

**2021 Census of Population-Collection
Integrated Communications Strategy (ICS)**

***Plan for an Integrated Social Marketing
Campaign***

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Executive Summary

The integrated communications strategy (ICS) is designed as a social marketing campaign where emphasis is placed on research, segmentation, targeting, and positioning. The targeting strategy consists of full market coverage, complimented by the use of differentiated marketing, to reach areas that have proven more difficult to enumerate. The main idea behind the ICS targeting is: **anticipation vs. reaction.**

A key element of the 2021 Census of Population ICS is the census brand. Respondents need to understand the importance of the information that has been gathered, the authority on which the Statistics Canada's mandate is based, and what's 'in it' for them.

Census Communications will use coordinated activities to encourage Canadians to complete the census online and in a timely manner. This approach is designed to reach respondents across all demographics, but especially hard-to-count respondent groups. The strategy includes the content mapping of key messages across 5 main channels:

1. **outreach, public relations and events:** activities organized in partnership with all levels of government, non-government organizations, and community associations.
2. **earned media:** work with sources of information for the purposes of informing Canadians about the census in a positive and credible manner
3. **owned media:** publicity gained through promotional efforts other than advertising
4. **paid media:** positive publicity gained through paid advertising
5. **media relations:** messaging promoted through interactions with the media

The strategy for 2021 will employ a proactive approach, using the following campaign strategies and tactics:

Dynamic segmentation model

Statistical analyses will guide the design, implementation and monitoring of census communications activities. This analysis will be augmented with Environics attitudinal and lifestyle data to reveal target audience interests and motivations.

The ICS will employ behavioral and sociodemographic segmentation to identify hard-to-count audiences. The goal of segmentation is to understand which census units (CU) are more or less likely to self-respond, and what key sociodemographic characteristics must be considered to effectively execute communication activities.

- Based on response behaviors during the 2016 Census of Population, 88 clusters were defined; these were further grouped into 12 meta clusters comprised.

- A mapping tool containing relevant segmentation information will be leveraged for strategy development, for planning purposes, and for reactive collection tactics in the regions.

Messaging

Messaging for the census will capture the attention of target audiences and clearly explain the relationship between completing the questionnaire and the benefit to respondents. Census Communications will employ a targeted approach to messaging based on segmentation. Broad key messages will be used across all channels; large-scale messaging (e.g.: social media) will be employed at the meta cluster level; targeted tactics will be used at the cluster level.

- Messages will have direct tone and demonstrate how the census benefits Canadians through the transformation of their communities.
- Census COMM will leverage trusted voices, i.e.: community supporters, to expand the reach of census related messaging.

Census website

Census Communications is responsible for the census website (www.census.gc.ca). It will leverage a responsive design and be optimized for mobile. The website will remain live between the 2019 Census Test and the beginning of collection operations in 2021. This will allow outreach materials and other information about the census to be accessible to community supporters and respondents well in advance of collection. The website will:

- have a clear call to action (complete the questionnaire)
- use plain language
- provide information on the privacy and security of data.

Outreach and engagement

A multi-step process will be developed, clearly outlining how activities are to be executed by census outreach officers in both the National Capital Region and in the regions. Outreach officers will build and maintain an extensive list of municipalities and community based organizations.

- Partnerships will be developed with Federal departments including but not limited to: Service Canada, Employment and Skills Development Canada, and Immigration, Refugees, and Citizenship Canada.
- An interactive Community Supporter Toolkit (CST) will be made available on the census website so that all interested associations and community based organizations, can access tools and resources to promote census job opportunities, as well as promote the timely completion of the census.
- The Teachers' Kit and Adult Education Kit will be updated and include sections on data privacy and Statistics Canada's mandate to protect personal information.

The objectives of the Integrated Communications Strategy are to:

- ▶ Increase awareness of the 2021 Census of Population
- ▶ Increase self-response through online collection
- ▶ Influence behaviours to increase self-response rates by urging households to complete and return a census questionnaire in May 2021—especially in the first two weeks of May.
- ▶ Increase participation for groups that have traditionally been difficult to enumerate
- ▶ Increase awareness that Statistics Canada and, by extension, the Government of Canada is committed to protecting the personal information of all Canadians

ENVIRONMENTAL CONSIDERATIONS

This section provides environmental considerations for the strategy.

KEY TAKEAWAYS

- ▶ Census communications is suggesting a more proactive approach for 2021.
- ▶ There is a strong foundation for outreach activities due to the evergreening of relationships with supporters during the intercensal period.
- ▶ The 2016 Communications Strategy had many strengths, but there are many opportunities to build on for 2021.

The 2016 Census of Population was the most successful in Canadian history. As has been the case in previous censuses, participation to the 2021 Census of Population might be influenced by political, economic, social and/or technological factors.

1. SWOT analysis

TABLE 1 SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> ▪ Approximately 1700 community supporters asked to keep in touch with Census Communications after 2016. These groups are included in an ongoing engagement plan and ▪ The extensive experience of the census communications program in working with local governments, businesses and organizations to increase awareness in the census. ▪ A content mapping approach allows Census COMM to cross-leverage products across all channels. 	<ul style="list-style-type: none"> ▪ Ability to reach certain hard-to-count audiences. 	<ul style="list-style-type: none"> ▪ Leverage a more optimized mix of paid, owned and earned media to increase self-response from hard-to-enumerate populations. ▪ Strategic combination of traditional and social media channels could accelerate and increase self-response rate. ▪ Leverage experience with local communities and engage long-term supporters across Canada to draw attention to the census and increase response. ▪ Large broadcasters have signified an interest to form media partnerships to extend the reach of census messaging. ▪ New social media platforms and functionalities. 	<ul style="list-style-type: none"> ▪ Negative perceptions tied to media coverage on fines. ▪ Environmental factors, e.g. ice roads melting sooner, floods, brush fires, which could impact field collection activities. ▪ Municipal censuses that occur close to or at the same time as the Census of Population. The proximity of municipal censuses to the Census of Population may cause confusion and frustration for respondents. ▪ Changing levels of trust in government and increasing concern about the use of personal data.

2. Operating assumptions

TABLE 2 Review of operating assumptions

Title	Description
Integration of short- and long-form electronic questionnaires	<ul style="list-style-type: none"> ▪ When completing their census questionnaire online, Canadians will be directed to the census website with instructions to enter their secure access code (SAC). ▪ There will be no visible distinction between short- and long-form questionnaires for respondents aside from the total number of questions they will be asked to complete.
Sampling rate for mandatory long-form census	<ul style="list-style-type: none"> ▪ In 2021, a sample of 25% of Canadian households will receive a long-form questionnaire. The other households will receive a short-form questionnaire.
Census Help Line (CHL) – on-site experts	<ul style="list-style-type: none"> ▪ For the 2021 Census, experts from the various census sub-projects will be physically located in the CHL during the Operational Readiness Test (March) and during the first two weeks of operations (May). Census Communications management will set up processes to remotely coordinate the work of the writing staff during those periods.
Written inquiries	<ul style="list-style-type: none"> ▪ As in 2016, all written inquiries will be handled by the Census Communications Respondent Relations Team. These inquiries are comparable to “Tier 2” inquiries that the Statistical Information Service operators are unable to answer. In 2016, 15675ⁱ cases were registered between January and September 2011. Resources are planned to meet the demand.
Social media	<ul style="list-style-type: none"> ▪ Census Communications will develop and post content on Twitter, Facebook, YouTube, and other appropriate social media vehicles, using existing Statistics Canada accounts and publication processes.
Respondent Inquiries	<ul style="list-style-type: none"> ▪ Census Communications will provide written materials, by fall 2020, in anticipation of respondent inquiries to the Statistical Information Service, the Census Help Line and Field Operations (FOP), based on 2016 experience.
Designation of Early Enumeration Communities	<ul style="list-style-type: none"> ▪ The names of Early Enumeration communities will be provided to Census Communications by the end of 2020.
Paid media activities for collections	<ul style="list-style-type: none"> ▪ Paid media activities will commence prior to the start of collection activities in May 2021.
Earned media activities for Early Enumeration	<ul style="list-style-type: none"> ▪ Earned media activities to generate awareness to early enumeration activities will begin in January 2021 with general advertising for the census starting in April 2021.
Census Wrapper	<ul style="list-style-type: none"> ▪ Census website Census Communications is responsible for the census wrapper, including look and feel and content. ▪ Much like in 2016, the 2021 wrapper will leverage a responsive design and be optimized for mobile. ▪ The wrapper will remain live between Behavioral Testing in 2019 and May 2021.

ⁱ This number includes 197 social media responses handled between April 4 and July 3 2016. All responses handled by the Respondent Relations team were logged into CRMS. However, there were over 27 000 inquiries and comments on social media during collection activities in 2016; most of these were handled by the social media team and are not reflected in this number.

RESEARCH

This section details the primary and secondary research undertaken in support of this strategy.

KEY TAKEAWAYS

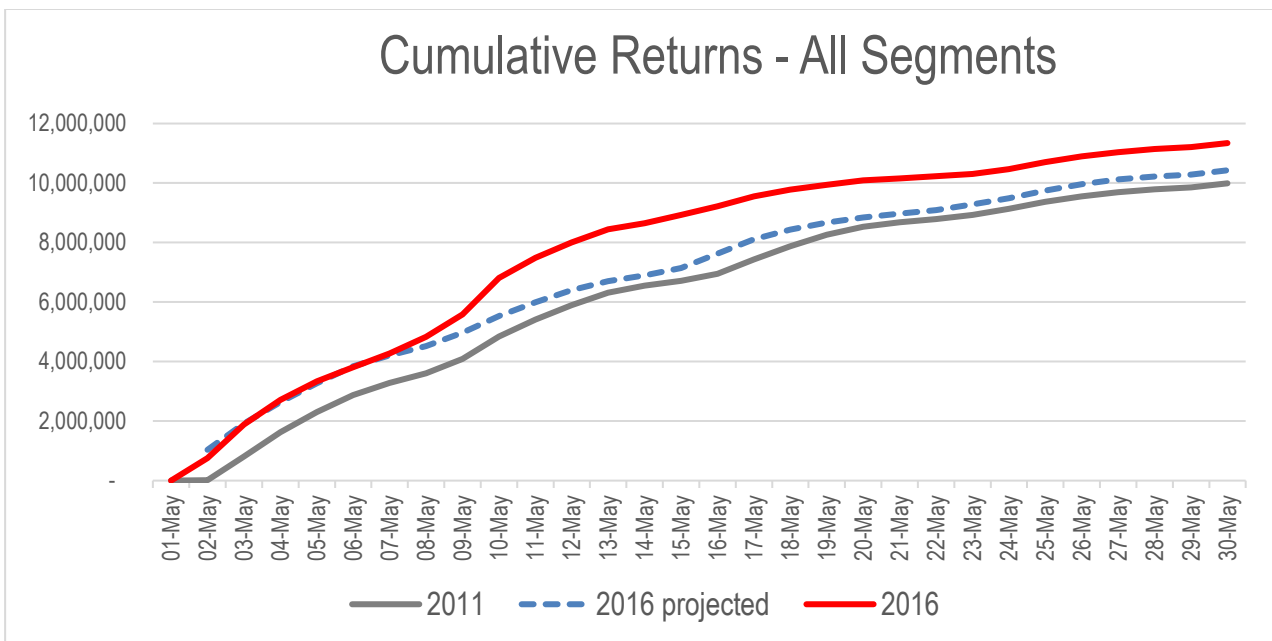
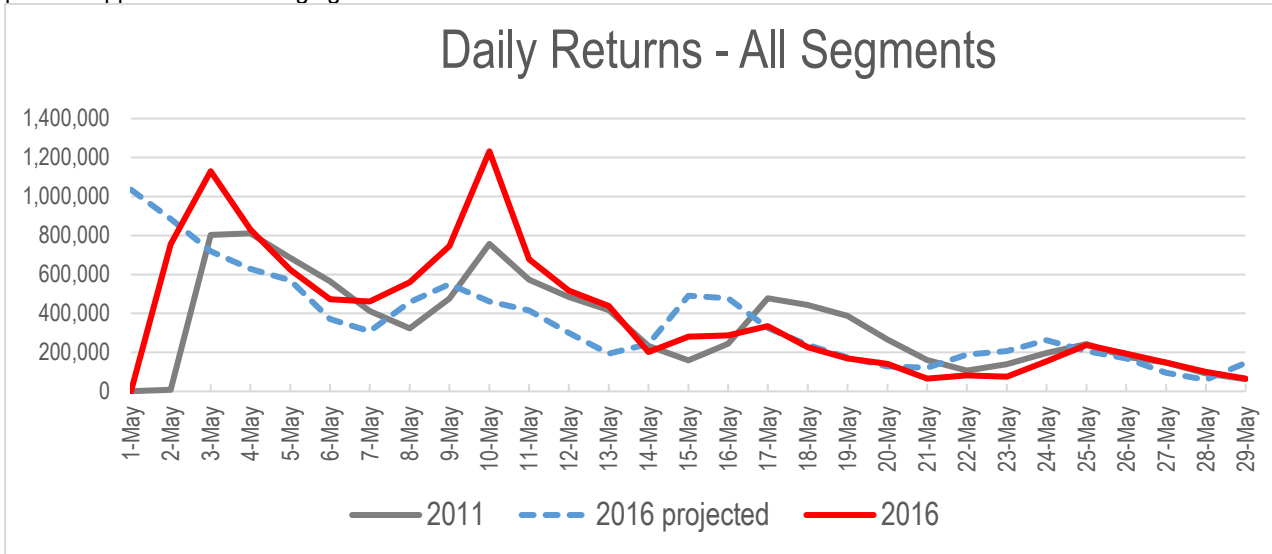
- ▶ Spikes in response rates were correlated with wave letters, which points to the effectiveness of the wave methodology
- ▶ Final online response rates went from 54.5% in 2011 to 68.8% in 2016 - an increase of 14.3% nationally. All targeted segments outperformed the national average increase
- ▶ Due to the overwhelming demand, over 100K calls went unanswered by the Census help line

3. Primary research – 2016 Census of Population

Primary research was undertaken to evaluate successes and strategic gaps in 2016. Information about response trends, social media activities, and Census Help Line and Respondent Relations demand provide insights to build the strategy for 2021.

3.1 Response trends

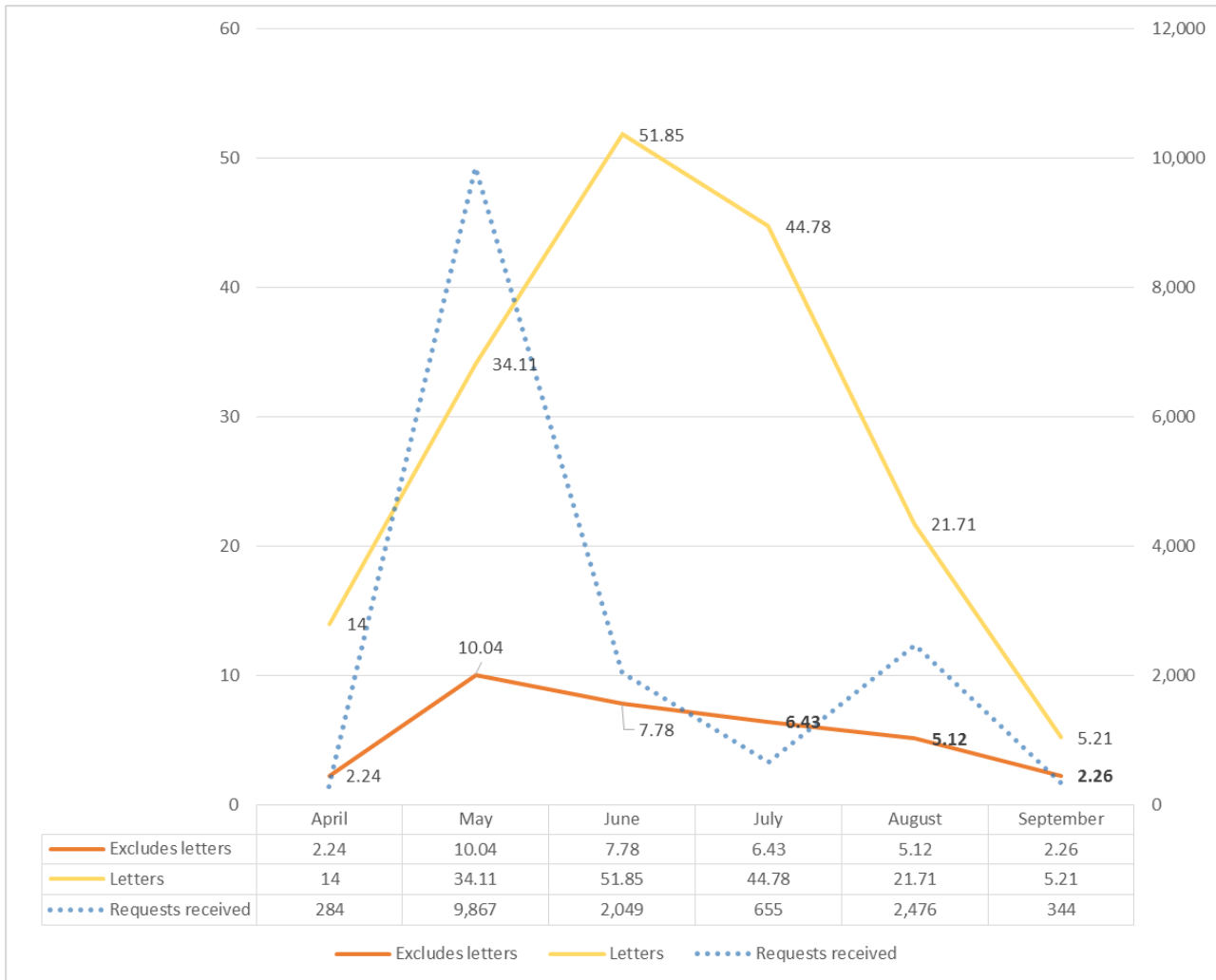
Response trends in 2016 show that response rates rose in correlation with the wave methodology. Returns were better than forecasted likely due to the use of the online questionnaire and the alignment between wave methodology and the phased approach to messaging.

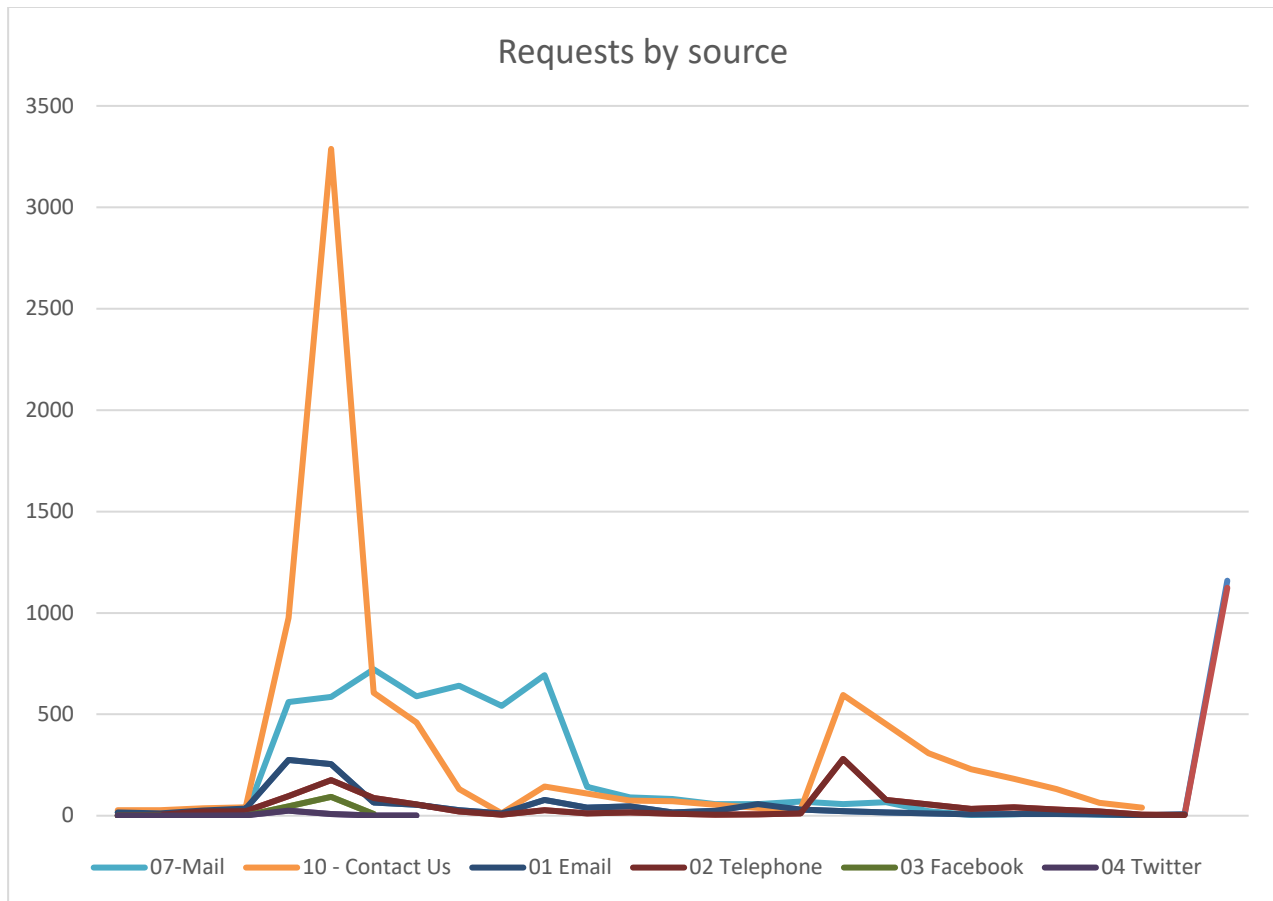


3.2 Inquiries answered by the Respondent Relations (RR) team

All inquiries from respondents were directed to the Respondent Relations team in 2016 with the exception of social media interactions, which were intended to be handled by the social media team (Web2Social). There were approximately 27,000 social media requests in 2016 and only a few hundred—the overflow—were handled by RR.

This chart details the requests received by the Respondent Relations team during census operations in 2016.





4. Secondary research

Based on best practices and lessons learned, information and knowledge of past events or similar demographics, the following recommendations can be made:

On *what to say*

- Information needs to be simple yet informative, relevant, and clearly show the benefit in participating for each of the targeted audience.

On *how to say it*

- Simple and clear messages are always preferred and best understood.

On *who should say it*

- Findings from several rounds of testing concerning Census Communications materials tell us that among target audiences, Statistics Canada is viewed as a credible source for information.
- Inclusion of key influencers such as community, religious, non-governmental organizations has historically drawn attention to the census message. This is supported by the Elaboration Likelihood Model.

The following resources have been reviewed to support the articulation of the Integrated Communications Strategy. (Longer excerpts and other resources are included in Annex 1.)

4.1. Attention

Changes in the lifestyles, day-to-day interests, behaviour and attention span of various segments of the population will play a key role in the creation and implementation of census messaging. The following tables show key areas of research done in support of the communications strategy that inform the foundation of a comprehensive approach to messaging and overall brand.

Microsoft attention span study

- The Canadian attention span has declined since 2000.
 - In 2013 the average Canadian had an attention span of 8 seconds.
 - On average, 19% of online viewers defect in the first 10 seconds.
 - The good news: tech adoption and social media usage are training consumers to become better at processing and encoding information through short bursts of high attention.
 - 49% of Canadians are more likely to pay attention to communications when they're delivered in the right context, at the right time.
 - $\frac{3}{4}$ of Canadians use multiple screens at once. Therefore marketers should look for ways to:
 - Hold attention
 - Create opportunities to capture wandering eyes
-

Source: *Microsoft attention spans, Spring 2015*. Consumer Insights. Microsoft Canada. 2015.

PR strategies and changes in attention span

- Attention is task-dependent
 - There are different types of attention. For instance
 - Focused
 - Transient
 - The appetite for long form content (e.g.: long novels) is declining; 'skimming' is becoming a dominant form of reading
 - Not all communication requires focus: people can process content unconsciously
 - Exposure to information—even repeated—does not mean it has influence
 - Advertisers need to adopt a way of reaching consumers that will grab and hold consumers' attention and make sure messages are routinely embedded with emotion. Emotion creates a higher likelihood of recall.
-

Galloway, Chris. "Blink and they're gone: PR and the battle for attention." *Public Relations Review*. 43 (5). 2017.

4.2. Elaboration Likelihood Model (ELM)

While the composition of the message plays an important role in the overall receptivity found in a given audience, other factors must also be considered. As such, special consideration will be given to the Elaboration Likelihood Model in the development of promotional activities, especially as they related to outreach activities.

The following research tables summarize the ELM theory and its possible applications especially with respect to the design of census website.

Elaboration Likelihood Model Theory

- ELM suggest that important variations in the nature of persuasion are a function of the likelihood that receivers will engage in elaboration of (that is, thinking about) information relevant to the persuasive issue.
- Depending on the degree of elaboration, two different kind of persuasion process can be engaged – one involving systematic thinking and the other involving cognitive shortcuts.
- The two persuasion processes are called the “central route” and the “peripheral route” to persuasion.
 - The *central route* represents the persuasion process involved when elaboration process is relatively high. Where persuasion is achieved through the central route, it commonly comes about through extensive issue-relevant thinking; careful examination of the information contained in the message, close scrutiny of the message’s arguments, consideration of other issue-relevant materials, and so on. In short, persuasion through the central route is achieved through the receiver’s thoughtful examination of issue-relevant considerations.
 - The *peripheral route* represents the persuasion process involved when elaboration is relatively low. Where persuasion is achieved through peripheral route, it commonly comes about because the receiver employs some simple decision rule (some heuristic principle) to evaluate the advocated positions. For example, the receiver might be guided by whether they like the communicator or by whether they find the communicator credible. That is, receivers may rely upon various peripheral cues (such as communicator credibility) as guides to attitude and belief, rather than engaging in extensive issue-relevant thinking.

Petty and Cacioppo

Different campaign strategies and promotional tactics will leverage the principles of ELM to increase effectiveness. For instance, Cyr et al. demonstrate how ELM can be applied to website design:

ELM and online persuasion

- Higher interest in a topic will result in more time processing the arguments presented.
- Lower interest will result in judgements based on external cues to guide attitude formation.
- When applying ELM to website design:
 - the content of the site is the ‘direct’ argument for persuasion;
 - and the design elements are the ‘peripheral cues’.
- Elements that contribute to online persuasion are:
 - Navigation i.e. ease of use
 - Image Appeal i.e. sensory and aesthetic visual experience
 - Social Presence i.e. the warmth and sociability of a website’s design
 - The perception of connectedness. In other words, the user’s belief that they will benefit from a website over and above any content feature.
- Quality of information is important: if a user is dissatisfied with website information they will leave the site.

Cyr, Dianne, et al. “Using the Elaboration Likelihood Model to Examine Online Persuasion through Website Design.” *Information & Management*, 23 Mar. 2018, doi:10.1016/j.im.2018.03.009.

4.3. Customer Brand Engagement

Engagement is a key aspect of all five of the Integrated Communications Strategies developed in support of the 2021 Census. Innovative tactics will be employed to engage harder-to-reach audiences like millennials—a group that now constitutes roughly 27% of the population. Secondary research was undertaken to assist in the development of tactics.

Understanding Customer Brand Engagement with Virtual Social Communities: A Comprehensive model of drivers, outcomes and moderators

- Social media has become an important channel for customers to engage with brand.
- Through social media customers are no longer a “passive audience”. They are co-producers who build their identities and socialize with other customers.
- Social networking brand communities (e.g. Facebook) have become a driving force for Customer Brand Engagement (CBE).
- Virtual social networking communities are so effective because they are relationship centric and inherently participatory.
- Trust plays an important role in how customers interact with virtual social networks. It specifically determines a customer’s likelihood to maintain ties with a brand, to recommend the brand, and to participate in the social network brand communities.

Carvalho A. and Fernandes, T. “Understanding consumer brand engagement with virtual social communities: a comprehensive model of drivers, outcomes, and moderators.” *Journal of Marketing Theory and Practice*. 26(1-2). 2018.

4.4. Media Technology Monitor (MTM)

The Media Technology Monitor (MTM) is a technology survey that is conducted twice a year and covers the Canadian audience (both Anglophone and Francophone demographics). This tool allows Census Communications to be agile and make well informed decisions about how to connect with respondents effectively.

Examples from recent reports include:

- More than a third of Anglophones have four internet connected devices; the majority of Anglophones (72%) use social networks
- Facebook is the most used social network despite competition
- Instagram is the fastest growing social network (among Anglophones)
- Francophones are more likely to use traditional forms of radio and TV has a greater stability in the French market.

mtm-otm.ca

4.5. News Media and Government Engagement

Privy Council Office funded EKOS study

-
- Canadians typically get their news from a national vs. a local source.
 - Canadians are active users of social media.
 - New Canadians are active users of streaming services vs traditional television, and spend more time online than other segments of the population.
 - Ads or notices in the media are Canadians' preferred way to get information from the government.
 - Canadians follow political and governmental affairs through a variety of mediums (TV, newspapers, radio, and internet).

Rethinking Citizen Engagement, EKOS Research Associates Inc. (2017)

4.6. 2019 Edelman Trust Barometer

Edelman conducts an annual trust and credibility survey, producing the world's most robust exploration of trust in business, government, NGOs and media. The 2019 online survey sampled more than 33,000 respondents across 27 global markets.

Key Canadian Findings

- 53% of Canadians trust their government to do what is right. This number jumps to 74% among the Informed Public.
- Only 34% of the General Population in Canada believes that they will be better off 5 years from now.
- Canadians increasingly trust owned media channels, while social media is still the least trusted media.

2019 Edelman Trust Barometer

STRATEGIC GAP ANALYSIS

This section contains an analysis of the gaps in the 2016 Integrated Communication Strategy supporting collection.

KEY TAKEAWAYS

- ▶ A coordinated approach is required to make sure there is a strong issues management in place between Communications and stakeholders for 2021.
- ▶ Products to mitigate problems with condo and strata access need to be developed.
- ▶ Third language products can be prepared to help messaging reach all respondents.

5. Strategic gap analysis

The table below outlines some of the key observations/issues derived from environmental considerations, and primary and secondary research.

These issues are addressed in the overall strategy.

Issue	Description	Discussion	Strategic consideration
Global Affairs Canada (GAC)/“circular note” for Foreign Embassies in Canada wasn’t anticipated in 2016.	GAC requested a circular note, which had been done in previous censuses. Working with the Production and logistics team, the 2011 content was updated and sent to GAC for posting on their website. Calls were also received regarding the Embassy Kit that is sent to Foreign Embassies.	Similar requests for circular notes and the Embassy Kit should be expected and prepared for in 2021.	Anticipate this request for 2021 and be prepared to provide an updated versions of those products to GAC.
Corrections Canada/Memo to Wardens	In 2016 the Memo to Wardens was not sent until after enumerators began approaching correctional facilities.		Start communicating with Corrections Canada in February of 2021.
3 rd Language posters	Compounding the Condo and Strata issue-- no third language products were developed so, in some cases, residents did not understand the messaging even after it was delivered	Third language messaging should be available to Crew Leaders upon request so that messaging can be understood in regions where there is a high prevalence of third language speakers.	3rd Language posters can be made available (on a by-request basis) in the regions to assist with collection. In addition, CHL information can be added to visitation cards.
Condo boards and Strata	Secure buildings have become more prevalent. Building managers and security personnel do not understand that Enumerators and Crew Leaders have the right to request access. In 2016 buildings were not able to be listed promptly and access to deliver notices was repeatedly denied to field staff.	There was limited proactive outreach in 2016 and no specific products were developed to communicate with condo and strata associations.	Early PR activities are needed to inform Condo boards that the census will be happening and that they are required to let enumerators in.

Segmentation	8 segments were created for the 2016 Census of Population.	Census Comm has leveraged primary research about respondent behavior to identify 88 respondent clusters and grouped those into 12 meta-clusters.	
Internal Communications	Internal Communications in 2016 included a “100 days to go” kick-off event and other awareness style activities.	Awareness does not equal action. One activity that helped create a lot of buzz and excitement in 2016 was the Census Selfie campaign. Rather than just generating awareness this activity allowed staff to participate in generating buzz around the census.	In 2021 rather than focusing solely on awareness-based activities, Census COMMS will focus on encouraging staff to become outreach officers by extension.
Require better process for vetting the associations list.	In 2016 associations were vetted by OID rather than Census COMMS.	A clear process for creating and maintaining lists of associations in needed.	Outreach staff in Census COMMS will vet and review associations to be contacted for outreach.
Efficient and clear issues management		There needs to be a clear process in place when issues arise during operations in 2021.	Census Communications will work with all its stakeholders in the other sub-projects to prepare clear workflows to follow in the case of unexpected issues that may arise during the 2021 Census.
Alternate format products	In 2016 alternate formats of the questionnaire were made available. Despite this many respondents wrote to Respondent Relations complaining about difficulty filling out the questionnaire (for instance the print was too small)	Even though the products were available, respondents weren’t aware they existed.	There will be a communications plan developed for the promotion of alternate formats for 2021.



OBJECTIVES, MESSAGING AND TARGET AUDIENCES

This section provides an overview of Census Communications' operating assumptions, strategy objectives, and target audiences.

KEY TAKEAWAYS

Increase response- especially amongst specific target audiences.

Promote the online response option.

Cross leverage segmentation analysis, messaging approach and outreach activities.

6. Objectives

6.1. Campaign objectives

Key campaign objectives

- Increase awareness to the 2021 Census
 - Increase self-response through online collection
 - Influence behaviours to increase self-response rates by urging households to complete and return a census questionnaire in May 2021
 - Increase participation for groups that have traditionally been difficult to enumerate.
 - Increase awareness that Statistics Canada and, by extension, the Government of Canada is committed to protecting the personal information of all Canadians.
-

6.2. Measurable objectives

The overall effectiveness of the 2021 Census Integrated Communications Strategy will be measured as follows:

General objectives

- Increase awareness of the Census of Population
 - Increase self-response through the online questionnaire
 - Increase awareness that Statistics Canada is committed to protecting the personal information of all Canadians
-

Specific objectives

- Each of the 12 meta cluster audiences identified as part of segmentation will be assigned an expected response target
 - Successfully promote and widely distribute outreach materials such as the Community Supporter Toolkit
-

7 Target audiences

7.1. Behavioral segmentation

The 2021 Census Integrated Communications Strategy will use behavioral segmentation to guide the development of promotional tactics aimed at eliciting maximum self-response. Behavioral analysis will be based on cumulative self-response rates observed on May 30, 2016. It will set a clear demarcation between:

- ▶ **Easier-to-enumerate audiences** (accounting for 80% of the census population)
- ▶ **Harder-to-enumerate audiences** (the remaining 20%)

A key date

Cumulative self-response rates for Internet, mail and call-centre reached 80% around May 30, 2016. Hard-to-enumerate audiences will include households who either responded after the May 30th date or required involvement from a field enumerator. This date will also be used to define the timing of key promotional activities in 2021, as well as outreach activities.

This behavioral information will be provided in a series of maps covering the entire country, depicting areas—crew leader districts—where response rate is in excess of 80%. Key socio-demographic characteristics for easy-to-enumerate populations will be provided so that they can be mapped out against media consumer profiles, such as the ones provided by external research houses.

7.2. Changes between 2016 approach and 2021

Element	2016	2021
Methodology	<ul style="list-style-type: none"> Segmentation was based on cumulative self-response rates on June 2, 2011 Hard-to-count (HTC) scores calculated based on 16 variables Geographic clusters with defined sociodemographic characteristics were identified 	<ul style="list-style-type: none"> Municipal influence zones (MIZ) used to regroup areas with similar characteristics and behaviours R-studio method chooses variables that best predict respondent behaviour on May 19, 2016
Defined segments	<ul style="list-style-type: none"> 8 clusters were identified, and augmented with Environics data 	<ul style="list-style-type: none"> 88 clusters and 12 meta clusters defined based on response behaviour Meta clusters and exceptional clusters profiles to be augmented by Environics data
Tactical use of segmentation	<ul style="list-style-type: none"> HTC audiences and clusters informed ICS activities Maps illustrated hard to enumerate audiences At least one persona was developed for each cluster 	<ul style="list-style-type: none"> Profiles will be leveraged for collection and recruitment activities Geomatics tool being developed will encompass clusters and meta clusters Personas will be created based on meta cluster data

7.3. Response objectives

-
- Segment the Canadian population based on demographic, geographical, behavioural and attitudinal factors.
 - Achieve a 66% response rate via electronic questionnaire by May 17th.
 - Identify easy and hard to enumerate audiences
-

- Leverage these defined segments to optimize Census communication collection and recruitment strategies and engage the Canadian population effectively.

7.4. Cluster profiles

An additional cluster analysis will be conducted on the demographic, housing and socioeconomic variables used to calculate the HTC scores. From this analysis, mutually exclusive geographic clusters of the population have been identified.

The characteristics of each cluster have been augmented with other data set to improvement alignment of communication activities.

The chart below outlines important demographic traits that are likely to describe persons in each meta cluster.

1	2	3	4	5	6
35 years old or younger	65+ years old	Never married	36-64 years old	Married	Married
Never married	Live alone	Tenants	Tenants	Unilingual	Visible minorities, skew Asian
Live in high rise	Female	Unilingual	Visible minorities	White	2+ adults in HH
White and Chinese minorities	Low HH income (\$20-50K)	Low HH income (\$20-50K)	High-level HH income of \$20-50K	HH income of \$50-100 K	HH income of \$50-100 K
7	8	9	10	11	12
36-64 years old	36- 64 years old	36-65+ years old	36-64 years old or younger	Married	65+ years old
Married	Quebec only	Married	Indigenous not on reserves	Low level of tenancy	Low level of tenancy
Unilingual	White	Unilingual	Never married	High level of education (college/university)	White
High-level HH income (\$100K+)	College diploma	Low-level HH income of \$50-100 K	College diploma or lower education	HH income of over \$150K	High-level HH income of \$50-100 K

7.5. Cluster profiles: behavioral and media skew assumptions

Approach

- An Environics Analytics contract was obtained so Census Communications can obtain reports on current behavioral and lifestyle data for target audiences.
- Environics will conduct an alignment activity to reconcile Census COMM internal segmentation with their 68 Prizm profiles.
- Media consumption and lifestyle habits identified by Environics Prizm data will be applied to cluster profiles to inform and enhance advertising and outreach activities.

7.6. User Personas

To assist with proper alignment of all communication activities, user personas will be developed for each meta-cluster. The goal is to develop one or many narratives for each meta-cluster persona to help define how they would come across elements of census messaging.

User Personas

- Fictional characters created to portray realistic representations of the key audience segments
 - Personas give a clear picture of the user's expectations and interaction points with brand messaging and aid in creating effective communications strategies based on interaction points
-

Considerations

Knowledge

- About the census and its purpose
- Impacts of the census on communities
- Legal obligations of citizen vis-à-vis the census
- The 'when', 'where' and 'how' of self-response

Attitudes and beliefs

- Civic duty to complete census questionnaire
- Big brother/snooping by national/foreign agencies
- Data security
- Cost associated with conducting the census

Disabling factors

- Literacy
- Foreign language
- Time constraint

Needing to look for information

Benefits

- Sense of duty accomplished
- Doing something for the community
- Sense of belonging
- The idea that completing the Census is part of "Being Canadian"

Example: **Anne**

User persona – meta cluster 2

Demographics

- | |
|--|
| <ul style="list-style-type: none"> • Anne is 67 years old • She earns \$40, 000 annually • She has high school-level education • She is retired • She lives by herself in an apartment in Saskatoon, Saskatchewan |
|--|



Interests

- Heavy traditional media user
- Part of a neighbourhood walking club
- Attends aquatics classes at the community centre

Reaching audiences effectively- meta cluster 2

Phase 1: Awareness (April 19 – May 2, 2021)

- Sees an ad during a TV show, on national programming
- Hears an ad in a golden oldies radio station

Phase 2: Call-to-action (May 3 – May 18, 2021)

- Sees census outreach materials around her neighbourhood
- Reads a blurb on the census in the summer booklet from her community centre

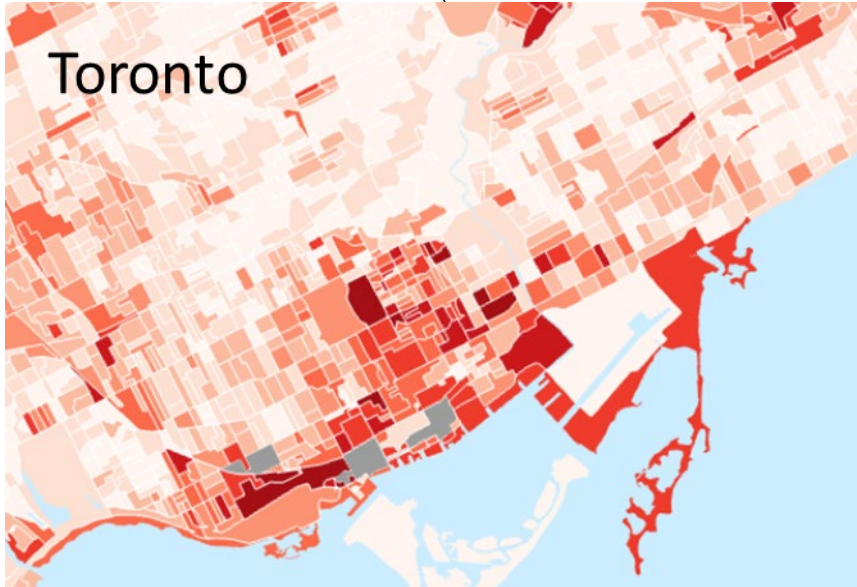
Phase 3: Reminder (After May 19, 2021)

- Continues to see census ads on TV
- Receives an email from her pension reminding their members to complete the census
- Notices census posters in the bulletin board of her community centre

On May 22, Anne decides to complete her census questionnaire online.

7.7. PLACEHOLDER Mapping Tool

A mapping tool will be developed to enhance the Census Communications team's ability to support field operations for both collection and recruitment activities (see the ICS-Recruitment for more information on the recruitment strategy).

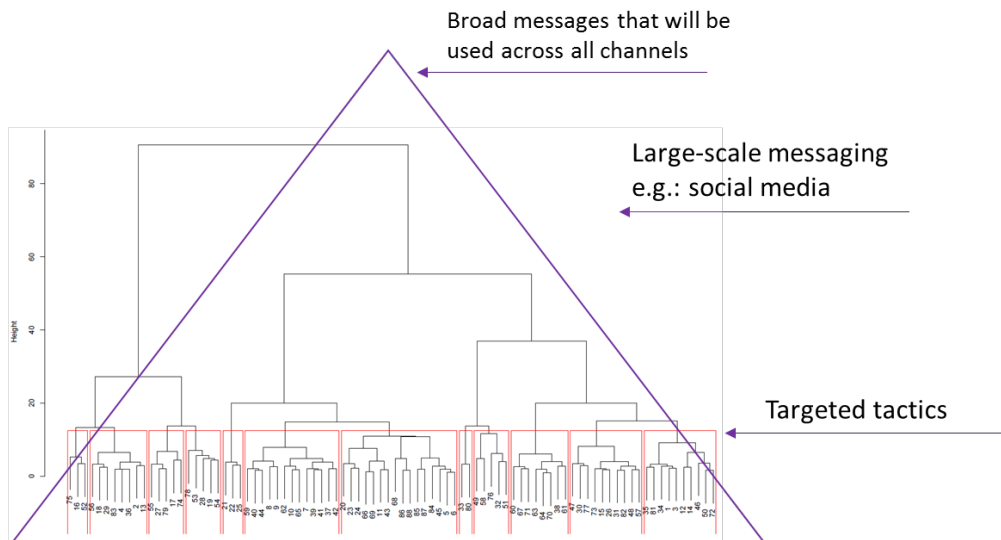


8. Key messages

8.1. Messaging approach

Messaging for the 2021 Census of Population will follow a multi-level approach underwritten by Census Communications' audience segmentation.

This model demonstrates the interaction between the messaging approach and segmentation:



Messages will be developed in consideration of the elements stated below:

Direct tone, straightforward messages that:

- ▶ Capture the attention of the targeted audiences and have an immediate impact
- ▶ Have a strong call to action
- ▶ Explain to respondents that completing the census impacts their community
- ▶ Plain language

Using direct messaging, campaign activities will

- ▶ Let target audiences know that:
 - The census will be taking place shortly
 - Let target audiences know that Statistics Canada protects the confidentiality of their information
- ▶ Raise immediate awareness to the when, where and how to complete the census

Tone, voice, approach and language

- ▶ The 2021 campaign will use a tone that:
 - Motivates Canadians to self-respond
 - Encourages Canadians to respond online
 - Is informative but firm (the census is not only important but also mandatory)

8.2. Broad key messages

- ▶ Census benefits Canadians through the transformation of their communities
- ▶ Completing the census online is fast and easy
- ▶ The census is mandatory

8.3. Phased approach to messaging

There will be 3 phases to messaging in support of the 2021 Census:

Awareness phase: April 19 to May 2, 2021

- ▶ In early May you will be receiving your census in the mail
- ▶ Completing the census online will be fast and easy
- ▶ By completing your census you will help transform your community

Call-to-action phase: May 3 to May 18, 2021

- ▶ Go online now and complete your census
- ▶ Completing the census online will be fast and easy
- ▶ By completing your census you are helping transform your community

Reminder phase: after May 19, 2021

- ▶ Completing the census is mandatory

9. Campaign strategies

9.1. Key strategies

The communications strategy for the 2021 Census will consist of an integrated social marketing campaign and activities designed specifically to raise awareness and encourage self-response.

Key strategies

- The promotional campaign will use audience segmentation analysis to define the best messages and channels.
 - The campaign will leverage multiple communications channel approach while maximizing message cohesiveness and reach.
 - Emphasis will be placed on PR and outreach activities when promoting the importance of the census among hard-to-enumerate audiences.
-

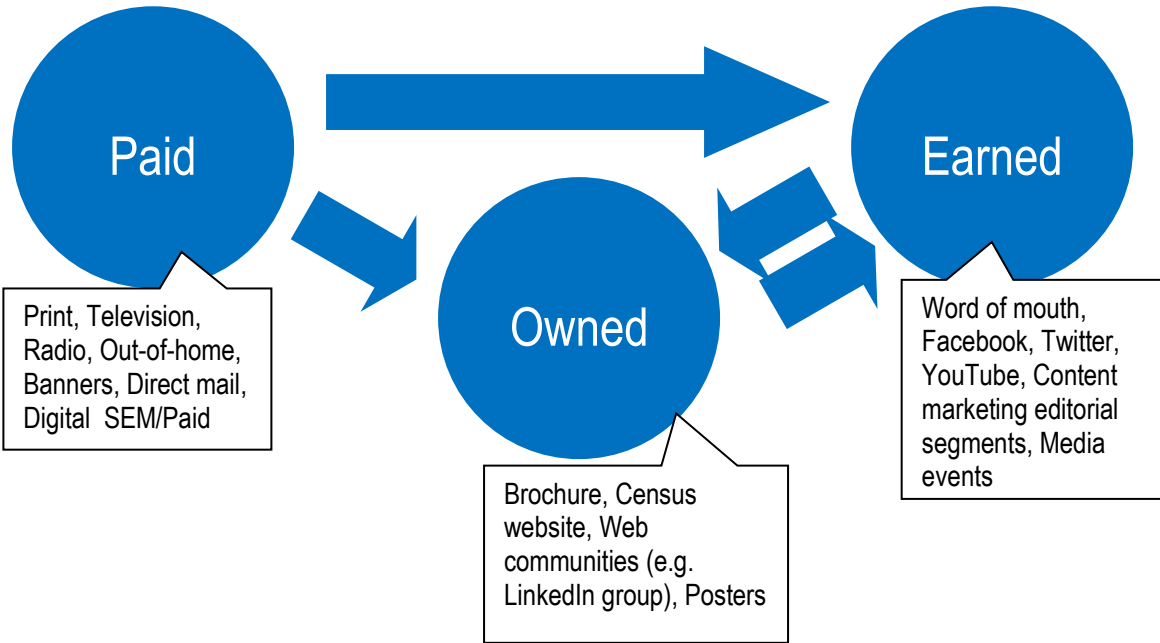
9.2. ICS Main Channels

The campaign will leverage several marketing disciplines across five main channels.



9.3. Strategic alignment of earned, owned and paid media

The alignment of all communication activities across the spectrum of paid, earned and owned media will increase message cohesiveness and effectiveness.



Alignment consideration will take into account:

- ▶ Timing of communication activities
- ▶ Targeted audience
- ▶ Portability of content across messaging platforms

The cornerstone for alignment will be the ongoing maintenance and dissemination of an editorial calendar.

10. Planning Assumptions

ICS Component	Planning assumptions
Paid media	<ul style="list-style-type: none"> ○ Census Communications will purchase advertising in the following mediums: Television, radio, digital, newspaper, social media platforms, Out-of-Home ○ Purchasing decisions to support collection will be based on the prioritization of designated geographical and/or demographic areas where collection support is both needed and likely to result in a return on investment (i.e. increased response rate, increase use of the online questionnaire)
Owned media	<ul style="list-style-type: none"> ○ Leverage the owned media at our disposal: Census website, Teachers' Kit, Print products, Q & As, Community Supporter Toolkit, Snapshot Toolkit, Small Business Hub, Adult Education Kit, Condo and Strata Toolkit
Earned media	<ul style="list-style-type: none"> ○ Leverage organic Social Media, articles, radio reads, and TV segments as well as promote the Community Supporter Toolkit ○ New content marketing articles will be written for use across multiple platforms, and previous articles re-used if still applicable
PR, Outreach & Events	<ul style="list-style-type: none"> ○ Communication Managers in each Regional Census Centres will start in April 2020, and will develop a tailored comprehensive outreach plan ○ Outreach Officers will continue to follow a multi-step outreach process more streamlined than 2016. ○ Partnerships will be established with other federal departments ○ Engagement with community organizations will be done by numerous staff in an organized manner, with roles and responsibilities clearly outlined ○ Large scale and national partnerships established during non-census years, will be spearheaded by Census COMM in Ottawa
Media Relations	<ul style="list-style-type: none"> ○ Census COMM will engage in partnerships with media sources ○ Census COMM will employ the tiered spokespersons approach used for the 2021 Census

11. Advertising plan

The highly successful branding from the 2016 Census of Population may be maintained and leveraged in 2021 (this will be determined in collaboration with the Agency of Record and the creative agency contracted to execute the campaign). A nation-wide media strategy, the advertising campaign for the 2021 Census of Population Program, will deploy effective products to support collection activities. The campaign is part of a comprehensive communication program that will inform Canadians that the census is important, relevant, and secure. It will prompt households to complete their questionnaire, with a focus on online response.

The advertising strategy is meant to support the wave model – a successful collection methodology that was introduced for the 2011 Census. The media strategy will be synchronised with the methodology used to communicate directly with Canadian households.

Wave	Methodology	Media Strategy
Pre-Census	April 2021	<ul style="list-style-type: none"> ▪ National advertising to set the stage for collection activities. ▪ Create awareness before the census. ▪ Encourage online response. ▪ Use mass media for maximum reach.
Wave I	Initial information package for all households (May 2)	<ul style="list-style-type: none"> ▪ Create awareness at the start of the census. ▪ Use mass media for maximum reach.
Wave II	Reminder letter/card for households that have not yet returned a census questionnaire (May 10)	<ul style="list-style-type: none"> ▪ Final presence in mass media following the initial awareness period. ▪ Messages will underscore the importance of completing the questionnaire online.
Wave III	Follow-up letter and paper questionnaire for non-responding households (May 18)	<ul style="list-style-type: none"> ▪ Encourage those who have not yet returned the completed questionnaire to do so. ▪ Messages will be adapted to audience segments.
Wave IV	Non-response follow-up which could include telephone calls or personal visits to each non-responding household (June 1)	<ul style="list-style-type: none"> ▪ Encourage those who have not yet returned the completed questionnaire to do so. ▪ Messages will be adapted to audience segments.

12. Outreach and engagement

A multi-step process will be developed, clearly outlining how activities are to be executed by census outreach officers in both the national capital region and in the Regions. Outreach officers will build and maintain an extensive list of municipalities and community based organizations that will be used for targeted outreach activities. An online interactive Community Supporter Toolkit (CST) will be created to help facilitate outreach activities and provide a one-stop shop for municipalities and organizations. They will have access to tools and resources to promote census job opportunities, as well as promote the timely completion of the census during collection.

Additional toolkits, the Teachers' Kit and the Adult Education Kit, will be updated, reworked and made available for teachers and other key stakeholders in order to help familiarise Canadians of all ages with the census in a fun and interactive way. While at the same time, putting emphasis on data privacy and Statistics Canada's mandate to protect personal information.

Partnerships will be developed with Federal departments including but not limited to: Service Canada; Employment and Skills Development Canada; and Immigration, Refugees, and Citizenship Canada. These partnerships will be leveraged in a variety of ways. For example: videos can be made available to Service Canada to promote recruitment or EE depending on location. Immigration, Refugees, and Citizenship Canada will be provided with documents to provide to new immigrants.

Federal partnerships will be sought out according to a phased approach to ensure that relevant departments can be involved in support of early enumeration and recruitment.

Outreach activities will be prioritized to specifically target organizations, whose constituencies are amongst the hard-to-count. The following matrix was employed in 2016 and will be taken into consideration again in 2021. However prioritization will also consider insights provided by a partnership with Environics Analytics and corporate data analysed through the use of the ESRI mapping tool; as a result stakeholder mapping will be comprehensive in order to align outreach tactics with audience targeting.

High	HL (HIGH relevance – LOW willingness) Organizations which did not promote the census in 2016, but whose constituencies will be targeted expressly by outreach activities in 2021	HH (HIGH relevance – HIGH willingness) Organizations which promoted the census in 2016 and/or signified an interest for 2021, and whose constituencies will be targeted by outreach activities in 2021
Low	LL (LOW relevance – LOW willingness) Organizations which did not promote the census in 2016, whose constituencies will not be targeted by outreach activities	LH (LOW relevance – HIGH willingness) Organizations which promoted the census in 2016, but whose constituencies will not be targeted by outreach activities in 2021
	Low	High
	WILLINGNESS	

Finally, all outreach officers will be trained to leverage Statistics Canada’s ESRI mapping portal to keep track of the engagement process and, perhaps more importantly, to quantify the reach of the tactics that will be executed by community supporters.

12.1. Community Supporter Toolkit

Outreach officers will be contacting organizations, who will be asked to support their respective communities by promoting the benefits of the census.

An HTML version of this toolkit as well as an accessible PDF will be made available on the census website so that all interested associations and community based organizations, can access tools and resources to promote census job opportunities, as well as promote the timely completion of the census. For example the CST will contain products for stakeholders to use on their social media platforms. More than 3,500 associations and community-based organizations (CBOs) were contacted in 2016; nearly 600 of those organizations used the social media calendar in support of census awareness. This will continue to be a key tactic in 2021.

In accordance with the newly developed Strategy for Modernization and Branding, the Community Supporter Toolkit—as well as all other toolkits—will be used as a vehicle for the census brand. The creative approach developed for the 2021 Census of Population, as well as the theme developed for Indigenous and Northern Communities will be incorporated into the look and feel of the toolkit.

13. Tactics

Tactical issues

The table below lists some of the tactical issues that will influence the development of each communication activity.

TABLE 14 Key Tactical Issue Description, Discussion and related Considerations

Issue	Description	Discussion	Tactical consideration
Paid, Owned and Earned Media	Ensure message cohesiveness across paid, owned and earned media platforms	This standard communication practice offers opportunities for cost savings	Repurpose content designed for paid media for use on earned and owned media platforms
Social Media	A social media plan is required for leveraging earned media platforms	The 2021 Census will make greater use of Social Media to increase traction of earned content.	Allocate resources accordingly
Partnerships	Better documentation of partner activities for post-census evaluation	Detailed information on partnership agreements is required to accurately assess the benefits gained from such agreements	Use StatCan’s new Client Response Management System (CRMS) to capture more information on partnership activities.

Key recommendations

1. Harmonize paid, owned and earned media activities to enhance messaging cohesiveness and increase cost effectiveness.
2. Develop a social media plan to increase earned media for the 2021 Census.
3. Target partners effectively for harder-to-enumerate audiences, while documenting their activities in the CRMS.

Tactics by ICS component

Component	Tactics
Paid media	<ul style="list-style-type: none"> ▪ Television ▪ Radio ▪ Standard print ads ▪ Non-traditional print ads ▪ Transit shelter ads (TSAs) ▪ Out-of-home (OOH) ▪ Digital ▪ Search engine ▪ Social media
Owned media	<ul style="list-style-type: none"> ▪ Census website ▪ Teachers' Kit ▪ Adult Education Kit ▪ Community Snapshot Toolkit ▪ Small Business Hub ▪ Census Game ▪ Community Supporter Toolkit ▪ Factsheets ▪ Email messaging ▪ Posters
Earned media	<ul style="list-style-type: none"> ▪ Social Media ▪ Content marketing, print, radio and video
PR & Outreach	<ul style="list-style-type: none"> ▪ Execution of a multi-step proactive outreach process ▪ Engagement with Services Canada ▪ Engagement with Citizenship and Immigration Canada ▪ Engagement with Health Canada ▪ Engagement with other departments.
Events	<ul style="list-style-type: none"> ▪ Media events

Real-time monitoring and adjustment of tactics

Census Communications will have access to real-time data, which will be used, as required, to realign certain outreach and public relations tactics in areas that are not responding as well as expected.

8 Blocking Charts

8.1 PLACEHOLDER-Paid media calendar

8.2 PLACEHOLDER- Organic social media calendar

9 Expected outcomes

The campaign is expected to raise awareness among Canadians about the census and the importance of their participation. It is also expected that the audience will use the information to take action and respond in a timely manner. These outcomes will be validated using the measurable objectives defined in Section 6.2.

10 Evaluation

A Key Performance Indicator (KPI) framework has been developed to guide the performance indicators of all communications activities for the 2021 Census of population.

10.1 Big Picture KPIs

TABLE 18 Big Picture KPIs

KPI	Description	Discussion
Temporal breakdown of campaign costs against observed rates	The campaign costs broken down week-to-week against the number of completed census forms	The ROI analysis for the advertising in all stages of the campaign.
Incremental response based on temporal analysis	Identify the dates where critical benchmarks (e.g. 25%, 50%, 75%, 80%, 85%) were achieved	The 80% response rate benchmark was achieved on May 30, 2016. The goal for 2021 is to reach this benchmark sooner.
Increase in online response	Overall online response rate	An increase in online response rate will result in direct costs savings. The objective for 2021 is to increase overall response rate via online to XX%.

10.2 Other Evaluation Criteria

Evaluations will include but not be limited to the following:

- Analysis of response rates
- Maximize high-quality response by reducing FEFU and incomplete questionnaires
- Web traffic/referral statistics
- Recall rate and other evaluation results based on post-campaign evaluation using the Advertising Campaign Evaluation Tool
- Media and blog coverage analysis (unsolicited feature stories)
- Review of outreach activities with stakeholders
- Review of proposed partnerships
- Public opinion research before and after the campaign
- ACET recall rate

Annex 1—Secondary research: works consulted

The following resources have been reviewed to support the articulation of the Integrated Communications Strategy.

1.1 *Corporate Social Performance*

Why are job seekers attracted by Corporate Social Performance?

- Corporate Social Performance (CSP) is demonstrated through an organization’s apparent community involvement or other activities that show genuine care and concern for the wellbeing of others.
 - There are three signal-based mechanisms that affect organizational attractiveness: anticipated pride or prestige associated with an organization, perceived value fit, and expected treatment.
 - Both companies and applicants increasingly turn to websites as sources of recruitment information
 - CSP sends signals that inform job seekers of the anticipated pride they will have in their jobs, the value fit, and how they will be treated
 - CSP becomes less effective when job seekers attribute it to disingenuous motives
-

Source: Why are job seekers attracted by Corporate Social Performance? Experimental and field tests of three signal-based mechanisms, Jones et al. (2014)

1.2 *Canadian Forces “Fight” Recruitment Campaign*

Fight Distress, Fight Fear, Fight Chaos—Fight with the Canadian Forces

- In 2001 the Canadian Forces identified recruitment as one of its top priorities, but it faced some obstacles the foremost of which was that young Canadians (aged 15-24) and adults over 25 indicated that viewed the Canadian Forces as a less-than-ideal place to work.
 - With this in mind, they began doing research for the “Fight” campaign with the understanding that recruitment campaigns were one of the primary ways that Canadians viewed their military and therefore directly linked to the Canadian Forces “brand”.
 - Forty-two focus groups were conducted with a total of more than 300 Canadians participating.
 - The groups determined that the Canadian Forces’ brand:
 - was not clearly defined
 - had different meanings depending on viewership
 - was not honest or “real” enough in its portrayal of the actual jobs in the Canadian Forces
 - The Canadian Forces used this feedback to develop an award-winning, successful recruitment campaign “Fight Distress, Fight Fear, Fight Chaos—Fight with the Canadian Forces”
-

-
- The campaign featured simulated real-world scenarios of Canadian Forces members helping during natural disasters and other military scenarios. It invited viewers to identify with the action onscreen and, further, to imagine the self-transformation they could achieve by joining the Canadian Forces.
 - A key factor to the success of this campaign is that it understood that Canadians envision their military as primarily “helpers” administering aid, rather than an overtly aggressive force. The branding throughout the campaign was careful to respect those values.
 - By the end of the campaign they had gone from not having enough applicants to having to turn recruits away.
-

Source: Fighting Change: Representing the Canadian Forces in the 2006–2008 Fight Recruitment Campaign, *Canadian Journal of Communication*, Goldie, J.L 2014

1.3 *The Shattered Mirror*

The Shattered Mirror: News Democracy and Trust in the Digital Age

- A report by the Public Policy Forum on news media and advertising in Canada
 - The Public Policy Forum is a non-partisan, member-based organization. They operate with the purpose of improving policy outcomes for Canadians. Their report is based on consultations with Canadians, academics, and stakeholders from across the country. Key findings include:
 - The CBC’s French and English news sites, Canada’s most visited, attract 15 million people in a typical month.
 - Facebook says it has 17 million active users in Canada every day.
 - The prevalence of local news outlets across the country is declining
 - A 2014 survey found that “Canada’s ethnic consumers spend comparatively less time interacting with traditional media sources particularly cable television, and more time consuming content through online video sites, such as YouTube and Netflix.”
 - New Canadians spend, on average, 20 percent more time online than other segments of the population.
-

Source: *The Shattered Mirror: News Democracy and Trust in the Digital Age*, Public Policy Forum (2017)

Source: *Rethinking Citizen Engagement*, EKOS Research Associates Inc. (2017)

1.4 News media and government engagement

Privy Council Office funded EKOS study

- Canadians typically get their news from a national vs. a local source.
- Canadians are active users of social media.
- New Canadians are active users of streaming services vs traditional television, and spend more time online than other segments of the population.
- Ads or notices in the media are Canadians' preferred way to get information from the government.
- Canadians follow political and governmental affairs through a variety of mediums (TV, newspapers, radio, and internet).

Source: *Rethinking Citizen Engagement*, EKOS Research Associates Inc. (2017)

1.5 Attention span

Consumer Insights

- The Canadian attention span has declined since 2000.
- On average, 19% of online viewers defect in the first 10 seconds.
- Consumers have become better at processing and encoding information through short bursts of high attention.
- Canadians are more likely to pay attention to communications when they're delivered in the right context, at the right time.
- 75% of Canadians use multiple screens at once.
- Attention is task-dependent
- There are different types of attention: focused and transient
- 'Skimming' is becoming a dominant form of reading
- Not all communication requires focus: people can process content unconsciously
- Exposure to information—even repeated—does not mean it has influence
- Emotion creates a higher likelihood of recall.

Source: Consumer Insights. Microsoft Canada 2015; Galloway, C. "blink and they're gone: PR and the battle for attention" *Public Relations Review* 43 (5) 2017

2. Further Reading

Other sources were consulted for the purposes of drafting this strategy. Further reading on these topics can be found in the Census Communications research repository.

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- *CBAMS III: A US Census Bureau report*
 - *Inside the Nudge Unit* by David Halpern
 - *Relevance Theory* by Dan Sperber and Deirdre Wilson
-