

Planning for Complete Communities in Delaware

Support, Development, Promotion, and Maintenance of the Delaware Complete Communities Planning Toolbox

*Status Report Detailing Activities
from July 1, 2015 to December 31, 2016*

June 2017

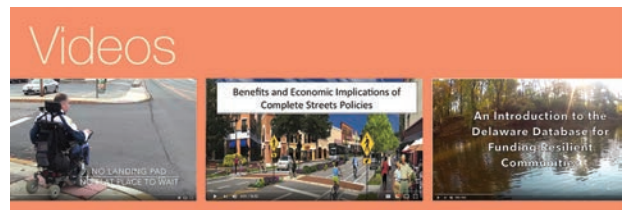
Written by
Sarah Pragg
Marcia Scott
Haley Stanko
Tim White

Institute for Public Administration
School of Public Policy & Administration
College of Arts & Sciences
University of Delaware

Funded by the
Delaware Department of Transportation

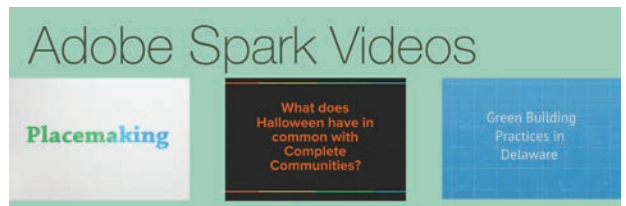
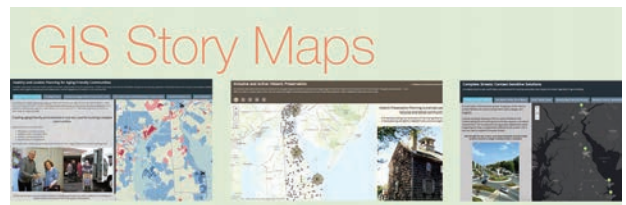


Institute for
Public Administration



Complete Communities

attractive, inclusive, efficient, healthy & resilient places



Planning for Complete Communities in Delaware

Support, Development, Promotion, and Maintenance of the *Delaware Complete Communities Planning Toolbox*

Status Report Detailing Activities from July 1, 2015 to December 31, 2016

June 2017

Written by

Sarah Pragg, Policy Specialist

Marcia Scott, Policy Scientist

Haley Stanko, Undergraduate Public Administration Fellow

Tim White, Undergraduate Public Administration Fellow

Institute for Public Administration

School of Public Policy & Administration

College of Arts & Sciences

University of Delaware

www.ipa.udel.edu

serving the public good, shaping tomorrow's leaders

and funded by the

Delaware Department of Transportation

Preface

In fiscal year (FY) 2015, the Planning for Complete Communities in Delaware Phase IV project initiated strategic *Delaware Complete Communities Planning Toolbox* promotion and dissemination to publicize aspects and features of the website and determine what content is useful and which features need to be modified or augmented. Since initiating the *Toolbox* marketing plan, page views have almost doubled, and users are viewing more pages per session and staying on the site longer. Beginning in FY 2016, the Phase V strategies aimed to continue this growth while also promoting new features and best practices throughout Delaware. This report, *Planning for Complete Communities in Delaware: Support, Development, Promotion, and Maintenance of the Delaware Complete Communities Planning Toolbox*, details the work completed in the 18-month project period between July 1, 2015 and December 31, 2016.

We sincerely appreciate the time commitment and support of those who contributed to the success of this project, including IPA team members Sarah Pragg, Marcia Scott, Haley Stanko, Tim White, Frank Telleri, and Haley Qaissaunee. I also thank Mike DuRoss and Drew Boyce from the Delaware Department of Transportation's Division of Planning for championing this work. We hope our work will help Delaware local governments build livable and resilient communities while preserving the many characteristics that make each community unique, healthy, and prosperous.

Jerome R. Lewis, Ph.D.

Director, Institute for Public Administration

Table of Contents

Executive Summary	1
Website Overview	2
Purpose	2
Usage and Target Audience	3
Phase V Work Areas.....	4
1. Enhance Web Presence	4
2. Enhance Content Presentation	4
3. Continue Toolbox Promotion Techniques.....	4
4. Continue to Track Performance Metrics	5
5. Continue to Update Analysis Methods and Techniques	5
Outreach Message.....	6
Phase V Outcomes.....	6
1. Enhance Web Presence	6
2. Enhance Content Presentation	11
<i>Complete Communities YouTube Channel</i>	<i>11</i>
<i>Adobe Spark Content</i>	<i>13</i>
<i>ArcGIS Story Maps</i>	<i>16</i>
3. Continue Toolbox Promotion Techniques.....	22
<i>Presentations to Stakeholder Agencies</i>	<i>22</i>
<i>Articles in Stakeholder Publications.....</i>	<i>23</i>
<i>Social Media Campaign</i>	<i>24</i>
4. Continue to Track Performance Metrics	36
<i>Prior Performance</i>	<i>36</i>
<i>Current Performance</i>	<i>36</i>
Path Forward	37
1. Develop and Maintain Toolbox Content/Web Presence	37
2. Develop Strategies to Apply Social Media to Assess Active Transportation	38
3. Promote Delaware Byways Program via Visual Tools and Social Media.....	38
References	40

List of Tables

Table 1: Presentations to Project Stakeholders.....	23
Table 2: Themes of Videos Uploaded to YouTube and Twitter.....	25
Table 3: Sample of Identified Twitter Accounts to Follow	26
Table 4: Comparison of Twitter Engagement, July through September 2015 and 2016.....	32
Table 5: Comparison of Website Sessions between July 1 and December 31	36

List of Figures

Figure 1: New Home Page Design for Delaware Complete Communities Planning Toolbox.....	7
Figure 2: Updated Internal Page Design for Delaware Complete Communities Planning Toolbox	8
Figure 3: Expanding Menu on Mobile Design for Delaware Complete Communities Planning Toolbox.....	9
Figure 4: Visual Tools Page on the Delaware Complete Communities Planning Toolbox	10
Figure 5: Grid View of Complete Communities YouTube Channel Videos Added between July 1, 2015 to December 31, 2016.....	12
Figure 6: Complete Communities YouTube Channel Performance Analytics	12
Figure 7: Top Views of Complete Communities YouTube Channel Videos from July 1, 2015 to December 31, 2016	13
Figure 8: Community Branding Video Developed Using Adobe Spark (https://goo.gl/J4LYKp).....	14
Figure 9: “Low-Stress Cycling” Page Developed Using Adobe Spark	15
Figure 10: Graphics Designed Using Adobe Spark.....	16
Figure 11: IPA’s Context-Sensitive Solutions GIS Story Map	17
Figure 12: IPA’s Mixed-Use Development GIS Story Map	17
Figure 13: IPA’s Planning for Aging-Friendly Communities GIS Story Map.....	18
Figure 14: IPA’s Historic Preservation Planning GIS Story Map	18
Figure 15: IPA’s Freeboard as a Floodplain Management Strategy GIS Story Map	19
Figure 16: IPA’s Downtown Development District GIS Story Map.....	19
Figure 17: Downtown Development District Story Map Featured on the Delaware Office of State Planning Coordination’s Website.....	20
Figure 18: Gallery of IPA GIS Story Maps (goo.gl/FSl6fd)	21
Figure 19: Complete Communities Facebook and Twitter Posts Featuring GIS Story Maps	21
Figure 20: Flyer Distributed at the 2016 Walkable Bikeable Delaware Summit in Dover, Delaware	22
Figure 21: Interaction with Local Advocacy Organization on Twitter	28
Figure 22: Interaction with Community Members on Twitter.....	29
Figure 23: Visual Tweets Prove Successful	29
Figure 24: Twitter Profile Images Updated to Reflect the Changing Seasons.....	30

Figure 25: Summary of July 2016 Twitter Analytics	31
Figure 26: Capitalizing on the Popularity of Pokémon GO	31
Figure 27: Facebook Post Featuring Image	33
Figure 28: Facebook Post Featuring Infographic	33
Figure 29: Seasonal Facebook Banner Image.....	34
Figure 30: Facebook Post Reach from June to December 2016	35
Figure 31: Facebook Page Engagement from June to December 2016.....	35

Executive Summary

This Phase V project details Fiscal Year (FY) 2016 efforts and builds upon previous work to promote the *Delaware Complete Communities Planning Toolbox* (completecommunitiesde.org). For a detailed history of the previous stage, view the summary report *Planning for Complete Communities in Delaware: Strategic Promotion and Dissemination of the Online Delaware Complete Communities Planning Toolbox* (<http://bit.ly/2uWkqPj>), which was published December 2015.

Beginning with an overview of the online *Delaware Complete Communities Planning Toolbox*, including its purpose and target audience, this report discusses initiatives carried out to increase exposure of the online *Toolbox*. Phase V aimed to increase visits to the *Toolbox* by adding more online content, expanding outreach via social media, and enhancing the web functionality. These goals were accomplished through the use of new multimedia tools, including Adobe Spark and Esri ArcGIS Story Maps.

At the start of Phase V, FY 2016 was on track to surpass FY 2015 engagement levels, and it did. In FY 2015 (July 1, 2014–June 30, 2015), the *Toolbox* generated 5,187 sessions and attracted nearly 4,000 new visitors (77%) and over 1,000 returning visitors (23%). In FY 2016 (July 1, 2015–June 30, 2016), the *Toolbox* generated 10,225 sessions and attracted 7,735 new visitors (75.65%) and 2,490 returning visitors (24.35%). During this same period, the YouTube channel grew from 32 to 44 videos, which attracted an additional 3,174 views, up 10 percent from the previous fiscal year.

FY 2017 is again on track to surpass the prior period's engagement levels. Thus far in FY 2017 (July 1–December 31, 2016), the *Toolbox* generated 9,181 sessions and attracted 7,330 new visitors (79.84%) and 1,851 returning visitors (20.16%). In addition, there is a noteworthy shift in the most popular pages: “What is Mixed-Use Development?” and “Benefits of Mixed-Use Development” pages have both increased in interest. The “What is Mixed-Use Development?” page had 760 views, compared to 43 in the previous year. As of December 31, 2016, the YouTube channel featured 45 videos, with an additional 1,484 views. The most popular videos include the “Proposed Delaware Avenue Cycle Track” (two versions); “Designing Better Places: Section 1 – Introduction and Prospect-and-Refuge Theory;” “Community Engagement in the 21st Century;” “Rural Land Management Tools: Transfer of Development Rights;” and “The Built Environment and Healthy Communities.”

Website Overview

Purpose

A “complete” community promotes healthy lifestyles, economic growth, and sustainability through an integrated approach to transportation, land use, and community design. The online *Delaware Complete Communities Planning Toolbox* is a resource for community leaders and local government officials to utilize:

- Complete-communities planning approaches in five key areas of land use and development.
 1. Complete Streets
 2. Efficient Land Use
 3. Healthy and Livable
 4. Inclusive and Active
 5. Sustainable and Resilient
- Community-design tools to create places that are dynamic and reflect community changes, oriented toward people not cars, reflective of a town’s architectural and cultural heritage, visually attractive and enjoyable, accessible and inclusive, and economically vibrant.
- Public-engagement strategies to foster communication with residents about community development plans.

The resources within the *Toolbox* are researched, developed, and written by IPA undergraduate and graduate Public Administration Fellows and vetted by IPA professional staff prior to being uploaded to the website. The resources are presented in multiple formats, including written text, visual presentations, infographics, photos, videos, and ArcGIS Story Maps to appeal to both trained planners and engaged citizens, all of whom utilize various learning styles. Wherever possible, the best practices highlighted on the website showcase communities in Delaware.

In addition, resources within the *Toolbox* complement the Delaware Planning Education Training Program that is administered by IPA. The organized series of educational courses is designed to meet the responsibilities of municipalities as partners in the Delaware’s strategies for policies and spending initiative, with support from the Office of State Planning Coordination (OSPC) and in partnership with the Delaware Chapter of the American Planning Association (DE APA). IPA has also published a series of guides for Delaware local governments, which are summarized and can be downloaded from the *Toolbox*. The guides—on topics such as master planning, transportation improvement districts, and form-based codes—align with Delaware’s *Strategies for State Policies and Spending*, a state policy designed to coordinate local land-use decision-making with the state’s provision of infrastructure and services.

Usage and Target Audience

Confirmed in conversations with our stakeholders, the website is primarily utilized by citizen planners and local government officials in the following five ways to:

1. Educate their clients, citizens, colleagues, or other stakeholders.
2. Refresh their own understanding of planning approaches.
3. Learn new skills for planning or public engagement.
4. Find inspiration and inventive solutions for upcoming projects.
5. Review featured Delaware best practices.

With this in mind, the promotional strategy targets municipal leaders and “complete communities” champions in Delaware, knowing that if they find the *Toolbox* to be a useful resource, they will share the resources with colleagues and citizens.

Municipalities that have implemented complete-community planning approaches and show interest in continuing to do so include Newark, Middletown, Elsmere, Wilmington, Dover, Seaford, Smyrna, Milford, Bethany Beach, Rehoboth Beach, Lewes, Georgetown, Harrington, and Laurel.

The following organizations and training programs were identified as stakeholder groups for the purpose of promoting the *Toolbox*.

- American Heart Association
- Bike Delaware, Inc.
- Delaware Association of REALTORS® (DAR)
- Delaware Chapter of the American Planning Association (DE APA)
- Delaware Coalition for Healthy Eating and Active Living (DE HEAL)
- Delaware League of Local Governments (DLLG)
- Dover/Kent County Metropolitan Planning Organization (MPO)
- Downtown Delaware (Delaware Main Street Program)
- Governor’s Council on Health Promotion and Disease Prevention
- IPA’s Delaware Institute for Local Government Leaders
- IPA’s Delaware Planning Education Program
- IPA’s Municipal Clerks Certificate Training Program
- Municipal Web Developers Group
- Sussex Outdoors
- Sussex County Association of Towns (SCAT)
- Wilmington Area Planning Council (WILMAPCO)

Phase V Work Areas

Phase V built on existing momentum to increase exposure of the online *Toolbox*. It included opportunities to add online content, improve curation techniques, expand outreach via social media, and enhance web functionality. Work areas include the following:

1. Enhance Web Presence

- Implement search engine optimization of website.
- Improve mobile navigation.
- Research and implement the use of content marketing tools for nonprofits.

2. Enhance Content Presentation

- Develop videos, infographics, and illustrations to further explain/promote *Toolbox* concepts.
- Develop a series of GIS Story Maps that showcase best practices with regard to complete communities-implementation strategies in Delaware.
- Enhance video/graphic development and visualization tools.

3. Continue Toolbox Promotion Techniques

- Email marketing to complete communities mailing lists for each addition to the *Toolbox* (monthly or quarterly).
- Continue building social media presence and followers to highlight existing and new *Toolbox* components.
- Distribute flyer showing *Toolbox* content and features to stakeholder groups.
- Feature in upcoming stakeholder newsletters (DCT's TranSearch, WILMAPCO's Transporter newsletter, Dover/Kent County MPO's Journeys newsletter, and the newsletter).
- Presentation of *Toolbox* functionality and content to/at:
 - Local Stakeholder Groups
 - Delaware Coalition for Healthy Eating and Active Living (DE HEAL)
 - Downtown Delaware
 - 2016 Downtown Delaware Revitalize Conference
 - Downtown Delaware Meeting of Member Communities/District Affiliates
 - League of Women Voters of Sussex County
 - Municipal Web Developers Group
 - Walkable Bikeable Delaware Summit
 - 2016 Maryland/Delaware APA Conference

- Institute for Public Administration Training Events
 - Delaware Institute for Local Government Leaders
 - Delaware Planning Education Program
 - Municipal Clerks Certificate Training Program

4. Continue to Track Performance Metrics

- Use Google Analytics to track website traffic, understand how users engage with the website and specific webpages, and document performance.
- Assess and compare over time user site visits, page views, bounce rate, average time on site, pages per visit, and percentage of new visits.
- Track performance of our social media accounts (Facebook, Twitter, and YouTube) to understand how users engage with the social media and the website.
- Analyze and utilize the Google Analytics and social media interaction data to improve website marketing and social media strategies.

5. Continue to Update Analysis Methods and Techniques

- Showcase and disseminate IPA’s annual research efforts via appropriate sections of the *Toolbox*.
- Incorporate *Toolbox* content within IPA’s Planning Education Training courses and Municipal Clerks’ training to train local government officials, “citizen planners,” and other stakeholders on Complete Communities concepts and planning strategies.
- Utilize new methods and techniques to create more impactful social media posts, craft web stories/pages using a more simplified web editing platform, and produce short animated videos that combine text, images, icons, and themes in a presentation. The May 2016 launch of Adobe Spark has enabled IPA to create and share visual content, such as posts for social media, graphics, web stories, and animated videos. New content has been produced, including Adobe Spark posts, pages, and videos, that have heightened the visual interest of social media posts and messages that direct viewers to *Toolbox* content.
- Develop and launch a new Visual Tools section of the *Toolbox*. This section showcases new ways to interactively communicate and engage with social media and *Toolbox* viewers. The Visual Tools section is organized by type of tool (e.g., videos, infographics, GIS Story Maps, Adobe Spark Posts, Adobe Spark Pages, Infographics, Photo Gallery).

Outreach Message

The promotional strategy remained the same as Phase IV, with a focused on four specific messages:

- 1. Use the *Toolbox*** – First and foremost, IPA’s project team wants to encourage stakeholders to visit the *Toolbox* and explore the content.
- 2. Share the *Toolbox*** – Second, IPA’s project team wants stakeholders to share links to *Toolbox* content with colleagues, clients, and community members who would find it beneficial. In the same manner, IPA’s project team will encourage stakeholders to add a link to the *Toolbox* on their agencies’ websites.
- 3. Provide Feedback** – Third, IPA’s project team wants the *Toolbox* to be an effective and helpful resource. Throughout the promotional campaign, IPA’s project team will welcome comments on how to improve the site and its content.
- 4. Stay Connected** – Fourth, IPA’s project team will use social media accounts on Twitter, Facebook, and YouTube to connect with a broader audience, which may not be accessible through traditional in-person meetings, and feature new content and best practices of the *Toolbox*.

Phase V Outcomes

The following section details the implementation and outcomes of the Phase V goals.

1. Enhance Web Presence

At the start Phase V, new members of the IPA project team reviewed the *Toolbox* website design and provided feedback. Two significant changes were recommended: (1) consolidate the navigational menus so that the toolbox content is most prominent and (2) improve the site design to be responsive for mobile devices and tablets. These changes were completed in tandem with launching the new Visual Tools section of the site. The new theme features one dominant horizontal menu, containing menu tabs for all toolbox content (shown in Figure 1). Sidebars and secondary menus were removed so that the content could expand the whole width of the page (shown in Figure 2). Social media icons were reduced in size, so as not to tempt visitors off the website. The new site design also features a larger rotating banner and large images for secondary content, which better showcase the highly visual content within the *Toolbox*. The new theme is completely responsive for mobile devices and tablets, meaning that the screen adapts to the size of the user’s device, improving accessibility (shown in Figure 3). The next phase of the project will implement enhancements on individual pages, which includes increased use of graphics and page-level search-engine optimization.

The new Visual Tools section (shown in Figure 4) is a convenient way to access and share the high-impact visual content that was spread throughout each content area on the site. Users can now navigate to a single page to search through videos, infographics, GIS Story Maps, Adobe Spark videos, Adobe Spark pages, and photos organized by the five elements of Complete Communities. All of these tools may be used by local government leaders and citizen planners to educate and advocate for complete-community design principles.

Figure 1: New Home Page Design for Delaware Complete Communities Planning Toolbox

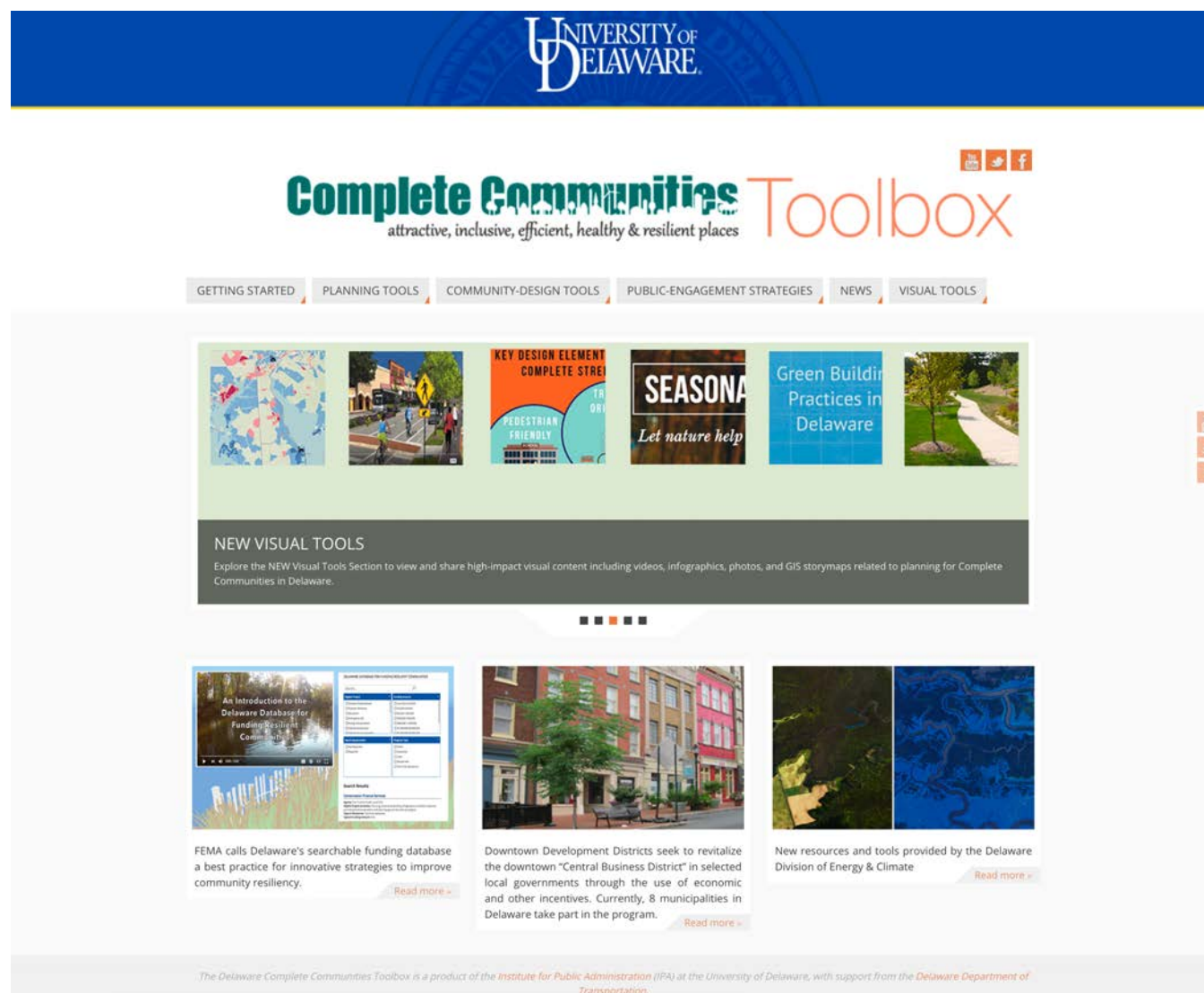


Figure 2: Updated Internal Page Design for Delaware Complete Communities Planning Toolbox



Figure 3: Expanding Menu on Mobile Design for Delaware Complete Communities Planning Toolbox

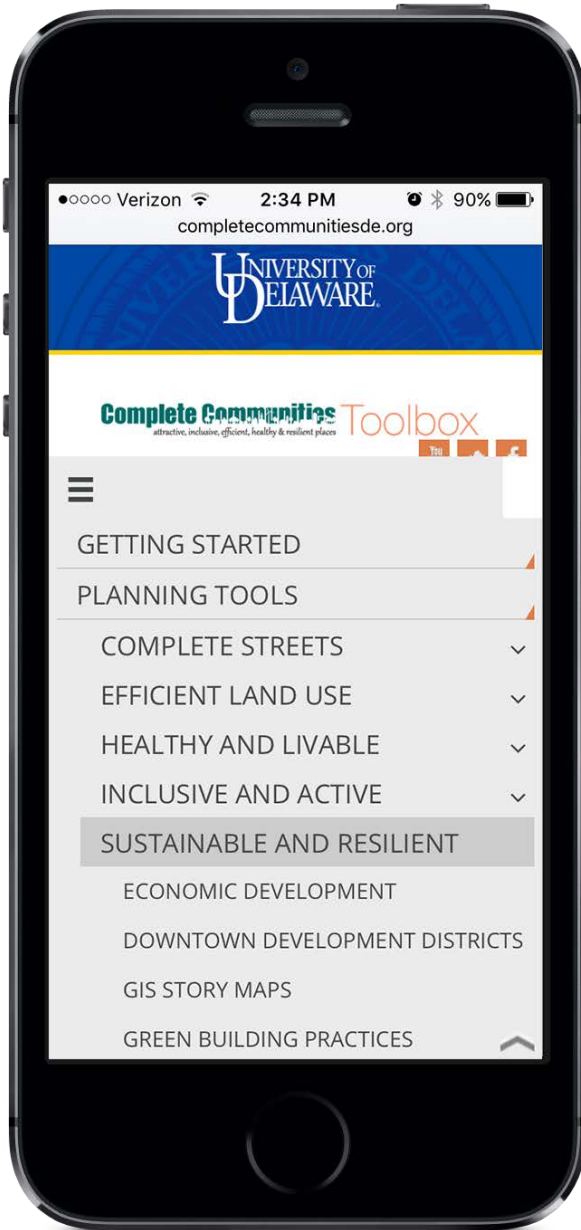
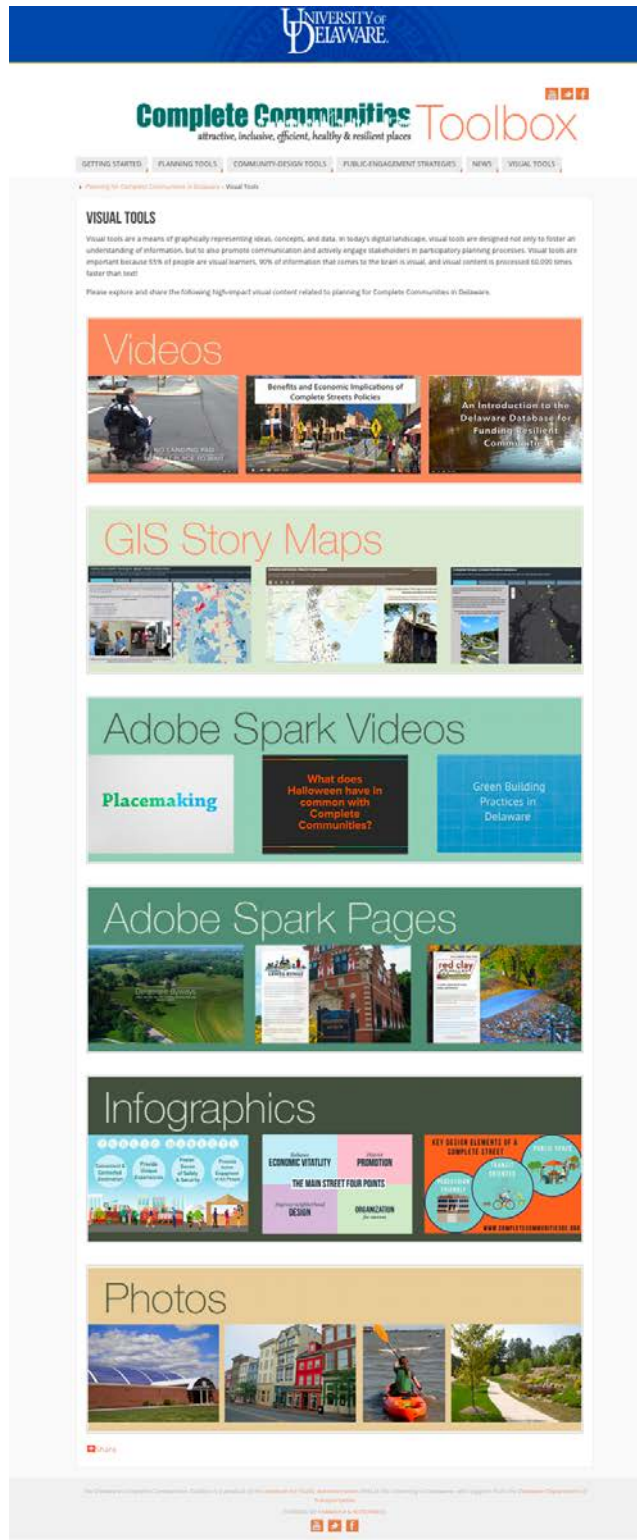


Figure 4: Visual Tools Page on the Delaware Complete Communities Planning Toolbox



2. Enhance Content Presentation

Enhancing the quality and variety of content presentation for the *Toolbox* was a primary focus of Phase V. IPA's project team utilized Adobe Spark to develop videos, infographics, and illustrations to further explain and promote *Toolbox* concepts. The project team also developed a series of ArcGIS Story Maps that showcase best practices with regard to complete communities-implementation strategies in Delaware.

Complete Communities YouTube Channel

Video continues to be the richest form of content in terms of driving engagement across channels. YouTube remains the most popular go-to destination for sharing videos online and is the second-largest search engine in the world (after Google). In fact, because YouTube was acquired by Google in 2006, it is now regarded as both a social content platform and a search engine. IPA's Complete Communities YouTube Channel (www.youtube.com/user/CompleteCommunities) was launched in May 2013 as a low-cost way to share video content and promote Delaware Complete Communities planning principles and strategies. With its large, engaged, and interconnected community of users, YouTube has helped to increase engagement and shareability of *Toolbox* content beyond its intended audience of Delaware local government officials, citizen planners, and community leaders.

As of December 31, 2016, the YouTube channel featured 45 videos with an additional 1,484 views. The most popular videos include the "Proposed Delaware Avenue Cycle Track" (two versions); "Designing Better Places: Section 1 – Introduction and Prospect-and-Refuge Theory;" "Community Engagement in the 21st Century;" "Rural Land Management Tools: Transfer of Development Rights;" and "The Built Environment and Healthy Communities." The following series of screenshots show the YouTube videos that were added during the 18-month project period and performance metrics, as captured by YouTube's analytics report for July 1, 2015 to December 31, 2016.

Figure 5: Grid View of Complete Communities YouTube Channel Videos Added between July 1, 2015 to December 31, 2016

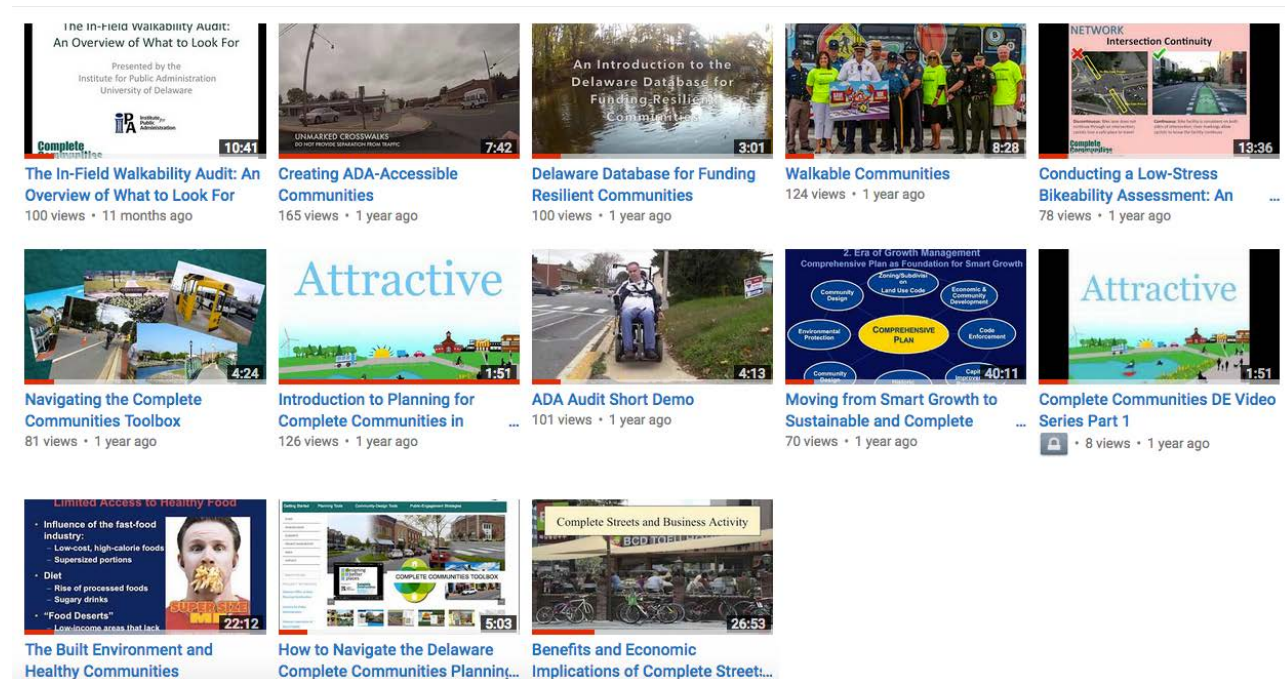


Figure 6: Complete Communities YouTube Channel Performance Analytics

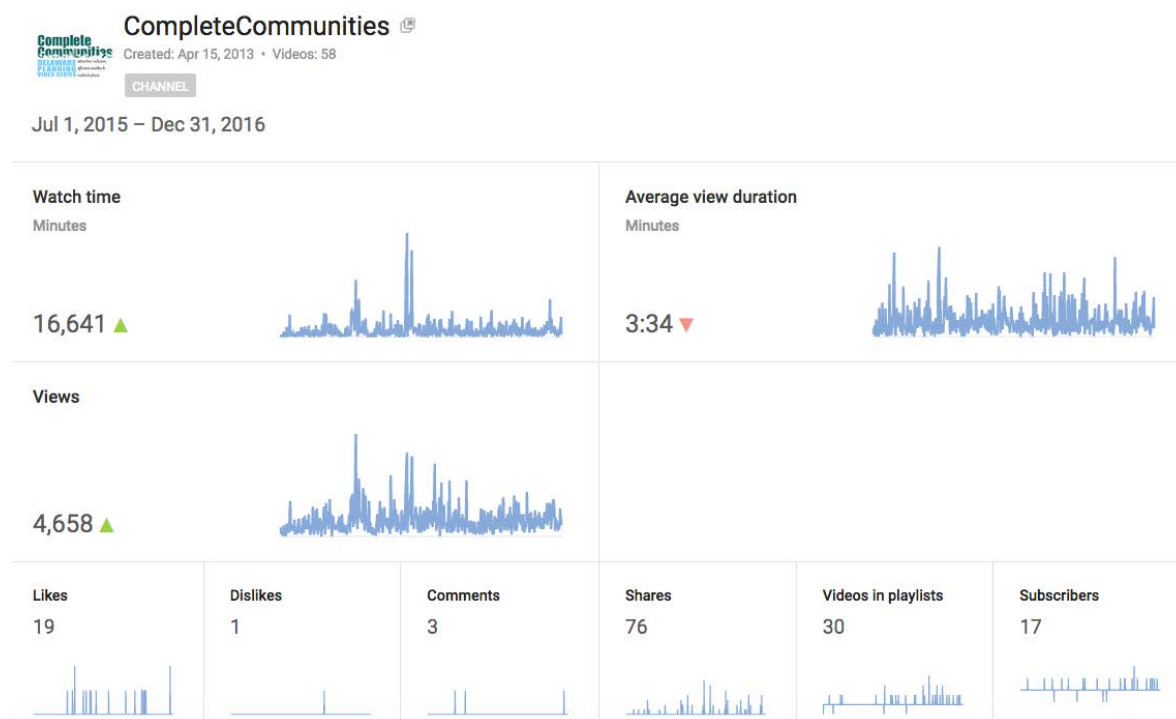


Figure 7: Top Views of Complete Communities YouTube Channel Videos from July 1, 2015 to December 31, 2016

Top 10 Videos [Browse all content](#)

Video	↓ Watch time (minutes)	↓ Views	↓ Likes	↓ Comments
The Built Environment and Healthy Co...	3,000 18%	414 8.9%	0	0
Rural Land Management Tools: Transf...	2,297 14%	864 19%	5	0
Benefits and Economic Implications o...	1,140 6.8%	175 3.8%	2	0
New Models for Sustainable Living fro...	1,109 6.7%	161 3.5%	1	0
Mixed-Use Development	723 4.3%	242 5.2%	2	0
Parks and Recreation Master Planning	715 4.3%	205 4.4%	1	0
Placemaking by James Tischler	706 4.2%	94 2.0%	0	0
Delaware Ave Cycle Track	627 3.8%	194 4.2%	0	0
Designing Complete Communities in t...	541 3.3%	54 1.2%	0	0
Planning for Complete Communities i...	519 3.1%	121 2.6%	0	0

Adobe Spark Content

Adobe Spark (spark.adobe.com) provides pre-made templates that can be customized to create videos, webpages, and graphics. The simplicity of the Adobe Spark software enables the creation of high-quality videos and graphics without years of design experience. IPA's project team began using Adobe Spark in June 2016 as a tool for creating original social media content, as visual posts typically receive more attention. The content now has a permanent home in the new Visual Tools section of the *Toolbox*, which can be accessed and shared more easily than archived social media posts.

IPA's project team developed Adobe Spark Videos on topics ranging from transit-oriented development and historic preservation to the benefits of green-building practices and community branding (shown in Figure 8). Adobe Spark provides video templates, stock images, and music to customize each video. Adobe Spark videos can be viewed in under two minutes, which makes them ideal to introduce a Complete Communities theme or concept on social media posts. To view all the Adobe Spark videos developed for the *Toolbox*, visit the Visual Tools section at www.completecommunitiesde.org/visual-tools/adobe-spark-video/.

Figure 8: Community Branding Video Developed Using Adobe Spark
(<https://goo.gl/J4LYKp>)



Adobe Spark pages are designed to simplify web development. The user can choose a template and add images, videos, text, and hyperlinks to the page. Successful Adobe Spark pages utilize large, high-quality, visually appealing graphics. These pages highlight the beautiful imagery of Delaware more easily than on the *Toolbox* website itself. Generally, the pages are a mix of text, photos, and videos to create an interactive, visually engaging page. IPA’s project team developed Adobe Spark pages on low-stress cycling (shown in Figure 9) and is planning to develop new pages on “Downtown Development Districts” and “Bike Month” in FY17. To see all the Adobe Spark pages developed for the *Toolbox*, visit the Visual Tools section at www.completecommunitiesde.org/visual-tools/adobe-spark-page.

Figure 9: “Low-Stress Cycling” Page Developed Using Adobe Spark



Adobe Spark offers a platform to create graphics as well. Although the design platform is simple compared to Adobe Photoshop, InDesign, or Illustrator, it serves as an effective tool to create relatively visually engaging graphics. These graphics are used to promote the *Toolbox* concepts, such as farmers’ markets, mixed-use development, and aging in place, on social media and drive more traffic to the website (Figure 10). To view all the graphics developed using Adobe Spark and additional infographics, visit the Visual Tools section: www.completecommunitiesde.org/visual-tools/infographic/.

Figure 10: Graphics Designed Using Adobe Spark

ArcGIS Story Maps

Six GIS Story Maps were successfully produced and disseminated within IPA’s online *Delaware Complete Communities Planning Toolbox*. Each GIS Story Map effectively provided context to complex planning concepts, such as the application of context-sensitive solutions in Delaware (Figure 11). Map-based storytelling features multifaceted topics and provides concrete examples of regulatory practices being adopted by Delaware local governments to advance planning for aging-friendly communities, historic preservation, mixed-use development, and the use of “Freeboard” to create flood-ready communities (Figures 12–15). These examples can engage other local government “citizen planners” and support informed decision-making to promote sustainable land-use patterns and practices.

In addition, the Delaware Downtown Development Districts (DDD) GIS Story Map shows the potential for the technology to be integrated in social media and other public-engagement campaigns to support informed decision-making (i.e., whether or not a Delaware municipality should apply for DDD designation) (shown in Figure 16). The Delaware DDD GIS Story Map was featured in an August 2016 announcement by then-Delaware Governor Jack Markell about the expansion of the program and designation of five new DDDs in Smyrna, Milford, Harrington, Laurel, and Georgetown. Delaware OSPC’s webpage on DDDs (www.stateplanning.delaware.gov/ddd/) provides a clickable tab that allows visitors to view the GIS Story Map to learn more about the program’s success in driving investment into downtown areas, creating jobs, and building sustainable urban communities (shown in Figure 17).

Figure 11: IPA's Context-Sensitive Solutions GIS Story Map

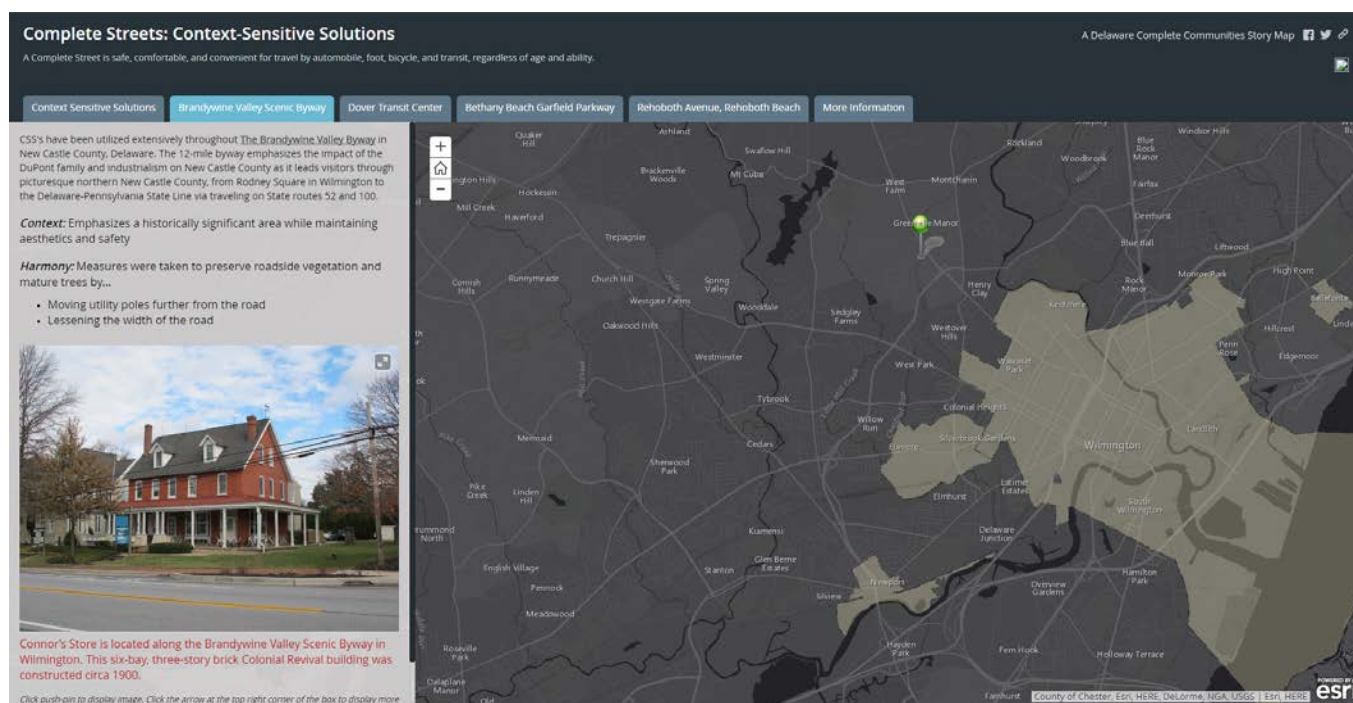


Figure 12: IPA's Mixed-Use Development GIS Story Map

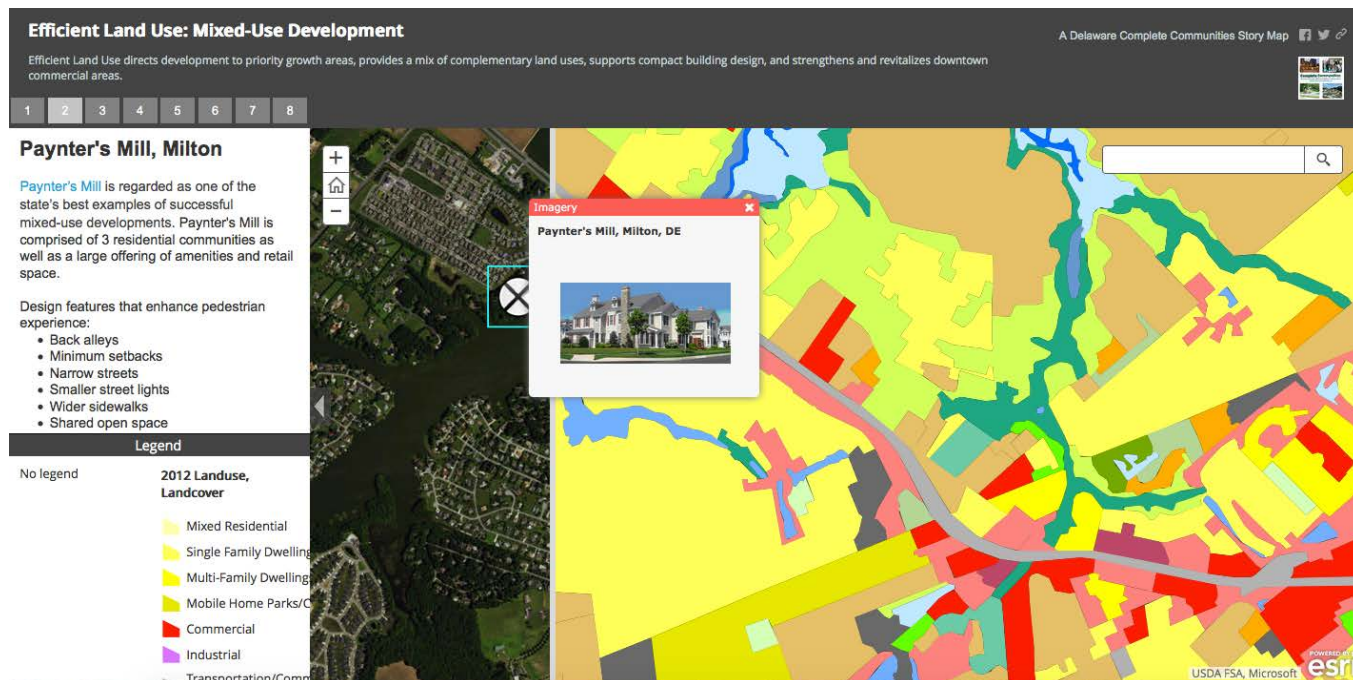


Figure 13: IPA's Planning for Aging-Friendly Communities GIS Story Map

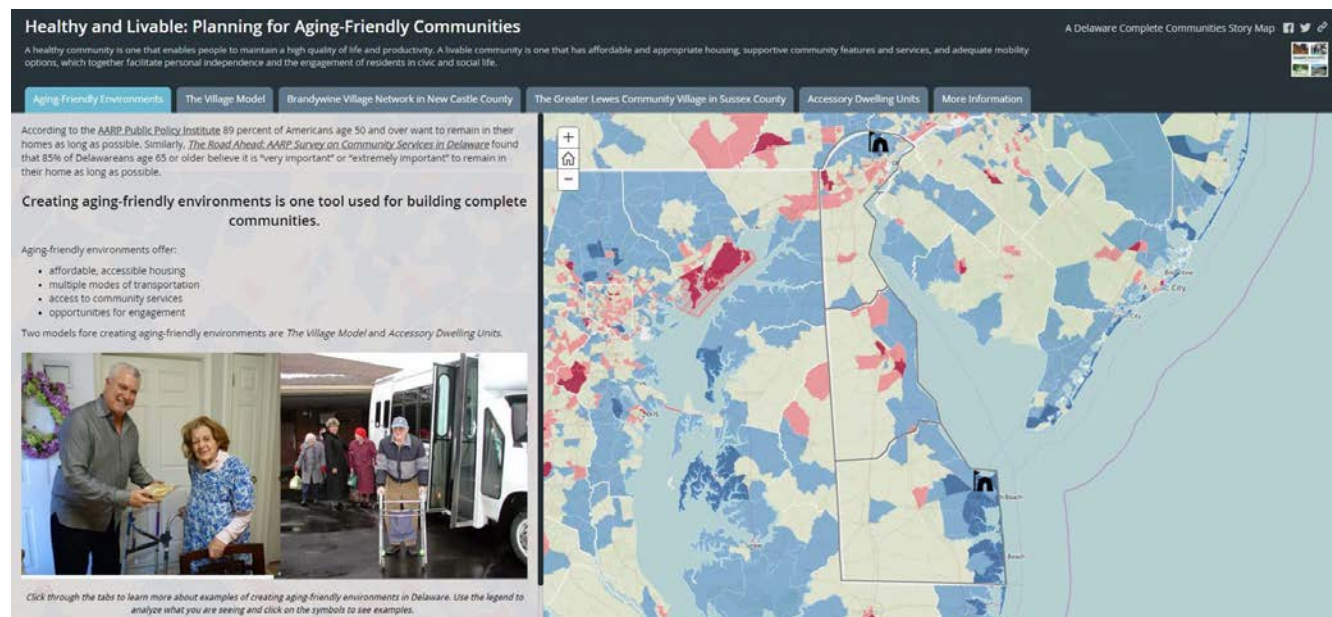


Figure 14: IPA's Historic Preservation Planning GIS Story Map

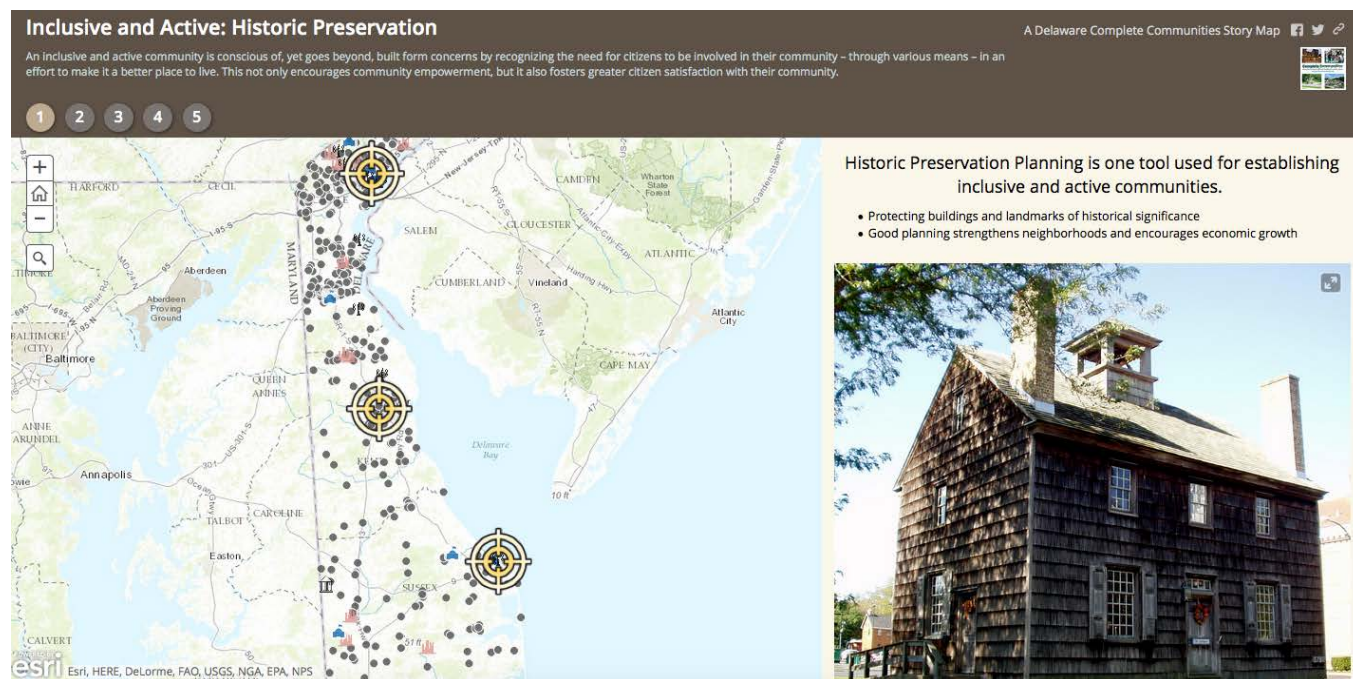


Figure 15: IPA's Freeboard as a Floodplain Management Strategy GIS Story Map

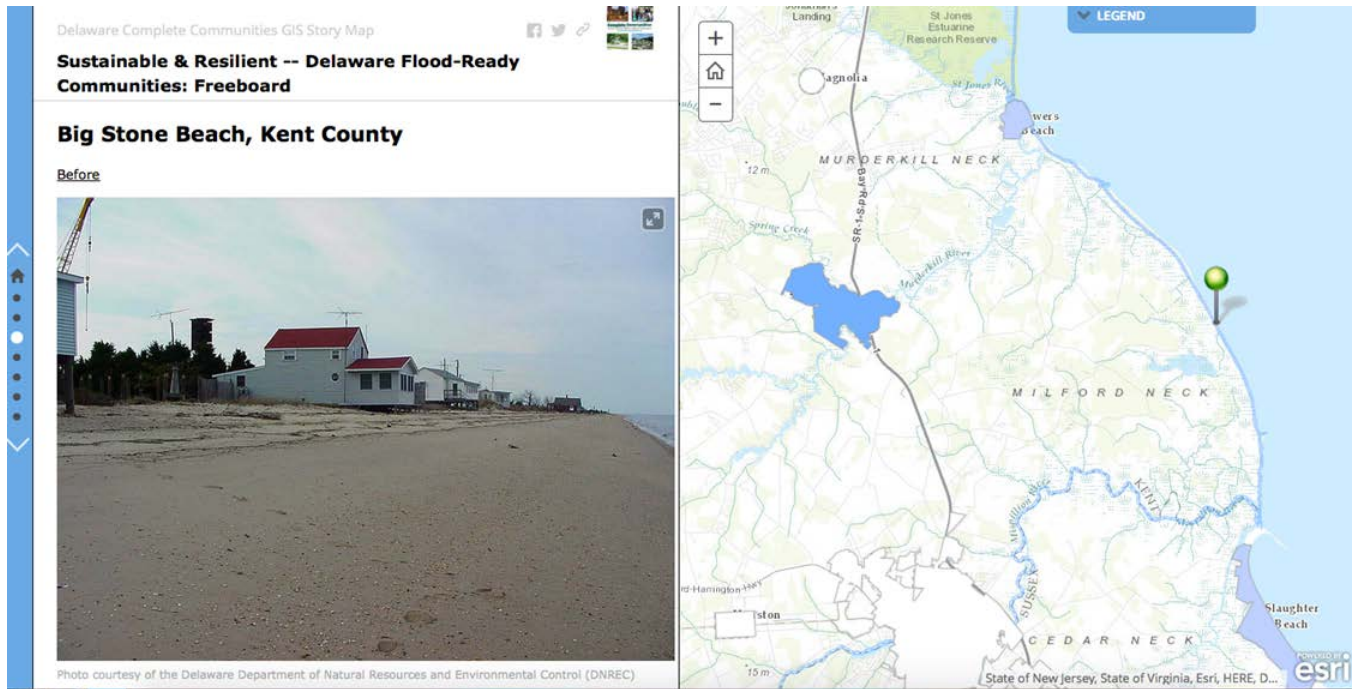


Figure 16: IPA's Downtown Development District GIS Story Map

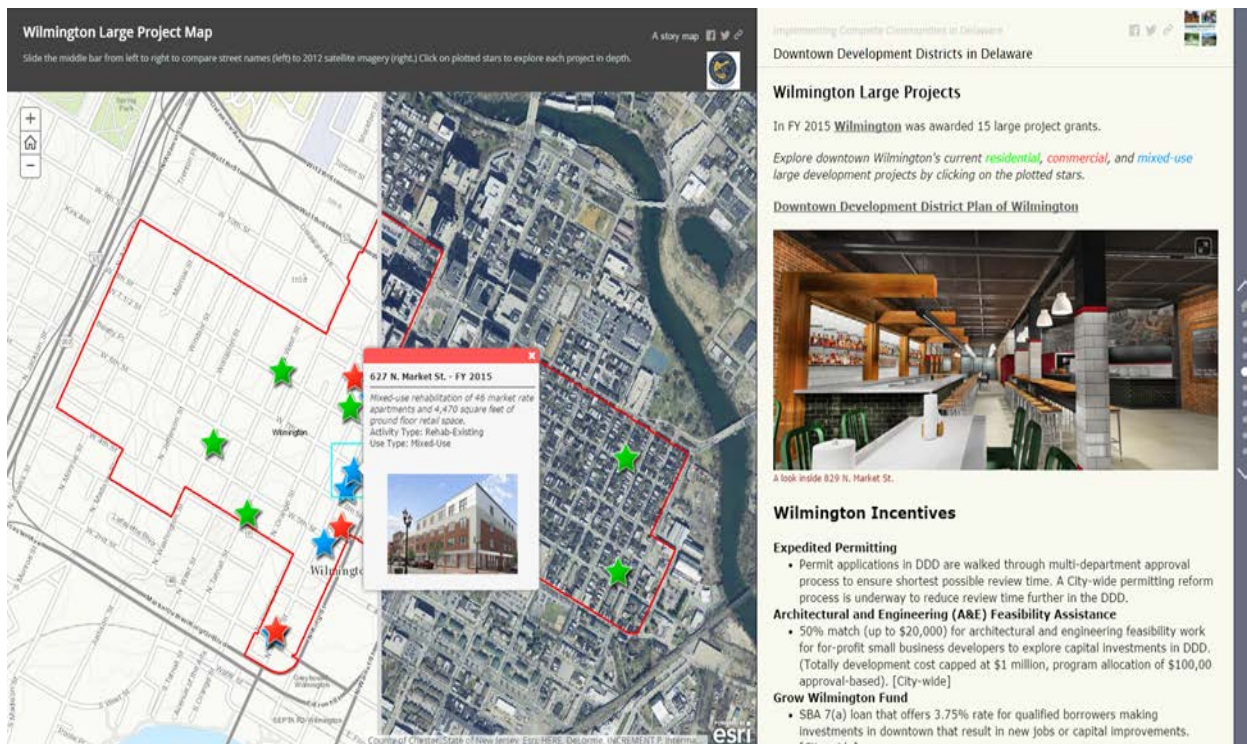
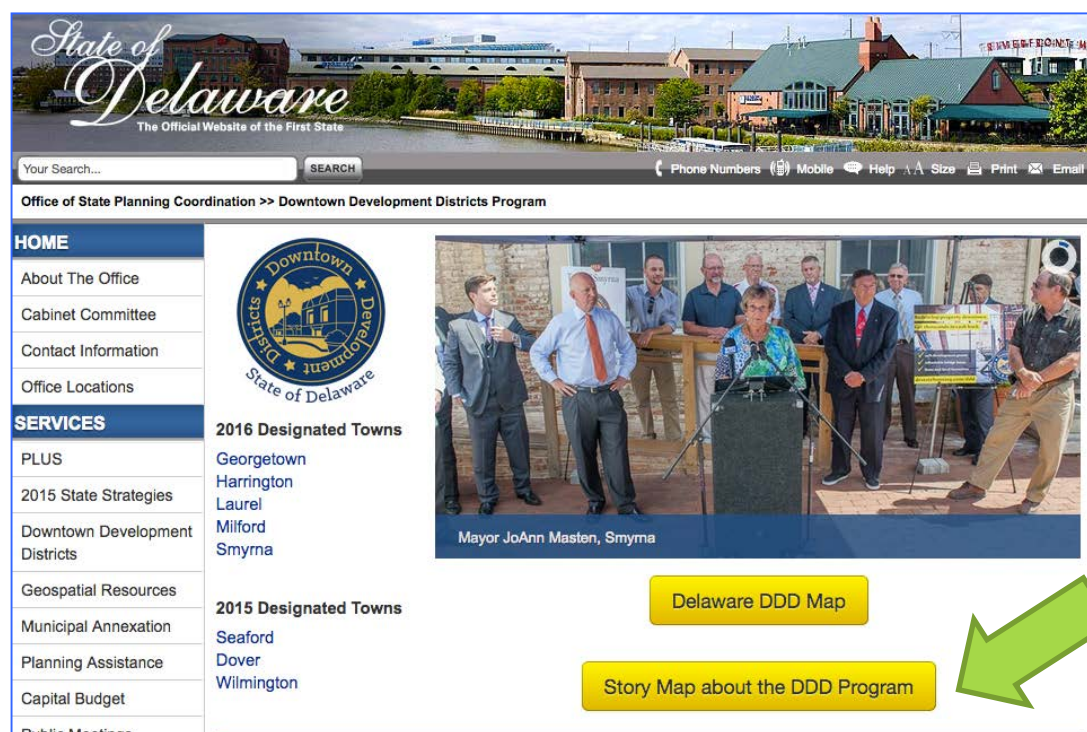
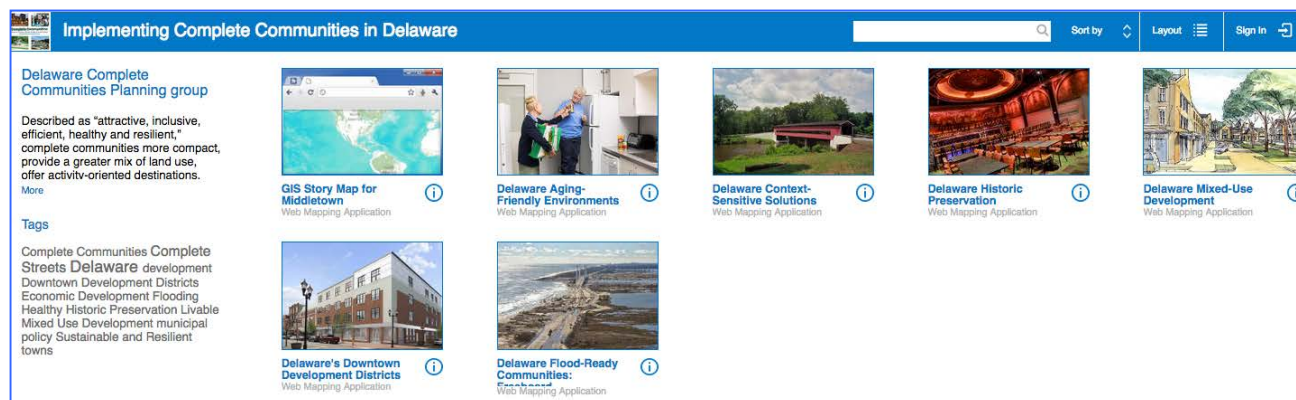


Figure 17: Downtown Development District Story Map Featured on the Delaware Office of State Planning Coordination's Website



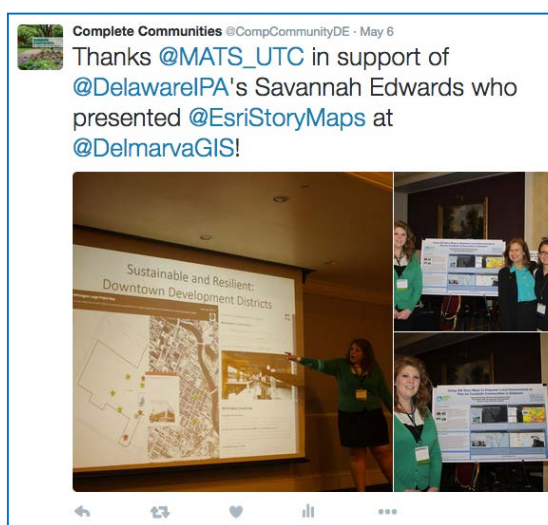
IPA is working to organize and optimize viewing of its compendium of GIS Story Maps. IPA's project team created a "grid" application to display its GIS Story Maps in a gallery, tagged with key words, called "Implementing Complete Communities in Delaware" (see: goo.gl/FSl6fd). Each GIS Story Map within the gallery has a description and hyperlinked image that opens for viewing when clicked (shown in Figure 18). The GIS Story Map gallery can also be accessed through the Visual Tools section at www.completecommunitiesde.org/planning/gis-story-maps/. Moreover, IPA's products have gained international exposure since Esri, the renowned worldwide market leader in GIS technology, now features IPA's gallery within its own GIS Story Map Gallery (<https://goo.gl/CiVx8u>).

Figure 18: Gallery of IPA GIS Story Maps (goo.gl/FS16fd)



IPA's social media posts heighten awareness of content featured within each Complete Communities GIS Story Map (shown in Figure 19).

Figure 19: Complete Communities Facebook and Twitter Posts Featuring GIS Story Maps



3. Continue Toolbox Promotion Techniques

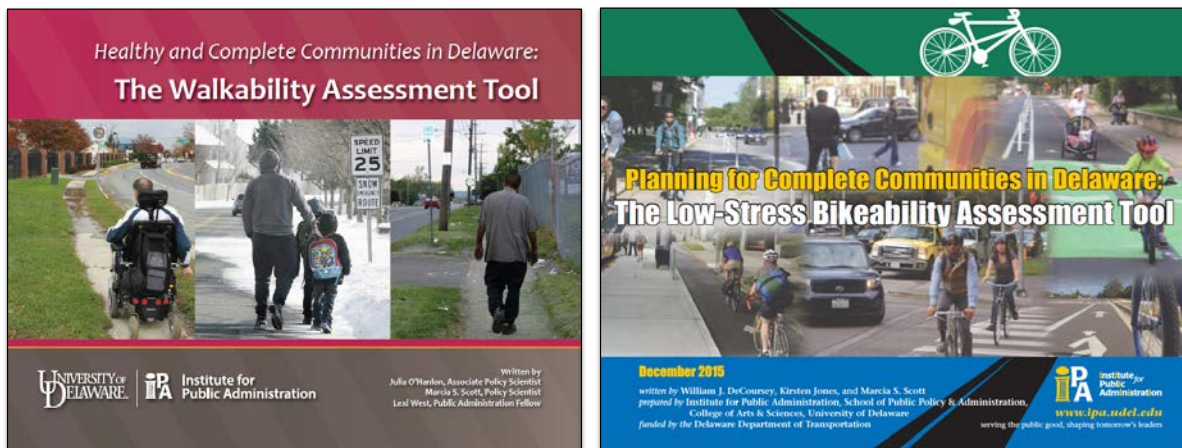
In Phase IV, three distinguishable methods of outreach were identified and implemented: (1) presentations to stakeholders, (2) articles in stakeholder publications, and (3) social media. These strategies continued in Phase V.

Presentations to Stakeholder Agencies

Presentations to stakeholder agencies are understood to be the most effective method of outreach as they provide the opportunity to highlight key components of the *Toolbox* and answer questions from the crowd. The full list of identified stakeholders is listed on page 3. Flyers were distributed at each presentation to advertise the latest content added to the Toolbox (shown in Figure 20). A list of stakeholder meetings is shown in Table 1.

Figure 20: Flyer Distributed at the 2016 Walkable Bikeable Delaware Summit in Dover, Delaware

How walkable and bikeable is your community?



Use these new tools in your municipality.

Visit CompleteCommunitiesDE.org

Table 1: Presentations to Project Stakeholders

Group/Event	Date	Location	# Attending
Planning 202: Walk this Way	12/4/2015	Dover	25
League of Women Voters, Sussex County	3/16/2016	Georgetown	34
Downtown Delaware “Revitalize” Conference	3/16/2016	Wilmington	140
Municipal Web Developers Group	3/29/2016	Dover	20
Walkable Bikeable Delaware Summit	5/5/2016	Dover	135
DelDOT 13 th Annual Research Showcase	5/12/2016	Dover	55
Delaware Healthy Eating and Active Living Coalition Summit	6/1/2016	Dover	20
Downtown Delaware	9/19/2016	Middletown	20
Delaware Institute for Local Government Leaders	10/7/2016	Dover	57
Consortium of University Public Service Organizations (Webinar)	10/10/2016	Online	12
Maryland/Delaware APA Conference Session	10/15/2016	Towson, Md.	60

Articles in Stakeholder Publications

Articles were featured in stakeholder newsletters and/or e-newsletters as follows:

Connect Magazine, Vol. 8, No. 1, 2016

- *25 Years of Engaging Delaware’s Local Governments*
- *Creating Flood-Ready Communities*
- *Using GIS Story Maps to Engage Citizens in Planning*

DCT TranSearch Magazine Articles, Winter 2016

- *Using Story Maps to Engage Citizens*

DCT TranSearch Magazine Articles, Fall 2016

- *Creating ADA-Accessible Communities*
- *Creating Flood-Ready Communities in Delaware*
- *New Tools Help Delaware Local Governments Evaluate Walkability and Low-Stress Bikeability*

Mid-Atlantic Transportation Sustainability University Transportation Center (MATS UTC) Website Articles

- *Using GIS Story Maps to Engage Stakeholders in Sustainability Planning* (June 17, 2016)
- *GIS Story Maps: A Tool to Empower and Engage Stakeholders in Planning Sustainable Places* (July 28, 2016)

Social Media Campaign

Social media provides an outlet to highlight content and connect with a more regional or national audience that might not be accessible through traditional in-person meetings. Making connections on a wider scale adds credibility to the project and also increases visibility of project work. In Phase IV, the social media strategy focused on raising awareness regarding the concept of a “complete community,” the five elements of complete communities, and the structure and content of the *Toolbox*. In Phase V, the social media campaign transitioned to highlight specific content areas within the *Toolbox*. Generally, visual posts receive more engagement than text-heavy posts. In addition, many of the Complete Communities concepts are easier to show than describe. Utilizing Adobe Spark, the project team developed high-quality graphics, videos, and pages to showcase new content posted on the *Toolbox* each month. See Table 2 for a list of videos created during Phase V. Content promoted on social media during Phase V included:

- Bikeability (Bike Safety, IPA’s Assessment Tool)
- Community Design
- Complete Streets
- Delaware Main Street Program/National Main Street Program
- DelDOT App
- Downtown Development Districts
- Economic Development
- Form-Based Codes
- Green-Building Practices
- Infill and Redevelopment
- Master Planning Process
- Mixed-Use Development
- Parks and Recreation Master Planning
- Placemaking (Pop-up Parks)
- Planning for Aging-Friendly Communities
- Rural Land Management

- Streetscaping
- Transit Improvement Districts
- Transit-Oriented Development
- Walkability (Safe Routes to School, Pedestrian Safety, IPA's Assessment Tool)

Table 2: Themes of Videos Uploaded to YouTube and Twitter

Content Area	Month Uploaded to YouTube
Benefits/Economic Implications of Complete Streets	September 2015
Built Environment and Healthy Communities	November 2015
Moving from Smart Growth to Complete Communities	November 2015
Conducting a Low-Stress Bikeability Assessment	February 2016
Walkable Communities	April 2016
Delaware Database for Funding Resilient Communities	April 2016
Creating ADA-Accessible Communities	May 2016
The In-Field Walkability Audit	July 2016
Content Area	Month Uploaded to Twitter
Placemaking	July 2016
Transit-Oriented Development (2)	July 2016
Streetscaping (2)	August 2016
Green Building	August 2016
Rural Land Management	September 2016
Bikeability	September 2016
Halloween Community Design	October 2016

Summary of Twitter Improvements and Strategies

Professionals use Twitter during the workday to share project ideas, updates on events, and current events that are relevant to the community. With this in mind, the Twitter strategy included following national organizations with relevant content and then engaging with those accounts to attract more

traffic to the Complete Communities page. Retweeting posts from national organizations added credibility to the account and its contents. Engaging with these accounts (by including their handles within social media posts) extended the reach of our posts to a broader audience. Examples of such national and regional organizations are shown in Table 3.

Table 3: Sample of Identified Twitter Accounts to Follow

Handle	Website	Description
@NatlMainStreet	MainStreet.org	National network for the development of historic downtowns and neighborhood commercial districts.
@PPS_Placemaking	www.pps.org	Project for Public Spaces is the central hub of the global Placemaking movement, connecting people to ideas, expertise, and partners who share a passion for creating vital places.
@AL_Research	www.activelivingresearch.org	Active Living Research stimulates and supports research to identify environmental factors and policies that influence physical activity among children and families.
@ReimagineLaurel	www.ReimagineLaurel.net	The platform for the redevelopment of Laurel. Promotes the town and the efforts involved in the Downtown Development District designation, the growth plan, and the development of The Ramble.
@DelawareDOT	www.deldot.gov	DelDOT social media campaigns have promoted the use of its real-time traffic and bus apps, travel advisories, weather alerts, groundbreaking ceremonies, trails and pathways initiative, work zone safety, and non-motorized transportation facilities planning.
@NACTO	www.nacto.org	National Association of City Transportation Officials uses its social media as a forum to advance and exchange transportation ideas, insights, and practices.
@CompleteStreets	www.completestreets.org	The National Complete Streets Coalition is a program of Smart Growth.
@SmartGrowthUSA	smartgrowthamerica.org/	Smart Growth America promotes planning for cities, towns, and neighborhoods that are economically prosperous, socially equitable, and environmentally sustainable.

In keeping with prior strategies, using relevant and recognized hashtags also helps to extend the visibility of Twitter posts. Hashtags used in the campaign include:

- #netde
- #creativeplacemaking
- #BikeDE
- #Delaware
- #OpenSpace
- #shopsmall
- #walkability
- #DelDOTApp
- #CompleteStreets
- #WalkBikeDE
- #ArriveAliveDE

Tweets were crafted with local and national organizations in mind. The example in Figure 21 shows engagement with the local bike advocacy organization Bike Delaware in response to an Adobe Spark video, promoting transit-oriented development. The tweet was targeted toward transportation agencies and advocacy firms.

In addition to engaging with related groups and agencies, individual community members have taken an interest in the Twitter content. Figure 22 provides an example of an individual sharing our tweet and adding their own thoughts. Tweets featuring graphics or videos garner the highest engagement. Figure 23 shows a tweet that shared an infographic from Active Living Research. This tweet received 6 retweets and 11 likes. Twitter profile photos were also changed quarterly to prevent the account from looking stale; season-themed profile images are shown in Figure 24.

Figure 21: Interaction with Local Advocacy Organization on Twitter



Bike Delaware

@Bike_DE



Following

@CompCommunityDE Love this! Can you add a "Bikeable" slide? @DelawareDOT @NACTO @T4America #CompleteCommunities



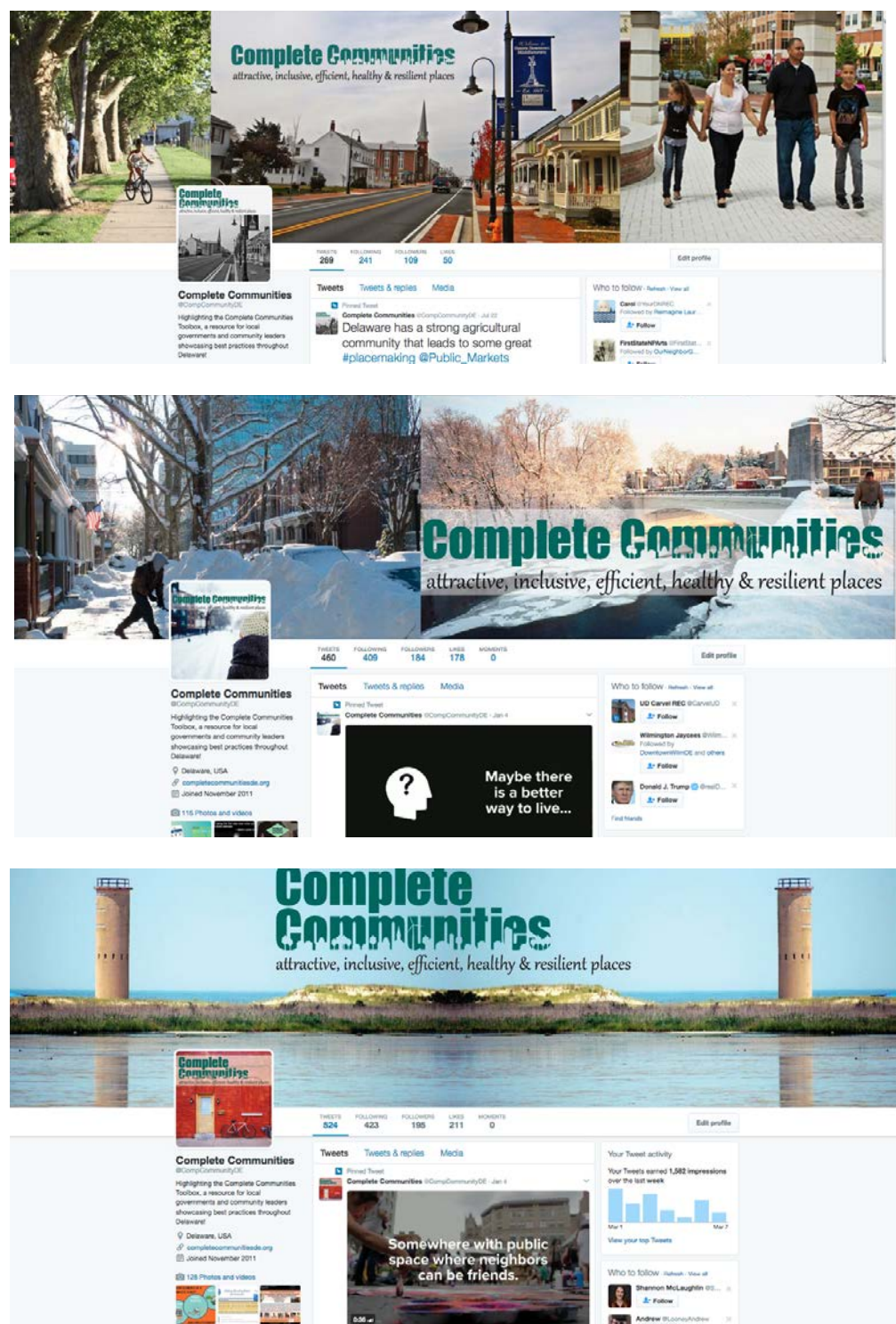
Figure 22: Interaction with Community Members on Twitter



Figure 23: Visual Tweets Prove Successful



Figure 24: Twitter Profile Images Updated to Reflect the Changing Seasons

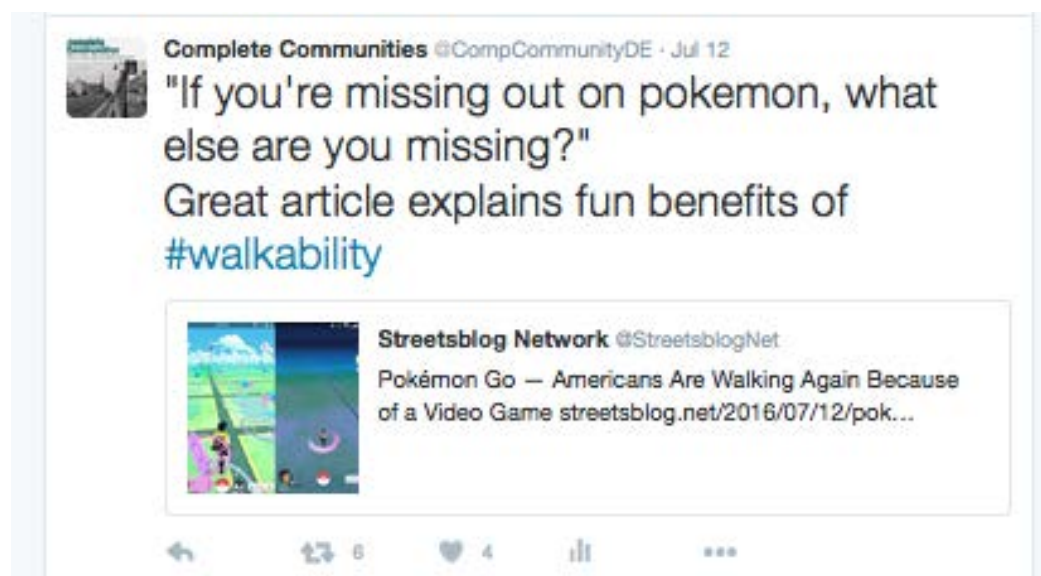


July 2016 was the best month in terms of analytics for the Complete Communities Twitter account. Impressions represent the amount of times users saw a tweet and serve as an indicator of the amount of exposure the account is receiving overall. Over the course of 30 days, the account's 32 tweets received over 10,000 impressions. The profile was visited 765 times and attracted 21 new followers. July's social media campaign was successful due in large part to the popularity of Pokémon GO, a mobile app that encourages users to walk through public spaces in order to collect in-game prizes. The Pokémon GO craze stirred discussions about walkable communities, historic preservation, and placemaking.

Figure 25: Summary of July 2016 Twitter Analytics



Figure 26: Capitalizing on the Popularity of Pokémon GO



Between July 1 and September 29, 2015, the Complete Communities Twitter profile had 3,300 impressions. During that same time period in 2016, the number of impressions rose to 24,500. Engagement has also grown, as shown in Table 4. In addition, the account reached 100 followers over the summer of 2016 and was projected to reach 200 before the summer of 2017.

Table 4: Comparison of Twitter Engagement, July through September 2015 and 2016

	July–Sept 2015	July–Sept 2016
Link Clicks	19	57
Retweets	7	52
Likes	3	72
Replies	2	6

Recommendations for Improving the Twitter Account

The Complete Community themes are now well established on the Twitter account. Account followers are familiar with terms like streetscaping and placemaking. Moving forward, posts should feature these terms in context by highlighting examples of these tools being implemented in Delaware communities. The account experiences the most attention and followers when it promotes ongoing initiatives in the community, for example when Pokémon Go was launched and during Bike to Work Week. By linking to the educational content in the context of community projects, the account will advocate, promote, and celebrate Delaware communities. Accomplishing this promotion requires ongoing coordination with other local governments, state agencies, nonprofit organizations, and community groups.

Summary of Facebook Improvements and Strategies

Several techniques were implemented to improve the Facebook page during Phase V. IPA's project team made sure to include a graphic, video, or link in every post. Generally, photos receive much more attention and reach than text-heavy posts. (Reach is measured as the number of individuals who see a post. This includes those who have "liked" the page and those who have not.) Further, photos increase the visual appeal of the page. Photos are the most successful posts on the page in terms of reach. Figure 27 provides an example of a successful post featuring an image. This post reached 184 people and also engaged regional organizations. Utilizing Adobe Spark, IPA's project team was able to produce high-quality graphics and videos to illustrate Complete Communities concepts (shown in Figure 28).

Figure 27: Facebook Post Featuring Image

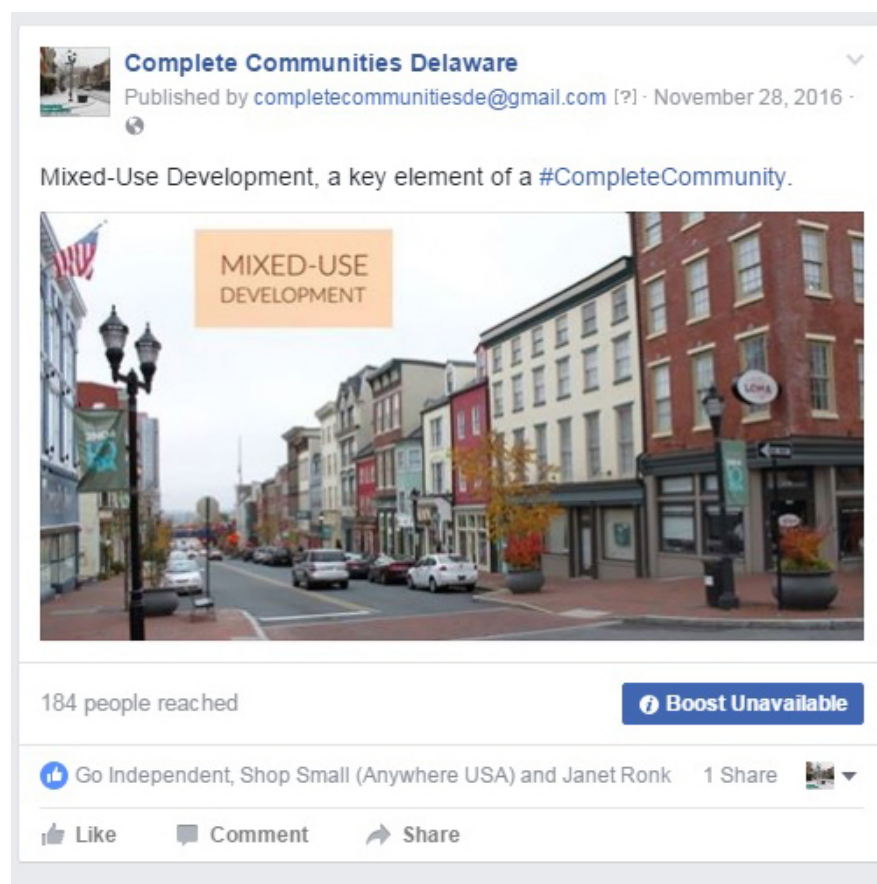
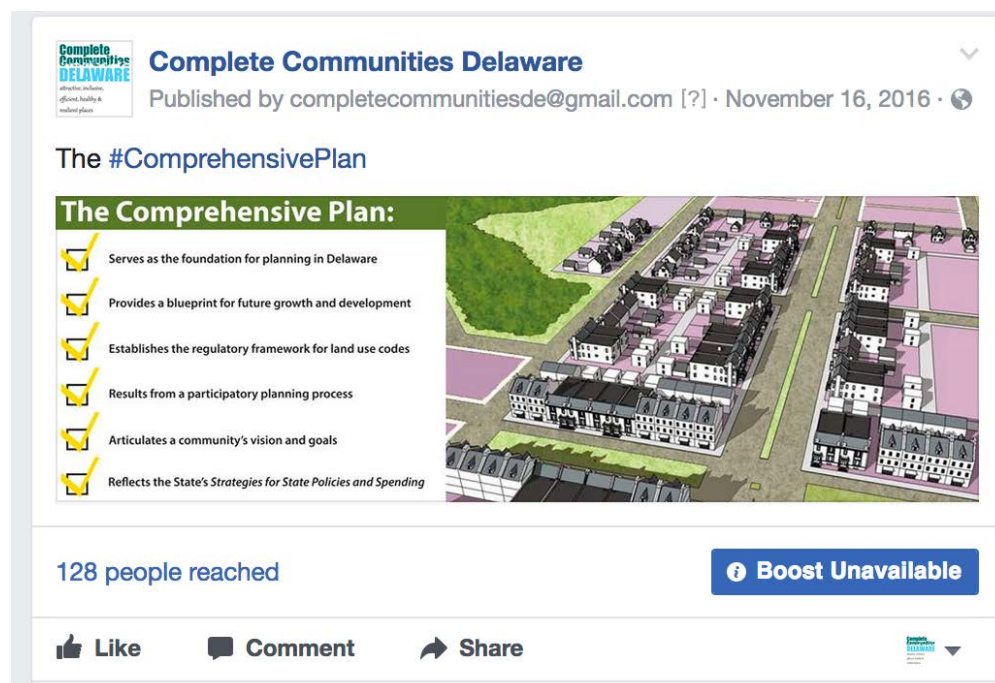


Figure 28: Facebook Post Featuring Infographic



Just like the Twitter account, the profile picture and banner for the Facebook page were updated once per season to keep the page current. Each time the profile or banner photos are updated, the page appears in a user's newsfeed. Figure 29 shows the winter-themed banner image.

Figure 29: Seasonal Facebook Banner Image



To increase name and brand recognition, IPA's project team engaged with similar pages on Facebook by liking and sharing their content or mentioning them in social media posts. A number of pages have been added to the list of Complete Community "likes." These include pages such as "Bike Delaware," "Connecting Delmarva," "Downtown Visions," various Downtown Delaware Main Street communities and affiliates, and DelDOT pages and programs. Posted content was organized into weekly themes including transit-oriented development, walkability, low-stress cycling, historic preservation, placemaking, and parks and recreation master planning. The general format of such themes includes photos of the subject, an infographic describing the subject, a video on the subject, and a link to the section of the *Toolbox*. Generally, the aim is to guide viewers from the Facebook page to relevant information on the *Toolbox*.

At the start of Phase V In July 2015, the Facebook page had 50 page likes. By the end of 2015 it rose to 122, and by the end of 2016 it rose to 156. The reach of the page has indicated a slow yet steady trajectory upward. While difficult to quantify, the graph in Figure 30 indicates the trend from June 1, 2016 to January 1, 2017. Note that this growth is organic (i.e., the total number of unique people who were shown on social media posts post through unpaid distribution) instead of paid (i.e., total number of unique people attracted to a social media site through purchased advertisements). Engagement on the page has also increased, as shown in Figure 31.

Figure 30: Facebook Post Reach from June to December 2016

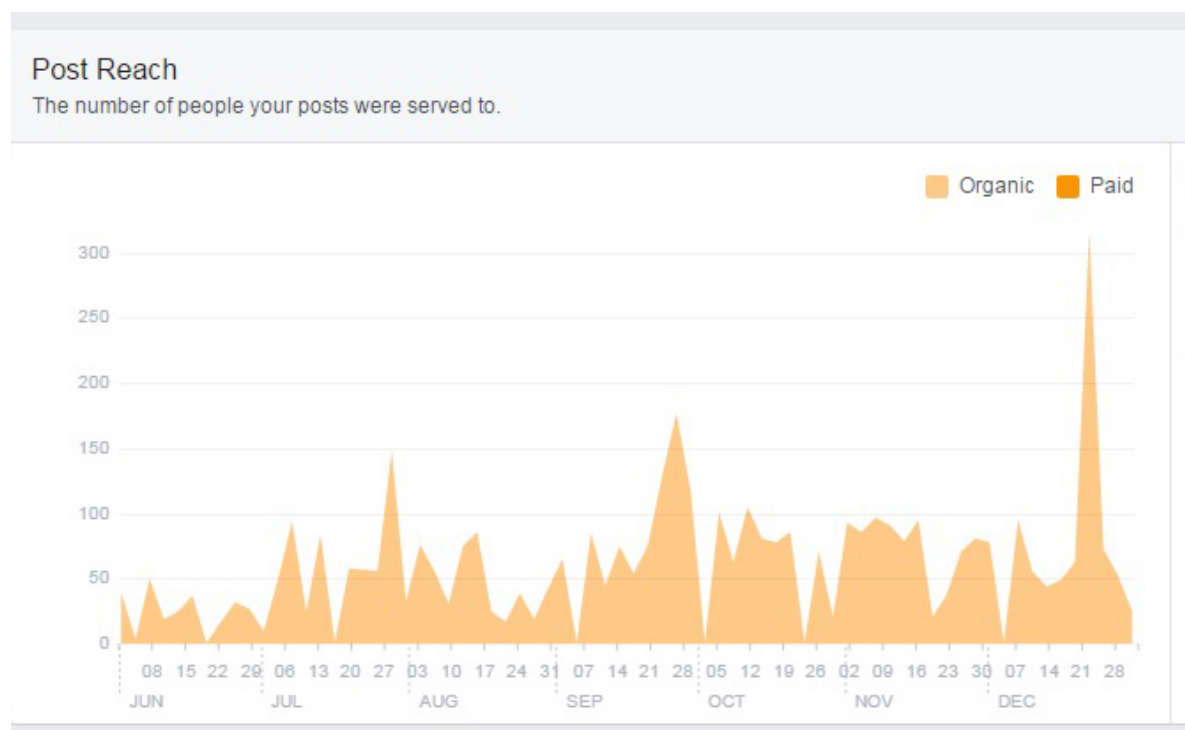
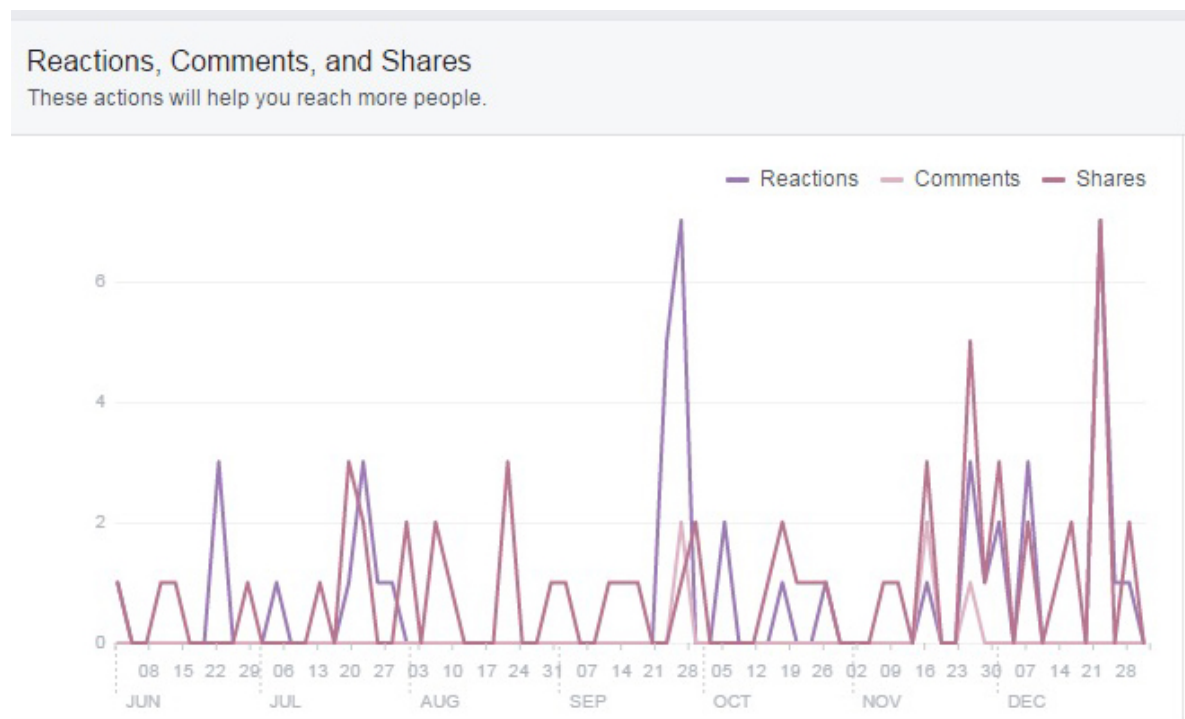


Figure 31: Facebook Page Engagement from June to December 2016



Further Improvements and Recommendations

During Phase V, the Facebook page grew in reach, likes, and engagements. Further improvements should be made to the page to expand reach. Increasing post frequency is essential to maintaining relevance as it will keep viewers informed and continuously reminds them of the page's status. Additionally, interacting with related pages will subsequently guide viewers to the Complete Communities page. IPA's project team plans to contact relevant page administrators to coordinate cross-promotion of content.

4. Continue to Track Performance Metrics

Throughout Phase V, IPA's project team has continued to use Google Analytics to track website traffic, understand how users engage with the website and specific webpages, and document performance. Promotional efforts continue to yield results. More users are visiting the Toolbox each year, as shown in Table 5.

Table 5: Comparison of Website Sessions between July 1 and December 31

Time Period	Sessions	Percent Change from Prior Year
FY17	9,181	145.48%
FY16	3,740	84.97%
FY15	2,022	-

Prior Performance

In FY 2015 (July 1, 2014–June 30, 2015), the *Toolbox* generated 5,187 sessions and attracted nearly 4,000 new visitors (77%) and over 1,000 returning visitors (23%). Based on metrics for top “landing pages,” or the page where a user enters the website, the most popular topics included streetscaping, transit-oriented development, public engagement, and visual preference surveys.

The affiliated YouTube channel (www.youtube.com/user/CompleteCommunities) featured 35 videos. In FY 2015, videos were viewed 3,684 times. The top five videos include the Proposed Delaware Avenue Cycle Track (two versions); Designing Better Places: Section 1 – Introduction and Prospect-and-Refuge Theory; Community Engagement in the 21st Century; and Rural Land Management Tools: Transfer of Development Rights.

Current Performance

In FY 2016 (July 1, 2015–June 30, 2016), the *Toolbox* generated 10,225 sessions and attracted 7,735 new visitors (75.65%) and 2,490 returning visitors (24.35%). The most popular pages are consistent with the previous year, with the addition of “Steps to Complete a Parks and Recreation Master Plan”

and the *Toolbox* “Photo Gallery.” During this same period, the YouTube channel grew from 32 to 44 videos, which attracted an additional 3,174 views, up 10 percent from the previous fiscal year. The most popular videos are consistent with the previous fiscal year, with the addition of The Built Environment and Healthy Communities.

FY 2017 is again on track to surpass the prior period’s engagement levels. Thus far in FY 2017 (July 1, 2016–December 31, 2016), the Toolbox generated 9,181 sessions and attracted 7,330 new visitors (79.84%) and over 1,851 returning visitors (20.16%). In addition, there is a noteworthy shift in the most popular pages: “What is Mixed-Use Development?” and “Benefits of Mixed-Use Development” pages have both increased in interest. The “What is Mixed-Use Development?” page had 760 views, compared to 43 in the previous year. As of December 31, 2016, the YouTube channel featured 45 videos, with an additional 1,484 views. The most popular videos are consistent with the previous fiscal year, with the addition of The Built Environment and Healthy Communities.

Path Forward

In FY17, IPA will continue to develop content and provide technical support to maintain and expand the online *Delaware Complete Communities Planning Toolbox*. The work plan will focus on three primary areas.

1. Develop and Maintain Toolbox Content/Web Presence

The *Toolbox* serves as the cornerstone of branding and communications on planning for Complete Communities in Delaware. It also serves as a gateway for viewers to navigate, explore, and experience *Toolbox* resources. It is designed to raise knowledge, share resources, build trust, and generate support for complete communities planning tools, design, and public engagement strategies. Enhancing the functionality and developing new content for the *Toolbox* are critical to keep and attract new viewers. Content development will focus on leveraging the Complete Communities brand and message to maximize audience engagement. This work task focuses on both content development and *Toolbox* marketing. Activities will focus on:

- Developing and enhancing visual content (e.g., GIS story maps, infographics, videos, Adobe Spark products, and graphics) to explain/promote *Toolbox* concepts.
- Developing *Toolbox* content to highlight complete communities planning concepts and state initiatives to advance planning for complete communities by local governments.
- Enhancing search engine optimization of the site.
- Improving mobile navigation.

- Researching and implementing the use of content marketing tools.
- Providing ongoing web maintenance and support.
- Building social media presence and promote awareness/use of the *Toolbox*.
- Improving the Complete Communities “brand” and its online presence through continual toolbox promotion techniques, strategic marketing, and use of enhanced technology.
- Updating the website’s rotating banner on the home page to showcase new *Toolbox* content.
- Conducting outreach through (1) presentations to stakeholders, (2) social media, and (3) articles in stakeholder publications.

2. Develop Strategies to Apply Social Media to Assess Active Transportation

One purpose of the *Delaware Complete Communities Planning Toolbox* is to disseminate outcomes of applied transportation and planning research that is relevant to Delaware local governments. In FY 17, research will be conducted on effective engaged dissemination tactics to develop tools, methods, and techniques to distribute project products or information (via the *Toolbox*, social media platforms, and stakeholder engagement and outreach) that are relevant to planning for complete communities in Delaware. Research will focus on ways traditional active transportation data collection methods are being supplemented with participatory planning processes that incorporate community-driven, or “crowdsourced” data. Activities will focus on:

- Researching the use of the Plus3 Fitness App (allows users to track healthy activities to earn points for charity) and collaborating with developers to harness data for active transportation planning in Delaware.
- Conducting applied research by using “event-centric crowdsourcing” as a means to engage, disseminate, and collect information from stakeholders.
- Exploring the use of new visual tools (e.g., GIS Crowdsourcing Story Maps and web-based infographic applications) to showcase outcomes of event-centric crowdsourcing within the Visual Tools and Community-Engagement Strategies sections of the *Toolbox*.

3. Promote Delaware Byways Program via Visual Tools and Social Media

The Delaware Byways Program was spurred by the creation of the National Scenic Byways Program, first established in 1991 by the federal Intermodal Surface Transportation Efficiency Act (ISTEA). Administered by DelDOT, the goals of the program include the identification, promotion, preservation and enhancement of Delaware roadways with at least one of the following intrinsic qualities: scenic,

historic, natural, cultural, recreational, and archaeological. Six byways have been designated in Delaware including the Historic Lewes Byway; the Red Clay Valley Scenic Byway; the Delaware Bayshore Byway; the Harriet Tubman Underground Railroad Byway; the Nanticoke Heritage Byway; and the Brandywine Valley National Scenic Byway. IPA will provide technical support and assistance to the Delaware Byways Program by developing visual tools and a social media campaign in consultation with DelDOT, byways stakeholders/functional experts, and UD's Center for Historic Architecture and Design (CHAD). Activities include:

- Developing a series of GIS Story Maps for each of the Delaware byways.
- Crafting other visual products (e.g., infographics, Adobe Spark videos and webpage) that align with Delaware Byways Program management plans and the vision of key stakeholders for each byway.
- Developing a social media campaign to highlight intrinsic resources and key destinations along each byway.
- Uploading and featuring the visual products within the Visual Tools section of the *Toolbox*, the Complete Communities YouTube channel, and via social media posts on Twitter and Facebook.

References

- Dangermond, J. (2016, March 15). Mapping the story of government transparency. Governing. Retrieved from www.governing.com/cityaccelerator/blog/mapping-the-story-of-government-transparency.html.
- DelDOT (n.d.). Brandywine Valley National Scenic Byway. Retrieved from www.deldot.gov/information/community_programs_and_services/byways/brandywine.shtml#byways_page.
- Esri. (2012, February). Telling stories with maps: A white paper. Retrieved from <http://storymaps.esri.com/downloads/Telling%20Stories%20with%20Maps.pdf>.
- Office of State Planning Coordination. (2015). Delaware strategies for state policies and spending. Retrieved from <http://stateplanning.delaware.gov/strategies/documents/2015-state-strategies.pdf?ver=0421>.
- Office of State Planning Coordination (2016). Downtown Development Districts. Retrieved from <http://stateplanning.delaware.gov/ddd/>.
- State of Delaware (2016, March). Downtown Development District program will expand. In News.Delaware.Gov. Retrieved from <http://news.delaware.gov/2016/03/16/downtown-development-district-program-will-expand/>.
- Szukalski, Be. (2016, May 29). Embedding a story map within a story map. Retrieved from <https://blogs.esri.com/esri/arcgis/2016/05/29/embed-story-map-in-story-map/>.



**Institute for
Public Administration**

Institute for Public Administration

School of Public Policy & Administration

College of Arts & Sciences

University of Delaware

180 Graham Hall University of Delaware Newark, DE 19716-7380

phone: 302-831-8971 e-mail: ipa@udel.edu fax: 302-831-3488

www.ipa.udel.edu

The University of Delaware's Institute for Public Administration (IPA) addresses the policy, planning, and management needs of its partners through the integration of applied research, professional development, and the education of tomorrow's leaders.

The University of Delaware is an equal opportunity/affirmative action employer and Title IX institution.
For the University's complete non-discrimination statement, please visit <http://www.udel.edu/home/legal-notice/>