increase in followership, and to monitor that return on investment is achieved with each

ad campaign.

9. **SM Emergency Plan** - Review emergency preparedness and crisis response plans. Update plans with tactical strategies, roles, and standards for social media communications. Develop and simulate emergency preparedness by designing and practicing emergency social media management procedures. Establish Twitter as the official go-to channel for immediate information in crises.
10. **SM Mobility Plan** - Develop a mobility strategy:
 - a. Mobile-enable the main website so that smart phone/tablet users enjoy better browsing.
 - b. Establish a mobile application hit list including such likely choices as voting stations, service requests, garbage routes, etc.
 - c. Establish a SoLoMo (social, local, mobile) paradigm for assessing mobile applications to ensure social and locational features are present.
 - d. Host a hack-fest for mobile application development through the Open Data community. Research experience of Vancouver and Nanaimo in crowdsourcing mobile apps.
 - e. Gain insight into community mobility needs by posting ideas on structured-participation social-media channels. Monitor for crowdsourced mobile application ideas that show quality of conception and community popularity.
11. **Social Intranet** - Replace older Intranets with a socialized, internal-collaboration tools such as Jive, Yammer, Wikis, or a socially enabled Intranet developed using SharePoint. Obtain the benefits of engaging employees through internal virtual-workspaces, identity, knowledge base development, expertise sourcing, project collaboration, and document sharing functions. Preparing staff to function well in online, social environments will translate into more sophisticated use of external social media.
12. **Staff Enablement Plan** - Continue to ramp up awareness, training, and enablement strategies to encourage and support employee use of social media. Build on progress made with new social media policies and related staff info sessions. Be sure to clarify requirements for setting up separate departmental accounts, as differentiated from social listening training that empowers staff to tap into the conversations related to their projects. Establish regular, training-calendar sessions that communicate your intent to build social media awareness and capacity throughout the organization. Identify, train, and support a cadre of professionals involved in policy development to enact social media use in their daily work tasks.
13. **Social Listening Plan** - Develop a social listening strategy that includes active monitoring of external conversations related to the District of North Vancouver on other social media sites/pages. Passive listening, analyzing comments, and tracking sentiment trends, allows absorption of evolving themes and tone. This guides which new questions to ask and how to prepare for brewing controversies. Identify places to contribute to the dialogue on established, external social sites where politically involved groups already exist and policy-making engagement would be welcomed.

As an intelligence service, establish a means of summarizing, rolling up, and reporting on active social listening activities to provide feedback to the organization and departments, similar to scanning the news media for what is being said about the municipality.

14. **SM Measures Review** - Establish targets and provide regular measurement feedback to all account owners as a service. Providing a coordinated service, target measures, and oversight,

supports a hybrid-style social media organization. Meet with Hootsuite, Tweetdeck and/or Radian6 to determine best measurement options for all social media accounts.

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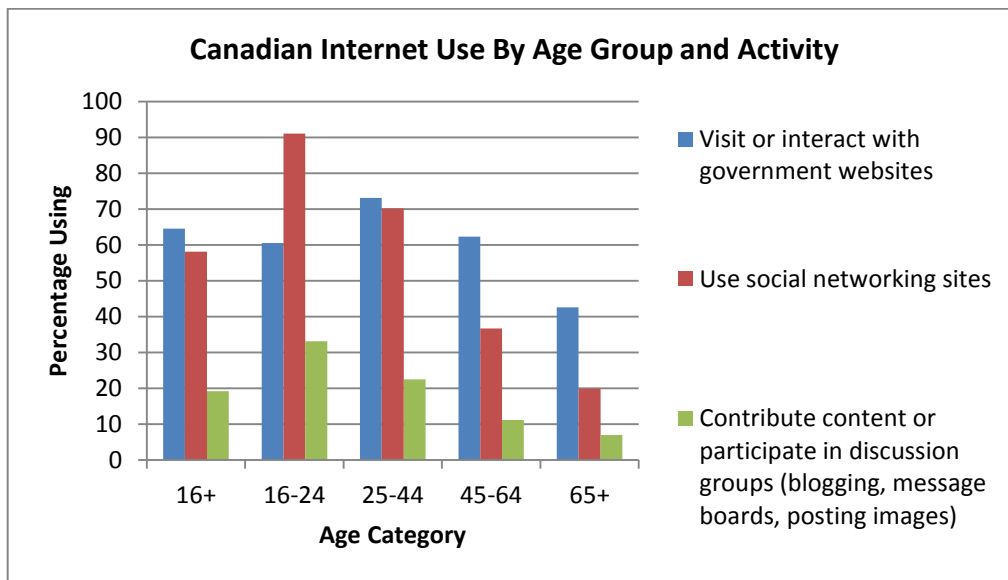
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1 INTRODUCTION

This report examines the use of social media by local governments and the focus is on exploring practices and strategies that municipalities are taking to extend their social media enactments to better support civic goals. Specifically, the purpose of this report is to identify options the District of North Vancouver (DNV or District) could take to grow “its social media presence in order to enhance communication with the public and to promote the goals and direction of the organization (DNV Social Media Policy, see Appendix A).” The District, like other municipalities, is challenged to sustain and provided services to meet rising expectations of the public, businesses, and other governments. Social media can be used to engage constituents and partners to enhance social and economic capital and to meet community needs in new and efficient ways (Benest, Danaj, Figone, & Welsh, 2011, online conference notes).

Many municipalities are implementing social media strategies that capitalize on high Canadian Internet-usage rates. Canada’s Internet population-penetration rate (83%) is high compared to the world average (32%), the US (78%), and Europe (63%) (Internet World Stats, 2011, online). The diagram below (Figure 1) shows Canadian Internet usage data graphed by age group and for usage activities relevant to government social media enactments. The graph shows overall usage (by all Canadians over 16 years of age) of 65% for visits/interactions with government websites, 58% for usage of social networking sites, and 19% for usage that contributes content to discussion groups. Usage rates are comparatively higher for social networking use by the youngest two age categories (16-24 and 25-44).

FIGURE 1 - CANADIAN INTERNET USE BY AGE GROUP AND ACTIVITY



Data source: (Statistics Canada, 2011, online)

Ideally, social media can be used as a channel to initiate, learn, guide, and influence civic discussions as well as increase community quality of life. However, a clear cause-and-effect relationship between social media use and these outcomes has not been established. Social media is another channel for governments to reach and engage with citizens and visa versa. The traditional

channels of civic engagement such as town hall meetings, community surveys, static web pages, or face-to-face interactions with City Hall staff and politicians will continue and offer different situational features than social media. As seen in Figure 1 above, not all Canadians are involved in social media or even the Internet.

This report reveals the opportunities that exist for the District of North Vancouver to foster the engagement of constituents that do use social media, to enhance municipal and community services for citizens, and to enhance staff productivity.

1.1 BACKGROUND

The District of North Vancouver is interested in assessing opportunities to strategically evolve communications and engagement with its constituents through social media. Jeanine Bratina, Communications & Community Relations Officer, is the sponsor of this project.

The District, an early adopter, began working with social media in 2008 when the Communications department implemented the main Facebook, Twitter, and YouTube accounts. Since then, other departments and related agencies have launched their own function-specific Facebook and Twitter accounts. With two staff members the Communications department provides informal oversight.

Home to over 82,000 residents, the District of North Vancouver is the largest of the North Shore municipalities in the Lower Mainland region of British Columbia. It provides residents, business owners, and visitors with the benefits of a larger metropolitan region along with attributes of a smaller community. With a diverse economic base, the District is home to technology companies, shipyards, port terminals, post-secondary education, a film industry, and tourist attractions.

Details on the District's situational circumstances are provided in the Conceptual Framework (Section 2.3) and Current State Analysis (Section 4).

1.2 RATIONAL AND IMPORTANCE OF TOPIC

The rationale for this report is to provide current research information for the District of North Vancouver, which can be used to improve its social media strategies. The District has already taken early, significant, and successful steps into the world of social media. The aim of this project is to encourage continuance of what is already working well, to understand what others are planning or doing well, and to use existing platforms/tools when possible to avoid significant additional costs.

The research and recommendations presented in this report may be helpful for other municipalities who similarly wish to understand what their peers are doing, and what best practices can be employed to maximize the value of their social media enactments. Galloway and Guthrie (2010) suggest that a good way to motivate social media development and skills improvement is to provide a comparative measure. For example, they argue, "that digital competence will play a seminal role in determining the ideas and people that gain or lose influence in the halls of power" (Galloway & Guthrie, 2010, p. 4). Yet most governments are lagging the private sector in realizing the potential of the "social" in social media to authentically engage in reciprocal dialogue and build collaborative relationships (M. McDonald, McDonald, Merwin, Merwin, & Richardson, 2012, p. 132; Wigand, 2012, p. 8).

1.3 PERSPECTIVES AND DEFINITIONS

This project focuses on the citizen engagement assumptions associated with direct-democracy perspectives. This lens is used to view how municipalities have operationalized their social media opportunities. Three theoretical perspectives on democracy include representative, pluralistic, and direct. The first two lenses assume that we elect politicians or align with lobby groups to do our policy bidding for us. The latter lens is most conducive to the participative and deliberative opportunities of social media (Bryer, 2011, p. 347; Scott, 2006, p. 345). Direct democracy theory provides a compatible lens that fosters easy access to relevant information, and creating and sharing of content by many contributors in the policy process.

Part of the discourse of this perspective includes terms like deliberative democracy, public involvement/participation, and civic engagement. The democracy advocated by classical philosophers, were they alive today, might include emerging concepts like information democracy and digital society. Even the ancient democratic discourse is concerned with processes that include large numbers of well-informed citizens. If participants seriously listen to and understand the claims of others, a greater collective awareness of the public interest can emerge (Purcell, 2006, p.3, as cited in Walker, 2001, p.5).

Social media is an Internet phenomenon that emerged in the last seven years and has been used by the general public, businesses, and governments. It evolved from what is considered the first phase (referred to as Web1.0) represented by Internet technologies characterized by the one-to-many communication enactments of traditional, static-content web pages. Social media is considered part of the Web2.0 Internet paradigm with technologies that allow for the creation of online communities using readily available application tools and networks. Social media's distinguishing concept is user-created content -- shared, discussed, and modified easily and dynamically in a many-to-many way (Kaplan & Haenlein, 2010, p. 61). This conversational character and the popularity of social media imply significant redefinition of communication strategies between governments, business, and citizens (Kietzmann, Hermkens, McCarthy, & Silvestre, 2011, p. 250).

Social media is about the co-creation and sharing of user generated content through online and mobile networks. This conception provides a fundamental contrast to traditional media (books, newspapers, magazines, radio, telecasts, and web pages) that provide static, one-way information. One definition offers three criteria for social media: 1) published on public or select-community websites, 2) exhibiting some creative effort, and 3) not part of professional or commercial practices (Kaplan & Haenlein, 2010, p. 61). This is a useful definition because it excludes applications such as email, texting, or simply reproducing information without augmentation. However, an argument could be made that the social media practices of governments are professional, and therefore would be excluded by this definition. Nonetheless Kaplan and Haenlein go on to use two dimensions (social attributes and media capability) to further define six types of social media: collaborative projects (wikis, Wikipedia), blogs and microblogs (Blogger, Twitter), content communities (YouTube, Flickr), social networking sites (Facebook, Google+), virtual game worlds, and virtual social worlds (see Figure 2 below).

FIGURE 2 - SOCIAL MEDIA TYPOLOGY

		Social presence/ Media richness		
		Low	Medium	High
Self-presentation/ Self-disclosure	High	Blogs	Social networking sites (e.g., Facebook)	Virtual social worlds (e.g., Second Life)
	Low	Collaborative projects (e.g., Wikipedia)	Content communities (e.g., YouTube)	Virtual game worlds (e.g., World of Warcraft)

Source: (Kaplan & Haenlein, 2010, p. 62)

In relation to social media, this paper proposes to use the terms *strategy*, *enactment*, and *presence* in the following ways. Strategy refers to the conscious process of planning, delimiting, and selecting what shall be done in relation to social media. Strategy leads to enactment and is a part of the enactment. Enactment includes all processes, procedures, application tools, websites, and related activities that a local government takes to build its social media presence. Presence refers to the public view of how the social media appears including the type, tone, and frequency of information exchanged, social media channels used, evident methods, and style displayed. The logic model used is: Strategy → Enactment → Presence.

1.4 RESEARCH OBJECTIVE AND QUESTIONS

This project seeks to answer the general question: how may social media best be used to enhance the District of North Vancouver’s civic goals? Specifically this project seeks to answer the following research questions:

1. What are the best strategies and practices for municipal government use of social media, including emerging trends and tools?
2. What opportunities exist to promote civic engagement through social media?
3. How are municipalities using social media as an engagement tool to allow people to take part in the government process?
4. How are municipalities using social media as a communication tool during a crisis?
5. How have popular municipal social-media sites achieved a large following?
6. What legislative requirements and policy decisions are needed to maximize SM opportunities?
7. What political and legal risks exist and how might these be mitigated?
8. What targets or measures can be sought to indicate progress or success in using social media?
9. What costs and staff resources might be needed to implement the options identified?

1.5 ARGUMENT AND MAJOR FINDINGS

The findings of this project reveal opportunities for the District of North Vancouver to evolve and extend social media enactments, but there remain challenging barriers to overcome. The District has made good progress in enacting a social media presence that enhances transparency and communications, but growth is needed towards: 1) enabling deliberative/collaborative democracy channels, 2) improving website integration, 3) enhancing mobile social media options, and 4) staff use enablement.

Based on this research done for this project, the District and most local governments are sitting on untapped social media opportunities. This report argues that a deliberative and flexible strategy is needed and preferable to a free-for-all approach; however, there are cautions not to over control social media or treat it like a problem. This relatively low-cost and ubiquitous medium can be used to disseminate information, raise awareness, foster closer relationships, and collaborate with constituents to improve service delivery and solve community problems.

This view, of the transformative opportunities that social media offers, includes the enablement of staff towards appropriate professional use. The District took a significant step in this direction in 2012 when it implemented a new social media policy (see Appendix A) including orientation sessions to provide guidance to staff on social media use. By first setting up a corporate framework, the District can allow social media to become infused into decentralized operations, with the support and oversight of the Communications team.

Finally, the research findings demonstrate that many peer municipalities are similarly looking to renew their social media approaches to take advantage of evolving opportunities. Several have already embarked on processes that include a variety of deliberative strategy approaches and governance models. A collaborative strategy process can greatly assist the District to choose goals, enact new social media initiatives, and measure progress.

1.6 ORGANIZATION OF REPORT

This report is organized into the following sections:

1. **INTRODUCTION** – explains the project problem, presents research objectives and questions, and provides background information on the client’s needs. The major argument and overall findings are presented at a summary level.
2. **METHODOLOGY AND METHODS** – provides details on the research design and data collection tools used to address the project problem and research questions. The methods used for the literature review are outlined as a foundation to developing the case-comparative tools: interviews and site scans. Details are provided on the development and rating methods used for the site scan (Social Media IQ Index). The conceptual framework serves to assess the District’s current situational context.
3. **LITERATURE REVIEW** – provides a critical assessment of available literature related to social media. Historical perspectives and conceptual theories are explored. Areas of agreement/disagreement, major themes, emerging trends, and methods used in the literature are identified. The literature then is summarized across five major topic areas: open government, deliberative democracy, strategy, barriers/risks, and measurement. The literature is also examined for answers to the nine client questions. Finally, gaps in the literature are noted.
4. **CURRENT STATE ANALYSIS** – The current state of the District’s social media enactment is explained and assessed.
5. **FINDINGS AND DISCUSSION** – The results of the primary research are presented. The case comparison (Social Media IQ) and interview findings are discussed. The interview results are summarized for each of the 30 questions asked. Relevant quotations are included.
6. **RECOMMENDATIONS** – Fourteen options are presented and analysed. A recommendation is made on how to proceed with the options. Suggestions for subsequent project work are

offered.

7. **CONCLUSION** – A summary is given of the overall argument, research questions, findings, and recommendations.

2 METHODOLOGY AND METHODS

2.1 METHODOLOGY

The research design of this project is a comparative case study using mixed methods. The social media enactments were investigated and analyzed in thirteen Canadian municipalities including the client, the District of North Vancouver. The objective was to garner evidence to understand each case and gain insight towards answering the research questions. The primary data gathering tools used for the comparative case study were: 1) interviews, and 2) scans of social media presences, websites, and document reviews. Afterwards, the case studies were compared with each other using an analysis tool referred to as the Social Media IQ Index developed for this study. The tool was developed using a variety of metrics available in the social media field and through the literature, especially the L2 Think Tank for Digital Innovation (Galloway & Guthrie, 2010, p. 4).

The client's current state was assessed through examining the social media presence, conducting additional website reviews, reviewing relevant documents, and having email/telephone communication with the client.

2.1.1 METHOD: SEMI-STRUCTURED INTERVIEWS

Telephone interviews were conducted with thirteen Canadian local governments (see Table 1) during November and December of 2012.

TABLE 1 - LOCAL GOVERNMENTS INTERVIEWED

Local Government	Population
City of Calgary	1,090,936
City of Winnipeg	691,800
City of Vancouver	603,502
Halifax Regional Municipality	408,200
City of Regina	193,100
City of Oshawa	156,826
City of Kelowna	117,312
City of Waterloo	98,780
City of Nanaimo	87,464
District of North Vancouver	85,238
City of New Westminster	58,549
City of Port Coquitlam	56,342
Town of Gibsons	4,182

A cross-section of Canadian municipalities was sought, ranging both geographically and by population size. The design of this study aimed to interview communication professionals involved with social media at 10-20 Canadian local governments. Potential participants were recruited by email invitation. Follow up phone calls were made as necessary to verify the correct target respondents, obtain contact information, and to schedule the interviews. All respondents signed a Consent Form (see Appendix B) indicating their voluntary participation in the research. Names are not given in this report, as most respondents did not request their names be included.

An Interview Script (see Appendix C) was prepared with questions aimed at obtaining in-depth information about the social media enactments and plans at these municipalities. The questions were initially formed based on a preliminary literature review and included specific questions posed by the client. The resulting interview script was documented in the project proposal and reviewed by the University of Victoria's ethics review board. The questions were subsequently refined based on additional literature reviewed, development of a conceptual framework outlining client drivers, and an initial practice interview.

By request, some respondents were provided the interview questions in advance of the interview. At the appointed time, the interviews were conducted by telephone following the same question script. Responses to the questions were recorded during and following the interview by typing notes into a computer as the interview was taking place.

The interview responses across all thirteen local governments were compared for each of the 30 questions asked. A cross-case qualitative analysis was completed to elicit themes in the responses and select salient quotations, which are detailed for each question in the Interview Findings - Section 4.3.

2.1.2 COMPARATIVE CASE STUDY ANALYSIS

A scan of the social media presences of the thirteen interviewed local governments was conducted. A 2010 report, [*Digital IQ Index: Public Sector*](#) by the L2 Think Tank for Digital Innovation, informs the methods developed for this project's comparative case study analysis. That report provided a digital IQ ranking of 100 US public sector organizations focusing (70%) on website and digital marketing competencies, and to a lesser extent on social media (20%) and digital mobility (10%) (Galloway & Guthrie, 2010, p. 4).

A case comparison approach was used to determine a quantitative rating metric (Social Media IQ Index) for each local government. The rating metric was designed to assign points for evidence of social-media competencies in the following areas: channels enacted, website to social-media integration, engagement, participation, and collaboration. Social media channels and websites were visually inspected for evidence of best practices and innovative use such as: standard social media directory and sharing icons, response timeliness and tone, engagement guidelines, structured social media channels (blogs and forums), policy contributions, mobile-use options/applications, open data sites, crowdsourcing initiatives, and unique-use/channels. The measure elements were developed through the literature reviewed and especially the promising practices outlined in the report: [*The Rise of Social Government. An advanced Guide and Review of Social Media's Role in Local Government Operations*](#) (Hansen-Flaschen & Parker, 2012). The composition of the rating metric is further detailed in Table 2: Social Media IQ – Measure Composition, in Section 4.2 Case Comparison Findings.

For each local government compared, the website and social media channels were reviewed and scored on a spreadsheet across each competency criterion. A total score out of 28 points was determined for each local government. Dividing the total score for each municipality by the average total score and multiplying by 100 produced the Social Media IQ Index. This Index provides a relative ranking with 100 being the average Social Media IQ. Competency ranges were assigned based on the standard deviation. Higher ranked municipalities exhibited a comprehensive strength of social media vision and delivery ability. To see the IQs and rankings, refer to Table 3: Social Media IQ – Measurement Results.

Screen shots were captured with explanatory notes for the four highest-ranking local governments classed as *gifted* or *genius* (see Appendix D – Genius and Gifted Social Media IQs).

2.2 SECONDARY RESEARCH

Secondary research was conducted in the form of a literature review. The approach was a critical analysis of the literature concerning theoretical perspectives, best practices research, major trends, emerging themes, and controversy in the application of social media in the public sector.

There is a limited body of scholarly papers available that focus on specific analysis of social media in local government. Since social media has only risen to prominence in the last six years, selection of papers favored those published in 2007 or later. Because the field is evolving so rapidly, much research conducted only a few years ago is already technically out of date although it lends conceptual and historical perspective.

Sixty-five sources of literature were reviewed including primarily scholarly papers and industry white papers. Major search terms used were: social media, government, local government, municipal, civic engagement, Web 2.0, measures/metrics, policy, and strategy; in various derivations and combinations. Databases and search resources used were: Google Scholar, Academic Search Complete, Summon, and books sourced through the University of Victoria's web site. The author also accessed the Information Technology sector research notes of Gartner to assess industry thinking on social media.

The literature was summarized across five major topic areas: 1) open government and transparency, 2) deliberative democracy, 3) strategy drivers, 4) risks and barriers, and 5) measurement. Additionally the literature was critically assessed for answers to the nine research questions.

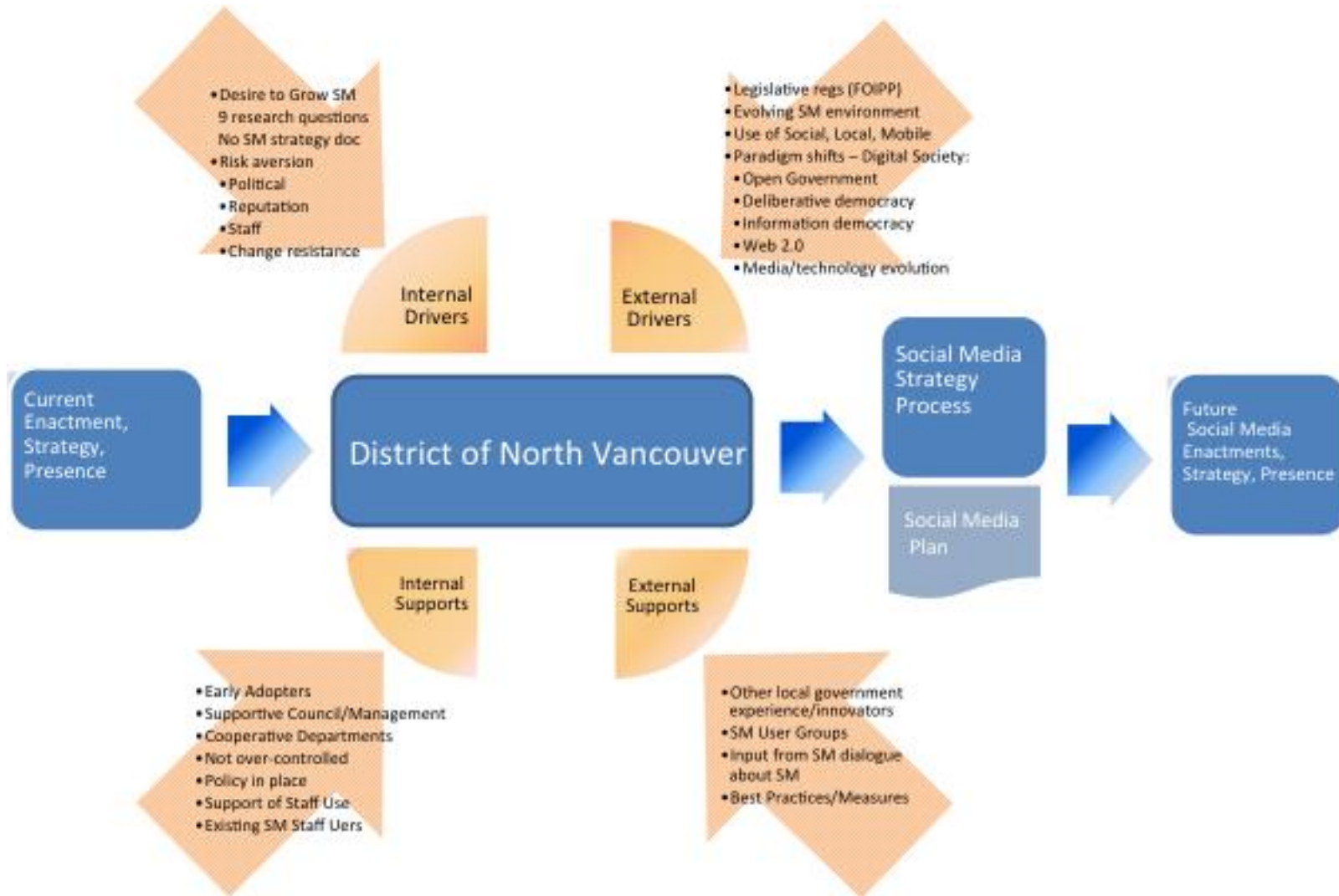
2.3 CONCEPTUAL FRAMEWORK

A conceptual framework, diagramed in Figure 3 below, shows the situational context to this study and guides the analysis. It summarizes the internal drivers and external pressures faced by the District of North Vancouver in its social media enactment. The diagram also summarizes the internal advantages and external supports available to the District. It provides a visual guide to the issues and impacts considered over the course of the research. The conceptual framework guided the development of the research questions as well as the interview questions. It was developed through the literature and modeled after the report: *Revitalizing the grounds, Analysis and Recommendations for Grounds Maintenance at St. Ann's Academy National Historic Site* (Boulogne, 2008, Conceptual Framework).

Social media use by local governments is an emergent civic role. The District of North Vancouver and all local governments face increasing pressures to enact and enhance social media operations. This phenomenon is part of a larger paradigm shift towards greater government transparency and open policy collaboration aligned with direct-democracy assumptions. Governments now are supposed to be promoting digital society concepts (Glasco, 2012, p. 207) and citizen expectations for social media engagement have increased. Many local governments are looking to be more strategic in their deployments and to move towards greater and potentially transformative involvement with constituents (Bryer, 2011, p. 347).

The District, responding to these circumstances, has the opportunity to undertake a strategy process to align its activities with these drivers while drawing upon internal and external resources to move towards a next-level social media enactment.

FIGURE 3 - DNV CONCEPTUAL FRAMEWORK - SITUATIONAL DRIVERS AND SUPPORTS FOR SOCIAL MEDIA STRATEGY PROCESS



2.4 LIMITATIONS AND DELIMITATIONS OF THIS STUDY

This study has certain unintended and methodical limitations. Of the six types of social media discerned by Kaplan and Haenlein² (2010), this report focuses on the first four types: collaborative projects (wikis, Wikipedia), blogs and microblogs (Blogger, Twitter), content communities (YouTube, Flickr), and social networking sites (Facebook, Google+); but delimits consideration of virtual worlds that are not currently used by local governments. Definitions are not provided for the myriad and rapidly evolving applications that comprise these four types.

Given the number of cases (thirteen) and unique situational context of each case, it is not possible to establish reliability of the measures or generalize the findings to a larger population. Repetition of the measures to a larger sample of different municipal cases would be beneficial.

² 1. Collaborative projects (wikis, Wikipedia), 2. blogs and microblogs (Blogger, Twitter), 3. content communities (YouTube, Flickr), 4. social networking sites (Facebook, Google+), 5. virtual game worlds, and 6. virtual social worlds (see Figure 1 in Section 1.3 - Perspectives and Definitions).

3 LITERATURE REVIEW

3.1 INTRODUCTION

A literature review was conducted to critically assess theoretical perspectives, major trends, emerging themes, and controversy in the application of social media in the public sector with a focus on local governments.

An assessment in early 2010 of 75 larger cities in the EU revealed that only half of them had established any official social media presence (Bonsón, Torres, Royo, & Flores, 2012, p. 129) . Now, only three years later, virtually all of them do. Scholarly research has not yet caught up to this rapid, recent emergence of social media in local government. There is, however, a plentitude of older literature on theoretical models of citizen engagement, participation, government transparency, and deliberative democracy. These papers set the stage for assessing opportunities for social government.

3.2 HISTORICAL CONTEXT AND TEXTS

Social media use in local government is part of a larger, ongoing paradigm shift towards greater citizen empowerment and participation through government transparency, accountability and open collaboration. Underlying this paradigm shift is a change in social discourse that includes assumptions aligned with direct theories of democratic participation. This theory suggests society is stronger by providing channels through which citizens and groups can directly engage and participate in policy making, execution, and assessment. Earlier theories of democracy, such a representative and pluralistic, assumed less of a voice for individuals who simply elected politicians or aligned themselves with special interest groups to represent and speak for them (Bryer, 2011, p. 347).

Most of the literature suggests that the short but fast ascent of social media heralds a positive, even-transformative opportunity for government and citizens to better society and governance. Still, many authors caution that, while the potential is there, the democratic opportunity can be damaged if government efforts toward greater engagement through social media are perceived as mere me-too tokenism. Long before Web2.0 or social media came onto the scene, there was concern that engagement and participation be authentic and meaningful to governance outcomes. The classic 1969 paper by Arnstein, *A Ladder of Citizen Participation* sets an early chord that echoes through much of the more current literature on the use of social media in government. As Arnstein observes, “There is a critical difference between going through the empty ritual of participation and having the real power needed to affect the outcome of the process” (p.216).

There is a history of paradigm shifts around civic engagement including a variety of citizen participation approaches that fit with these paradigms. Cooper, Byer, & Meek (2006) update Arnstein’s (1969) conception of ascending rungs of citizen participation and power. The paradigm has now climbed up the ladder, bringing greater expectations of collaborative public management. The model is of a bull’s-eye diagram with “Citizen-Centred Collaborative Public Management” at the centre. The move is away from the adversarial paradigms (social movements) of civic engagement to a governance concept that emerged in the late 1980’s. Coopers et al (2006) suggest, “that the process of governing should no longer be understood as the sole business of government but as involving the interactions of government, business, and the nonprofit (or nongovernmental) sectors” (Cooper, Bryer, & Meek, 2006, p. 78).

Social media, being a young technology, is still in the formative days of establishing credibility and legitimacy as a real tool of democracy. Yet its power is evident in the key role it has played in: undoing dictatorial regimes of the middle east; bringing rioters and looters to justice after the Stanley Cup riots; and communicating critical emergency information during the recent hurricanes on the North American east coast. Social media gives governments the opportunity to tap into the political dialogue already happening between citizens even if this dialogue otherwise might remain invisible to governments or be perceived as irrelevant or illegitimate. This was evident with the *Arab Spring*, a clear example of the power of citizen-to-citizen use of social media and the profound political changes it helped to bring about. As such, governments no longer have the option of whether or why to engage in social media -- it's a question of how best to do it. Many governments are now becoming aware of the need for actively listening to conversations about their activities.

3.3 THEORETICAL VIEWPOINTS

Two related theories that offer lenses through which to view social media adoption and use are the Diffusion of Innovations Theory and Social Network Theory. Both theories, developed in the 1970s, are now being revisited as perspectives on social media adoption and information dissemination and flow through networks. Innovations and information are primarily diffused through a network by influential opinion leaders. Social media changes and accelerates this process previously completed by writing or word of mouth, as well as placing more emphasis on peers and friends (Wigand, 2012, p. 3). Governments must evolve from simply collecting, creating, and disseminating information to actively reaching out to citizens and influencers and engaging in the process of deliberative community-building through reciprocal online relationships (p. 5).

More recently the Honeycomb Framework deconstructs social media into seven functional blocks: identity, conversations, sharing, presence, relationships, reputation, and groups (Kietzmann, Hermkens, McCarthy, & Silvestre, 2011). Each of these functional aspects relates to an element of social-media user-experience. These functional building blocks each have implications for organizations seeking to choose a suitable social media platform for specific purposes and to design compatible engagement strategies. This theory may be useful to organizations wanting to take a more strategic and focused approach to social media enactment as opposed to earlier approaches that tended to be more experimental.

3.4 LITERATURE BY MAJOR TOPIC AREA

The literature reviewed spans five major topic areas:

1. Open government, transparency, and crowdsourcing
2. Deliberative democracy including civic engagement and policy participation
3. Business strategy including drivers, service benefits, and specific/emerging uses
4. Barriers and risks
5. Measures of success, efficiency, and effectiveness

The following is a summary of the themes encountered in these five topic areas:

3.4.1 OPEN GOVERNMENT AND TRANSPARENCY

Many local governments are pursuing open government initiatives, which have gained traction since federal governments in the US and Canada have issued directives for greater transparency, participation, and collaboration (Clarke, 2012; Obama, 2009). Senior governments have driven a more assertive and engaging use of social media in direct response to the burgeoning use by citizens

and businesses. The use of Web and social media technologies reduced the cost of preparing and disseminating information to the public, which supports greater transparency. Open government strategies and technologies such as social media and open data sites, allow citizens to crowdsource information, to create additional content, and to facilitate the public's monitoring role to better hold governments to account for decisions (Bertot, Jaeger, & Grimes, 2010, p. 58). The idea is to use web/social media technology to improve transparency and reduce corruption and government waste.

Crowdsourcing is a concept that some governments are beginning to use as a way to enable collaborative participation using social media tools. Similar to Wikipedia, Melbourne was the first use of a wiki by local government to develop a ten-year community plan. The local community and contributors world-wide were able to view and edit a single document which influenced the development of the Future Melbourne planning document political agenda from the ground up. Rules of engagement encouraged group policing of content and civil interaction. The internal planning team considered this method more effective and efficient than traditional town meeting methods as the outcome was a single consolidation of public input that the contributors had created (Liu, 2012p. 190). As Gartner (2011b) suggests, "Government organizations are particularly well positioned to take advantage of the willingness of citizens to help out in areas that affect their local environment or special interests" (Gartner, 2011b, p. 16).

3.4.2 DELIBERATIVE DEMOCRACY, CIVIC ENGAGEMENT, AND POLICY PARTICIPATION

Deliberative models of engagement seek to conceptualize a "universal us" that is responsible for jointly developing policy. It includes all sectors of society not just the experts or interest groups that show up for town-hall-type meetings. Deliberative models are consensus-oriented and focus on eliciting collaborative expertise and on improving policy outcomes through a more knowledgeable and proficient citizenry (Cooper, Bryer, & Meek, 2006, p. 83). Because of the consensus assumptions, however, politicians and administrators may be reluctant to commit to citizen-derived decisions that can be viewed as coming from "non-experts" entering the process through anonymous social media channels.

Another challenge is how the information derived from social media is to be summarized and communicated to senior administrators, policy makers, and politicians. The literature reviewed is either silent or skeptical about the protocols and degree to which social media information will be included in the policy process. This is a needed area for additional research.

3.4.3 STRATEGY: DRIVERS, BENEFITS, BUSINESS CASE, AND EMERGING USES

Since social media is so new, there are no clear cost-benefit-analyses or long-term studies on its effectiveness. Nevertheless, from reading much of the literature there is a sense that the business case for embarking on social media is irrelevant. Just like asking what is the business case for letting staff have smart phones or tablets, it has become the new way to do business. To remain relevant, organizations need to be in these channels, especially to reach younger citizens who are at high usage rates (86% for 18-29 year olds) (Embaye, Navratil, Ng, & Yang, 2012, p. 3).

Still, a coordinated social media strategy is needed to avoid an approach that is too diffused, tentative, or experimental. Despite the free availability of consumer-oriented social media sites, any usage involves resource costs, so it is important to decide what operations and projects to focus on. Some authors say, "Companies that are still taking a small-scale approach to social media need to be strategic about ramping up. Long-term success is rarely found in a free-for-all" (Wilson, Guinan, Parise, & Weinburg, 2011, p. 25).

Many authors indicate that an appropriate strategy selects objectives and sets priorities for specific use-case projects that support the objectives. By first setting up a corporate framework,

organizations can allow social media to become infused into decentralized operations, with the support and oversight of corporate communications (Gartner, 2011a, p. 49). Then, more focus can be given to specific use-cases. A 2012 study of U.S. cities suggests that 90% of those using Facebook and/or Twitter are using it for something more than just communications or marketing, such as policy engagement/feedback, economic development, service response, emergency response, law enforcement, and internal collaboration (Hansen-Flaschen & Parker, 2012, p. 5). Local governments are now using social channels to dialogue with stakeholders about how to extend the use of social media for specific purposes.

3.4.4 BARRIERS AND RISKS

The literature cautions about systemic organizational and cultural barriers against the use social media for policy participation. While deliberative engagement has advantages over more traditional, consultative, or one-way communication methods; there are significant barriers to meaningful participation. Governments are not yet accountable for showing how deliberative input will be used to make policy. It is not clear how the deliberative engagement actually empowers citizens to change policy. The trouble may be that despite the rhetoric and senior directives, policy makers are still seen as primary to the process with citizen input perceived as secondary. Woodford & Preston (2011) note, “It is imperative that cultural and systemic barriers to meaningful participation be addressed, which will require significant investments in building the participation competencies of policy-makers and public servants” (Woodford & Preston, 2011, p. 16).

Many risks to government use of social media are identified in the literature including security and privacy issues, records management challenges, illegitimate or unacceptable use by staff or citizens, and power and control concerns. Yet much of the literature does not dwell on these risks, suggesting governments have been dealing with these types of risks for a long time.

3.4.5 MEASURES OF SUCCESS, EFFECTIVENESS AND EFFICIENCY

Much of the literature referring to social media metrics suggests that measurement objectives and techniques are not well developed. While social media is new and the maturity of measurement tools and techniques is understandably immature, some studies indicate that even older eGovernment initiatives similarly have not yet measured many of the expected benefits (Mergel, 2012, p. 53). Many governments rely upon simple, readily-available quantitative measures like number of re/tweets, followers, likes, and click-throughs that provide about as much information as measuring webpage hits. More strategic measurement should link to higher organizational objectives and feed into existing metrics such as constituent value or satisfaction (Gartner, 2011b, p. 20). A reasonable suggestion is to determine objectives, develop metrics, and execute measurement as part of an overall social media strategy.

Mergel (2012) conducted interviews with social media directors at fifteen U.S. federal government agencies that revealed most are experimenting in an “unknown problem space” (p.54). There are expectations as to what social media might achieve for these agencies, but no clear measures of how social media is making a difference in the agencies “reputation, effectiveness, reach, or trustworthiness” (Mergel, 2012, p. 51). Analytics available through Facebook or Google rely upon quantitative measures that provide little qualitative understanding of what users actually want. Most of these measures seem to be of limited value and are ignored anyway (Mergel, 2012, p. 56). Still, as limited as current metrics are, most researchers suggest they are needed and evolving.

Part of the problem may be weak validity linkages between metrics and outcomes, which is hindering greater deployment of more robust measurement. This is not a new problem for governments. Even older, more-established survey-methods can present significant scientific and validity challenges. Nonetheless, many municipalities do use surveys (or social media channels

directly) to ask citizens how the city's social media services are doing, and what improvements can be made (Northrop, 2012, p. 74). These surveys and the direct comments coming through social media itself offer opportunities for qualitative measures. Most though do not seem to be taking this approach likely because of the time-consuming manual analysis methods required.

3.5 AREAS OF AGREEMENT AND DISAGREEMENT

A preponderance of the literature reviewed shows a strong current of expectant possibility and potential in the use of social media for civic participation and community building. Social media, and the Internet upon which they are built, offer the potential for increased interaction between citizens/constituents and governments at levels never before imagined (Hand & Ching, 2011, p. 362). The compelling feature about these technologies is that many can be operationalized using existing, inexpensive, consumer-based social-media applications. The expectation is for greatly reduced engagement costs for both citizens and governments.

Yet while the capacity of social media to reduce the costs of engagement and collaboration seem evident, some of the literature suggests a less positive outcome. There are many barriers towards enacting the full capacity of any technology despite its potential. There are cautions against the hidden costs and even the potential to damage democratic interaction through low quality engagement (Bryer, 2011, p. 343). Initially governments tend to approach social media as simply another space to disseminate information. This use of the technology focuses on leading and controlling the discussion rather than allowing it to be used to speak truth to power in the many-to-many format for which social media is designed (Hand & Ching, 2011, p. 369). Institutions often enact seemingly revolutionary technology in ways that reinforce old paradigms and organizational realities that bound what will be attempted with emergent technologies (Fountain, 2001, as cited in Clarke, 2012, p. 6).

There certainly are personal and organizational risks associated with the new hyper-transparency and exposure-reach that social media establishes. One author suggests having a plan about what content governments want to post, what the value of that content is, and what form of social media is best to use (Fillmore, 2012, p. 21). This sentiment is echoed by several industry white papers that stress following intelligent strategies aimed at managing risks. Others, however, suggest that many of these strategies and policies are written from an acutely risk-averse perspective that stifles real engagement between governments, employees, and citizens. The fear of making mistakes with this new media limits innovation. An alternative perspective, instead of a carefully planned, strategic approach, is an incremental, "groping process" that builds trust around appropriate risk-taking and supports innovation (Fyfe & Crookall, 2012, p. 43). The implication is to be reasonably careful but not to over-plan. In the rapidly-evolving social media arena there needs to be room for trial-and-error and spontaneity.

3.6 MAJOR THEMES AND EMERGENT TRENDS

A number of articles note the influence that U.S. President Obama's open government reform has had on public sector organizations. Obama promoted greater access to government information plus public engagement in policy development through mandating three principles: transparency, participation, and collaboration (Obama, 2009; Liu, 2012, p. 184). The President's directive in 2009, to take a more aggressive approach in using social media, has influenced government organizations [even in Canada] to be more transparent, participatory, and collaborative (Wigand, 2012, p. 8). Obama is credited with using social media in game-changing ways to mobilize his campaign support, galvanize contributions, and embrace political participation; despite significant

security and privacy risks (Cogburn & Espinoza-Vasquez, 2011, p. 1). A major theme is that governments must build internal and external capacity. Both parties to the engagement must be willing to invest additional time and energy in order for the engagement to be relevant. Attempts that are ill conceived or which rely upon traditional, speaking-from-power orientations are likely to be perceived as one-sided or merely tokenism (Arnstein, 1969; Hand & Ching, 2011). In addition, the inherent potentials of new technologies may only be partially realized if government implementations remain bound to traditional rules and power paradigms (Fountain, 2001, p. 199).

Municipal facebook pages that do not ask questions of the public, or only ask positively-framed questions (such as what is your favorite park or restaurant) show a bias toward not really engaging citizens in a meaningful way about policy questions. Are municipal social-media posts genuinely asking citizens for ideas about the community and to participate? Or is there a marketing bias to the questions, or evidence of cleansed responses so that the city is only seen as “beautiful, orderly, and clean” (Hand & Ching, 2011, p. 377). An emergent trend is to focus on promoting creative and acceptable employee-use of social media through training and policies (Gartner, 2011c, p. 5). Gartner (2011a) explains, “Many examples of the effective use of social media in areas like public safety, human services, human resource management and procurement are based on the use of such media by individual employees and not on a planned official presence” (Gartner, 2011a, p. 38). Gartner suggests the hype around consumer-based social media is waning towards more realistic expectations. However, the considered and planned development of employee-use of social media is still in its early stages and is potential much more transformative. The real value of SM for organizations is not so much having an official presence as having individual employees engage in networks – essentially blending internal and external collaboration to learn, share, and become more effective and efficient (Gartner, 2011a, p. 38).

A major theme in social media is to go to where the people are; rather than building it, and controlling it, and expecting the people to come. Governments should steer away from building enterprise engagement communities on their website and look for ways to contribute to the dialogue on established external consumer-based networks where politically involved groups already exist and policy-making engagement would be welcomed (Howard, 2012. p. 42).

Many organizations are moving towards a “pull” strategy of passive listening instead of the active push strategy. This means checking out conversations about the municipality that are already going on rather than trying to control them (Mergel, 2012, p. 55). Seek to understand the sentiments of users already in conversations about popular, local issues. Some organizations see the importance of analyzing comments and sentiment trends to ask new, relevant engagement or participation questions. Some go as far as changing their policies based on perceived sentiment and then post the resultant changes framed as a positive reciprocal impact.

Mobile computing penetration is another driving trend that impacts citizen service and immediacy expectations. “40% of social media users access the sites from mobile phones, rather than from laptops or desktop computers” (Fillmore, 2012, p. 16). Ignoring tweets that are directed at local governments is now equivalent to not answering the phone or emails. It is now crucial for governments to have well-established tactical plans about whom, how, and when to monitor and respond to questions posted via social media. A best practice is to drive traffic back to up-to-date information on the organization’s website. Many organizations are looking at changing or augmenting their websites to be more mobile-friendly and social-media enabled. Social apps are now being constructed firstly for mobile platforms and secondly for the desktop platform, reflecting the massive increase and preference for smartphones and tablets (Gartner, 2011c, p. 1).

The proliferation of mobile apps in the consumer space is driving expectations for government-specific apps for common mobile platforms. Cities with medium and large size populations are

developing mobile apps, as they have the resources and staff expertise to do so. Local governments with more limited budgets can attempt to orchestrate community-value through crowdsourcing applications. App development contests (with prizes for the best apps) can be initiated after providing open access to municipal data. Washington DC did this and quickly generated numerous apps for the web, mobile, and Facebook environments (Hansen-Flaschen & Parker, 2012, p. 15). This is a prime example of how to leverage the concepts of open government/data and crowdsourcing. There is even a handbook on how to run a civic apps competition (Eyler-Werve & Carlson, 2012). As with other community volunteers (stream keepers, block watchers, urban volunteers), local governments need to enable employees, businesses, and technology enthusiasts to co-create social applications.

Crowdsourcing and distributed problem solving is a likely next step and has shown great promise in emergency situations. Citizens have taken the initiative to post billet-opportunity spreadsheets on file-sharing sites and re/tweeting this via Twitter (Hansen-Flaschen & Parker, 2012). This type of direct democracy and civic engagement challenges governments to tolerate some privacy and data-accuracy risks while collaborating with citizens to convene emergency community services.

Quick Response BarCodes (QR Codes) are also on the rise with local governments. These codes can be created through a number of free services (Delivr, Google Shortner, etc). Smartphone users take a picture of the barcode and can access instant information or videos, enter a contest, or purchase a product. QR codes can appear on event posters, public monuments, bus shelters, parking meters, or any civic infrastructure (Hansen-Flaschen & Parker, 2012, p. 18). For more information see: *Using QR Codes in Government* at <http://www.708media.com/qrcode/using-qr-codes-in-government/>

3.7 METHODOLOGIES AND METHODS

The authors of the literature used a variety of research methods. Primary research consisted of surveys, online website comparisons, quantitative and qualitative techniques, social media posting analysis, sentiment categorization, and interviews with social media professionals. The authors also reviewed and summarized other research literature to provide secondary data analysis. Many authors noted a lack of academic research on the topic of social media with even fewer resources specifically referring to local government enactments.

3.8 PRINCIPLE QUESTIONS AND GENERAL CONCLUSIONS

The literature was reviewed for answers to the nine research questions posed by this paper starting with what are the best strategies and practices for local government.

3.8.1 BEST STRATEGIES AND PRACTICES FOR MUNICIPAL GOVERNMENTS

A clear message of the literature is that social media is evolving fast. Nailed-down strategies with tight controls can choke out emerging opportunities and stifle creative use by employees. Often success is related to the people using the networks and the connections they make (personally and professionally) rather than the tools themselves. As such many social media successes are unique and not entirely replicable. But governments can create an environment and culture that supports employees to develop creative and cost-saving ways of doing their jobs using social media (Di Maio, 2011, p. 9). This approach is to enable and support social media use tactically rather than having a grand plan or overarching strategy. Local governments can help this by creating more clarity around data privacy, confidentiality, brand integrity, public records retention, staff acceptable

use expectations, and clearer policies to manage persona/professional boundaries in a spirit of enablement.

The use of teams is becoming more prevalent as a way to manage a coordinated and consistent social media presence. These groups meet regularly to discuss news items and coordinate SM postings along with other communications. It is important not to control social media too tightly or the creativity and immediacy of the medium can be destroyed. Good ongoing coordination, dialogue, support, and reasonable guidelines are key but there also needs to be trust in others to use the medium and be ambassadors for the organization (Hansen-Flaschen & Parker, 2012, p. 59).

3.8.2 OPPORTUNITIES TO PROMOTE CIVIC ENGAGEMENT

The literature generally suggests that social media can be used to improve civic engagement but that the full potential has yet to be realized. Evidence provided by several authors indicates that government-enactment of social media tends to take a one-to-many, authoritative perspective, which is incongruent with the collaborative nature of social media. Surprisingly, one of the best engagement opportunities is for local governments to listen more, instead of just posting content and seeing what will stick or garner interest. Social media tools can be used to tap into and absorb the themes already being discussed, and to monitor what is being said about the municipality. This understanding can be used to tailor delivery of social media content and plan relevant engagement interactions (Mergel, 2012, p. 60).

Another approach to increasing social media engagement is to ask about how to improve it. Identify what to support and how to engage around those community goals through social media. Dialogue with the Mayor and senior staff about what goals they have for social media. Hold a focus group of citizens or students (if youth engagement is a goal) to discuss what would be helpful or how best to use social media to reach them. What are the acceptable levels of citizen attention to aim for, the minimum level, and who is going to monitor for this? Garden Grove, CA wanted to promote economic development as a social media goal and came up with a plan to post links to profiles for all new business licensees including discount incentives/coupons for these businesses (Northrop, 2012, p. 76-79) .

3.8.3 SOCIAL MEDIA AS A GOVERNMENT-PROCESS TOOL

Social media can enhance existing government processes: collaborative procurement and budgeting, flash resource allocation in emergencies, pattern recognition/monitoring, expertise location, and interest/pride cultivation. Crowdsourcing (ideas, expertise, data, and applications) through social media can address community problems and services, effectively transcending the resources of government. Using social media to foster engagement and collaboration, governments can find new ways to coordinate the performance of (volunteer) services, services that may no longer be sustainable through shrinking government budgets (Di Maio, 2011, p. 5).

Another trending use of social media is to enable operational processes involving service response. Many cities are linking mobile service-request applications to their 311 service centres. These apps allow citizens to quickly take photos of potholes, graffiti, or other problems and post them along with GPS coordinates to a map for direct operational department response. This is a form of problem crowdsourcing that allows plotting of hot-spot areas, more efficient crew allocation, social commenting features, and status tracking (Hansen-Flaschen & Parker, 2012, p.39). The City of Kamloops has recently launched such an application. The City of Boston's app tweets responses when an issue is submitted and resolved.

3.8.4 SOCIAL MEDIA AS A CRISIS COMMUNICATIONS TOOL

Emergency management is a trending use of social media. One study found over 90% of local government surveyed were using it for this purpose (Hansen-Flaschen & Parker, 2012, p. 63). Social media's immediacy and ability to reach people where they are, offer critical benefits. Many citizens, while not normally following a local government's social media, will do so in an emergency. Local governments often get the most-immediate social media posts from citizens acting as mobile sensors to report community perils and events. Many citizens will do this before they call 911. Surveys of the public by the Red Cross indicate that 80% expect emergency-response organizations to monitor social media regularly during incidents (p.63). City of Chicago monitors social media during major winter storms and has a number of snow readiness apps including adopt-a-sidewalk and help-your-neighbor-shovel (Hansen-Flaschen & Parker, 2012, p. 36).

The literature provides some best practice advice on using social media to manage emergencies. Define social media response plans before emergency situations arise. Some municipalities turn over responsibility to their emergency operations centre (if activated), while others rely on a central social media coordinator or an operational department spokesperson. Define who will use what channels and how to ensure immediacy and accuracy of the posts. Asking citizens to take action ("avoid this intersection") encourages retweeting to their followers, which increases reach.

Another best practice is to create something positive out of emergencies, to further engage constituents in discussion about the events. Elicit engagement around how to respond better next time, and what citizens can do to contribute to making the situation better. Municipalities can go as far as using Google services to create custom emergency maps or place links to [Google's Person Finder](#) social network which helps people find friend and loved ones after disasters (Hansen-Flaschen & Parker, 2012).

3.8.5 SOCIAL-MEDIA SITES WITH LARGER FOLLOWINGS

Some researchers theorize that larger followings are an outcome of using social media to create something bigger that has value to the community. Capitalizing on emergencies and events to create a flashpoint drives people to swarm to social media (Bradley, 2011, p. 5). Bradley suggests letting citizens contribute, organize, validate, corroborate, and advance important ideas for the community. The way to increase followership is to design social media with active participation as a primary goal, so citizens can contribute useful content. Identifying what has meaning to citizens - a cause or issue that compels participation - provides seed content for sites. Participation incentives through gamification functions (likes, comments, vote up/down status) also increases engagement (Bradley, 2011, p. 4).

On balance the literature reviewed does not place much stock in site followership numbers. Northrop (2012) suggests the use of social media by citizens to connect to larger cities is almost trivial compared to population size. Friends (Facebook), followers (Twitter), or viewers (YouTube) are not necessarily higher for larger cities, as might be expected. The author suggests what drives higher, and likely cyclical, participation rates are controversial-issues, celebrations, emergencies, or elections. This finding aligns with other articles reviewed which similarly suggest these are the early days of figuring out how to effectively elicit issue-related, two-way engagement of citizens via social media (Northrop, 2012, p. 73).

Follower bases are tracked because they are a quick, rough measure of social media use; but there are other more important concerns. Rather than focusing on popularity, grapple with qualitative questions about what your social media is doing and how it is supporting community quality to life. What are your goals with social media, what operations and projects support those goals, and what

measures of value are available for these? These are more important and potentially transformative questions than focusing on how to get your numbers up.

3.8.6 LEGISLATIVE REQUIREMENTS AND POLICY DECISIONS

In many cases the legislative environment has not kept up with the rapid evolution of information technology, including e-government and social media. Privacy, authentication, and records management legislation are cases in point. Similarly, internal government policies have been slow to adapt to the risks and opportunities of social media (Bertot, Jaeger, Munson, & Glaisyer, 2010, p. 54). Nonetheless, the literature does not advocate muddling through. Management of social media is gaining sophistication in recent years. Local governments are now developing better social media justification and governance gates, including site justifications, coordinated role expectations, and management tools. This framework is more considered than earlier, ad-hoc, let's-wade-in-and-see approaches (Hansen-Flaschen & Parker, 2012, p. 5).

Sound social media policies are developed from strong collaboration between Communications, Human Resources, Information Technology, Legal, and Legislative departments. Good policies include elements that not only mitigate risks (like acceptable use) but also set a tone of support, guidance, and acceptance/management of risks in light of opportunities. Barriga (2011) says, "To be successful, organizations should at least understand the site's purpose, detail the reasons and strategy for using the site, create and implement the necessary policies and design an evaluation plan. It is better to control social media than to let social media control the organization" (Barriga, 2011, p. 5).

More information on policy development can be found in the guidebook: *Designing Social Media Policy for Government, Eight Essential Elements* (Hrdinová, Helbig, & Peters, 2010).

3.8.7 RISKS AND MITIGATIONS

Local governments face a range of political and legal risks in the use of social media. However these are the same risks of using other communication formats, except that mistakes on social media are more immediate and visible (Fillmore, 2012, p. 17). Local governments need to be prepared to bear and appropriately manage the risks that are inherent with social media. It's important to assume and support some risk taking in order to enable innovation, even in light of public constraints that local governments are well aware of.

The literature noted problems with records management. Government records are being created on social media but managing those records according to traditional retention and disposition schedules is challenging. Once something is posted on social media it is out there and can exist on external servers for a long time even if deleted from the originator's site (p.18). None of the literature reviewed offered definitive records management protocols or best practices for social media.

Privacy concerns are also evident. The apparent casualness of social media, as well as employees' personal-use experiences that encourage free sharing, may lull staff into disclosing confidential or personal information, which can invoke privacy investigations. Local governments should create policies and educate staff to reduce the risk of personally-identifiable data being released on social media or open data channels (Bertot, Jaeger, & Grimes, 2010, p. 56).

All local governments have to deal with negative comments on social media. Most leave them up unless they are profane or vicious, individual attacks. One protocol is to publicly acknowledge inflammatory posts, correct any misinformation, and invite the poster into a private discussion. Local governments must be prepared to investigate inflammatory or defamatory comments left by

posters that draw complaints from others. Liability risks exist for failing to remove defamatory posts (Fillmore, 2012, p. 19).

Problems arise with the distinction between official comments and personal comments, the latter which can cause issues for local government employers. Still, social media use implies collaborative participation, so traditional government advocacy or the “official line” may go too far unless there is an opportunity for opposing views to be expressed. Fillmore (p.19) also raises important cautions about reacting to employees who use personal social media accounts to speak out about matters of public concern that are critical of their employers. New Hampshire has a law that places a “protective shroud” around these employees to prevent wrongful termination.

Policies and guidelines help to create needed trust, so that users know what is expected. However, much of the literature dealing with risks suggests that acceptance of the ambiguity of risks that are inherent in social media is important (Fyfe & Crookall, 2012, p. 42). Organizational-cultural changes are needed to build trust for risk taking and allowing mistakes in order for social media innovation to blossom. Train staff in risk management, yes, but be careful of over mitigating or planning. In the rapidly evolving social media world, some spontaneity is needed.

3.8.8 TARGETS AND MEASURES INDICATING SOCIAL MEDIA PROGRESS AND SUCCESS

Most local governments do not have sophisticated frameworks to measure the success of SM efforts. They rely upon counting posts, views, likes, comments, channel subscribers, followers, retweets/reposts, direct messages, and media agency pick-ups. While cities sound interested in better methods (many expect measurement activities to increase); only half provide informal updates to superiors, and few provide formal reports (Hansen-Flaschen & Parker, 2012, p.77).

Several authors suggested that qualitative methods might be a more effective way to measure social media progress towards overall goals. The following collection of goal questions best elicits qualitative answers:

1. “Were we able to build better relationships with key audiences?”
2. “Were we able to participate in conversations we hadn’t previously had a voice?”
3. “Were we able to move from a running monologue to a meaningful dialogue with customers?” (Hansen-Flaschen & Parker, 2012, p. 80).
4. “How did we engage citizens to be authors, creators of new knowledge; and to crowd-source solutions?” (Mergel, 2012, p. 58).
5. Did we identify influential followers who can be our knowledge replicators?
6. Did we listen into the external conversation and what are the general themes?
7. How is sentiment changing, and how much of our engagement response is positive, neutral, or negative? (Gassman, 2010, p. 4).

Most authors also advocate continuing to pursue existing and more-sophisticated quantitative measures. There are several free tools for measuring social media: TweetReach (how far did your tweets go?), Google’s RealTime-Analytics (web traffic analytics), Facebook Insights (measures of Facebook content), and Netvibes (all-in-one monitoring and analytics dashboard) (Hansen-Flaschen & Parker, 2012, p. 82).

Finally, post-implementation reviews of social media channels should be completed periodically to evaluate if sites are still meeting business cases and quality policies (Barriga, 2011, p. 5).

3.8.9 COSTS AND STAFF RESOURCES NEEDED

Using consumer-oriented social media tools, local governments can draw upon a wider diversity of participants and reduce the costs for citizens to engage. However, a 2012 study of larger US municipalities concludes that local governments are lagging behind the public and private sector in using social media despite low costs. “There is little or no cost beyond setting up and maintenance... to implement these communications tools. Most staff people in public information offices are able to do the work, because very little technical knowledge is required” (G. Merwin, McDonald, Merwin, McDonald, & Bennett, 2012, p. 90). However, the cost of meaningful engagement does not hinge on employee technical abilities, but instead on overcoming cultural barriers, risk constraints, and limits to staff time needed to implement more-transformative enactments. The simple adoption of the technology does not overcome entrenched dynamics against public participation (Clarke, 2012, p. 6).

Production costs are often misjudged for government agencies undertaking quality engagement with social media. Simply throwing up a Facebook site and soliciting citizen input may not result in high quality engagement. Instead it may elicit emotional responses more characteristic of consumer-oriented social media sites, rather than structured engagement responses that are informed by an understanding of the background, data available, and how the information will be used in the policy process. Quality engagement requires strategic planning, implementation, process design, and ongoing care and feeding. This raises the production costs for public agencies as well as the participation costs for citizens (Bryer, 2011, p. 345).

The time spent on social media activities has greatly increased for most cities – on average between 2 and 10 hours each week. Many organizations expect to spend considerably more time managing their sites than in the past. Over 65% are now monitoring hourly or more frequently. However, very few (<1%) have a dedicated social media person that has no other job duties (Hansen-Flaschen & Parker, 2012, p. 5). Many feel they should not expand their social media operations until they have more time to actively listen in. Active monitoring allows citizens to know that local governments care about what’s on their minds, and to respond with corrections or to diffuse frustrations by presenting issues in a larger context (Hansen-Flaschen & Parker, 2012, p. 69).

3.9 GAPS IN LITERATURE

Given the massive but brief rise in popularity of social media, there remains a gap in the literature offering definitive theoretical models. A significant research lag/void exists in examining the more-recent use of social media by local government where more complex goals and risks exist. Existing research has tended to focus on the national government or state/provincial level (G. Merwin, McDonald, Merwin, McDonald, & Bennett, 2012, p. 86). Scant literature is available to help governments understand how best to use this new technology to improve governance. Much of the literature suggests the need for additional research, new paradigms, and enhanced engagement efforts (Kietzmann, Silvestre, McCarthy, & Pitt, 2012, online).

It may seem simple to enhance engagement through social media but much harder to actually utilize such participation in governance processes and laws (Bertot, Jaeger, Munson, & Glaisyer, 2010, p.56). It is clear that information is being shared on operational aspects, service requests, and complaints; and is being followed up and responded to. But little is understood about how governments inform constituents about how their virtual participation will be used and incorporated into policy. Governments have been doing this with long-established public input meetings, but more research is needed on how to overcome the identity and legitimacy issues that thwart true virtual participation. As such there tends to be a general uneasiness between both citizens and

governments in using social media for citizen involvement, collaboration, and engagement (Walker, 2011, p.11).

There is limited research on who is using social media sites, how, and for what purposes (Ellison, 2007, p. 224) or on what motivates citizens to engage with governments via social media. What factors increase the flow and reach of information? How does the proliferation of mobile devices effect expectations for citizen interaction with government social media channels? (Wigand, 2012, p.14). The fact that users leave extensive trails allows researchers and the sites themselves to mine that data for trends, demographics, and interests. This is a rapidly evolving area of analytics. The future of statistically valid use of social media by governments may be more focused on large data analytics and less so on individual participation related to government decisions.

In the literature reviewed there is little comment on the use of social applications to make internal operations more collaborative and inclusive, even though this is a growing area of social media use. Local governments are going beyond static Intranets to use more interactive and collaborative tools (such as Jive, Yammer, Ning, or SharePoint) to share personal and work-related information, manage projects, and increase social connection (Hansen-Flaschen & Parker, 2012, p. 39).

More research is needed about the validity and benefit of social media measures. Measures that rely upon the number of clicks, likes, re/tweets, follower growth seem only loosely tied to outcome constructs. Most agree that engagement and public participation is a good and worthy objective, but how to come up with variables that validly indicate engagement or participation. And are these measures reliable?

3.10 LITERATURE FINDINGS

Social media use in local government is part of a larger, ongoing paradigm shift towards greater citizen empowerment and participation through government transparency, accountability, and open collaboration. With its characteristics of open information sharing, participation, and collaboration, social media seems well positioned to meet this shift; but it often grinds against entrenched patterns of public servant anonymity, risk aversion, information hoarding, privacy concerns, and siloed organizational structures.

There is evidence that local governments are playing catch-up to citizens and the private sector in the use of social media to improve quality of life. None-the-less the literature is expectant and encouraging. Despite the barriers faced, local governments are sitting on untapped opportunities to use this relatively low-cost and ubiquitous medium to disseminate information, raise brand recognition, foster closer relationships, and collaborate with constituents to improve service delivery and solve community problems.

Local governments must not underestimate the barriers and hidden costs of enacting more participative and transformative forms of social media. Many social media policies adopt a command and control lens that treats social media as a problem rather than an opportunity. Steering towards more general and supportive principles, as well as building social media capacity and enabling employees to take advantage of these opportunities, are keys to innovative enactments instead of mere tokenism.

Local governments need to increase risk tolerance/management capacities and then get out of the way of staff use of social media. Rather than securing everything towards what can go wrong, the thinking needs to be on setting the stage for what can go right. Social media is not just another popular channel through which to communicate a message or even engage with constituents for the sake of transparency or soliciting input. A more practical view is that social media needs to be

fostered to solve new and intractable problems, to elicit needed expertise, and to find more sustainable ways of offering/maintaining community services under relentless budget constraints. Local governments need to change their perspective to “create a working environment in which employees can find innovative ways of solving problems that are demonstrably less expensive and more sustainable” (Di Maio, 2011, p. 1).

The literature wisely recommends not over-controlling social media. After all, this is a new and rapidly evolving brave-new-world and flexible plans are best. Most authors nevertheless agree on the importance of deploying precious resources on the most effective opportunities. Strategic choice is needed to move towards more significant usage. Identify what higher level goals can be supported through social media, brainstorm and prioritize projects and operational tactics, and measure progress towards those goals.

4 CURRENT STATE ANALYSIS

4.1 CONCEPTION

For its current enactment, the District of North Vancouver has established operations in three of the social media types: microblogs (Twitter) and blogs (none), social networking sites (Facebook), and content communities (YouTube). The District does not currently participate in blogs or collaborative projects (wikis). The main channels were implemented in 2008, qualifying the District as an early adopter of municipal social media. At that time, the District did look at other municipalities that had already implemented social media enactments, but few exemplars were available. Council and management were supportive drivers of the District's participation in social media, and despite limited staff resources and experience, the District embarked on social media operations.

4.2 RESOURCES

Jeanine Bratina, Communications & Community Relations Officer, is the sponsor of this project. Working with Jeanine is a Communications Coordinator, Stephanie Smiley, who engages daily with the District's social media operations. Communications reports to Charlene Grant, Manager – Corporate Planning and Projects, and is part of the Chief Administrator's Office. The small number of social media resources seems surprising; however, many of the interviewed municipalities reported resource and budget constraints. Similarly, a report published in 2012 by the University of Pennsylvania's Fels Institute of Government found that 95% of government social media managers enacted social media without a line budget (Hansen-Flaschen & Parker, 2012, p.10).

4.3 ENACTMENT

The District has implemented several Facebook pages and Twitter accounts. The District's website has a social media directory that indexes and provides links to all their sites plus those of related agencies. The Mayor's Office maintains a Facebook page. The park ranger and the *Snow Command* (snow events) launched their own Twitter accounts. The Ecology Centre, *Maplewood Farm* (demonstration farm), and the Fire Department all maintain separate Facebook and Twitter channels.

The Communications department unofficially monitors these channels but there is no overall social media governance model in place. There is a quasi-centralized social media structure: the District started out with a centralized (through Communications) structure but as interest rose from other departments with function-specific content, separate channels have been added. The current social media acceptable use policy suggests that departments and staff wishing to set up new social media sites should contact Communications for guidance.

4.4 PRESENCE

The main Facebook page allows users to like (currently over 900) and comment on the individual postings made by the District. Users are not able to initiate discussions by making their own posts on the site, but may respond to the District's posts or the responses of others. Communications staff monitor these comments for direct questions, which are responded to, and for profanity or defamation, which may be removed. For the most part, however, comments are usually brief, positive statements about the topic highlighted in the District's initial post. There is limited

ongoing community dialogue appearing on the posted topics, but references and links are provided by the District to other community input processes, meetings, or surveys.

Facebook also provides a recommendations pane that shows users own Facebook posts related to the District's page. This is usually for suggestions about places to go, or local points of interest, but can be for random topics – there was even a plea for reduced motorcycle noise on Lonsdale Avenue. While there are some negative posts, most comments are benign commendations or links and are rarely replied to by other commenters.

The District's main Twitter account has over 2,900 tweets and 2,900 followers. The District follows 640 Twitter users comprised mostly of local news/community agencies, politicians, and other municipalities. There are no specific policies around who is followed accept that they should be relevant to the District. There is an expectation that following others increases followership. Weather and emergency events also increase followership.

The District is considering placing Facebook and/or Google ads to drive traffic to specific communications campaigns and to increase followership in general.

The District does not scan other social media sites to learn what others are saying about the District of North Vancouver. There is no active listening or discussion participation strategy.

The District has no mobile-friendly features on its current website and has not developed mobile apps for specific functions to date. QR codes have not been used to facilitate site-specific promotion and messaging to mobile constituents.

There are no standard social sharing/marketing buttons on the District's website to allow users to quickly share content links on their own social media accounts. Neither does the District use industry standard RSS feed functionality to allow subscribers to be automatically notified of changes to popular, dynamic content areas. A proprietary "My Stuff" subscription feature is provided instead, but is difficult to use.

4.5 POLICY

The District implemented a social media acceptable use policy in 2012 (see Appendix D). It sets out standards for staff use of departmental social media sites, as well as content and privacy guidelines for personal-use sites. The District has been actively educating its staff on the new policy, state of social media use at the city, and considerations for staff wanting to use social media for professional purposes.

There is no similar policy or guidelines that specify acceptable use expectations for public users, however, the Facebook page says, "North Vancouver District reserves the right to remove any comments deemed inappropriate from its Facebook page."

4.6 MEASUREMENT

The District measures their social media results via the weekly statistical reports that Facebook, Twitter, and Hootsuite send them. They have considered using Google Analytics. There is no qualitative sentiment-tracking program in place.

4.7 STRATEGY PROCESS

The District, like most municipal early-adopters, took an experimental approach to its initial enactment of social media. Social media is now considered part of overall corporate communications strategies. There is no separate written social media strategy document. The District is interested in developing a social media strategic plan. Communications is organized under the Corporate Planning function.

5 FINDINGS

The key findings of this study are summarized below for each of the investigative tools.

5.1 CASE COMPARISON FINDINGS

The Social Media IQ Index was created to assess the social media presences of the thirteen Canadian local governments. The index assigns points for evidence of competence in 4 areas: social media channels [including mobile] (64%), web site integration with social media (14%), engagement (7%), participation (11%), and collaboration (4%). The metric is made up of measures as shown in the following Table 2:

TABLE 2 - SOCIAL MEDIA IQ - MEASURE COMPOSITION

Social Media IQ – Measure Composition					
<i>Area</i>	<i>Measure</i>	<i>Scoring Points</i>	<i>Max Score</i>	<i>Max Score by Area</i>	<i>Max % by Area</i>
Channels	Microblogging	1 point	1		
Channels	Social Network	1 point	1		
Channels	Video Sharing	1 point	1		
Channels	Photo Sharing	1 point	1		
Channels	Blogs + feedback evident	Blog = 1, feedback = 1	2		
Channels	Discussion forum	2 point	2		
Channels	Surveys	1 point	1		
Channels	RSS News feeds, or subscriptions to some content	1 point = some areas, 2 points = most areas	2		
Channels	Innovative channel/s	each channel = 1, max = 2	2		
Channels	Mobile app	1 point = 1 app, 2 points = 5 apps or more, or crowdsourced	2		
Channels	Mobile website	1 point	1		
Channels	Live Webinars or Web events	2 point	2	18	64%
Integration	Social Media Directory Listing	1 point	1		
Integration	SM icons used on multiple pages	1 point	1		
Integration	Web site SM integration: share page functions (like, tweet, email, or other bookmarking)	Can like or tweet a web page = 1 point Can like or tweet multiple pages = 1 point	2	4	14%
Engagement	SM Use Guidelines/Policy	1 point	1		
Engagement	Answer questions asked?	1 point	1	2	7%
Participation	Ask for participation/contribution	1 point	1		

Participation	Ask for policy contribution	1 point, .5 for surveys link, 1.5 point for moderated forum. 2 points for a Wiki	2	3	11%
Collaboration	Open data	1 point	1	1	4%
Total SM IQ Index:		28	28	28	100%

The results of the scan of the social media presences of the thirteen local governments assessed are shown below in Table 3. A score out of a maximum of 28 is shown. The SM IQ is created by dividing the score by the average score times 100. The shaded area shows the municipalities with results that are within one standard deviation of the sample. Those local governments within 20 points of the average SM IQ (100) are classified as *Average*. Those within 20 points below the upper standard deviation are classified as *Gifted*. Those within 20 points above the lower standard deviation are classified as *Early*. Those above one standard deviation of the average are classified as *Genius*. Those below one standard deviation of the average are classified as *Formative*.

TABLE 3 - SOCIAL MEDIA IQ - MEASURE RESULTS

Social Media IQ – Measure Results					
Rank	Local Government	Population	Score	SM IQ	Class
1	City of Calgary	1,090,936	24.5	172	Genius
2	City of Waterloo	98,780	21.5	151	Genius
3	City of Vancouver	603,502	19.5	137	Gifted
4	City of Winnipeg	691,800	19.0	133	Gifted
5	City of Nanaimo	87,464	15.0	105	Average
6	City of Kelowna	117,312	15.0	105	Average
7	Halifax Regional Municipality	408,200	15.0	105	Average
8	City of Port Coquitlam	56,342	13.5	95	Average
9	City of Regina	193,100	11.5	81	Average
10	District of North Vancouver	85,238	10.0	70	Early
11	City of New Westminister	58,549	9.0	63	Early
12	City of Oshawa	156,826	9.0	63	Early
13	Town of Gibsons	4,182	3.0	21	Formative
Averages:		280,941	14.3	100	
1 Standard Deviation:			5.9	41	
2 Standard Deviations:			11.8	83	

To review detailed screen shots and notes for genius and gifted local governments, please refer to [Appendix B – Genius and Gifted Social Media IQs](#).

5.2 INTERVIEW FINDINGS

The interviews comprised 30 questions asked over the telephone with the respondents from each of the thirteen local governments. The answers to each question were analyzed across all thirteen municipalities to identify themes, best practices, barriers, innovative thinking, new directions, and aspects that agree or disagree with the literature. The following sections show each question asked and the summary findings. The last three questions, 28 to 30, are related to future directions and the findings are summarized together.

5.2.1 CONCEPTION

1. What is your role with the use of social media in your municipality?

Virtually all of the local governments interviewed have social media authority resting with the Communications department. Some of the larger municipalities have other (usually operational) departments that have gone ahead and implemented social media enactments on their own. These local governments; however, are now asserting a coordinating-and-oversight role for the Communications department to approve all new accounts, to offer standards and training, to provide corporate liaison and branding, and to monitor accounts. The titles of social media roles interviewed were closely related to the primacy of the communications function: Communications Officer, Manager of Communications, Manager of Web and Social Media, Manager of Corporate Marketing and Communications, Interactive Communications Manager, Communications Specialist, Communications Advisor, Public Engagement Specialist. These roles were organized under the office of the CAO or the Legislative Services (Corporate Officer) function.

2. Who else is involved in social media at your municipality? [What roles/responsibilities/tasks?]

Many of the larger municipalities had other departments with an official social media channel, usually Fire/Protective services, Parks services, Library services, Transit, or Infrastructure operations (roads/traffic/water/sewer responsibilities). Most have delegated the daily maintenance of the channels to either the coordinator-liaison roles in those departments or to technicians or clerks in the Communications department. However, many reported lack of resources as a primary reason for not implementing more social media innovation. Indeed the largest municipality only had two Communications positions that handle social media relations as part of their duties. None have dedicated resources that only handle social media tasks.

Larger municipalities with a 311 operation are starting to make more use of their 311 representatives to respond to requests-for-service that appear through social media accounts, but most have evolved a separate 311 system that is not well-integrated with social media to this point. While these municipalities see the efficiencies to be gained, many are struggling with establishing training, hand-off, and response protocols for their 311 operations. To improve customer service, some respondents reported logging Twitter requests-for-service in the 311 system directly; while others just directed the requestor to contact the separate 311 channels, reinforcing a siloed and disjointed view of customer service.

3. Why did/do your municipality think it is/was important to use social media applications?

The local governments interviewed started in social media for a variety of reasons: voter engagement, weather and emergency events, specific policy campaigns, or 2010 Olympic engagement. Most now consider social media just a part of routine business. One respondent noted, "Munis are expected to engage in a dialogue with constituents --it's part of how we do business now." Many are looking to expand the two-way engagement that social media appears to

facilitate and make this more convenient for constituents who previously might not have engaged through older engagement channels (public meetings, surveys, etc.).

4. What did you refer to in shaping your social media plans?

The earlier adopters (2007 – 2008) got started by diving into social media as just another communication tool. Since few other municipalities were using social media at the time, these municipalities learned by dabbling and doing rather than implementing a carefully considered social media plan. The later entrants have overwhelmingly referred to other municipalities or their Provinces who went before them, to learn what others were doing. Many of these did a presentation to Council -- either a proposal to get started or the results of a trial run, before proceeding. Even in these cases the process has been organic. A learn-by-doing approach is suggested as the best approach in an environment where social media applications and use is rapidly evolving. Many are now looking more rigorously at what others are doing by attending social media conferences or reviewing guidelines developed by organizations such as the Canadian Public Relations Society and International Association of Business Communicators who offer reports and papers on best practices.

5. What barriers/risks/challenges did you overcome?

Most municipalities cited overcoming barriers, risks and initial challenges such as: “The speed of response expectations have increased – you have to be careful, though, that the information you post is accurate despite the need to be fast. There is a risk of making erroneous or inappropriate comments by staff.” One municipality obtained a legal opinion that said, “I think the risks are too great to be using social media, however, I have no idea what it is.” Many reported not being aware of the amount of response time and resources that social media would take. There were also fears that staff would “waste time” surfing social media sites for personal reasons, or post inappropriate or damning comments about their employers on their personal sites.

5.2.2 WHAT IS BEING USED?

6. What social media applications do you use and when was each launched?

The history of social media enactments at the thirteen interviewed local governments reveals three early adopters starting basic social media services in 2008 or earlier: Calgary, District of North Vancouver, and Port Coquitlam. Five of the local governments started basic social media enactments in 2009 or 2010: Vancouver, Oshawa, New Westminster, Nanaimo, and Regina. Four began social media activities in 2011 or later: Halifax, Waterloo, Winnipeg, and Gibsons. See Appendix E for a Summary of Social Media Enactments.

The majority (8) of these local governments have plunged into blogging of some form, and five are leading the way towards true collaborative engagement by building structured discussion forums around various policy initiatives. Inclusive participation is also exhibited by two municipalities who have deployed non-English blogs. Evident also is a smattering of municipalities dabbling with newer channels such as Google+, Linked In, Pinterest, and Vimeo.

5.2.3 HOW ARE THEY BEING USED

7. How have you used social media to increase voter engagement and turnout?

Many municipalities have linked their social media activities to supporting voter engagement and turnout. Some techniques used were:

- a. YouTube for general voting videos, Facebook ads (Halifax)
- b. YouTube for candidate profiles (Regina)
- c. Mobile app to find nearest voting station (Calgary)
- d. Twitter and Facebook to cross-promote voter engagement ads (New Westminster)
- e. Twitter #hashtags to promote voting (Kelowna)
- f. Dedicated Facebook page for voting information (Kelowna).

Despite these practices municipalities were not sure that their efforts made a difference to voter turnout, and in some cases they suggested that turnout was low anyway. One respondent noted, “no difference in overall voter turnout, but works for pet adoption!”

8. How do you use social media to allow citizens to take part in live Council or Public-Hearing meetings?

Only a few municipalities have tried using social media to allow citizens to take part in live Council of public hearing meetings. Many are interested in this form of engagement and cited the now-common use of live video feeds of Council meetings, but they realize this is a one-way push of the proceedings rather than providing an opportunity for virtual participation. Calgary has used CoverItLive (web-based service for blogging events in real time) to provide a live-streamed panel discussion where the citizens and panel can pose and/or answer questions in real time. Similar functionality, using inexpensive webinar technology (such as WebEx and GoToMeeting) has been around for many years; so it is surprising how little uptake these opportunities have received.

One municipality suggested that City of Toronto (not interviewed) tweets real-time agenda changes and updates during Council meetings. Politicians at some of the municipalities interviewed have taken the initiative to conduct live Twitter Talks or virtual Town Hall meetings around specific civic issues. An interviewee explained, “There were questions taken by Twitter for one hour on set themes – transportation, parks, and environment – that were promoted ahead of time. Communications staff were available to support the Councilor, and in a follow-up survey 92% of participants thought it was effective.”

9. How and why have you placed ads on Facebook? How effective has this been as a return on your investment?

Most of the municipalities interviewed reported using ads on Facebook to good effect. Halifax has also used Google ads with satisfactory results. Calgary also has developed a sentiment measurement technique using ads: a futuristic version and a retro version of a city plan were promoted and the popularity-results compared. This form of what-if policy testing is a creative use of engagement using social media ads. Most agreed these ads were inexpensive and serve best to drive people to specific information campaigns. One respondent said, “It increases reach for initiatives and overall followers. To me that was an excellent return on investment.” One caution offered is to continue monitoring the ads’ click-through statistics to ensure that good value is being achieved.

10. How do you use social media as a communications tool during a crisis (e.g. wildfire, boil water advisory, etc.?) Has this increased affiliation activity (“likes”, “followers”) on your site/s?

All thirteen local governments interviewed are now using social media to manage emergency situations from water main breaks, weather events, water shortages, major fires, floods, police incidents, and riots. One interviewee was enthusiastic about the importance of social media during emergencies. “Twitter is our number one crisis tool. As soon as we know something to be a fact,

we tweet it out. We keep the tweets coming as quickly as we can. As they build, we turn them into blog posts for a summary, including photos of the scene from citizens, and videos that the field workers email to us – we put those on YouTube. It’s taken a few years for us to get really good at it.”

Many of the larger municipalities are now looking to coordinate all social media channels so that emergency posts can be activated at once across all social media channels, websites, and mobile apps. Calgary reported being able to reduce commuter volume around a major water main break by 25,000 vehicles through diligent use of social media.

The paradigm has shifted from using press releases, which are too slow. A respondent explained the changing expectations of the public about the primacy of social media during emergency events. “We received criticism because we did not tweet out evacuation and status information in real time (only hours later). We realized we needed to be the go-to source for that information. In emergencies we realized that social media is not just another channel, it is the first channel.”

Some municipalities have equipped their first responders (police and fire services) to tweet live at emergency events. Many reported a dramatic increase in followers and expressions of appreciation from citizens for diligent use of social media during crises. The trend is clear; the public expects to gain immediate, official updates on crisis situations from municipalities before the media.

11. What kind of posts and discussions do citizens initiate themselves on your site/s? How are these filtered/managed? When do you respond to them?

The interviewed municipalities provide for citizens to initiate posts and discussions in various ways. All said they respond to direct questions posted @them on Twitter. Most, however, do not permit citizen-initiated posts on Facebook with citizens only being able to respond to the municipality’s posts. Even with structured engagement channels (blogs or discussion forums), citizens usually respond to seed questions or topics rather than citizen-initiated topics. Citizens often respond to each other, and answer questions or make suggestions.

Despite having discussion guidelines and acceptable use policies of various kinds that prohibit libelous, profane, or demeaning posts, most are reluctant to take down citizen comments that are merely critical opinions, complaints, or rants; which are considered a tolerable form of civic dialogue. Most municipalities will simply leave these types of comments and jump in with polite, factual corrections if the post contains misinformation. One interviewee clarified, “Mostly if it’s just negative, we leave it up – we have a lot of negative comments that stay up.”

Many of the municipalities are looking to provide more seamless integration between requests-for-service coming in via social media channels and operational 311 systems that dispatch response services and report status. Some interviewees said that they simply refer the requestor to go through the 311 channels. Others are filling out the 311 tickets themselves and advising the requestors of this via the social media. Still others are starting to train their 311 agents to take the social media request, create the 311 ticket, and report status via social media with links to the ticket.

12. How do you use social media to further policy development? [Feedback/discussion campaigns, vote on questions for the Mayor, OCP development?]

The municipalities using social media for policy development provide structured discussion forums (IdeaScale, PlaceSpeak, Engagement HQ, blogs [Blogger, WordPress]) or surveys (Survey Monkey) rather than unstructured social media channels like Facebook and Twitter. The

unstructured channels are often used to promote policy-issue #hashtags, solicit participation through links to structured input sites, or to promote in-person town-hall events. Some have created policy-related Facebook sites for specific issues, and one respondent said, “we haven’t been really strategic as to what gets a blog and what gets a Facebook page.” It is evident that many municipalities need to place more focus on how to improve policy participation through social media. Several, citing staff resource limitations, are reluctant to put up half-baked attempts that languish or lose legitimacy through neglect.

13. What traditional civic services are you now delivering by social media?

Almost all of the interviewed municipalities are now taking requests-for-service and traditional questions via social media channels, especially Twitter. Many are looking to improved integration with 311 service request systems or to implement mobile apps such as SeeClickFix to report and upload photos and GPS coordinates of infrastructure service requests. Several also use social media to promote engagement and policy participation events, either online or via in-person meetings.

14. How have you developed custom or SaaS apps for mobile users? [Open data site, crowdsourcing contests, pothole/graffiti requests, eTickets?]

Many municipalities noted the dramatically increased use of smart-phones by their constituents and have developed or are planning to deploy mobile apps or mobile-enabled websites. Commenting on mobility options, one interviewee said, “We really felt it was important to not make them come to the website [for information on bridge changes in an affluent area with high mobile penetration], but to go to where they were.” While still early days for municipalities creating mobile apps, many have already been deployed: requests-for-service (report problems), library apps, available parkade spaces, pay parking by phone, garbage routes, bus schedules and locations, where’s my polling station, where are the official Canada Day events, roads plowed and truck locations.

Gamification features are being designed into applications to encourage citizens to check out community events, use mobile services, or check in at participation events. Some municipalities with open data sites, such as Vancouver and Nanaimo, have promoted app development contests and are realizing the power of crowdsourcing.

There is disagreement about how best to approach mobility; whether to continually develop and update specific, feature rich apps in a rapidly evolving mobile device landscape, or to simply replace websites with mobile enabled features that render across all mobile devices. Some suggest the latter approach will ultimately be more flexible and cost effective. See Appendix E – Summary of Social Media Enactments, to determine who is going which way.

15. How are you using location-based promotion/communications? [QR Codes, FourSquare, food truck mapping?]

Evolving social media sites are capitalizing on the location-based enablement that GPS services provide on smart phones. Several municipalities reported that there needs to be a melding of social, local, and mobile concepts in deploying future apps and channels. This paradigm is referred to as “SoLoMo”. Regina and Calgary have experimented with FourSquare but note that user density still needs to reach critical mass. Mobile location enablement is a significant service opportunity because so much of what local governments do is related to location. Common queries are: “What are the attributes of my parcel?”; “What is happening where I am?”; “Where is the nearest city service/event for this?”; or “Where is a food truck near me right now?” Indeed municipalities have already invested heavily in supplying city service locations on GIS map layers, so most have this information in a form that they or others (through open data) could be using to develop SoLoMo

apps. QR codes offer the ability to provide detailed location-specific information to mobile constituents.

16. How do you use social media for internal/staff uses [E.g. Facebook instead of an Intranet site, Wikis for project team collaboration?]

None of the interviewed municipalities have fully exploited the benefits of supporting their staff to use social media in their job duties. Several said that social media is still unfamiliar territory for many of their staff. Most have Intranets with limited social functions. However, several see the benefits of providing internal collaboration spaces or social Intranets. Winnipeg is using Jive for cross departmental sharing for teams, documents, and projects. Calgary and Vancouver are experimenting with using Yammer, a private social network that acts as a kind of digital water cooler. Regina uses internal wikis to create knowledge bases for IT services and automating posting of election results. Kelowna is moving towards replacing its non-social Intranet with one developed in Sharepoint, a Microsoft tool that has social features such as identity, discussion boards, blogs, and records management.

17. Do you know if staff are using other social media accounts to handle aspects of their jobs?

Most municipalities interviewed are not aware that their employees might use personal social media accounts to perform aspects of their jobs. One respondent said, “Our policy states that unless you have been designated as a social media monitor or spokesperson for the City, you are not allowed to post City information from your own site.” Another acknowledged, “It probably is happening but not something we particularly encourage – if you participate as apart of your job, you need to be designated as an official spokesperson of the City.” Some focused on concerns about how their municipality would be represented on personal social media -- many have acceptable-use policies, which specify standards that employees must adhere when using their personal social media in consideration of their employment relationship. Nonetheless use of LinkedIn by employees, a social network aimed at professional networking and job searching, is now widespread. Employees invariably post resume-type information including details of their current position as well as use the site to source expert contacts in relation to aspects of their jobs.

No interviewed municipalities block employee access to social media sites as might have been done in the past when many employers feared employees would waste time on personal use of social media. One interviewee was aware of the opportunities for employees but cautiously suggested, “It should be open to everyone and we need to trust our staff to use it, if they need to use it for monitoring or research [just not posting].”

5.2.4 MANAGEMENT PRACTICES

18. How do other departments use social media in your enterprise?

A few of the smaller municipalities interviewed have maintained centralized posting and control of social media through one department, usually Communications. One respondent said: “I’m more traditional about wanting to be in control of things. If each department creates their own page, you lose the look and feel. I review the posts.” Several municipalities with centralized social media operations use forms, templates, or regular meetings to gather new social media posts from other departments. Concerns were expressed that other departments might not have enough ongoing content to maintain active engagement on their own social media channels.

Larger local governments may find this level of centralization and control too constricting and unresponsive, especially if operational departments want to post about service conditions but have to work through Communications to vet posts. Calgary has a mostly centralized model but is

planning to loosen controls and enable departmental contributors and blogs. Nanaimo uses MediaFunnel to allow other departments to submit posts that are vetted and posted by distributed social media coordinators. These are examples of hybrid structures with distributed postings and social media accounts devoted to operational departments, but with centralized support, standards, and coordination. There is a trend towards a distributed-yet-coordinated approach.

19. How do you manage the quality, accuracy, and continuity of the posts? [Centralized request/approval through gate keepers OR decentralized number of Facebook pages or Twitter feeds managed by which departments?] Do you have an index of all your social media sites?

Even those with decentralized social media models are tending towards enacting more centralized support, enablement, and standards. Vancouver and Winnipeg have evolved into a distributed model with dozens of accounts. Many respondents have or are developing internal policies that specify expectations for who can set up accounts, what posts must look like and sound like (tone), the how often posts must be made. In larger, distributed environments, like Vancouver, the challenge is having the tools and resources needed to implement monitoring and support. Hootsuite Enterprise provides tools to check into accounts to see how well maintained they are. Tools are only a start however. Many respondents reported they don't have enough resources to provide a dedicated social media monitoring role other than on an ad-hoc basis. In spite of this, few respondents reported problems, other than some accounts that didn't have enough content to be sustainable. "Communications unofficially monitors it, but we've never had any problems at all."

20. What factors impact the flow of information in/through your social networks? [third party tools, links, influentials, frequency of posts, reciprocity?]

Respondents had a variety of ideas about what factors influenced the flow of information through their social networks. One said, "Following others and reposting their related posts or tweets works well." Crises and emergency information seem to increase followers and flow. Credibility built through frequent posting and verifying accuracy of relevant information has a strong influence on building followers and extending the reach of information.

21. Do you "like" other Facebook sites and/or "friend" other persons on Facebook? Why [not]? Who do you "follow" on Twitter or "subscribe" to on YouTube?

Most municipalities interviewed do follow other Twitter accounts, typically other public sector organizations, to cross-promote information. There were various strategies on following people. Some follow those that asked questions or that follow them, to show reciprocity and build engagement. One respondent noted, "We are following 4500 people as opposed to the BC Government only following a few hundred." Others, according to policy, do not follow people because it can be seen as indicating agreement or allegiance, plus it creates a very cluttered main feed. One pointed out, "We don't follow individuals – we don't subscribe to the you-follow-me-so-I'll-follow-you strategy."

Several do not follow any for-profit commercial organizations, again because it may be seen as an endorsement. Calgary does not follow anyone, "We don't like everything. What's your criteria for liking or not-liking something? Our policy is that we don't like or follow anybody." Others seem to have more general, informal policies about following those that provide information relevant to the municipality such as educational facilities, news sites, resident associations, other public sector or community organizations. One said, "We retweet them when it's topical. This builds a network and followers." One reason cited for following other organizations is to monitor

what is being said about the municipality; however another city said this can be better achieved by using relevant searches through HootSuite.

22. Does your municipality actively monitor for and respond to random posts/requests relate to your municipality on other social media sites/pages? [If yes, how have you incorporated that into your operations?]

Most have committed to monitoring their own social media sites or use hashtags such as #City or #CityofXxx. Direct questions are answered or referred to another department or 311 service. Inaccuracies are usually corrected, politely and factually. Non-request comments and opinions are left and not responded to.

Several have used tools such as HootSuite, TweetDeck or Radian6 for executing random searches, such as queries on Mayor and Councillors, the CEO, and project specific queries. While some municipalities don't practice social listening, others realize the potential of active listening to what is being said about the municipality, but are grappling with large questions about how to roll-up and report the conversations, and to what extent they should jump into conversations and participate. One respondent made an analogy "It's like the coffee house or the pub discussions that have been going on for 100s of years, but we've never had ways of tapping into them before." Some suggest that social listening will be a focus going forward. One stated, "We want to provide feedback to the organization, as a new intelligence service."

23. Do you have a social-media education program operating?

Most of the municipalities interviewed do not have a formal social media training program. Several had offered overview sessions to staff, senior managers or reports to Council in the beginning of their enactments. In decentralized or hybrid governance structures, several had provided ad-hoc training or "talks" to departmental coordinators/contributors. Several had implemented or were working on updating social media policies to include acceptable use provisions for staff, with accompanying info sessions including requirements for setting up separate departmental accounts. Regina and Calgary both have regular overview courses on social media. One respondent said they train on, "what social media is, how the City uses it, how it impacts you, how you can tap into the conversation, what's happening on Twitter and Facebook related to your project, as opposed to how to jump in and actively participating in that conversation." Port Coquitlam expressed interested in providing staff with regular training in order to build social media capacity throughout the organization. Vancouver, with its decentralized-hybrid model, has a best-community-practice group to share guidance, case studies, invite speakers, and build capacity. "We hired a summer student who developed Twitter guidelines for Planners, which was excellent."

5.2.5 MEASUREMENT AND GOVERNANCE

24. What governance documents do you have:
a.) Social media strategy/principles (or part of overall Communications Strategy)?
b.) Social media policy (acceptable use)?
c.) Social media guidelines?

Surprisingly few respondents reported having a formal social media strategy. Many considered social media as just another channel in their overall Communications operations. Waterloo and New Westminster have developed social media strategies separate from their Communications strategy/plans. Still, several said that they were currently working on more comprehensive digital or new-media strategies that would see them implement related projects to advance social media enactments to the next level. Nanaimo and Regina have social media committees that serve as ongoing strategy bodies.

Social media policies were also in various stages of development with some having none, some having externally oriented policies, and some with policies that include employee acceptable-use provisions.

The interviews revealed barriers to diffusion of social media use-allocation. There are also few organizations that had a formal training program other than overview sessions held occasionally for a general-employee audience. A compromise to fully-diffused social media use would be to enable, train, and support a cadre of professionals involved in policy development to enact social media use in their daily work tasks.

25. How do you account for the popularity of your social media site/s? [Use of blogs, crisis communication, certain notice information, cross-promoting?]

Interviewed municipalities all provide regular posts covering the breadth of normal communications content of the municipality, meaning that social media has, for the most part, been integrated into the fabric of Communications operations. Respondents held a variety of ideas on what accounted for the popularity of their social media channels, but a general theme is relevancy and immediacy.

Encouraging the conversation, being responsive, and anticipating what information the public might want is a good way to design content. One respondent exclaimed, “Content is King! We try to find out what information they want and post it.” Port Coquitlam has actually asked constituents what information and services via social media are wanted. Cross-promotion of multiple channels is a good way to keep followers, and advertising social media channels through print, posters, websites, and the media is an opportunity to build followers. Another interviewee said, “Even though we did get some negative press about our fire response, we did get a spike after that, because it was in the news.”

Cities like Calgary and Waterloo see themselves as young, vital, and active high-tech centres with social-media and mobile savvy constituents - cited as a reason for the popularity of their social media channels. Special events (such as the Olympics) and crisis events (such as floods or riots) all peak followership. One suggested, “Post videos and pictures!” Tone and chattiness are used to provide the information in an interesting and engaging way. Another said, “Our Library is awesome, and they respond all the time -- they are like the second largest Library presence on social media -- they’re funny too, which helps -- I would follow them because of that!”

26. How do you measure your success and ROI in using SM applications? [What measurement tools, quantitative vs. qualitative measures do you use?]

When asked about measures of success in using social media applications, respondents generally reported informal and ad-hoc methods. Some, like Port Coquitlam, keep a more consistent eye on simple metrics like interactions per month, page views, comments, Facebook likes, newsletter subscriptions/click-throughs, number of video views, and Twitter followers. Kelowna and Regina keep track of channel sentiment using qualitative assessment and manual spreadsheets that count up negative, positive, and neutral-tone comments about current events/issues. One said, “Generally we keep an eye on tone, but not that formally -- it could be something we improve.”

Many casually track trends through the weekly statistical reports received from Facebook, Twitter, and tools like Hootsuite. Calgary, whose Twitter account has the highest number of followers (43,000+) of any municipality in Canada, also looks at the reach of tweets – a measure of how far their tweets are going and who is reading them. Others recognize the need to use existing measurement tools better, including sentiment analysis, but cited a lack of resources as a barrier. Several mentioned that better social media monitoring is a focus area for next year.

27. How is the use of social media at your organization governed? Do you have a governance/reporting body, or is it more ad hoc?

Most respondents reported they did not have formal governance or reporting requirements for their social media enactments. Kelowna, New Westminster, and Calgary have digital strategy committees that convene regularly to discuss social media issues and opportunities in conjunction with website projects, mobile applications, emerging technology, and related policies. Generally, though, these committees are viewed as advisory, with input from various departments including IT.

5.2.6 OPPORTUNITIES/COSTS/RISKS

28. What emerging social media trends/tools interest you?

29. How do you generate new social media ideas and future directions/projects?

30. What upcoming opportunities do you see for social media at your municipality?

a.) What is the next level for you and what does that look like?

b.) What steps would you need to take to get there?

c.) Specifically, what risks and resources are required (time, staff, funding)?

When asked about upcoming social media opportunities, costs, and risks, most respondents focused on opportunities. Lack of sufficient staff resources were frequently given as a reason for not being able to take advantage of the opportunities available. Risks, however, were consistently downplayed. While a couple of municipalities reported that a few bad things had happened with social media, mostly these problems occurred infrequently and were manageable. One respondent suggested: “Take a look at what is the worst thing that can happen, [and] what steps you can take. There’s a growing tolerance to risk. We have been pleasantly surprised by the tolerance of our social media community over and over again. If we do make some sort of mistake, people will come to our assistance and correct us in a helpful way – that we are all in this together. The idea of community – and we are part of it.”

Kelowna and Port Coquitlam are future focused on a vision of greater two-way dialogue and engagement, “live posts and tweets from events”. One strategy, to identify new social media ideas and future directions/projects, is to ask your constituents as Port Coquitlam has done. The response was constituents wanting more opportunities for sharing and two-way dialogue. However the effectiveness of using unstructured consumer-based social media channels like Twitter and Facebook for executing policy dialogues may be limited. Use of structured social media tools such as PlaceSpeak, MindMixer, Engagement HQ, or WordPress discussion forums are applications that can offer this type of policy-based participation. Calgary is looking at creating incentives for digital participation through gamification strategies that reward popular contributors. Wikis take policy deliberation to the collaborative level.

Another future-focused theme is providing mobile applications and websites that combine a social and local paradigm, dubbed *SoLoMo*. One interviewee summarized the trend towards mobility: “Mobile is the overarching number one trend that we see. Mobile traffic was 6% a year ago, now it’s 20%. It’s just massive. Satisfaction scores for the mobile experience are way higher, but mobile users have put up with weird websites for a long time, crazy floating footers you can’t get rid of, flash apps that just don’t work. We want to focus on responsive design using HTML5 rather than developing a separate app for every device that comes along.”

Several respondents spoke of plans to go beyond the limitations of tried-and-true social media channels such as Facebook and Twitter. Emerging second-generation social networks such as Pinterest, Instagram, Storify were suggested candidates. Regina is developing an I-Love-Regina Pinterest campaign to crowdsource pride-elements on a map for the city. Approaching these new

channels from the standpoint of what they do best and matching them to specific municipal planning and infrastructure issues is taking social media to the next level.

One respondent brainstormed about the possibilities: “[I] love the idea of providing people tasks where they might help quantify or code stuff. In particular I’m thinking of asset mapping exercises for community planning exercises, such as creating a smart phone app where people can take photos and upload them to a map and say whether they like it or not, and code what particular attribute this came in for. [I’m] thinking everything from housing, to green space, to transportation; so that people could say this is a transportation network and I really don’t like it, I wish we could improve it and provide notes on how to improve it. I see it being map-based where we could create heat maps of this stuff so you could see the density of likes and dislikes in a particular neighbourhood and then click on that to get an understanding of why. With things tagged to the photos... to look at them and get more information.”

A more immediate trend that several are pursuing is the release of a mobile request-for-service application (such as SeeClickFix) that allows constituents to take photos of infrastructure or service problems and submit them to the 311 system using their smart phone and GPS position. A related project mentioned by several municipalities is to provide better integration between social media and 311 services. Rather than bouncing social media service requestors to go through separate 311 channels, municipalities are redesigning processes so 311 operators can pick up these requests from social feeds just like they would answer the phone, enter the request, and close the service loop on social media.

Open Data platforms are expected to generate ideas from the development community for creative ways to visualize the data and from the open data community for crowdsourced apps and *hackathons*.

Another theme is an interest in using social media for live updates: posing and answering questions, updating agendas and resolutions at town-hall meetings or Council meetings.

6 DISCUSSION

While the District of North Vancouver was an early adopter of social media, the results of the research show that the District is now lagging behind many of the other local governments assessed. Several opportunities are evident: the need to update the District's website to include better social media features and integration, opportunities for structured social media participation and policy collaboration, enhanced mobility features and mobile social media applications, and greater staff enablement. Increased focus and investment is needed to evolve the District's social media enactment.

6.1 SOCIAL MEDIA BEST PRACTICE EXAMPLES

Municipalities that offer a diversity of social media experience through consumer channels (Facebook, Twitter, YouTube) as well as blogs, discussion forums, and mobile-enabled applications, are leading the evolution of social media use by local governments. Appendix D (Genius and Gifted Social Media IQs) highlights the top four municipalities assessed: City of Calgary, City of Waterloo, City of Vancouver, and City of Winnipeg. Included are summary comments about the strengths of each of these municipalities' social media enactments, plus detailed screen shots with notations added to highlight the features provided. The District of North Vancouver should study these enactment notes and associated screen shots to understand the current best practices in social media use evident on these sites.

A summary of the best practices identified by the comparative case study reveals social media enactments have the follow attributes. Refer to the figure numbers noted in Appendix D:

1. Provide mobility options, including mobile rendering of website and function-specific, socialized applications (apps) such as voting sites, garbage routes, and requests for service (Figure 4, 30, 31).
2. Use of a social media directory that lists all channels (with links) on one page (Figure 21, 24, 25).
3. Include terms-of-use policy/guidelines for public posting expectations for on all social media channels, easily found from the social media directory (Figure 23, 24).
4. Provide blogs that offer details on major projects and emergency responses (include links to/from consumer-based channels (Facebook, Twitter, YouTube) (Figure 5, 27, 28, 29).
5. Offer consistent social media enablement from all website pages to facilitate sharing and bookmarking or all content (Figure 6, 11, 22).
6. Enact open data sites to encourage efficient self-service for commonly requested data, and to support transparency and community app development (Figure 7, 8).
7. Crowdsource ideas, suggestions, policy deliberation, applications, expertise, and solutions to community problems by providing social incentive tools on structure social media channels (Figure 7, 14, 16, 17, 18, 19, 20, 26).
8. Explore new, emerging, or language-and-culture-inclusive social media channels (Figure 9, 15).
9. Adopt a less formal, conversational tone for social media postings and commit to rapid response for direct requests (Figure 10).
10. Offer directories of feedback opportunities with links to structured policy collaboration channels (Figure 11, 12).
11. Include accessibility/inclusivity features such as speech browsing and content translation (Figure 11).

6.2 EXTENT OF SOCIAL MEDIA ENACTMENTS

Appendix E provides a summary chart of social media enactments by year for the thirteen municipalities reviewed. The table shows that all of the municipalities are using basic (Facebook, Twitter, YouTube) social media channels and when these were implemented. Those using structured engagement channels (9 out of 13) for blogs and/or forums, are also noted. Six municipalities have deployed innovative channels for non-english engagement, high quality video, internal socially-enabled intranets/wikis, or for emerging consumer channels such as Google+ and Pinterest. Eight out of 13 have deployed either mobile-enabled websites or function-specific mobile applications of some kind. Most have used location-based or print-based quick response (QR) codes/images to provide instant, additional information to mobile users. A majority (8 out of 13) have launched open data sites to support transparency and efficiency of data provision, and to encourage self-service and crowdsourced community solutions/applications.

Only 3 of 13 municipalities have enacted internal, socially enabled Intranets or wikis. The interview results also confirm that most municipalities have yet to fully realize the benefits of enacting explicit support for staff to use social media in their work.

Of the local governments reviewed only the City of Calgary started (2007) before the District of North Vancouver (2008). However, two (Waterloo and Winnipeg) of the top four municipalities started their social media enactments as late as 2011 and have come a long way since then. Clearly there is not a perfect correlation between higher scored municipalities and the variables of start year or population size. Additional research including a larger sample size would be needed to determine if such a relationship exists between these variables.

7 OPTIONS AND RECOMMENDATIONS

The following options and recommendations are offered to the District of North Vancouver. These are based on a review of the literature, current state analysis, case comparison results, and the results from the interviews with twelve other municipalities.

7.1 OPTIONS

Fourteen options are presented based on the District's current situation, internal and external drivers and supports. These options are presented and then subsequently analyzed over a number of factors such as costs, benefits and risks (see options analysis tables 4 and 5 below).

1. **Web-SM Integration** - Provide better integration between website and social media functions. Standard social media icons should appear on all web pages to allow easy sharing of page contents through “liking”, tweeting, emailing, or other bookmarking. See examples in Appendix A – Genius and Gifts Social Media IQs.
2. **SM Directory: RSS & Guidelines** - The District has a good Social Media Directory that should include RSS newsfeed features. The current “My Stuff” registration is not user friendly and should be replaced with industry-standard RSS functionality. Create and add a link to a public-facing social media posting policy or guidelines available from the Social Media Directory. The guidelines/policy should cover general acceptable use principles relevant to all social media channels.
3. **311-SM Integration** - Increase integration between social media operations and 311 front desk staff. Make more use of 311 representatives to respond to requests-for-service that appear through social media accounts. Establish training and protocols for 311 staff to manage routine requests through social media channels, just as if the phone were ringing with a similar question.
4. **RFS SoLoMo App** - Implement a request-for-service (RFS) mobile application, such as SeeClickFix, that allows citizens to report neighbourhood infrastructure issues. SoLoMo (social, local, mobile) features of these types of applications allow mapping of issues hot spots, video and photo submission from smart phones, and GPS positioning. Enable social features such that other users may search, track, add comments and make suggestions about the issues or area.
5. **Structured Engagement Channels** - Improve policy participation through social media by implementing structured engagement channels that offer collaborative discussion forums focused on various municipal issues/initiatives. The District's “identity” OCP planning site provides an ideal locus upon which to add online social engagement. From these pages, establish a blog or discussion forum that provides regular policy topics. Build a business case for acquiring applications in which to build a structured engagement environment. Managed Software-as-a-Service platforms such as IdeaScale, PlaceSpeak, or Engagement HQ; or customized environments using open source platforms such as WordPress are options. Start with seeded topics and move towards allowing citizens to post their own discussion topics. Use incentivization (vote-up/down functions, commenting) to determine popular and well-formed policy ideas.

An alternative, lower-cost strategy is to find and join existing, external policy forums,

discussion groups, #hashtags, but do this in a structured way: building initial, simple contributions towards asking specific policy questions. Establish methods to rate and roll-up feedback. This is a “go-to-them” strategy rather than a “build-it-and-they-will-come-to-you” strategy.

6. **Civic Election SM Plan** - Write a plan that establishes how social media can be used in the next civic election. Work collaboratively with the Elections Officer to identify tasks and projects. Decide on role of social media in promoting election, voter engagement, and candidate information. Survey municipalities for format of candidate web profiles integrated with social media channels. Some ideas to consider are:
 - a. YouTube for general voting videos, Facebook ads (Halifax)
 - b. YouTube for candidate profiles (Regina)
 - c. Mobile app to find nearest voting station (Calgary)
 - d. Twitter and Facebook to cross-promote voter engagement ads (New Westminster)
 - e. Twitter #hashtags to promote voting (Kelowna)
 - f. Dedicated Facebook page for voting information (Kelowna).

7. **Live SM Public Input Event** - Create a live social-media meeting event that allows citizens to virtually participate in the event in real time. Research and interview cities such as Calgary (Communications) and Toronto (Clerks) to gain insight into their experiences. Prepare a strategy as to what channels to use – existing social media accounts (Twitter), web-service products such as CoverItLive (for blogging events in real time), or webinar tools such as WebEx or GoToMeeting. Establish an agenda and a live-streamed panel discussion where the citizens and panel can pose and/or answer questions in real time. Identify Mayor and Councillors who are interested in being the panel for the virtual Town Hall meetings with an agenda focused on specific civic issues. Promote the event through a variety of social media and other channels. Establish a follow up survey to assess effectiveness and satisfaction of participants.

8. **SM Ads to Promote Initiatives** - Use ads on Facebook and Google to promote specific initiative campaigns, to drive click-through traffic, and to increase followership. Ads are an effective and low cost means of achieving these objectives. Use statistics available to assess impact, reach, increase in followership, and to monitor that return on investment is achieved with each ad campaign.

9. **SM Emergency Plan** - Review emergency preparedness and crisis response plans. Update plans with tactical strategies, roles, and standards for social media communications. Develop emergency preparedness by designing and practicing emergency social media management procedures. Establish Twitter as the official go-to channel for immediate information in crises. Establish protocols and operational procedures to post emergency messages across all social media channels and web sites. Train and enable first-responder representatives to use social media channels to ensure on-site accuracy and immediacy of information.

10. **SM Mobility Plan** - Develop a mobility strategy:
 - a. Mobile-enable the District’s main website such that the smart phone and tablet users have a better user experience
 - b. Establish a mobile application hit list including such likely choices as voting stations, service requests, garbage routes, etc.
 - c. Establish a SoLoMo (social, local, mobile) paradigm for assessing mobile applications to ensure social and locational features are also present.

- d. Host a hack-fest contest for mobile application development through the Open Data community. Research experience of Vancouver and Nanaimo in crowdsourcing mobile apps.
 - e. Gain insight into community mobility needs by posting seed ideas on structured participation social media channels. Monitor for crowdsourced mobile application ideas that show quality-of-conception and community popularity.
11. **Social Intranet** - Replace older Intranets with a socialized, internal-collaboration tool such as Jive, Yammer, Wikis, or a socially-enabled Intranet developed using SharePoint. Obtain the benefits of engaging employees through internal, virtual workspaces, identity, knowledge base development, expertise sourcing, project collaboration, and document sharing functions. The experience of staff to operating well in internal, online, social environments will translate into more sophisticated use of external social media.
 12. **Staff Enablement Plan** - Continue to ramp up awareness, training, and enablement strategies to encourage and support employee use of social media. Build on progress made with new social media policies and related staff info sessions. Be sure to clarify requirements for setting up separate departmental accounts, as differentiated from social listening training that empowers staff to tap into the conversation related to their projects. Establish regular, training-calendar sessions that communicate DNV's intent to build social media awareness and capacity throughout the organization. Identify, train, and support a cadre of professionals involved in policy development to enact social media use in their daily work tasks.
 13. **Social Listening Plan** - Develop a social listening strategy that includes active monitoring of external conversations related to the District on other social media sites. Decide what social media sites, blogs, and forums to follow and what terms and #hashtags to search. These can be related to current policy initiatives and projects, municipal keywords, senior staff, and/or politicians. Passive listening, analyzing comments, and tracking sentiment trends allows for the absorption of evolving themes and tone. It also provides input towards asking new, relevant engagement/participation questions, as well as respond to brewing controversies.

Assess tools such as HootSuite, TweetDeck or Radian6 for executing regular, targeted searches. Establish means of summarizing, rolling up, and reporting on active social listening activities as an intelligence service to provide feedback to the organization and departments, just like scanning the news and other media for what is being said about the municipality. Define a response criterion that includes when to respond (i.e. inaccuracies are corrected, politely and factually) and when to not respond (merely critical opinions, hyperbole, etc). Discuss plans with Calgary who is preparing a similar social listening strategy.

Identify places to contribute to the dialogue on established, external social sites where politically involved groups already exist and policy-making engagement would be welcomed.

14. **SM Measures Review** - Meet with Hootsuite, Tweetdeck and/or Radian6 to determine best measurement options for all social media accounts. Establish targets and provide regular measurement feedback to all account owners as a service. This would be a way to provide a coordinated service and oversight and support in a hybrid-style organization.

7.2 OPTIONS ANALYSIS

7.2.1 ANALYSIS FACTORS

The fourteen options presented above can be conceived as possible projects that the District of North Vancouver may wish to include in a social media plan. To assist the District in its strategy process the following two Tables 4 and 5 analysis the options. The tables show the relative assessments of the fourteen option's strategic alignment with overall corporate goals, tangible benefits, intangible benefits, risks, cost magnitude, effort, and duration.

For alignment, benefit, and risk areas, the options are assessed on a scale of 0 to 3, with the higher numbers indicating a greater benefit or lower risk. Strategic Alignment refers to how well the option supports overall corporate goals as taken from the District's [*2011 Official Community Plan*](#). The four overarching goals are: 1) "Plan for a more balanced and diverse population", 2) "Create more complete, compact and connected communities", 3) "Reduce our environmental footprint", and 4) "Become more economically dynamic and sustainable" (p. 13). Tangible benefits refer to how well the option may increase revenues, save costs, avoid costs, and/or result in productivity improvements. Intangible benefits do not directly affect revenue or costs but indicate how well the option may improve customer satisfaction, staff morale, decision making, service levels, and/or image of the organization. The risks rating shows how likely the option is to realize benefits, and/or encounter impediments with the technologies required, organizational change obstacles, and/or political barriers.

Option costs are order-of-magnitude guides only. Bear in mind that some options are to create a plan, as opposed to an implementation project that may follow from the plan. Capital cost ratings appear on a scale of 0 to 3 where 0 = no cost, 1 = <\$25,000, 2 = <\$100,000, and 3 = >\$100,000. Capital cost ratings consider software and external service costs for the initial implementation. Operating cost estimates include annual costs such as software license maintenance and external support services (usually a percentage of the capital licensing costs) or an annual amount in the case of fee-for-service licensing models. Cost estimates do not include internal labour costs.

Effort ratings are: 0 = none, 1 = minimal, 2 = medium, and 3 = extensive. External effort would be for project consultants, subject matter experts, software implementers, and system integrators. Internal effort ratings consider District project staff and impact on internal users.

Durations are estimates of elapsed time in months required to implement the options.

7.2.2 ANALYSIS PROCESS

The numbers shown in the following Tables 4 and 5 were initially generated based on the twenty years experience of the author implementing similar information technology projects for local governments. The client reviewed the numbers and made needed adjustments based on the unique situational factors of the District. Nevertheless, this report provides options that are conceptual and summary in nature. If these options become projects as part of the social media strategy process, they will require more detailed work to scope out and plan the projects. For budget funding requests, project plans should include a more complete analysis of alignment with goals, benefits, risks, costs, and timelines. Since many of these projects are heavily dependent upon information and communications technologies, efforts should be made to align social media plans with the District's technology strategic plan.

7.2.3 OPTIONS ORDER

The options 1 to 14 are deliberately not ordered by alignment, benefit, risk or cost factors. Nonetheless, the District can use the relative ratings and cost estimates to determine the importance and order to undertake these options. Tables 4 and 5 below show a total row for the alignment, benefits (tangible and intangible) and risk factor ratings for each option. Care must be taken with these totals, since the four factor areas are weighted equally. As part of a strategy process, the District may wish to weight some of these areas more heavily than others, depending on situational circumstances.

One situational circumstance that influences the possible sequencing of these options is the District's budget resources and the relative importance placed on these and other social media options in relation to all other projects. The costing estimates shown in the tables will be helpful in determining the scale of budgetary impact for each of these options.

Another situational circumstance is the District's plan to replace its main website within the next two years. This has a significant impact on the implementation sequence of options that have website integration dependencies, especially options 1, 2 (RSS portion), 10, and 11. It would be wise to delay implementation of these options until the website upgrade is underway, but to ensure that the selection criteria for the new website includes the technical feasibility for these options. It is critical to align any social media projects like these with the District's information technology strategic plans.

The analysis suggests some initial options to start with. Tables 4 and 5 show five options highlighted in blue shading: options 2 (guidelines portion), 8, 9, 12, and 13. These options all show high totals (9 or 10) for alignment, benefits (tangible and intangible) and risk factor areas. Additionally these options are not dependent on the website replacement project and could be implemented beforehand with little impact to that project. Finally these options show relatively low costs and effort values. All things considered, these may be the best initial options to proceed with since they offer substantial benefits, lower costs, and little dependency on the website replacement project.

TABLE 4 - OPTIONS 1 - 7 ANALYSIS

Options 1 – 7 Analysis								
Analysis Area	Analysis Factor	Web-SM Integration	SM Directory: RSS & Guidelines	311-SM Integration	RFS SoLoMo App	Structured Engagemt Channels	Civic Election SM Plan	Live SM Public Input Event
		Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	Option 7
Strategic Alignment	Population: balanced, diverse Communities: complete, compact, connected Environmental: reduce footprint Economic: dynamic, sustainable	3	2	2	3	3	2	3
Tangible Benefits	Increased Revenues Cost Savings Cost Avoidance Productivity Improvements	0	1	2	2	2	0	1
Intangible Benefits	Improved customer satisfaction Improved staff morale Improved decision making Improved service levels Improved image	3	3	2	3	3	2	2
Risks	Benefit realization Technology application risk Technology/security risk Organizational change risk Political	3	3	1	1	1	3	1
Totals for Alignment, Benefits, Risk areas		9	9	7	9	9	7	7
Cost	Capital Cost	0	0	0	2	2	0	0
	Operating Cost	\$3,000	\$3,000	\$0	15-20%	15-20%	\$0	\$0
Effort	External	1	1	1	1	2	1	0
	Internal	1	1	2	2	2	2	1
Duration	Elapsed expected	2 mths	2 mths	4 mths	6-12 mths	6 mths	3 mths	3 mths

TABLE 5: OPTIONS 8 - 14 ANALYSIS

Options 8 – 14 Analysis								
Analysis Area	Analysis Factor	SM Ads to Promote Initiatives	SM Emergency Plan	SM Mobility Plan	Social Intranet	Staff Enablement Plan	Social Listening Plan	SM Measures Review
		Option 8	Option 9	Option 10	Option 11	Option 12	Option 13	Option 14
Strategic Alignment	Population: balanced, diverse Communities: complete, compact, connected Environmental: reduce footprint Economic: dynamic, sustainable	3	3	2	1	3	3	1
Tangible Benefits	Increased Revenues Cost Savings Cost Avoidance Productivity Improvements	2	2	1	1	3	2	2
Intangible Benefits	Improved constituent satisfaction Improved staff morale Improved decision making Improved service levels Improved image	2	3	3	3	3	3	2
Risks	Benefit realization Technology application risk Technology/security risk Organizational change risk	2	2	1	1	1	2	2
Totals for Alignment, Benefits, Risk areas		9	10	7	6	10	10	7
Cost	Capital Cost	0	1	1	2	1	0	1
	Operating Cost	\$3,000	\$0	\$0	15-20%	15-20%	\$25,000	15-20%
Effort	External	1	1	1	2	0	1	1
	Internal	1	2	1	3	2	2	1
Duration	Elapsed expected	1 mth	6 mths	3 mths	12 mths	12 mths	12 mths	3 mths

7.3 RECOMMENDATIONS

The main recommendation is for the District of North Vancouver to develop a social media strategy and work plan that includes input from a variety of internal and external stakeholders. The above options are seed ideas that can serve as discussion points towards defining a set of projects with more definitive priorities, costs, and time frames.

The analysis suggests there are five initial options that can be undertaken with low costs and risks, that align with corporate goals, and provide early benefits. These are: Option 2 – Social media directory guidelines, Option 8 – Social media ads to promote initiatives, Option 9 – Social media emergency plan, Option 12 - Staff enablement plan, and Option 13 - Social listening plan. Enacting these options can move the District forward, even before the District’s website replacement project is initiated.

7.3.1 SOCIAL MEDIA PLAN DEVELOPMENT

A good way to launch the development of a social media plan is to convene a task-force team with representatives from various stakeholder departments. External stakeholders should be invited into this strategy process, modeling the collaborative policy-development concepts explored in this paper. A survey could be used, and/or a think-tank-type forum, in addition to a structured social media tool that encourages crowd-sourced ideas, voting, and commenting, and/or a virtual town hall meeting.

Several other local governments are launching similar social media or digital strategy initiatives. While they may be consulted, it is best to avoid copying another municipality’s social media strategy. It is better to do the work to identify the unique, local, social media opportunities, which will generate the buy-in and support needed.

To generate additional ideas and options for taking social media activities to the next level, there are several promising practices:

1. Use social media sites to solicit ideas from constituents on what they would like or need. How can social media be used to improve community quality-of-life?
2. Set up a social media council with terms-of-reference to brainstorm and share information about social media applications and opportunities internally. Think about social media in terms of an open government paradigm including goals for transparency, engagement, participation, and policy collaboration.
3. Check in with peer municipalities. Look at their sites to see what innovations they are implementing. Conduct phone interviews or site visits with innovators to learn about their social media goals, enactments, and plans.
4. Use a Wiki for departments to suggest social media ideas and content. The social media administrator can then choose and format content from this social media queue. This ensures a steady supply for content-hungry social media applications.
5. Network with other social media professionals. Attend or host a “meet up” on social media practices. There is a weekly Vancouver Social Media MeetUp that is part of the Internet Masterminds Group and drop in fees are \$5. There are also online discussion forums aimed at social media use by governments. HowTo.gov has a wealth of online information (Hansen-Flaschen & Parker, 2012, p.30).

The social media plan should included the following key components:

1. Stakeholder analysis to determine internal and external social media needs and expectations,
2. Situational analysis to determine strengths, weaknesses, opportunities, and threats (SWOT analysis),
3. Identification, objectives, expected outcomes, and additional definition of all options,
4. Evaluation and priority ratings for all options including weighting by factor areas (alignment, benefits, risks), plus estimated costs and time lines,
5. Change impact and management strategy to determine organizational capacity and readiness plans,
6. Post-implementation evaluation plan to assess stakeholder feedback and satisfaction with outcomes.

7.4 SUBSEQUENT PROJECT WORK

The District of North Vancouver may wish to continue with additional research before defining its social media plan. Stakeholder and staff engagement through interviews or focus groups is desirable. This work would be valuable for generating ideas, garnering stakeholder and staff interest, and building on organizational learning. Facilitating this research and organizational learning would be a reasonable next step.

The options analysis presented above may serve as a template for assessing other options generated by the strategy process. The alignment, benefit, and risk areas could be weighted so that certain areas contribute a higher percentage to the overall score for each option. One example might be a weighting of: strategic alignment – 25%, tangible benefits – 40%, intangible benefits (15%), and risks – 20%. Such a weighting technique could help the District to rank the relative priority of the option projects identified.

8 CONCLUSION

This paper has examined social media use by local governments in the context of an ongoing paradigm shift towards greater government transparency and open policy collaboration aligned with direct-democracy assumptions. The expectations for social media use by local governments have been raised. Many are looking to be more strategic in their deployments and to move towards increased and transformative engagement with constituents.

The central problem for most local governments is how to move their social media enactments towards more strategic usage. Within a few years most have evolved from an experimental, trial implementation to embracing consumer-based channels that seem self-evident. Many are now looking to enhance policy engagement, participation, and even crowdsourcing collaboration using more-structured social media platforms as well as to understand and join the conversations that are already going on about their community.

It will not be easy to overcome entrenched barriers and risk-averse patterns of doing business that can quash innovation. Municipalities must not underestimate the resource costs required to plan and sustain more meaningful social media enactments.

Aligning new social media initiatives with corporate goals and measuring contribution towards these goals will be key to justifying the costs. While it's important not to over control social media enactments in a rapidly-evolving field, free-for-all approaches will waste resources on scattered, uncoordinated deployments that miss the mark and harm local government branding. Rather than over controlling, local governments can change their perspective towards enabling social media as a tactical opportunity to facilitate innovation by constituents and employees in finding effective and lower costs ways to do their jobs and enhance community value.

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APPENDICES

APPENDIX A – SOCIAL MEDIA ACCEPTABLE USE POLICY: DISTRICT OF NORTH VANCOUVER

Implemented: June 1, 2012

Definition of Social Media

The District of North Vancouver (the District) has been growing its social media presence in order to enhance communication with the public and to promote the goals and direction of the organization. Social media refers to various online technologies and applications that enable people to easily communicate and share information, such as text, images, and videos. Examples of social media include, but are not limited to, Facebook, Twitter, YouTube, LinkedIn, blogs, forums, and photo-sharing sites.

Reason for Policy

To guide and govern North Vancouver District staff on the effective use of social media sites - both District operated and personal - in order to promote effective communications and to protect staff and the District from engaging in any conduct that could be harmful to the District's reputation or to staff's employment with the District.

Staff Use of District Social Media Sites

1. The District's primary social media sites – Facebook, Twitter and YouTube – are maintained by the Communications Department. District staff are encouraged to contact Communications with any relevant content or information for posting.
2. The establishment and use of any additional District social media sites are subject to approval by the hosting department's Manager. It is the responsibility of the hosting department to monitor content on their social media sites, to ensure accuracy, and adherence to the District's *Social Media Acceptable Use Policy*, as well as the *Acceptable Use of Information and Communication Technology Policy* (#4-1345-3), and to ensure that all content meets the organizational goals of the District.
3. Staff are requested to advise the Communications Department before a new District social media site is established.
4. North Vancouver District social media sites will, whenever possible, link back to the District's website at www.dnv.org for further information, forms, documents, online services, and other information necessary to conduct business with the District.
5. If a staff member sees a posting that violates the terms of use of this Policy, they should not respond to the post, but rather, should report the post to the hosting District Department.
6. When using the District's Social Media tools, it is required that all users conduct themselves in a responsible and professional manner at all times. Unacceptable conduct includes, but is not limited to, the use of social media for acquiring, viewing, disseminating or promoting material considered to be illegal, obscene, defamatory, harassing, intimidating, sexually explicit,

pornographic, racist, abusive, vulgar, discriminatory, or profane. Staff are also reminded that all content posted to social media sites should be considered a permanent record.

7. Staff may not use the District's social media tools for their own personal activity or comments.
8. All social media use must adhere to the privacy restrictions as mandated under the *Freedom of Information and Protection and Privacy Act* (FOIPPA) BC and any other provincial or federal privacy legislation. No personal information may be posted to any North Vancouver District or staff social media site without obtaining the prior written consent from the individual, District, or otherwise whose personal information is being posted. Personal information includes, but is not limited to, photos or videos containing identifiable information or images, comments containing opinions, contact information, as well as any other personal information as mandated under federal and provincial privacy legislation.

Staff Use of Personal Social Media Sites

1. Employee activity in social media during work hours should be related to his or her position with the District, with the exception of work time breaks.
2. Staff may not use their work email address to set up personal social media accounts, with the exception of specific business and professional networking tools and sites, such as LinkedIn, that would be used for business purposes.
3. Staff may not make any comments on behalf of the District in their own personal social media activity.
4. When posting to social media sites, staff should consider, among all other relevant criteria, how posted comments or views may affect his or her ability to perform his or her job, his or her level of professionalism, and the District in general.
5. Staff duty of confidentiality to the District does not end after business hours or when employment ends. Confidential information includes any non-public, financial, operational, technological, personal, or anything else that is not already public.
6. Staff are advised that comments made on any social media site regarding District operations, coworkers, supervisors, residents and businesses could impact their employment with the District. The District periodically monitors social media, and if any employee communications (on personal or District sites) is discovered that is in breach of the Policy, in breach of law, or that contributes to a hostile work environment, that employee could be subject to discipline, up to and including termination of employment.
7. These guidelines are provided to help staff make appropriate decisions about what to post online and are meant to apply only to work-related postings and are not meant to infringe upon personal interaction or commentary.
8. This policy will be reviewed and amended periodically to reflect the evolving nature of social media.

APPENDIX B – PARTICIPANT CONSENT FORM

You are invited to participate in a study entitled *Social Media Enactment Study for the District of North Vancouver* that is being conducted by myself, David Nelson. I am a graduate student in the School of Public Administration at the University of Victoria and am conducting research as part of the requirements for a degree in Public Administration. This research is conducted under the supervision of Dr. Kimberly Speers of the University of Victoria, whom you can email at kspeers@uvic.ca or phone at 250-597-4244.

Purpose and Objectives: The purpose of this study is to analyze the factors that influence the success of social media to enhance civic engagement in municipalities. The research seeks to compare the social media enactments of municipalities including engagement practices used, approach, best practices, risk mitigations, policies, cost considerations, and success metrics.

Importance of Research: The potential benefits of your participation in this research are to advance the state of knowledge for the District of North Vancouver, for society, and for the participants by having your efforts profiled for the benefit of others.

Participant Selection: You are being asked to participate in this study because you have knowledge and expertise in some aspects of social media use in local government.

What is Involved: If you agree to voluntarily participate in this research, your participation will include an initial telephone interview approximately 45 minutes long, with the possibility of follow-up conversations. Interview dates and times will be based on your preferences and availability.

Risks: There are no known or anticipated risks to you by participating in this research.

Benefits and Compensation: You will be emailed a copy of the executive summary of the research findings. You will be provided a copy of the complete final paper upon request. There will be no other compensation provided for participating in this research project.

Voluntary Participation: Your participation in this research must be completely voluntary. If you do decide to participate, you may withdraw at any time without any consequences or any explanation. Should you wish to withdraw, you must inform the researcher. If you do withdraw from the study your data will not be used in the analysis of the research.

For the credibility and meaningfulness of the analysis and results, it is necessary to associate the name of your organization and your work position or area with the specific analysis. You might also require the consent of your supervisor and/or respective municipality before participating in the interview.

Ongoing Consent: Follow up conversations to the initial interview session may be requested from you for clarification. Your participation in any follow up request is voluntary.

Anonymity: Your municipality's name and your work area will be identified in the research paper. By default your personal name and position title will not be included in the paper unless you specially request it be included by checking the box above your signature near the end of this form.

Anonymity Limits: Due to the small sample size (10-20 municipalities) and number of participants, your anonymity cannot be assured. Given the municipalities' names and work areas identified in the research paper, it may be possible to guess the identities of some respondents by

other persons. Considering the unique nature of individual municipalities, it is possible that if a specific answer is provided, people may be able to guess who made the comment.

Researcher Relationship: There is no direct or indirect relationship between the researcher and the participants nor is there any direct or indirect relationship between the client and potential participants.

- You are under no pressure to participate and have the right to withdraw at any time.
- All interviews in the context of this study will be conducted in an objective, professional manner with no preferential or exceptional treatment given to the participant.

Use of Data: It is anticipated that the results of this study will be shared with others in the following ways: directly to you and other participants, dissertation presentation, published articles, books, and at conferences. This research may lead to a commercial product or service such as published articles and/or book.

Interview data from this study may be stored for future use by the researcher, David Nelson, and supervisor, Dr. Kimberly Speers. It will be stored in password-protected files on the researchers' computers, until after the research paper has been accepted by the University of Victoria.

Contacts: The researcher for this project, David Nelson, can be emailed at davidn@uvic.ca or telephoned at 604-408-0281. The academic supervisor, Dr. Speers (contact details as above), may also be contacted as required. You may also verify the ethical approval of this study, or raise any concerns you might have, by contacting the Human Research Ethics Office at the University of Victoria (250-472-4545 or ethics@uvic.ca).

Your signature below indicates that you understand the above conditions of participation in this study and that you have had the opportunity to have your questions answered by the researcher.

Check the box to the left if you want your personal name and position title to be shown in the report. Otherwise, only your organization's name and your work area will be shown.

_____	_____	_____
Print your Name	Position Title	Work Area
_____	_____	_____
Signature	Date	Phone number

(Please sign, scan, and email a copy of this consent form to David Nelson – davidn@uvic.ca)

APPENDIX C - INTERVIEW SCRIPT

Conception:

- 1.) What is your role with the use of social media in your municipality?
- 2.) Who else is involved in social media at your municipality? [What roles/responsibilities/tasks?]
- 3.) Why did/do your municipality think it is/was important to use social media applications?
- 4.) What did you referred to in shaping your social media plans? [Prompt: consultants, industry white papers, scholarly papers, other municipalities {which ones?}, web sites, inside thought-leaders, discussion forums with internal/external stakeholder?]
- 5.) What barriers/risks/challenges did you overcome?

What's being used?:

- 6.) What social media applications do you use and when was each launched?

Type:	Tools:	Use:	Started:
Social networks	Facebook, LinkedIn, Google+		
Micro-blogs	Twitter,		
Video/photo sharing	YouTube, Flickr, Tumblr, Slideshare		
Blogs/discussion forums	Blogger, WordPress, SaaS, BangTheTable, etc.		
Mobile apps	Smartphone Service Request, FourSquare meeting promotion, texting, e-ticketing		
Wikis	Open policy development, internal staff		
QR Codes	Event posters, bus shelters, statues, parks		
Open Government	Open Data site, eTownHall meetings		

How are they used?:

- 7.) How have you used social media to increase voter engagement and turnout?
- 8.) How do you use social media to allow citizens to take part in live Council or Public-Hearing meetings?
- 9.) How and why have you placed ads on Facebook? How effective has this been as a return on your investment?
- 10.) How do you use social media as a communications tool during a crisis (e.g. wildfire, boil water advisory, etc.?) Has this increased affiliation activity (“likes”, “followers”) on your site/s?
- 11.) What kind of posts and discussions do citizens initiate themselves on your site/s? How are these filtered/managed? When do you respond to them?
- 12.) How do you use social media to further policy development? [Feedback/discussion campaigns, vote on questions for the Mayor, OCP development?]
- 13.) What traditional civic services are you now delivering by social media?
- 14.) How have you developed custom or SaaS apps for mobile users? [Open data site, crowdsourcing contests, pothole/graffiti requests, eTickets?]
- 15.) How are you using location-based promotion/communications? [QR Codes, FourSquare, food truck mapping?]
- 16.) How do you use social media for internal/staff uses [E.g. Facebook instead of an Intranet site, Wikis for project team collaboration]?
- 17.) Do you know if staff are using other social media accounts to handle aspects of their jobs?

Management Practices:

- 18.) How do other departments use social media in your enterprise?
- 19.) How do you manage the quality, accuracy, and continuity of the posts? [Centralized request/approval through gate keepers OR decentralized number of Facebook pages or Twitter feeds managed by which departments?] Do you have an index of all your social media sites?
- 20.) What factors impact the flow of information in/through your social networks? [third party tools, links, influentials, frequency of posts, reciprocity?]
- 21.) Do you “like” other Facebook sites and/or “friend” other persons on Facebook? Why [not]? Who do you “follow” on Twitter or “subscribe” to on YouTube?
- 22.) Does your municipality actively monitor for and respond to random posts/requests relate to your municipality on other social media sites/pages? [If yes, how have you incorporated that into your operations?]
- 23.) Do you have a social-media education program operating? [Details?]

Measurement and Governance:

- 24.) What governance documents do you have: [can you share these documents with me?]
 - A) Social media strategy/principles (or part of overall Communications Strategy)?
 - B) Social media policy (acceptable use)?
 - C) Social media guidelines?
- 25.) How do you account for the popularity of your social media site/s? [Use of blogs, crisis communication, certain notice information, cross-promoting?]
- 26.) How do you measure your success and ROI in using SM applications? [Prompt: What measurement tools, quantitative vs. qualitative measures do you use?]
- 27.) How is the use of social media at your organization governed? Do you have a governance/reporting body, or is it more ad hoc?

Opportunities/costs/risks:

- 28.) What emerging social media trends/tools interest you?
- 29.) How do you generate new social media ideas and future directions/projects?
- 30.) What upcoming opportunities do you see for social media at your municipality?
 - A) What is the next level for you and what does that look like?
 - B) What steps would you need to take to get there?
 - C) Specifically, what risks and resources are required (time, staff, funding)?

APPENDIX D – GENIUS AND GIFTED SOCIAL MEDIA IQS

CITY OF CALGARY: HEAD OF THE CLASS

As the best-reviewed site, City of Calgary gets a genius rating for its social media enactment. With a population of well over a million and the largest municipality reviewed, Calgary, an early adopter (5+ years), has a visionary social media strategy.

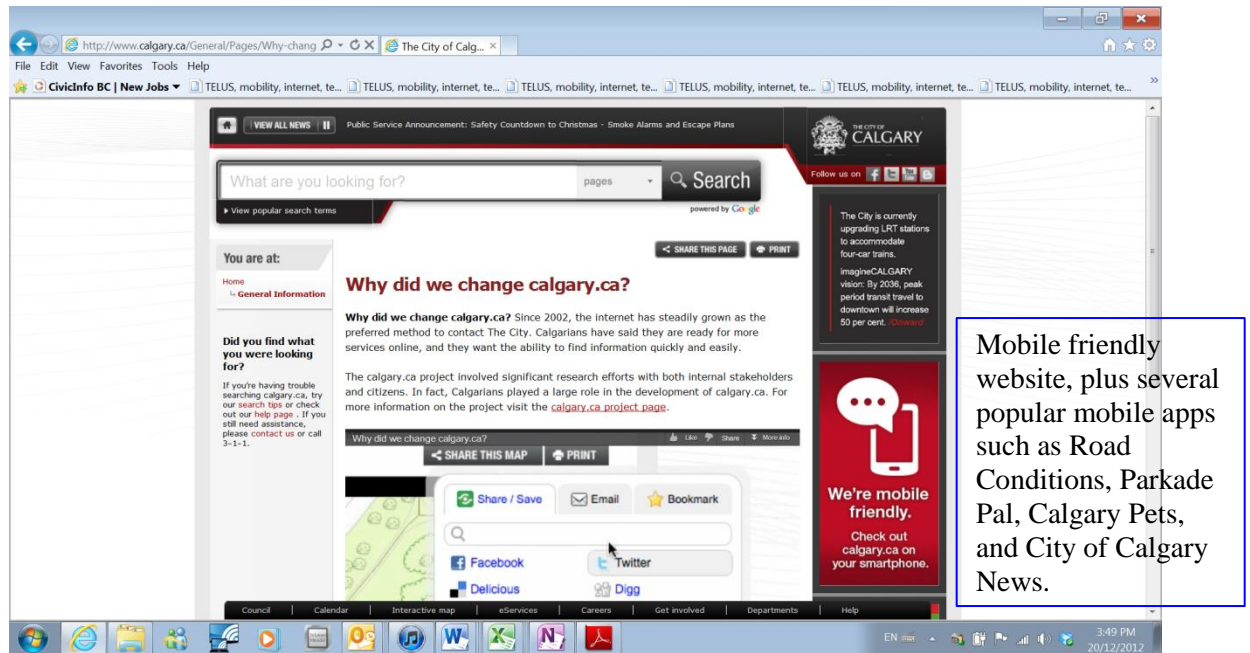
Calgary's social media operation is citizen-oriented, offering multiple engagement channels, satisfaction surveys, blogs with incentivized feedback options, discussion forums ranging from food policy to inner-city design, and several mobile apps including a where-to-vote app. Social media is strongly integrated with Calgary's mobile-friendly website including standard icons to print or share content with others via email or social media – consistently available on every webpage. Icons with a consistent look, feel, and location on each webpage link the user to the City's social media channels. A large search bar on top of every screen with words "What are you looking for?" suggests a strong citizen-orientation and engaging feel of most webpages. This is a dramatic departure from old heirarchy-of-menus and text-laden styles of older Web1.0 websites. "We want to facilitate the ability to initiate discussions."

Not content to rest on its laurels, Calgary has plans to launch new "gamified" mobile apps to promote attendance at civic events, recreation services, city tours, and location based news.

Despite its size, Calgary has retained centralized control of its social media channels but is looking at increasing decentralized posting opportunities for departments with high-operational responsibilities such as Traffic, Roads, and Fire services.

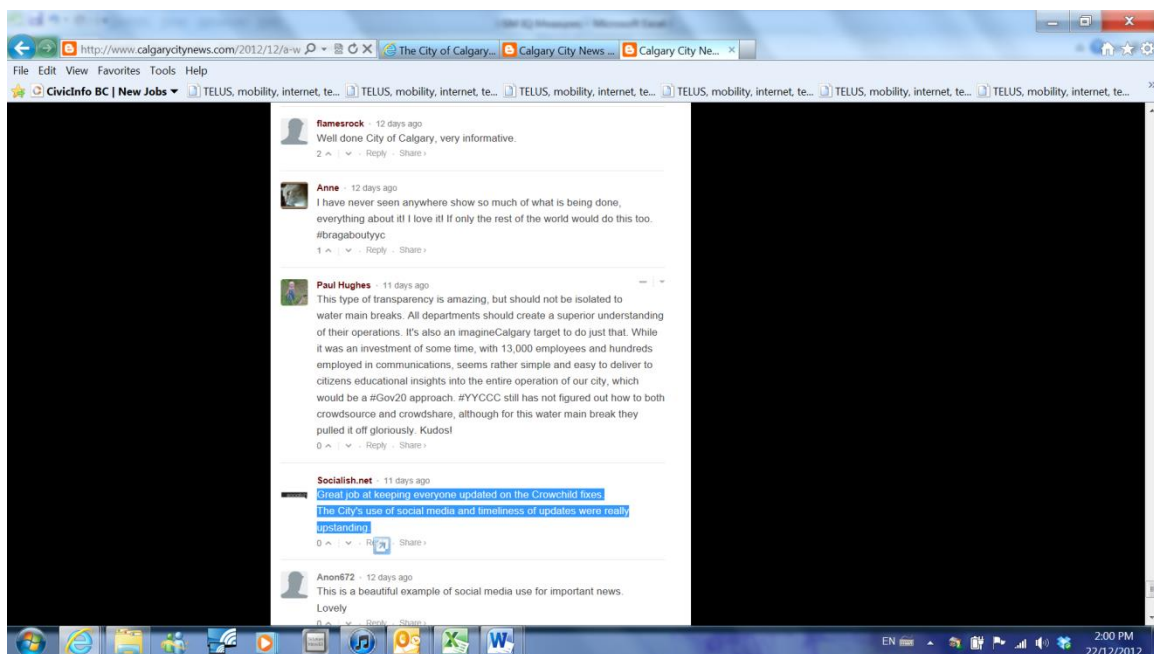
Calgary is also answering challenging questions about how best to implement structured listening strategies that tap into and participate in external social media conversations about the City. "To what extent should we participate and jump into the conversation. How do we report and roll up the conversations – what are we going to do with it? It's like the coffee house or the pub discussions that have been going on for 100s of years, but we've never had ways of tapping into them before."

FIGURE 4 - CALGARY: WEBSITE TO SOCIAL MEDIA INTEGRATION



The City of Calgary has embraced using social media as a catalyst to promote greater operational transparency. The City posted numerous videos of spokespersons' status updates during a recent watermain break and repair process. The public feedback appearing on the blog shows strong appreciation and encouragement for more transparent handling through detailed operational updates to the public.

FIGURE 5 - CALGARY: OPERATIONAL TRANSPARENCY AND BLOG POST FEEDBACK



CITY OF WATERLOO: GENIUS IMPROVEMENT

With the recent launch of its new mobile-enabled website with improved social media integration, the City of Waterloo has leapt into genius territory and ahead of two other gifted municipalities: City of Winnipeg and City of Vancouver. This is remarkable given that City of Waterloo is only 1/6th the population size of each of these larger cities, and only started their social media enactment in 2011. “Intelligent community” thinking, and being the headquarters of high-profiled Blackberry, have no doubt accelerated Waterloo’s social media ambitions.

All webpages now have a vertical social-media slide-out tab in the upper right corner that expands to:

FIGURE 6 - WATERLOO: WEBSITE SOCIAL MEDIA ENABLEMENT



The new look is simplified and active with full sized revolving photos appearing as the screen backgrounds. This clean visual look sets the tone for interactive involvement throughout the site, in contrast to their earlier version that was cluttered with text boxes and inconsistent social media integration and directory.

The City is a social media innovator on many fronts including:

1. A Councillor held a Twitter Town Hall web event fielding questions on transportation, community engagement, and parks
2. Mayor’s blog invites guest bloggers.
3. Mayor also blogs on a popular Chinese site, Weibo.
4. Browse Aloud and Google Translate functions on every page show exemplary dedication to inclusive community building.
5. “Have Your Say” button on every page, leads to a directory of all engagement options (see screen shot below).
6. Wordpress blog generated strongly supportive feedback on community food trucks.

7. An incentivized, collaborative forum that votes up citizen-contributed development ideas for the open data site (see screen shot below).
8. An open data site that promotes applications developed in the community using Waterloo data (see screen shot below).

FIGURE 7 - WATERLOO: INCENTIVIZED COLLABORATIVE FORUM FOR OPEN DATA IMPROVEMENT IDEAS

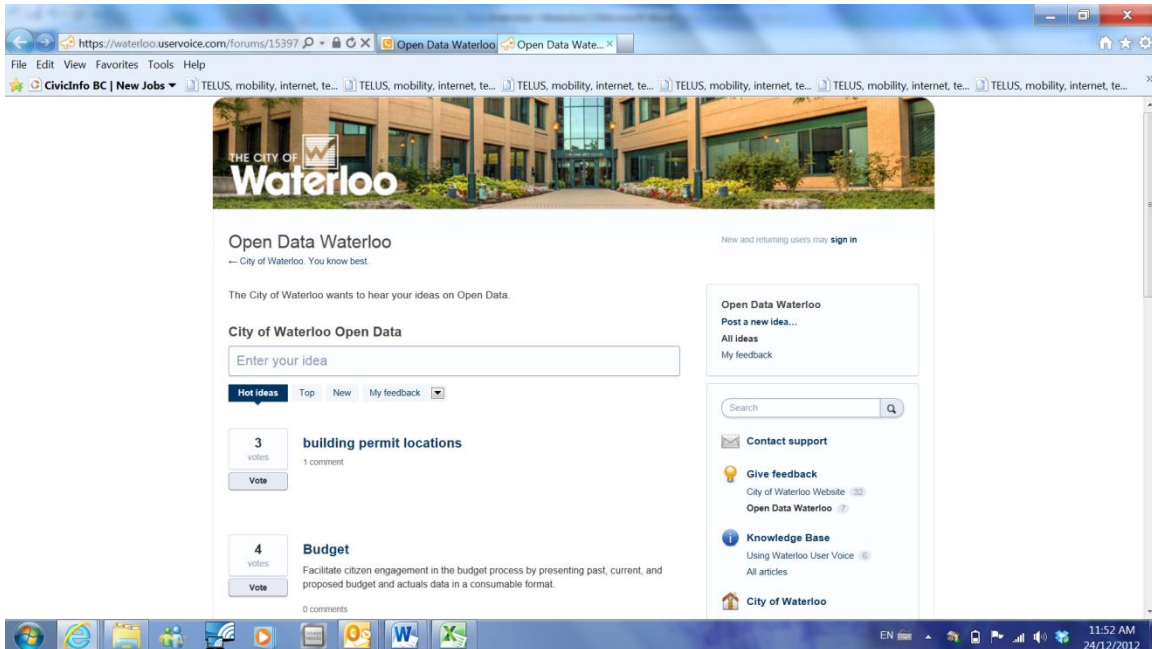


FIGURE 8 - WATERLOO: OPEN DATA SITE PROMOTES COMMUNITY APP DEVELOPMENT

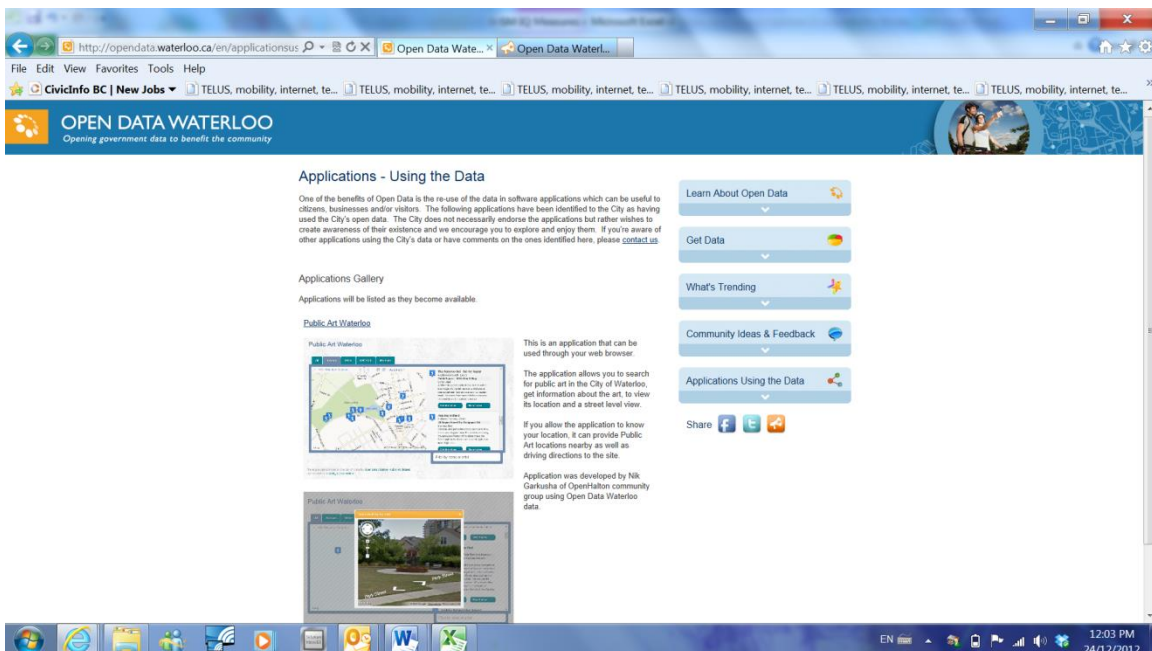


FIGURE 10 - WATERLOO: MAYOR BLOGS ON CHINESE SOCIAL MEDIA SITE



FIGURE 9 - WATERLOO: RESPONDS TO COMPLAINT



FIGURE 11 - WATERLOO: "HAVE YOUR SAY" BUTTON

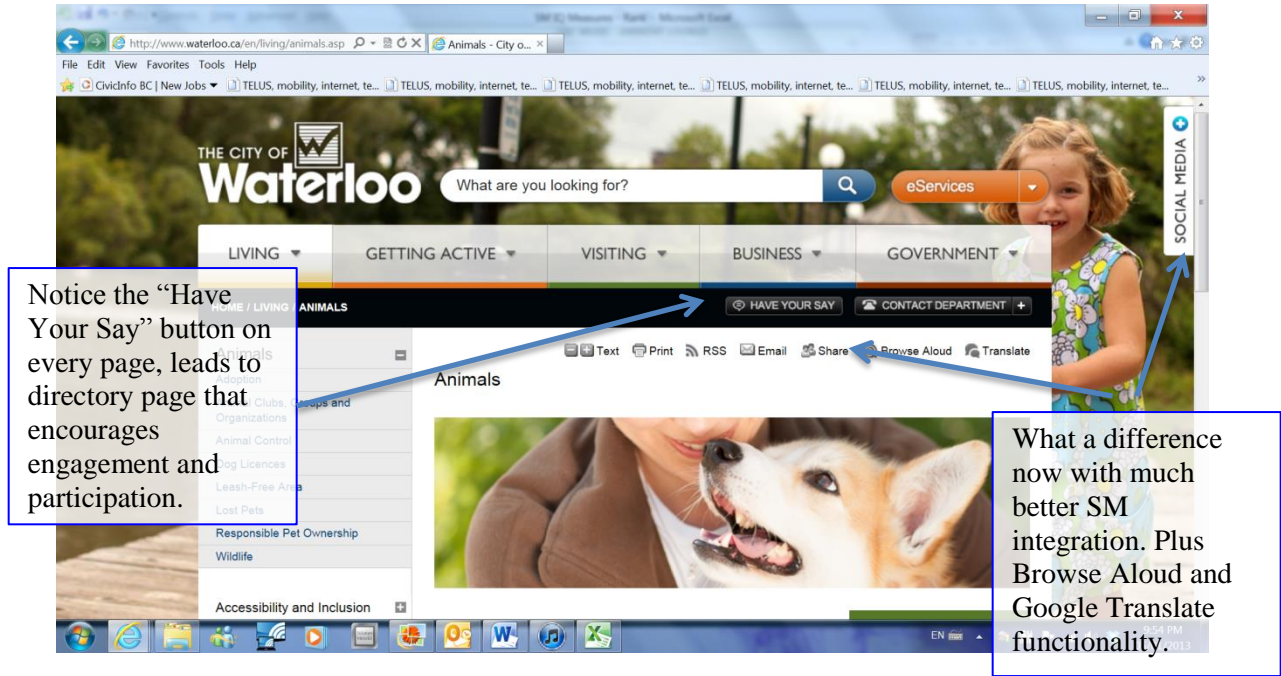
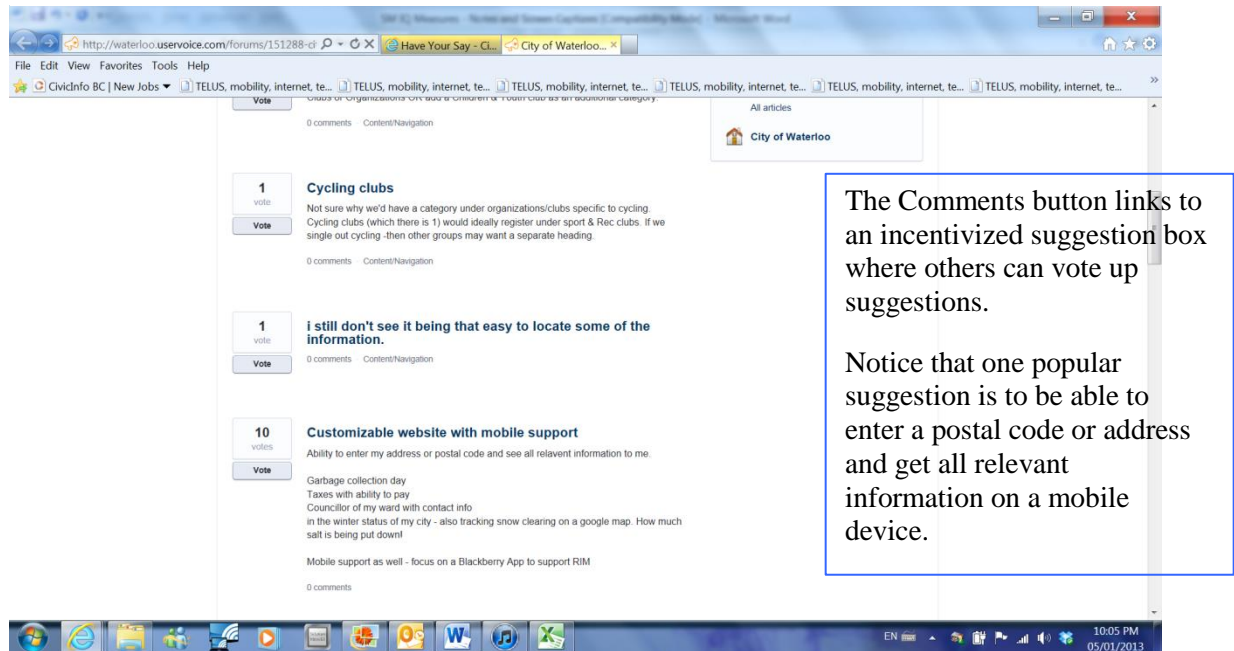


FIGURE 12 - WATERLOO: "HAVE YOUR SAY" DIRECTORY



FIGURE 14 - WATERLOO: INCENTIVIZED SUGGESTION BOX



CITY OF VANCOUVER: GIFTED VISION

With over 100 social media accounts, and strong website integration, the City of Vancouver is taking a decentralized, progressive approach to social media enactment. Vancouver is currently in the process of developing a Digital Strategy -- an overarching, principle-based vision that includes a new website, new mobile apps, social media review and coordination, open data crowdsourcing, engagement framework, and inclusivity concepts.

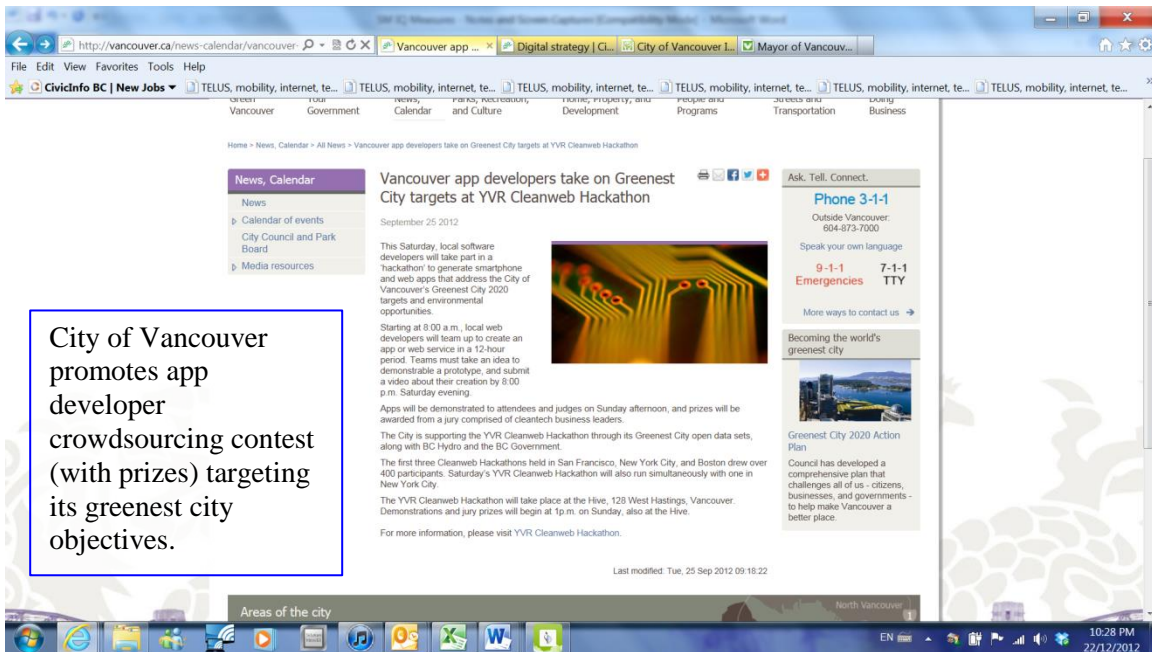
Vancouver is also working on a new policy for optimized and coordinating crisis-use of its social media channels, driven partly by their experience with the 2011 Stanley Cup riot.

Experimenting with a number of different applications for public engagement and policy participation, the City of Vancouver uses managed-discussion forums (Engagement HQ), crowdsources ideas for its Digital Strategy, promotes Twitter #hashtags for public input campaigns, and has hosted social media town hall meetings.



Innovative and inclusive channel: Mayor uses microblogging site popular in China.

FIGURE 15 - VANCOUVER: MAYOR'S INNOVATIVE BLOG



City of Vancouver promotes app developer crowdsourcing contest (with prizes) targeting its greenest city objectives.

FIGURE 16 - VANCOUVER: APP DEVELOPMENT CROWDSOURCING CONTEST

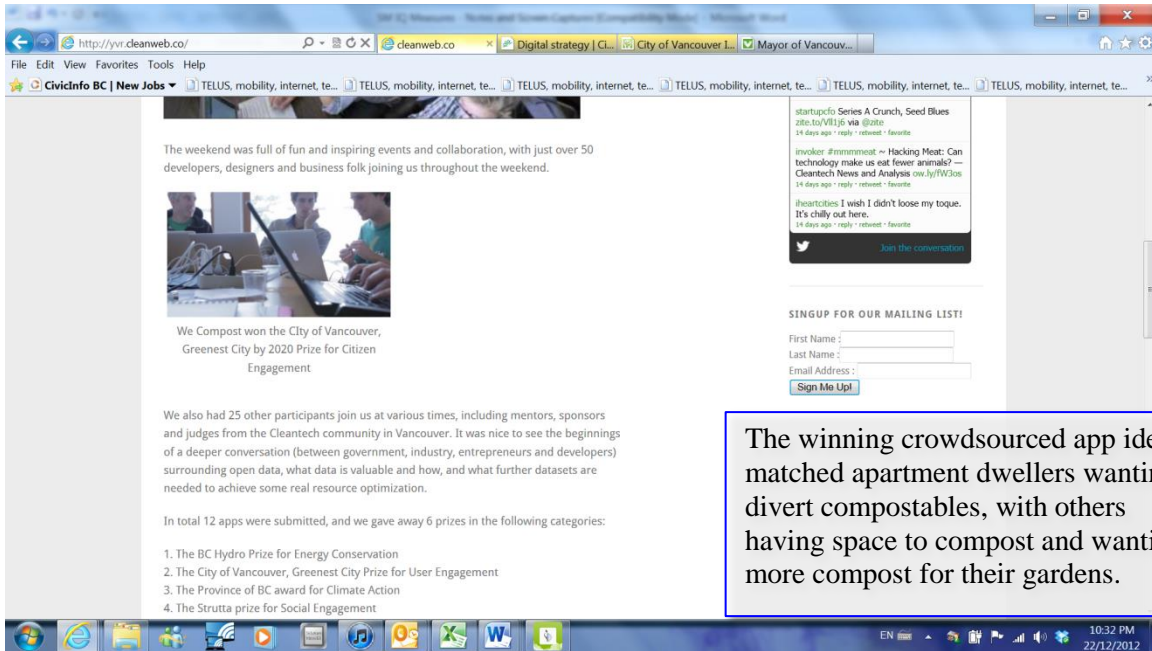


FIGURE 17 - VANCOUVER: WINNING CROWDSOURCED APP – “WE COMPOST”

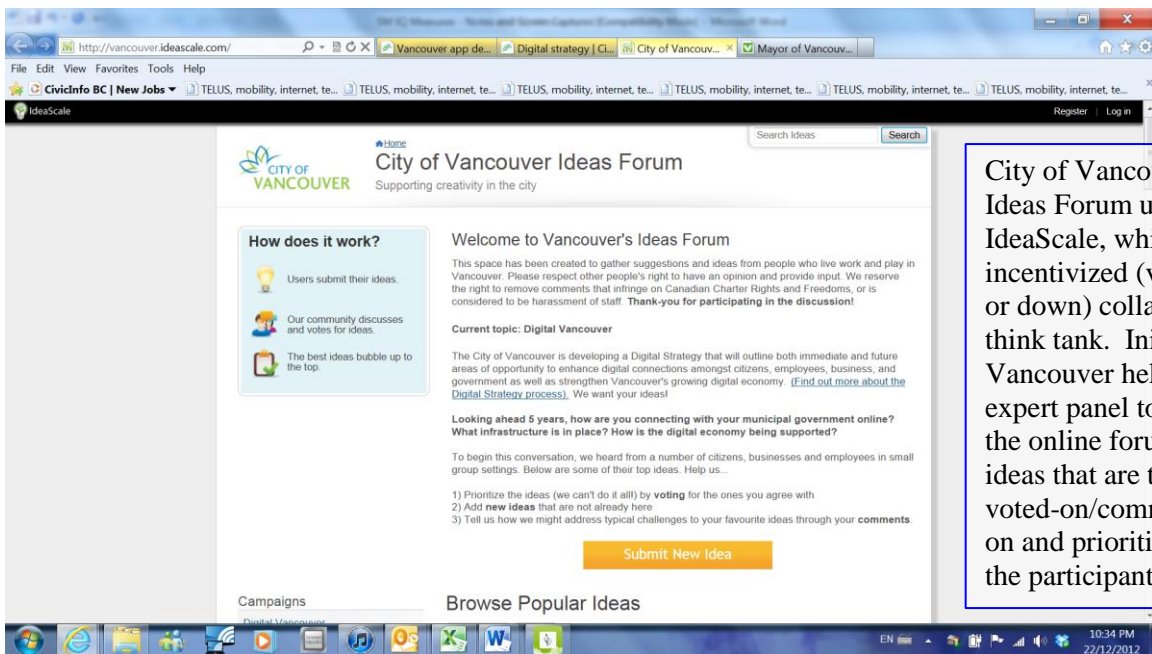


FIGURE 18 - VANCOUVER: IDEAS FORUM

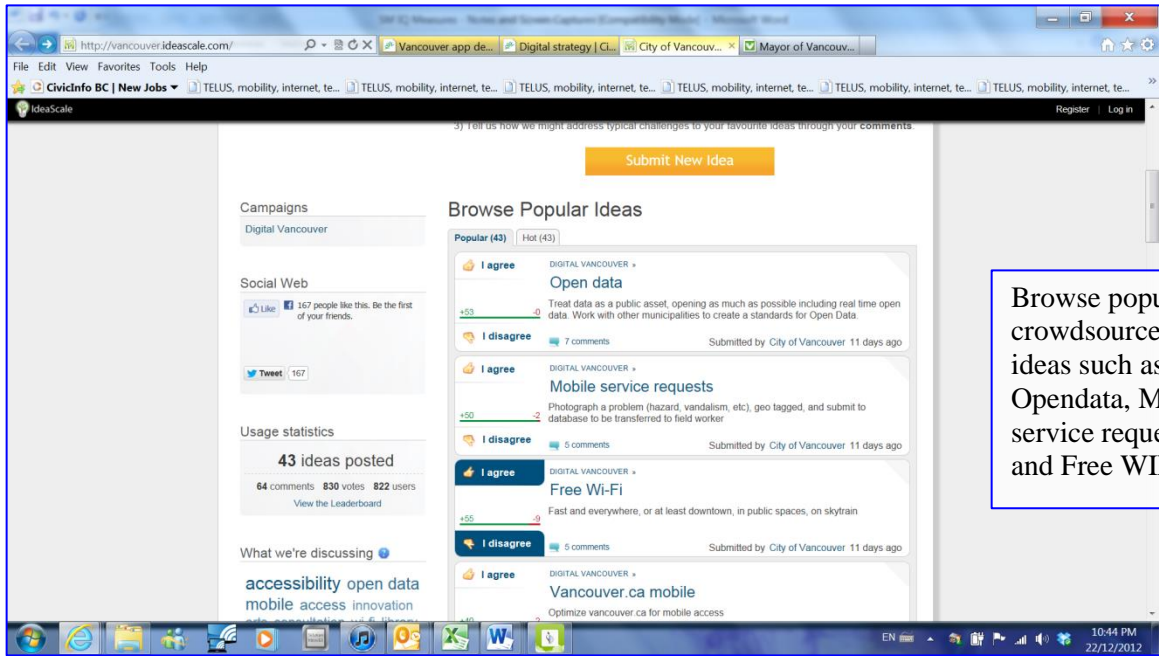


FIGURE 19 - VANCOUVER: BROWSE POPULAR CROWDSOURCED IDEAS

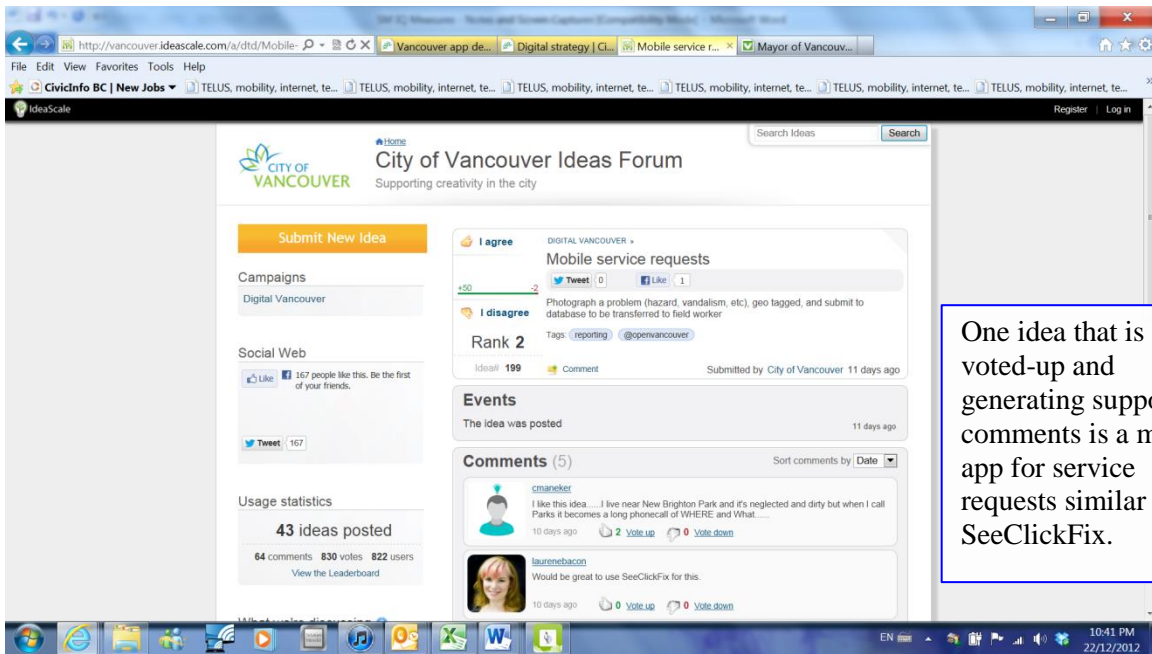
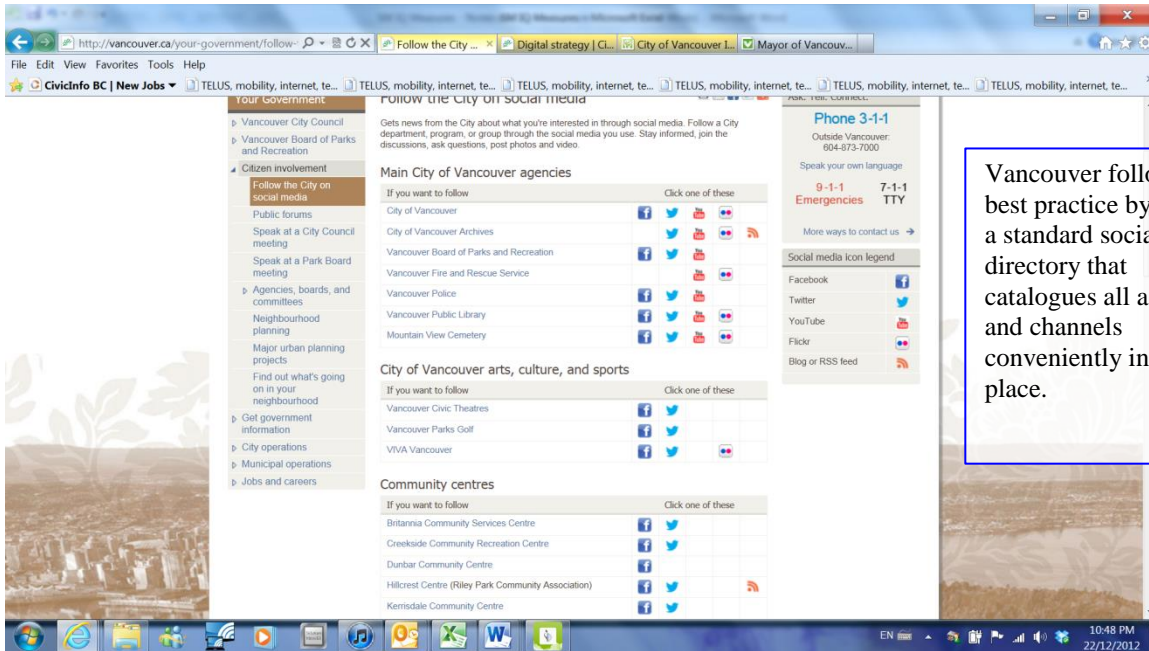


FIGURE 20 - VANCOUVER: IDEAS FORUM WANTS MOBILE REQUEST FOR SERVICE APP



Vancouver follows a best practice by using a standard social media directory that catalogues all accounts and channels conveniently in one place.

FIGURE 21 - VANCOUVER: BEST PRACTICE - SOCIAL MEDIA DIRECTORY



Websites that are tightly integrated with social media make extensive use of “sharing and bookmarking” features, usually by AddThis.

Sharing and bookmarking options consistently appear throughout the website to ease printing, emailing, and posting of the content on a variety of SM sites.

FIGURE 22 - VANCOUVER: SOCIAL MEDIA WEBSITE INTEGRATION - SHARING AND BOOKMARKING FUNCTIONS

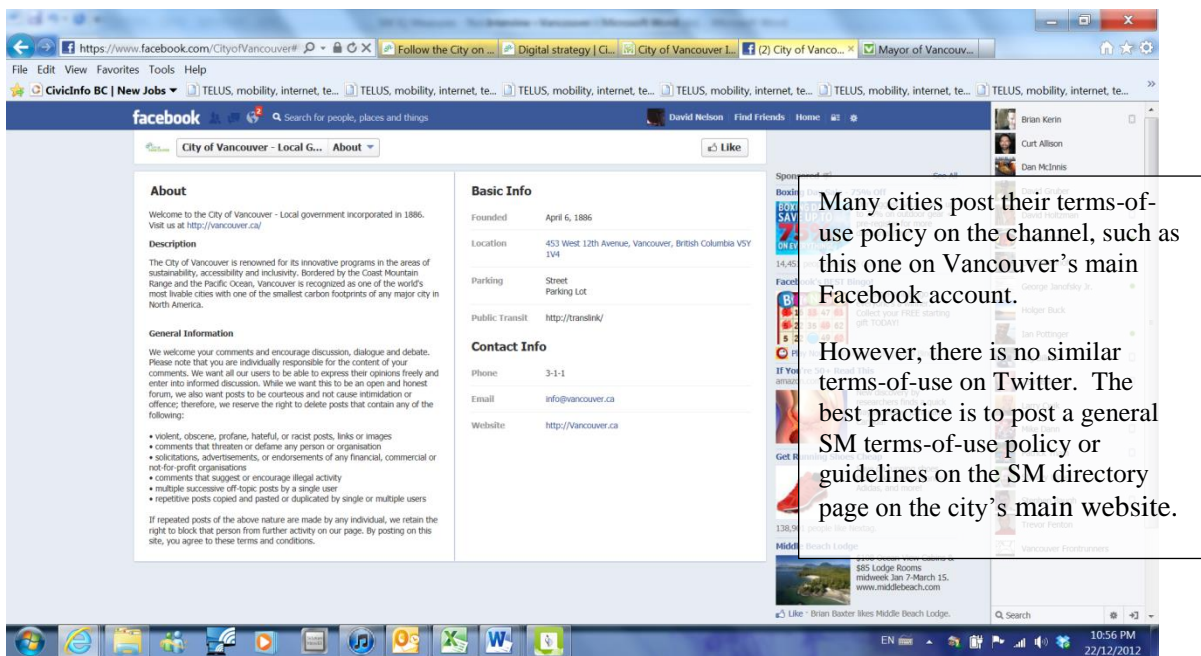


FIGURE 23 - VANCOUVER: FACEBOOK ABOUT - USAGE GUIDELINES

CITY OF WINNIPEG: CRISIS LEADER

As a relatively new adopter of social media (2011), the City of Winnipeg has a surprisingly robust enactment. Winnipeg has been spurred on by recognizing the need for social media channels to be the first point of information during emergency events like a recent fuel fire, and regular river floods. Staff also use a social Intranet (Jive) for internal collaboration and sharing of team/project documents. Winnipeg exhibits good social media enablement on their website, an excellent social media directory that catalogues all their distributed channels, easy-to-find term-of-use guidelines, and has established ways to cross-promote social media followership through ads and even controversial issues.

In 2011 Winnipeg launched an innovative social-media engagement strategy called SpeakUpWinnipeg, which captured the input of over 40,000 Winnipeggers into the city's new development plan (OurWinnipeg). Several linked and coordinated social media channels were used to solicit and gather participation in the development of the plan, using a discussion blog, Facebook, Twitter, and YouTube campaigns.

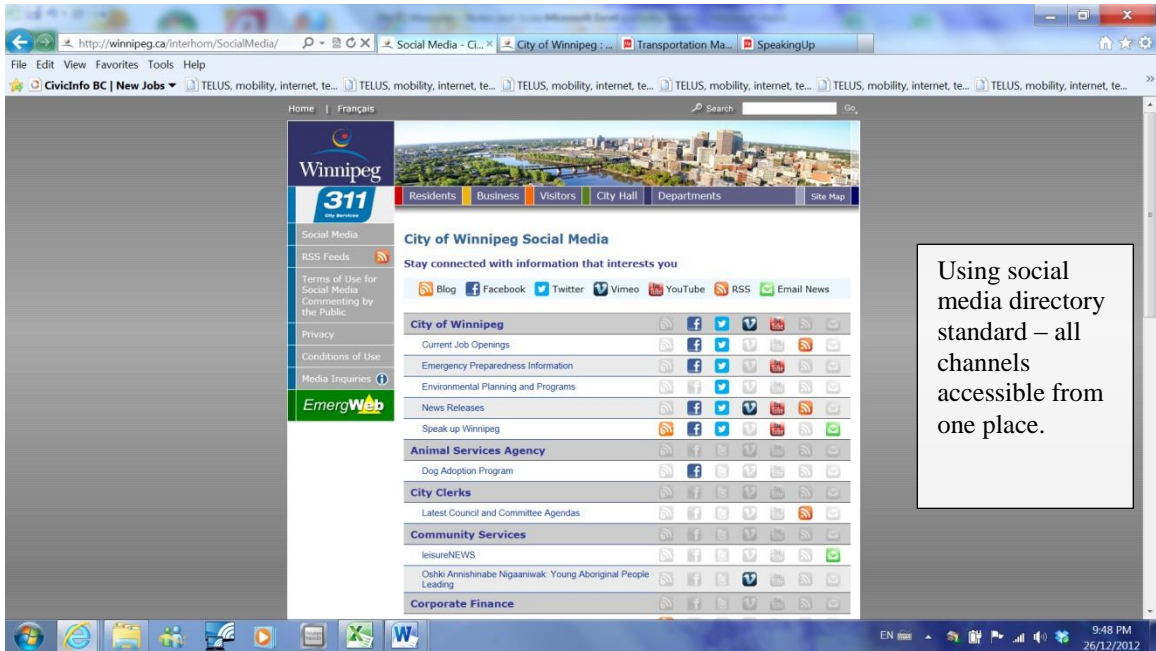


FIGURE 24 – WINNIPEG: TERMS OF USE FOR ALL CHANNELS - EASY TO FIND

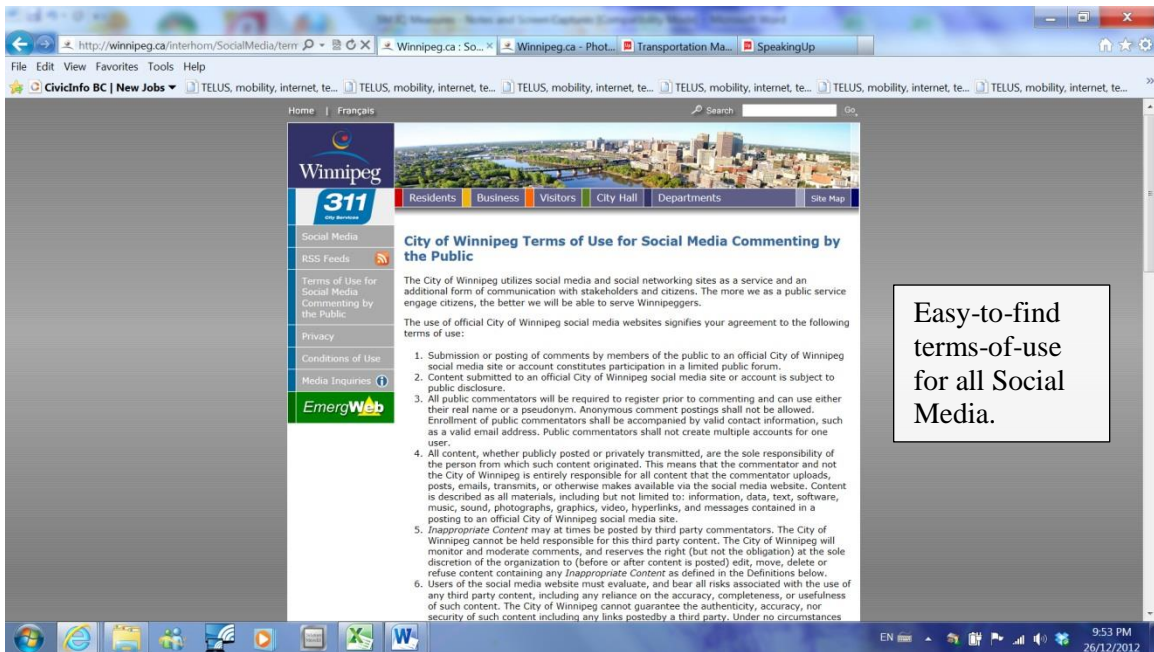
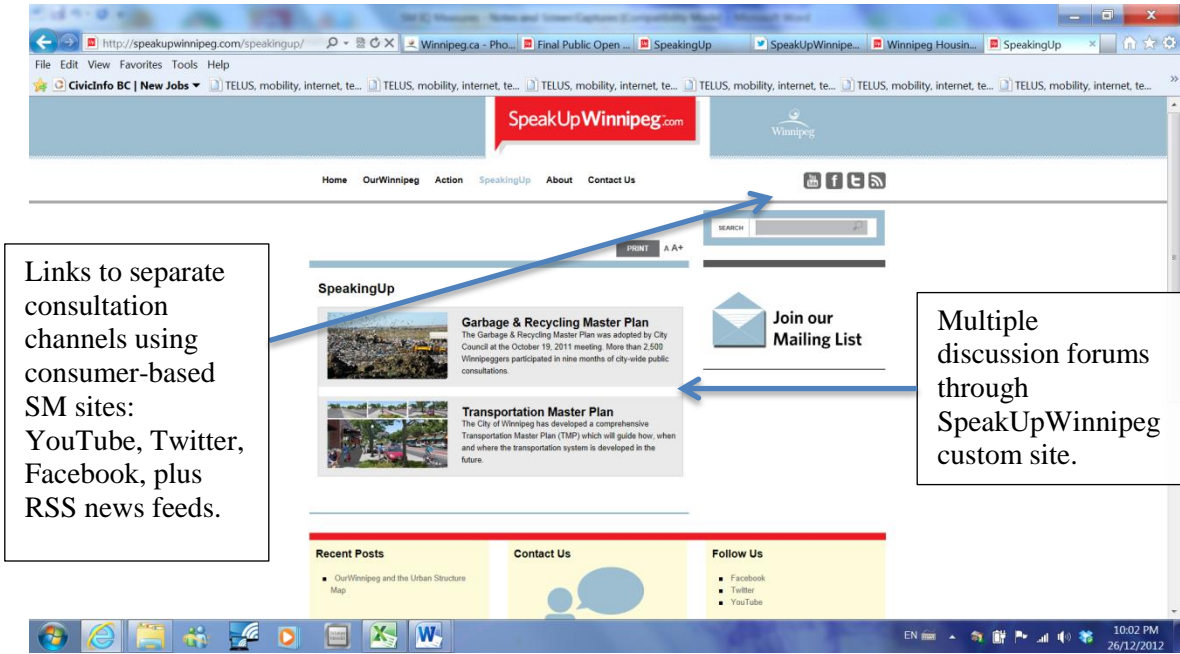


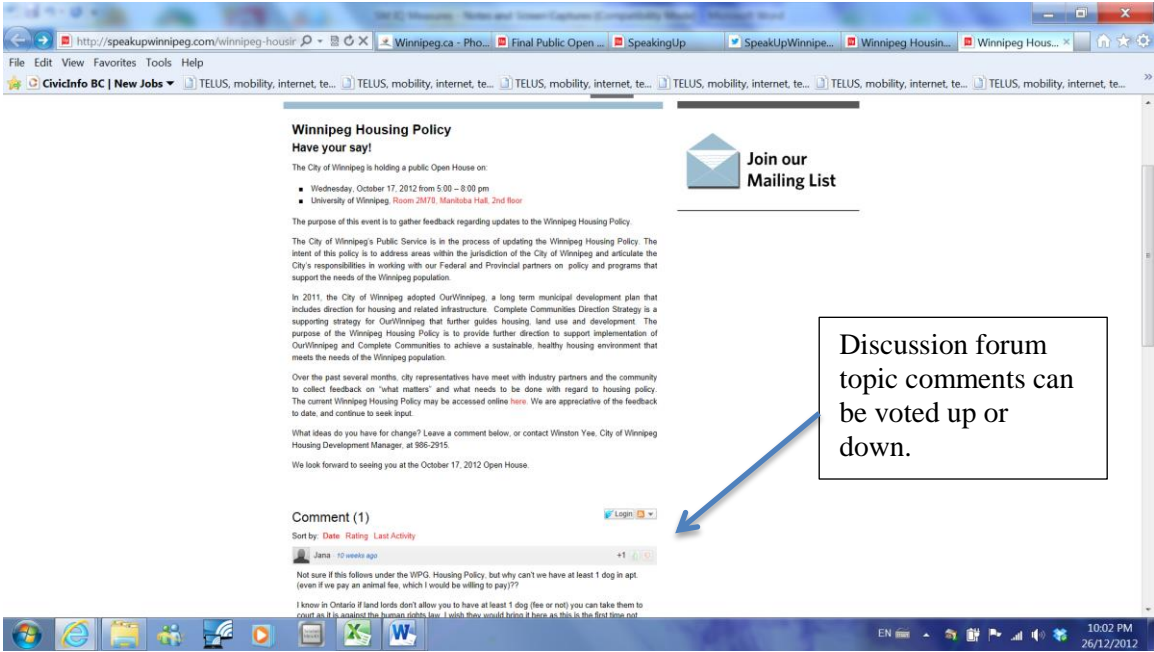
FIGURE 25 - WINNIPEG: SOCIAL MEDIA DIRECTORY STANDARD



Links to separate consultation channels using consumer-based SM sites: YouTube, Twitter, Facebook, plus RSS news feeds.

Multiple discussion forums through SpeakUpWinnipeg custom site.

FIGURE 26 - WINNIPEG: MULTIPLE DISCUSSION FORUMS LINKED TO OTHER SOCIAL MEDIA



Discussion forum topic comments can be voted up or down.

FIGURE 27 - WINNIPEG: DISCUSSION FORUM INVENTIVIZED COMMENTING

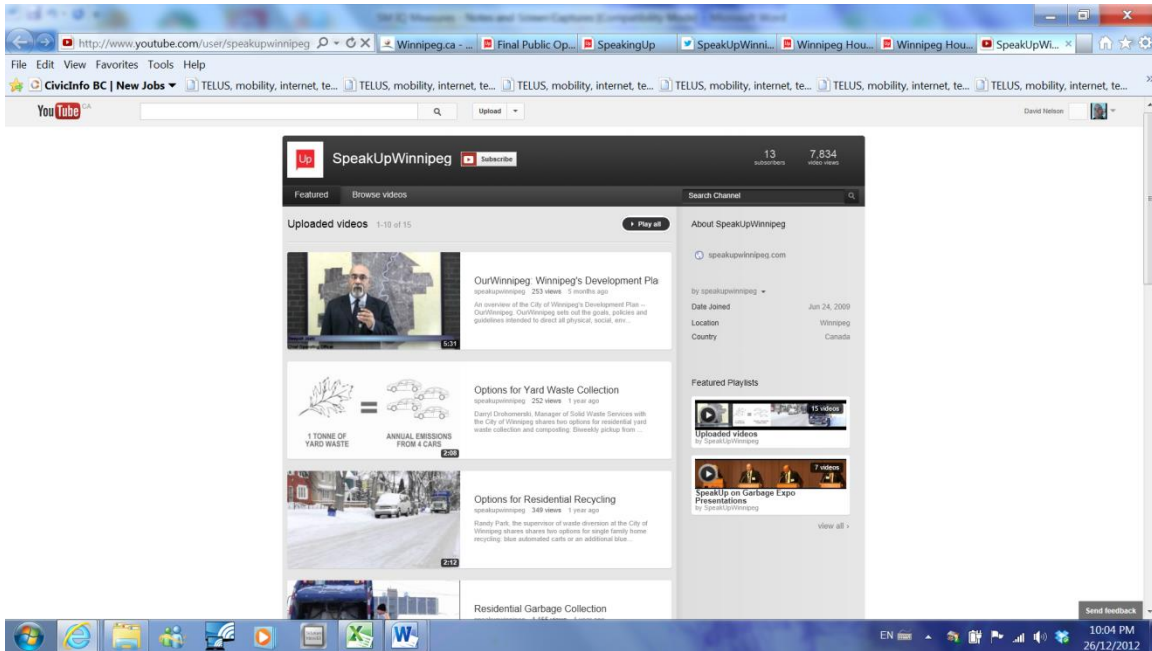


FIGURE 28 - WINNIPEG: YOUTUBE CHANNEL FOR SPEAKUPWINNIPEG



FIGURE 29 - WINNIPEG: TWITTER CHANNEL FOR SPEAKUPWINNIPEG

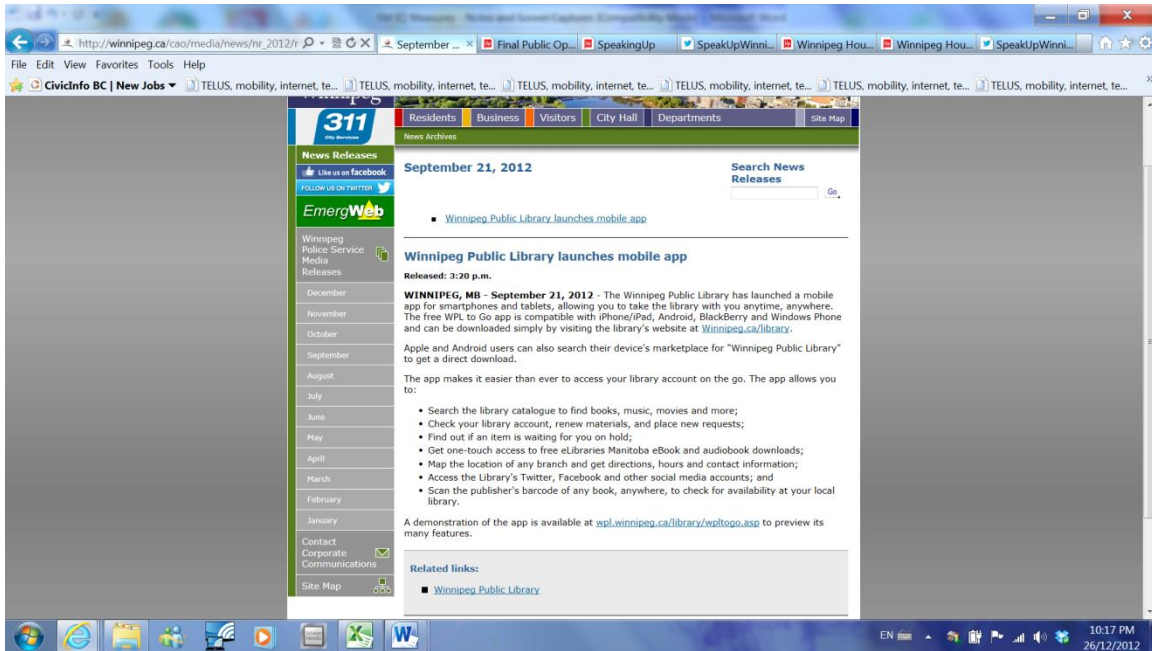


FIGURE 30 - WINNIPEG: MOBILE APP FOR LIBRARY



FIGURE 31 - WINNIPEG: MOBILE APP FOR GARBAGE AND RECYCLING SERVICES

APPENDIX E – SUMMARY OF SOCIAL MEDIA ENACTMENTS (BY YEAR)

Municipality	Basic Social Media	Start	Blogs Forums	Innovative Channels	Mobile	Wikis	QR Codes	Open Data
Calgary	Facebook, Twitter, YouTube	2007	Blog		Apps, Website	Internal - SharePoint	Yes	Yes
Port Coquitlam	Facebook, Twitter, YouTube	2008	Blog		Website		Yes - Centennial campaign	
District of North Vancouver	Facebook, Twitter, YouTube	2008					Yes - some	Yes
Vancouver	Facebook, Twitter, YouTube,	2009	Blogs	Non-English blog	Apps	External - Greenest City	Yes - posters, notices	Yes
Oshawa	Facebook, Twitter, YouTube	2009						
New Westminster	Facebook, Twitter	2009	Forum		App		Yes - development signs	
Nanaimo	Facebook, Twitter, YouTube	2009	Blog, Forum		Website	Internal	Yes - some	Yes
Kelowna	Facebook, Twitter, YouTube	2009	Blogs	Google+, Linked In		future plan - SharePoint	future plan	Yes
Regina	Facebook, Twitter, YouTube	2009		Pinterest, Internal Wiki	Apps	External - Pinterest	Yes - bus shelters, event posters, SnowFighters campaign	Yes
Halifax	Facebook, Twitter, YouTube	2011	Blog, Forum				Yes - bus shelter, posters	Yes
Waterloo	Facebook, Twitter, YouTube	2011	Blog, Forum	Non-English blog	Apps, Website		Yes - T-shirts, stickers, bookmarkers	Yes
Gibsons	Facebook, YouTube	2011					future plan	
Winnipeg	Facebook, Twitter, YouTube	2011	Blogs, Forums	HD video - Vimeo, Jive	Apps	Internal - Jive	Yes – dept. posters, career symposium	future plan

TABLE 6 - SUMMARY OF SOCIAL MEDIA ENACTMENTS