

Communications and Marketing Services Q4 Report 2023

The CMS Q4 report includes quarterly data and analysis on CMS's operations from Oct. 1–Dec. 31, 2023. It also compares our year-to-date data with relative figures from 2022.

Divisional Projects – YTD 2023

Communications and Marketing Services supports divisional projects, thereby contributing to the advancement of the Strategic Plan. A few examples are outlined below.

Boards and Committee Recruitment – Goal 1: Strategy 1.1.1

In late 2023, communications for boards and committee recruitment included our broad channels but also much more targeted audiences than previous years. As a result, our overall efforts resulted in increased reach (169%) and engagement (602%) over that of 2022:

- Traffic to the website increased 13.5%
- Reach on Facebook increased 268%
- Reach on LinkedIn increased 142%
- Reach on Twitter decreased 56%

For the first time in many years, the deadline for Boards and Committees was not extended; enough submissions were received within the planned timeline to fill position vacancies. We believe targeting our audiences played a significant part in this. The exception to this was Youth Council, which required additional targeted promotion. Having fewer channels to directly reach our youth audiences is an ongoing challenge. It is reasonable to conclude this is part of the reason why filling Youth Council vacancies was slightly more difficult than the other positions.

Treaty, Truth and ReconciliACTION – Goal 1: Strategy 1.1.8

Communications around Treaty, Truth and ReconciliACTION were focused on promoting five key recognition dates. Our goals were aimed at informing the community and seeing interest from our residents. The TTR program took some steps forward this year (with a pipe ceremony and First Nation tour), which helped provide more tangibles for communications to focus on. However, there was some anecdotal feedback from the community that the City hadn't put enough effort into highlighting important dates. We suspect this is partly due to the overlap in June between TTR and Pride. The impact and fallout from our Pride communications likely meant social media users more often saw Pride content than TTR-related posts in June. The overlap in competing content (or a disinterest from the community) is also seen in the open rate of our June e-news item. While above industry standard, it is below the City's average open rate.

We had positive feedback on images that we shared on social media. Our paid efforts performed well and should be considered over organic posts, especially at times when there are competing recognition dates. We'll also explore posting on LinkedIn in 2024; this was a missed opportunity this year. Mid-year, we revised the website content to make it more streamlined and require fewer clicks for the user. It will be interesting to see the impact of this on the whole program in 2024.

There is an opportunity to work more closely with our media partners to generate earned media. Besides incorporating a TTR angle into a CTV media request on another topic in May, there was essentially no effort made this year in proactive media relations. We also see an opportunity to consider and develop key messages around this work that can be delivered through all related content – beyond the promotion of the recognition dates and the programming schedule for those dates.

Communication outcomes:

- 643 web page visits
- 45,969 users from organic social posts and 47,413 users from paid social posts
- 1,168 organic engagements and 1,910 paid engagements on social media
- 64% open rate for May 5
- 57% open rate for June Indigenous Month
- 65% open rate for Aug. 23
- 66% open rate for Sept. 30
- 68% open rate for Oct. 1
- 60% open rate for First Nations Tour
- Average open rate: 63%

Fire Prevention Week – Goal 1: Strategy 1.1.7

Fire Prevention Week took place from October 6 –14 in 2023 and was an opportunity for the City to communicate fire safety messaging to the community. Our material connected to the FPW theme of *Cooking Safety Begins with You. Pay Attention to Fire Prevention*. Communications efforts were focused primarily on social media and included an educational video featuring two Fire Prevention Officers. Fire Services hosted an open house at Fire Hall 2, which was well attended.

Residents engaged heavily with our content on social media; the ‘Myth or Fact’ Instagram reels resulted in 277 engagements – a strong number for a one-day activation. Overall, our reach and engagement data doubled and tripled our respective targets.

Leduc.ca didn’t see the level of engagement that we expected. This could indicate that the information we shared on our social channels was sufficient and meant residents didn’t need to search for more information.

Budget Deliberations – Goal 2: Strategy 2.1.1.

Communications about deliberations for Budget 2024 concluded Dec. 12 with a news release announcing Council's approval of the City's 2024 budget. This year, the City revised website content about budget, published a weekly summary of each deliberation meeting and maintained a running list of items flagged by City Council for further discussion. There was a desire to generate more public interest and involvement in the budget process, which we believe were successful in doing. Communication efforts resulted in:

- Open rates on e-news:
 - Budget 2024 kick-off (Oct. 13, 2023): 65%
 - Budget 2024 update (Oct. 17, 2023): 64%
 - Budget 2024 update (Oct. 31, 2023): 65%
 - Budget 2024 update (Nov. 7, 2023): 60%
 - Budget 2024 update (Nov. 21, 2023): 65%
 - Budget 2024 update (Nov. 28, 2023): 66%
 - Responsible spending the focus of Leduc’s 2024 Budget (Dec. 12, 2023): 63%
 - Average open rate: 64%
- Reached 5,573 on social media
- 10 budget-related articles published by local media outlets
- 9 public addresses to Council during budget commentary

Further messaging is planned to be disseminated to the community in January that will highlight - in practical terms - the value of services the City provides to residents and educating them about the budget to increase understanding and, ideally, engagement in the municipal budget process. Communications objectives for these final pieces will be to create understanding of the budget through education and showcase the City’s good stewardship of public funds. An evaluation of 2024 Budget communications will be completed to measure audience reach and message comprehension of this campaign.

A comprehensive budget communications strategy is being developed for 2024 that will connect the dots between all property tax communications and messaging about the 2025 budget (including public engagement, budget deliberations, and the finalized budget).

Communications and Marketing Services Projects

Communications and Marketing 2024–2026 Strategic Plan

Status: In progress

The 2024–2026 plan based on the overall approved strategy was presented to Executive on January 9, 2024.

Public Engagement Framework Implementation (Strategy 2.1.1)

Status: In progress

Public engagement is expected to play a significant role in the City’s decision-making process over the next four years as City Council has identified citizen engagement as a key strategy in the 2023–2026 Strategic Plan. Recently, implementation of the Framework has been primarily seen in CMS Advisors and Strategists participating on project teams and we are planning a workshop for City Council in early 2024. Internal staff training will also be provided in 2024 to team members involved in public engagement projects. This project is on track and progressing as expected.

Promotional Item Strategy (Strategy 2.1.1)

Status: In progress

Efforts continue in the development of a Promotional Item Strategy to determine best practices around the purpose/use of promotional items, reviewing and updating the City’s policy on promotional items, and developing procedures/processes for responding to promotional item requests. Questionnaires and follow up interviews with select business units were completed in November 2023. Results from the engagement will be compiled into a What We Heard Report and shared in 2024. Policy research will also begin in 2024.

Website Redevelopment (2023–2026 Strategic Plan)

Status: In progress

The website redevelopment strategy is on-track and progressing as expected. The anticipated completion date for the strategy is the end of January, with a presentation to Council scheduled for the end of February. To date, we have completed the current state analysis, personas and journey maps, and outlined the vision and project goals. A draft has been completed and circulated to the advisory committee for the content and search engine optimization (SEO) strategy, and the proposed information architecture. As part of the project, a tremendous amount of engagement has been completed, including 13 internal workshops and auditing 432 web pages.

Communication Channel Performance

The success of the City of Leduc’s communication channels play an integral role in positioning the City of Leduc as “A City where People want to Live, Work and Play”. It is through these channels that we provide the “proof” through the stories we tell and the information we share. The metrics below demonstrate our reach and engagement with core audiences and act as an indicator of our success advancing this strategic goal.

Website

Users on the City’s website increased in 2023 from 2022 by 6.9 per cent. In total, 435,757 people visited the site in 2023 compared to 407,494 people in 2022. There continues to be an upward trend in mobile usage, which is consistent with industry standards. Most users also continue to find the website through organic searches. These two facts demonstrate important focus areas for the City’s new website strategy: mobile-first becoming the default practice for decisions moving forward and using effective SEO in our content. Outside of Canada and the United States, Germany is the next highest source of traffic to our website. This may be partially due to the City’s sister city – Grimma.

In Q4 2023, fewer users visited the City’s website than during the same period in 2022 (-7.5%). This may be due to the ongoing closure of the Leduc Recreation Centre aquatic centre with impacts on fall programming; traditionally the website sees a significant amount of traffic for its recreation programming, specifically aquatics. However, Light-Up Leduc brought a significant amount of traffic to the site in late November and throughout December with 10,524 unique views, showing the community is engaged and enjoying uplifting / fun content. With the calendar year ending, the waste collection calendar and routes page(s) boosted traffic, which is an annual occurrence as residents prepare for the upcoming year.

Budget content pages and/or news items were not among the site’s top performing pages during Q4 despite being a high priority project and focus area for Administration. Residents may have received the information they needed through our e-news channel (open rates outlined above) and/or by watching deliberation meetings. Alternatively, they may not be all that interested, distracted during this time of year or unaware of how the budget process works.

Table: Website visitors, by device and traffic source 2023 (by quarter)

Visitors	Q1 2023	Q2 2023	Q3 2023	Q4 2023	+/- last Q	2022	2023	+/- last Y
Total users	101,610	129,580	114,686	89,881	-21.6%	407,494	435,757	+6.9%
Total pageviews	334,112	390,303	345,000	283,202	-17.9%	1,372,250	1,352,617	-0.01%
Visitors by device	Q1 2023	Q2 2023	Q3 2023	Q4 2023	+/- last Q	2022	2023	+/- last Y
On a mobile device	61,372 (60.4%)	83,579 (64.5%)	79,813 (69.6%)	60,615 (67.4%)	-2.2%	241,281 (59.2%)	285,379 (65.5%)	+6.3%
On a desktop	37,799 (37.2%)	41,984 (32.4%)	32,883 (28.7%)	27,831 (31%)	+2.3%	155,946 (38.3%)	140,497 (32.2%)	-6.1%
On a tablet	2,337 (2.3%)	3,628 (2.8%)	3,282 (2.9%)	2,387 (2.7%)	-0.2	11,235 (2.8%)	11,634 (2.7%)	-0.1%
Visitors by source	Q1 2023	Q2 2023	Q3 2023	Q4 2023	+/- last Q	2022	2023	+/- last Y
Organic search	60.9%	63.8%	64%	65%	+1%	252,175 (61.9%)	271,484 (62.3%)	-0.4%
Direct	23.8%	22.8%	22.8%	22.9%	+0.1%	125,997 (30.9%)	102,106 (23.4%)	-7.5%
Referral + Social	14.9%	17.8%	16.3%	15.1%	-1.2%	51,304 (12.6%)	71,269 (16.4%)	+3.8%

Table: Top web pages visited on Leduc.ca 2023 (by quarter)

	Q3 2023			Q4 2023		
	Page	Unique Views	Of Total	Page	Unique Views	Of Total
1	City of Leduc	41,789	12.67%	City of Leduc	32,858	12.30%
2	Leduc Recreation Centre	20,920	6.34%	Leduc Recreation Centre	20,758	7.77%
3	Careers	13,652	4.14%	Careers	12,409	4.65%
4	Search	12,241	3.71%	Search	11,022	4.13%
5	Aquatic Centre	8,728	2.65%	Light-up Leduc	10,524	3.94%

Table: Top news items on Leduc.ca 2023 (by quarter)

	Q1 2023			Q2 2023		
	News Item	Users	Of Total	News Item	Users	Of Total
1	Open letter to residents	927	13.55%	Fire Restriction Enacted	796	8.28%
2	Leduc says farewell to Terry Atkinson	647	9.46%	2023 Construction Season underway	522	5.43%
3	Update from Leduc RCMP	202	2.95%	Fire Restriction Effect	508	5.28%
4	Free community event new facility sponsor	163	2.38%	Notice of Proposed Settlement	236	2.45%
5	City announces new Fire Chief	162	2.37%	Leduc Census 2023 Starts April 3	217	2.26%

	Q3 2023			Q4 2023		
	News Item	Users	Of Total	News Item	Users	Of Total
1	Fire Services responds to multi-structure fire	2,292	23.59%	Re-opening Leisure Pool and Whirlpool Delayed	1,673	30.36%
2	Movie crews return to Leduc to film Chasing Midnight	1,512	15.56%	Applications for Boards Committees Now Open	1,003	18.20%
3	Leduc dog bylaws and dog attack proceedings	906	9.32%	Support Local During Construction	284	5.15%
4	City of Leduc supports Wildfire Evacuees	851	8.76%	Results 2023 Leduc Census	261	4.74%
5	Police operation in Leduc supports community safety	607	6.25%	Chasing Midnight Finishes filming Leduc	206	3.74%

Note: Google retired Universal Analytics on June 30, which was previously used to track statistics on all web platforms. As a result, we have had to transition to Google Analytics 4. This may cause some discrepancies when comparing data from previous reports, as some information may be collected differently or has been phased out / changed. For consistency, we have tried to find similar data streams – however it may not be exact.

Social media

In 2023 we saw significant growth across our social media channels by adjusting the type of content we share on each platform. In the last year our follower count grew by 9.98% from 23,330 to 25,659 people. This makes social media an important channel for the City to share information/messaging that is valuable, informative, and impactful to residents.

This year we made a conscious effort to improve our content – written and visual. This resulted in strong project communication outcomes and broader organizational storytelling, despite sharing 334 fewer posts. Moving forward, we plan to further streamline our content sharing on social media platforms to ultimately reach our target audiences with content that suits them best. Our goal is to see a continued increase in engagements and following, as well as in impressions.

Impressions decreased this year on Facebook (-1.04%) and Twitter (-19.08%) but significantly increased on Instagram (49.78%) and LinkedIn (22.77%). We did, however, increase engagement on Twitter by 53.33% in 2023 while sharing 60% less content on the platform. This was achieved by tailoring our content to our audience on this platform – regional partners and media sources – which provided better return on investment. In this way, we gave people more time to engage with each tweet.

On Instagram, our efforts resulted in increased impressions on our feed (49.8%), stories (82.56%) and video content (78.3%). This contributed to the account growing by 16.13% in 2023. We have established a greater community on the platform giving residents another source of togetherness in Leduc. We were mentioned by residents/businesses 11% more than in the previous year, therefore showing we are a collaborative and responsive community.

More effort was given to LinkedIn this year than any other year, with posts about important news, updates and organizational achievements. As a result, our content increased engagements on the platform by 111.89% in 2023. We are incredibly proud of this improvement and are pleased that staff, project stakeholders, and community partners tag us often – on average three times a week. We plan to continue this approach into 2024.

Table: Social media channel breakdown 2023 (by quarter)

	Q1 2023	Q2 2023	Q3 2023	Q4 2023	+/- last Q	2022	2023	+/- last Y
Overview followers	23,782	24,535	25,287	25,659	1.12%	23,330	25,659	9.98%
Overview engagements	21,702	41,660	54,294	44,771	-17.5%	98,482	98,025	-0.46%
Overview impressions	1,022,684	1,973,300	2,447,588	1,575,165	-35.6%	6,449,599	6,932,545	7.48%
FB followers	9,939	10,105	10,342	10,460	1.14%	9,829	10,460	6.41%
FB engagements	18,493	36,275	47,301	40,769	-13.8%	84,539	77,268	-8.60%
FB impressions	810,387	1,585,408	1,613,398	1,352,260	-16.2%	5,415,948	5,339,918	-1.40%
TW followers	5,126	5,226	5,245	5,245	0%	5,197	5,245	0.92%
TW engagements	113	569	458	198	-56.7%	1,579	2,437	54.33%

TW impressions	28,409	45,852	38,279	11,289	-70.5%	153,401	124,119	-19.08%
IG followers	4,271	4,457	4,668	4,823	3.32%	4,153	4,823	16.13%
IG engagements	1,858	2,622	5,037	1,866	-62%	9,239	11,713	26.77%
IG impressions	160,885	220,299	663,602	162,829	-75.5%	801,482	1,200,531	49.78%
IG impressions – stories	26,838	36,574	89,087	26,496	-70.2%	92,693	169,221	82.56%
IG impression – reels	41,839	52,333	19,174	33,240	73.4%	69,683	124,304	78.38%
LI followers	4,180	4,455	4,734	4,823	1.88%	3,901	4,823	23.63%
LI engagements	1,237	2,187	1,496	1,824	21.9%	3,118	6,607	111.89%
LI impressions	22,788	32,381	23,899	22,291	-6.7%	80,439	98,756	22.77%
YT followers	266	292	298	308	3.4%	250	308	23.2%
YT engagements	1	7	2	1	-50%	7	11	57.14%
YT impressions	215	453	149	33	-77.8%	658	850	29.18%

Note: Data for Instagram Story impressions and engagements are being incorporated into this report for 2023. Data was collected last year, but use of the story feature was so limited it was not relevant information at the time.

Email Marketing and Media Relations

Email Marketing

In 2023, the total subscriptions to the City’s e-news tool increased by 38% and although we saw more cancelled subscriptions in Q4 than during any other quarter in 2023, our overall open rates and subscription numbers remained quite strong at 65% and 42 net new subscribers. Since 2022, open rates on e-news have increased 7%.

Of the 31 news releases that were distributed this quarter, our open rates ranged from 34% to 71%. Our least popular release announced the launch of our Business Satisfaction Survey and our most popular opened applications for Boards and Committees vacancies. Our overall open rate this quarter remains significantly stronger than [the industry average](#) (36.48%), however it has slightly decreased from Q3 (-3%). This could be the result of our revised distribution lists and processes implemented in Q3, as open rates for releases sent only to media contacts are consistently 14-20% lower than those sent to just residents or both residents and media.

Looking forward to 2024, our ongoing plans for improvements to the e-marketing platform could include:

- Adding tags to our Constant Contact releases: this will allow us to target our contacts more effectively. Implementation for this new process will require some user engagement to identify their preferences (i.e., what topics they would like to hear about from the City) which will need to be completed before we begin assigning tags to published stories.
- Adding a 'Save the Date' template to the platform.

Table: Performance on Constant Contact 2023 (by quarter)

	Q1 2023	Q2 2023	Q3 2023	Q4 2023	+/- last Q	2022	2023	+/- last Y
Net new subscribers (accounts)	282	33	21	42	+100%	770	378	-51%
Unsubscribed (accounts)	9	5	4	12	+200%	20	30	+50%
Total subscribers (accounts)	1,313	1,342	1,360	1,403	+3%	1,014	1,403	+38%
Total news releases distributed	11	34	22	31	+9	65	98	+33
Open rate	64%	66%	68%	65%	-3%	60	67	+7%

Media Coverage

Locally speaking, media coverage in 2023 increased significantly over 2022 from The Leduc Rep (31.9%) and 93.1 The One (48.7%). Most of this coverage was either positive or neutral (70%) rather than negative in sentiment (30%). Compared to data from 2022, we see only minor fluctuations in coverage tone from The Leduc Rep but a significant shift from 93.1 The One.

The Leduc Rep:

- 2023: 41% positive, 43% neutral, 16% negative
- 2022: 47% positive, 39% neutral and 14% negative

The One:

- 2023: 20% positive, 37% neutral, 42% negative
- 2022: 41% positive, 38% neutral and 21% negative

Media coverage decreased in Q4 2023 (50 articles) compared to the previous quarter (100 articles). We had a significant boost in Q3 coverage due to the City’s support to NWT fire evacuees, so it is not out of the ordinary to see this decrease, especially at a quieter time of year. We anticipate our media monitoring and reporting to strengthen as we use Meltwater and incorporate more media relations into our communications programs to help gain earned media.

Table: Media articles and sentiment 2023 (by quarter)

Outlet	Q1 2023			Q2 2023			Q3 2023			Q4 2023			Q4 Total	+/- from last Q
	P	N	Nu	P	N	Nu	P	N	Nu	P	N	Nu		
The Leduc Rep	7	5	12	8	2	8	16	4	11	8	4	10	22	-29%
93.1 The One	3	15	10	5	12	12	10	12	11	5	10	11	21	-36.4%
Global News	0	1	0	1	1	2	1	3	0	0	0	0	0	-100%
Edmonton Journal	0	1	1	0	0	1	1	0	0	0	0	0	0	-100%
Edmonton Sun	0	1	1	1	0	0	0	0	0	0	0	0	0	-100%
CTV	0	0	0	1	1	0	2	3	1	0	0	0	0	-100%
CBC	1	0	0	0	1	0	0	1	0	0	0	1	1	0%
City News	0	0	0	0	1	1	0	3	0	0	0	0	0	-100%
Other Outlets	1	0	1	8	5	8	6	2	9	2	0	4	6	-64.7%
% of total	18	41	25	24	23	32	38	29	33	15	14	26	50	-
+/- from last Q	-32%	+31%	-14%	+33%	-44%	+28%	+58%	+26%	+3%	-60%	-51.7%	-21.2%	-50%	-

Table: Media articles and sentiment (year-over-year)

Outlet	2022				2023				+/- last Y
	P	N	Nu	Total	P	N	Nu	Total	
The Leduc Rep	34	10	28	72	39	15	41	95	+31.9%
93.1 The One	32	16	30	78	23	49	44	116	+48.7%
Global News	2	6	0	8	2	6	0	8	0%
Edmonton Journal	4	3	0	7	1	1	1	3	-57.1%
Edmonton Sun	2	1	0	3	0	1	1	2	-33.3%
CTV	0	5	1	6	3	4	1	8	+33.3%
CBC	1	4	0	5	2	1	1	4	-20%
Other	17	10	3	30	17	7	22	46	+53.3%
Total articles	92	55	62	209	87	84	111	282	+34.9%
Percentage of total	44%	26.3%	29.6%		-5.4%	+52.7%	+79%		
+/- YTD 2023					-39%	-10%	+37%		

Organizational Communication

The Loop

Our data for this quarter all shows growth and improvement – both compared to the last quarter and to this time last year. This is a very encouraging note to conclude the year on, particularly given that many staff would have been taking holidays throughout December so viewership and engagement would be expected to decline.

The most viewed post in Q4 was the November Topic of the Month (TOM) with 521 views (a 21% increase from Q3's top performing post – also a TOM post). Throughout 2023, these were created as 'compliance' posts (making them required viewing for all staff) but this process was changed in December as it created backlogs in newsfeeds and did not contribute to the measurement of staff's participation in Occupational Health, Safety and Wellness practices as was originally intended. We will monitor how this change in process impacts post performance and viewership stats in the new year, which may inform further refinements to Loop content and/or processes.

Table: The Loop engagement 2023 (by quarter)

Post engagement rate includes reactions and comments

	Q1 2023			Q2 2023			Q3 2023			Q4 2023			Q4 Avg	+/- from last Q
	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec		
Total unique viewers	503	503	486	473	509	502	483	486	468	480	500	493	491	+2.5%
Total engaged users	352	314	298	292	292	291	299	332	309	315	340	317	324	+3.5%
Post engagement rate	139	205	186	157	246	152	110	142	105	189	96	95	127	+7%

Table: The Loop engagement 2023 (year-over-year)

Post engagement rate includes reactions and comments

	2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	YTD 2023	+/- 2023 Over 2022
Cumulative unique viewers	707	1,492	1,484	1,437	1,473	5,886	+733%
Cumulative engaged users	2,173	964	875	940	972	3,751	+73%
Cumulative post engagement rate	884	530	555	357	380	1,822	+106%

The Loop Newsletter

Our open and click rates remained consistent throughout this year, with the click rate stabilizing this quarter after the change we introduced in Q3 where newsletter content was more tailored. Our stable open rate through the year indicates that we have maximized the organic reach we are likely to see with the newsletter, so will need to complete some engagement with staff and devise a strategic approach to increase (and perhaps maintain) newsletter readership and engagement in 2024.

Table: Engagement on The Loop newsletter 2023 (by quarter)

Totals expressed in averages

	Q1 2023			Q2 2023			Q3 2023			Q4 2023			Q4 Avg	+/- from last Q
	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec		
Staff who opened it	163	140	147	141	158	157	169	152	154*	156	164	n/a**	160	+1%
Open rate	29%	25%	26%	25%	26%	26%	27%	25%	25%*	26	27	n/a**	27%	+1%
Links clicked in it	134	98	216	233	329	228	251	180	140*	198	195	n/a**	197	+3%
Click rate	13%	12%	12%	11%	12%	10%	11%	9%	8%*	10	10	n/a**	10%	+1%

Table: Engagement on The Loop newsletter 2023 (year-over-year)

Totals expressed in averages

	Q1 + Q2 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	YTD 2023	+/- YTD
Staff who opened it	n/a	150	152	158*	160**	155	n/a until Q1 2024
Open rate	n/a	27%	26%	26%*	27%**	27%	
Links clicked in it	n/a	149	263	215*	197**	206	
Click rate	n/a	12%	11%	9%*	10%**	11%	

*Due to a communication error within the SparrowConnected platform, the insights from the Sept. 27 issue are currently unavailable and are not reflected in the Q3 averages.

**Due to a data error within the SparrowConnected platform, the insights from the Dec. 6, 13 and 20 issues are currently unavailable. As a result, the December analytics are not reflected in the Q4 average.