Content Strategy

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Executive Summary

A redesign of the Toronto Zoo's website was initiated in hopes of making the site a more engaging and useful resource for potential donors, volunteers, and visitors, emphasizing the zoo's value to the community. As a non-profit organization, the zoo distinguishes itself from it competitors by not only providing an engaging and entertaining experience to visitors, but also educating them and generating support for wildlife conservation initiatives.

We believe the zoo's website has the potential to be a valuable resource for educators, scientists, students, parents, and anyone with a passion for conservation. As it currently stands, however, the content suffers from various issues which seriously impede its usefulness to these audiences. We've identified the following core issues:

- **Out-of-date content.** The website hosts a great deal of content; not all of it is necessarily current. This is of particular concern for programs that invite participation or donor support - these audiences should be able to clearly tell whether or not a program is still running. Broken links are also a concern in many places, making the zoo's website look unprofessional and poorly maintained.
- Un-engaging or unprofessional content. Currently there is a significant amount of content especially about the zoo's conservation and research initiatives that is written in a dry, un-engaging style. This represents a lost opportunity to further the zoo's educational goals. In addition, some content is poorly written and contains spelling and grammar errors.
- **Ambiguous or misleading headings.** Some pages include headings that do not necessarily reflect their content, while others are too ambiguous to be useful to visitors.
- **Repeated content.** Some content is repeated in different ways in different parts of the site. This can be especially problematic when different pieces of information on the same topic can only be found on separate, unrelated pages: no one page gives complete information.

Methodology

We began by asking key questions about the website's content. From there, we used a variety of tools to answer them:

- Who are the site's visitors? What are they trying to do? Looking at the different kinds of audiences for the zoo's website, we found it useful to create fictitious characters, or "personas," to represent each one. From there we created use cases for our personas, which illustrate ways in which they might use the zoo's website according to their interests and needs. This helped us to think about the kinds of content needed.
- What content currently exists on the website? Is this content addressing user's needs? To explore the content that already exists, we compiled a complete list of individual web pages, including descriptions of each one's content, and notes on their usability and usefulness.
- What can we learn from similar organizations and their online presences? What opportunities exist for differentiating the zoo from its competitors by means of its online content? Here we conducted a competitive analysis to see how the zoo's website compared with Ripley's Aquarium and African Lion Safari.

Users

Website users include:

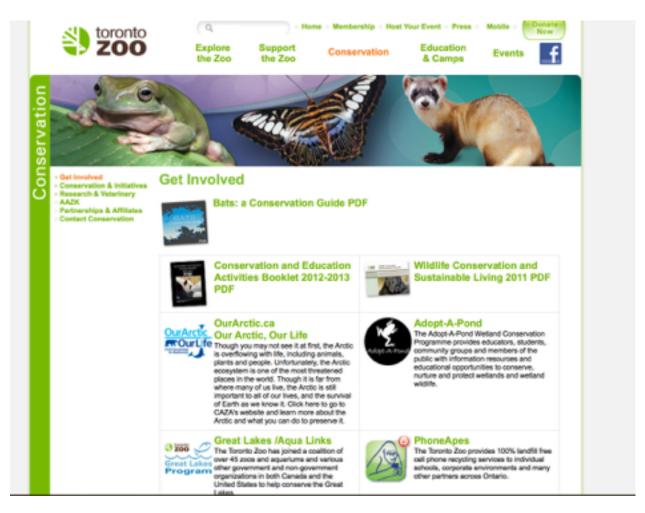
- prospective visitors to the zoo
- patrons with zoo membership
- independent donors
- educators
- students
- scientists and researchers
- veterinarians and staff at similar institutions
- prospective volunteers

Each of these user groups play a role in supporting the zoo's mission, and should have web content that answers their various needs.

A website visitor's path: Mark tries to "Get Involved"

Before we begin a discussion of the website's issues, let us consider a representative path a user might take through the website, and how well the content performs. Let us imagine a website visitor who - inspired by a visit to the zoo - has decided he wants to contribute some of his time and resources to wildlife conservation efforts. This visitor - we'll call him Mark - is also a high school student, and has volunteer hours he needs to complete anyways.

Mark begins, naturally, by clicking on "Conservation" in the main navigation.



He is then presented with an index of links under the heading "Get Involved." This seems promising, as Mark does indeed want to get involved. Some are usefully annotated, though the first three - all

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Arctic Ambassador

As an Arctic Ambassador Centre, the Toronto Zoo is fortunate to have the opportunity to send staff/volunteers to participate in Polar Bear International's Leadership Camps in Churchill, Manitoba. Attendees arrive receptive and eager, and they leave educated, inspired, and empowered to make a difference. Click here to find out more about their stories and inspiring initiatives. PDFs - are not. Since it's not clear what the content of these PDFs are exactly, he ignores them. Though in passing he wonders why the one about bats sits outside of the table - is it particularly important?

The link entitled "Our Arctic, Our Life" catches Mark's eye, since he had been particularly struck by the polar bears at the zoo, and knows the species is threatened by global warming. He reads the link's descriptive paragraph, and learns that it links to the website of an

organization called "CAZA" - he has no idea what the acronym means. It's also not clear how, specifically, he can "get involved" here ("learn about what he can do to preserve the arctic" apparently?). Even so, he's interested in the arctic, so he clicks the link...

...and is confused by the website he finds. It appears to be about Canada Goose jackets. Does CAZA have something to do with winter jacket manufacturing? Does the zoo partner with this organization? Is this some kind of sneaky advertising tactic, and is the zoo complicit? Mark searches in vain for any information about arctic ecosystems.

Finally, he returns to the zoo's "Get Involved" page - he remembers seeing



another link about the arctic, and hopes that it will be more useful. Reading the descriptive paragraph, Mark is happy to see that the project involves sending zoo staff and volunteers to a leadership camp in Churchill, Manitoba. This is the kind of opportunity he'd be interested in! His enthusiasm is tempered by a growing doubt about the zoo's professionalism, however. Besides the previous misleading link, Mark has noticed the poor writing in the description of the next link; the sentence "Attendees arrive as receptive, eager and creative and they leave educated, inspired and empowered..." clearly hasn't been proofread. He decides to click on the link anyways, hoping that it doesn't lead to more winter garments.

The next page is another index of links - three in total - under the heading "Arctic Ambassador." Hoping to find information about how he might *become* and arctic ambassador for the zoo, Mark clicks on each one in turn. The first - "Acres for the Atmosphere" - appears to have nothing whatsoever to do with either the arctic or the arctic ambassador program. Wading through more poor writing, Mark eventually concludes that it's a tree planting initiative. The second link - "Project Polar Bear - a Team Challenge" - features similarly sloppy writing, and again, has nothing to do with the arctic ambassador program. Instead, it's a first-hand account by a zoo staff member, who briefly describes her work with two participants in the zoo ambassador program for student volunteers. This program also happens to be of interest to Mark, but nowhere does he see any information about how to become a zoo ambassador, nor does he see any links that might lead to this information. Finally, he goes back and tries the final link: "Polar Bear International Leadership Camp Stories." It leads to a page featuring the "stories" promised in the original link description, told by three zoo staff participants. On the one hand...at least this page is actually about the arctic ambassadors program. On the other hand, there is still no information about how to become an arctic ambassador (Mark is finally reaching the conclusion that this program is not available to him). The stories are not especially engaging, the photos are very small, and nowhere is he presented with any clear and concrete way in which he can "get involved." Disheartened, Mark leaves the website.

Issues

This section takes a closer look at some of the issues Mark encountered, and presents recommendations for improving the experience of website visitors.

Out of date content and broken links



With the volume of information on the Toronto Zoo's website, it's important to have a process in place for ensuring that the content on every part of the website is current and accurate. Links that are broken and/or inaccurate can be a particularly embarrassing problem. For example, in our initial audit of the website, we noticed that the "Say it With Penguins" link on the homepage carousel was broken. The link has since been removed, but not before the URL

"<u>sayitwithpenguins.com</u>" had already been assigned to a new website in Japanese (left).

Another link, which at the time of writing still appears on the zoo's "Get Involved" page, promises to be a link to Canada's Accredited Zoos and Aquariums (CAZA) website (right). However, the URL "<u>ourarctic.ca</u>" *actually* goes to a website about Canada Goose jackets (bottom right).

Broken links look unprofessional. Links that no longer lead to their original destinations can confuse visitors. Is the zoo affiliated with Canada Goose jackets? Does it endorse this product? At best, a visitor will feel annoyed and misled by this link. At worst, they may assume a relationship that does not exist, with potential consequences to the zoo's image.



Outdated content is also a problem in certain sections of the website. This can also create ambiguity and confusion for website visitors. For example, on the page describing the Great Lakes Conservation and Aqua-Links initiatives (<u>http://www.torontozoo.com/conservation/</u> <u>GreatLakesConservation.asp</u>), the most recent activities described took place in 2011. This raises questions: are these programs ongoing? Is the contact information provided for them still valid? In the absence of more recent information, educators might easily conclude that the program was no longer running.

Recommendations:

Institute governance practices that ensure content and links are regularly reviewed, and out-of-date content is either updated, or removed and archived. We would recommend that all content be meta-tagged with an expiry date, at which point it must automatically come up for review. Links must be checked, and broken links removed. Information about ongoing projects should be updated to reflect its most recent activities. If they project has ended or the content is otherwise no longer applicable, it should be archived.

Writing that is unprofessional or un-engaging

The website includes content from a variety of sources; some from marketers, some from researchers, and some from zoo staff members. While it's fine to have a variety of voices speaking through the zoo's website, each piece of content needs to both meet the needs of its readers/ viewers, and reflect well on the zoo itself. Dry, academic writing fails to connect with a majority of visitors, and thus fails to advance the zoo's goals of engaging and inspiring the public in the service of wildlife conservation. Writing with spelling and grammar mistakes makes the zoo look unprofessional and sloppy.

Currently, there are issues with basic proof-reading on some pages. A few examples (we have added the boldface for emphasis):

- "We are happy to perform presentations at local schools and organizations and help others join in theto movement of making our community the best it can be!" (<u>http://www.torontozoo.com/</u> <u>conservation/ArcticAmbassador.asp?pg=acres</u>)
- "...It was decided that we as a group needed to **ban** together..." (<u>http://www.torontozoo.com/</u> <u>conservation/ArcticAmbassador.asp?pg=stories</u>)
- "Attendees **arrive as receptive, eager and creative** and they leave educated, inspired and empowered..." (http://www.torontozoo.com/conservation/ArcticAmbassador.asp)

Mistakes like these reflect poorly on the zoo's professionalism.

In other places, content is sound in terms of spelling and grammar, but very dry and dull for a lay reader. This is particularly the case for descriptions of zoo-sponsored research and conservation projects:



These project descriptions are riddled with scientific jargon ("lake remediation," "metapopulation structuring") and inaccessible to most readers. If this is the only way in which the zoo describes its conservation efforts - and in many sections of the website this appears to largely be the case - we believe it is missing out on an opportunity to engage and educate visitors.

Recommendations

The zoo needs to provide writing tools and editing to support its content contributors. We would suggest creating specific guidelines for each type of content; these guidelines would specify the

intended audience, structure, and tone for each content type. There also needs to be a process that ensures that each contribution is edited before it goes up. There should be no typos or grammatical error on the website.

We would also suggest the zoo use other media to supplement its written content and make the whole more engaging. Photos could be much better integrated into the articles and descriptions they illustrate, and videos could be invaluable tools for conveying the value of a zoo initiative.

Ambiguous or misleading headings

As we saw in Mark's unfortunate case study, ambiguous or misleading headings can confuse and frustrate a website visitor. It may be that the logic behind the relationship between heading and content may be clearer to the content creators than to site visitors; for example, the section "Arctic Ambassadors" (<u>http://www.torontozoo.com/conservation/ArcticAmbassador.asp</u>) includes content that has nothing to do with the Arctic Ambassadors program. A careful reading suggests that all the content relates to projects that were initiated by zoo staff who participated in the arctic ambassadors program. This is not useful to visitors, however, who are expecting content to closely match its assigned headings. In this case, confusion might be avoided by featuring stories and information about the Arctic Ambassadors program on the Arctic Ambassadors page, with the other links included under the subheading "Projects Initiated by our Arctic Ambassadors."

The "Get Involved" section was also misleading to Mark. The ambiguous title seemed to hint at

volunteer or donor opportunities, but the content was in fact a grab-bag of general information, educational resources and programs, and stories. A few links gave visitors concrete steps they could take to "get involved," but many did not. For would-be volunteers, this page could be very frustrating.

The use of unexplained acronyms - especially in titles - is another practice that can easily confuse visitors. It might be obvious to the zoo community that AAZK stands for American Association of Zoo Keepers, but for most site visitors, this link is entirely unintelligible.



Recommendations:

We would suggest that web editors be specifically tasked with ensuring that headings match content. On index pages, no content should be added unless it clearly relates to the heading.

Descriptions of initiatives with no clear information about how to participate

The website includes many descriptions of zoo-sponsored conservation and outreach initiatives, but relatively few of these descriptions include a clear call to action; visitors who are looking for ways to get involved are often left confused about how to proceed. For example, the following article about the Arctic Ambassadors program actually includes very little information about the program itself, and no information about *becoming* an arctic ambassador.



Recommendations:

Each initiative description should be very clear about the kinds of participation it invites: is it looking for volunteers? Donations? Does it provide educational resources or services? Does it involve events that are open to the public? Projects might even be listed in an index according to participation type, rather than simply using a project name that may hold limited meaning for most visitors. For example:

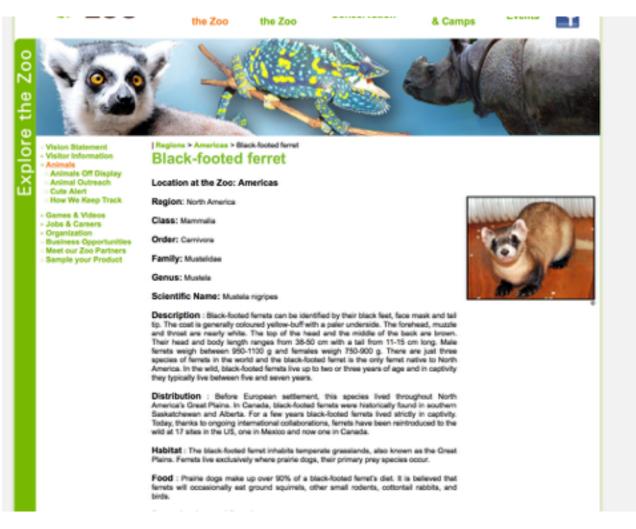
- Need to get rid of old cell phones? Bring them or mail them to the zoo! The Phone Apes program will recycle them and help preserve gorilla habitats.
- Want to improve your business's sustainability practices? Consider arranging a workshop for your employees through our Eco-Executives program!

It should be very clear to readers what their next step is if they want to participate.

Repeated content

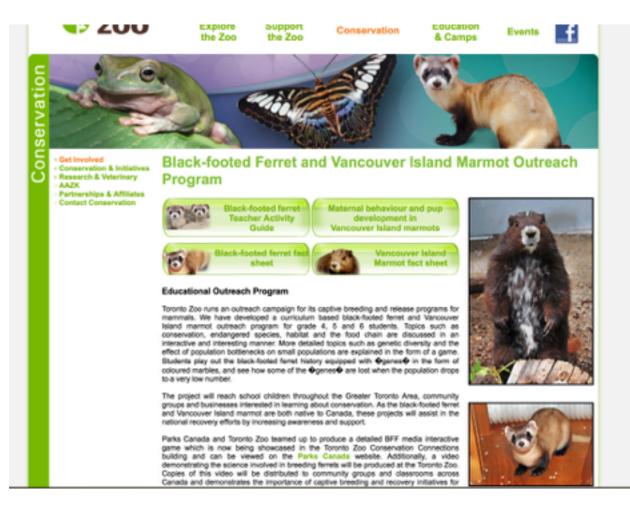
The website includes several instances of content that is repeated, but not in a consistent way. Overlapping content on one topic can sometimes be found scattered across the site, with nothing to link it together. For example, if wished to find out more about the black-footed ferret - the subject of one of the zoo's successful captive breeding and release programs - we'd have to follow several separate paths to get the full picture:

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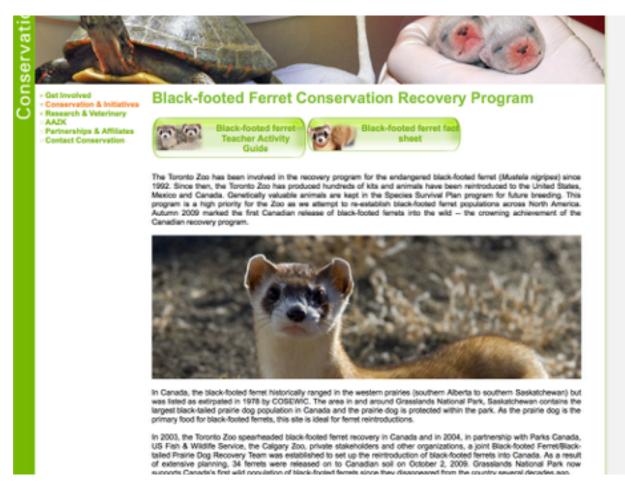
Explore the zoo > Animals > Americas > Black-Footed Ferret

This is a fact sheet in the same format as those for other zoo animals. This is fine, but gives no hint that this ferret is the subject of a special program.



Conservation > Get Involved > Black-Footed Ferret and Vancouver Island Marmot Educational Outreach Programs

This page discusses the captive breeding program in the context of its educational outreach component and includes educational resources for teachers.



Conservation > Conservation & Initiatives > Captive Breeding and Reintroduction > Black-Footed Ferret Captive Breeding

This page includes more detailed information about the captive breeding program, including contact information for prospective donors and volunteers (why is this information here, and not in the "Get Involved" section?). There is no mention of or link to the educational component of the project, although it includes links to the same educational resources as the previous page.



We found this page through the site's search function, and have not yet figured out how to navigate to it (the URL is <u>http://www.torontozoo.com/ExploreTheZoo/bff.asp</u>). It gives additional information about why the black-footed ferret is endangered, and why we should care.

None of these pages link together, potentially leading to many lost opportunities to publicize the zoo's captive breeding efforts, educate children, and secure donations and volunteers. In addition, repeating the same content in different ways makes content creation less efficient and more time-consuming.

Recommendations

Content on the same topic should be integrated. This might mean consolidating all the information on a single page, or it might mean that a main page with a basic overview includes links to additional

information, whose purpose is clearly indicated by the link name and/or annotation. Each related page should *always* be available on every other page. In the case of the black-footed ferret, the main page might be the animal fact sheet, which includes links entitled "Support the the black-footed ferret captive breeding program" and "Learn about the black-footed ferret educational outreach program." Each of these pages will include a link back to the original fact sheet, as well as links to the other related pages. All information about black-footed ferrets that is duplicated on each page can now be removed or consolidated, because it will all be easily available to the website visitor according to their needs.

Summary of Recommendations

The zoo needs online content that supports its mission to engage and educate the public about conservation issues. To sum up the recommendations described above, we would suggest:

- A process by which all content is regularly reviewed, and out-of-date content is either updated or archived. The content management system team can discuss ways to automate this process.
- Create guidelines for content creators that specify the audience, structure and tone for each content type. All new content should be checked against these guidelines before it can be posted, at which time any spelling and grammar errors can also be fixed.
- Headings should be meaningful to site visitors, and should be clearly relevant to *all* of the associated content. Acronyms should be avoided in titles, and only used in content if they have first been clearly explained.
- The description of each research project should clearly highlight items of interest for particular audiences. For example: opportunities to volunteer; opportunities to donate; educational resources and services. Next steps for prospective participants should be very clear.
- Based on the results of the content audit, all pages relating to the same content should be reviewed with an eye to ensuring that content is not repeated, and pages related to the same content are clearly findable in relation to one another.

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