

---

---

# **AGENDA**

## **ASTORIA PARKS & RECREATION ADVISORY BOARD**

---

---

Wednesday, June 28, 2017  
6:45 AM  
2<sup>nd</sup> Floor Council Chambers  
1095 Duane Street, Astoria OR 97103

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. PUBLIC COMMENT**
  - A. Individuals must state full name and address
  - B. Each individual is provided 2 minutes
- 4. APPROVAL OF MINTUES**
  - A. May (attached)
- 5. PRESIDENT HERNANDEZ**
  - A. What do you hear?
- 6. EMPLOYEE RECOGNITION**
- 7. OLD BUSINESS**
  - A. Parks Foundation Update
  - B. Implementation of the Parks and Recreation Comprehensive Master Plan
    - a. Developing Parks and Facilities Maintenance Plans
    - b. Capital Improvement Plan
- 8. NEW BUSINESS**
  - A. Tree Inventory Presentation and Recommendation
  - B. Marketing Plan Presentation and Recommendation
  - C. Status Update of Budget and Possible Implementation of Additional Revenue Sources
  - D. Department staffing update
- 9. STAFF REPORTS AND UPCOMING EVETNS (attached)**
- 10. FUTURE MEETINGS**
  - (a) July 26,2017 @ 6:45 AM in City Hall, Council Chambers
  - (b) August 23, 2017 @ 6:45 AM in City Hall, Council Chambers

## **Parks Advisory Board Meeting Minutes May 24, 2017**

Chairperson Norma Hernandez called meeting to Order at 6:48 am.

Present- Norma Hernandez, Jessica Schleif, Andrew Fick, Jim Holen, Aaron Crockett, Howard Rub, and Michele Tompkins.

Absent- Eric Halverson

Staff- Angela Cosby, Genesee Dennis, and Ashley Schacher.

### **Public comments**

1. There were none.

### **Approval of Minutes**

- A. January minutes were unanimously approved as presented.
- B. February minutes were unanimously approved as presented.
- C. April minutes were unanimously approved as amended with the following corrections:
  - a. Eric Halverson was absent.
  - b. New Business, A. Parks Foundation Update, second paragraph – “~~Eric Halverson~~ Andrew Fick believed approving the new boundaries for the scholarship would help promote a parks and recreation district with the same boundaries.”

### **President Hernandez**

- A. What do you hear- President Hernandez heard people loved the Run on the River. Jim Holen heard many thanks from participants. Andrew Fick has received many questions recently about the underground areas of the city. Director Cosby said there was a death underneath the downtown restrooms and transients have been accessing the underground areas from Tidal Rock Park. After the City Council work session on Parks, Jessica Schleif heard three people say they would be willing to pay a utility fee. President Hernandez added that community members are worried about Director Cosby’s workload.

The Board and Staff briefly discussed Astoria’s underground, the tours that John Goodenberger used to offer, and blocking off access from City property.

### **Employee Recognition**

- A. Genesee Dennis recognized Ashley Schacher as the May employee of the month.

### **Old Business**

- A. Jim Holen gave an update on the Parks Foundation. Run on the River went well with about 75 volunteers and 436 runners. He did not have any financial information on the fundraiser yet. The next event will be Parks After Dark, beginning June 24<sup>th</sup> with a showing of Top Gun.
- B. Director Cosby updated the Board on Staff’s efforts to implement the Parks and Recreation Master Plan. Development of the facility maintenance and capital improvement plans will pause during the busy season, but Staff will still be on target to complete the plans by the end of January.

## **New Business**

- A. Director Cosby reviewed drafts of the site-specific park plans for Shively and McClure Parks, along with supporting documents. She reviewed the planning process for each park and answered questions about gift catalogues, ADA accessibility, the boundaries of Shively Park, and safety standards for play equipment. The Board and Staff discussed how implementing the plans would impact Staff and the community. They also noted concerns about available funding. The Parks Board unanimously voted to recommend that City Council adopt the park plans for Shively and McClure Parks.
- B. Director Cosby presented and reviewed the details of a draft agreement with Friends of McClure Park for the installation and maintenance of a bank slide. The Friends were waiting on their attorney to provide comments on the agreement. The Board discussed concerns about fundraising and maintenance of the slide. Board members suggested future agreements require groups retain a reserve or contingency fund for maintenance expenses. Director Cosby answered questions about the agreement and noted that Staff would retain the right to remove the slide. She confirmed that Staff supported the agreement. City Council will consider the agreement at their meeting on June 5<sup>th</sup>.  
The Parks Board voted unanimously to recommend that City Council adopt the agreement with Friends of McClure Park for the installation and maintenance of a bank slide, and future agreements between community groups and the Parks Department require a reserve fund for maintenance expenses.
- C. Director Cosby provided an update on the tree inventory. A presentation on the completed inventory would be given at the next Parks Board meeting.
- D. Director Cosby updated the Board on efforts to have Recology provide garbage service at parks. City Council will consider park garbage service and recycling at their next meeting. This will allow parks maintenance staff to spend 600 hours per year on other tasks. Astoria's Recology customers will pay for the new services with a small increase to their garbage bills.
- E. Director Cosby gave an update on the budget and possible implementation of additional revenue sources, which City Council was still considering. She gave details about increasing transient room taxes and utility bills, and noted the City Attorney was in the process of determining whether Promote Astoria Funds could be used by Parks.

## **Staff Reports**

The following reports were presented to the Board as part of the agenda packet:

- A. Maintenance
- B. Aquatic Center
- C. Recreation
- D. Lil Sprouts/Port of Play
- E. Upcoming Events
- F. Future Meetings
  - June 28, 2017 at 6:45 am in City Hall, Council Chambers
  - July 26, 2017 at 6:45 am in City Hall, Council Chambers

## **Non-Agenda/Miscellaneous Business**

1. Director Cosby answered questions about efforts to prevent and remove graffiti in parks.

**Next meeting will be held Wednesday, June 28, 2017 at 6:45am at City Hall in City Council Chambers.**

# DRAFT

---

## ASTORIA PARKS AND RECREATION



## MARKETING PLAN 2017-2018

Prepared for: Angela Cosby, Director

Prepared by: Janice O'Malley Galizio, Consultant

June 19, 2017

---

## TABLE OF CONTENTS

I. Executive Summary	1
II. Situation Analysis	2
III. Current Marketing Tactics	6
IV. Suggested Marketing Tactics	7
V. Marketing Calendar	14
VI. Newly Proposed Campaigns	17
VII. Measuring Success of Marketing and Customer Satisfaction	20
VIII. BUDGET	21

---

# DRAFT

---

This Page Intentionally Left Blank

---

### I. Executive Summary

In 2015, Astoria Parks and Recreation (Department) embarked on its first comprehensive master plan to assess community needs and assess its current programming and its relevance to the community. Within the process of community input, the community were found to need advanced resources in marketing to allow the community to access Parks and Recreation programming availability and offers. The community also identified the need to create a formal marketing plan to fully support these efforts.

The Community identified the following as goals for the Department in its Master Plan process:

- ◆ Measure the impact that communications and marketing strategies have on attendance, program registration, customer satisfaction, and revenue
- ◆ Improve the organization and availability of information
- ◆ Improve communication with community members and patrons
- ◆ Provide bilingual communications and marketing materials
- ◆ Increase awareness of scholarship opportunities, discounts, giveaways, and free events
- ◆ Increase awareness of the Parks and Recreation Department's operations, amenities, and services

The Department, in so far as we know of its three decade history, has never completed a marketing plan to support and grow its services and does not include a marketing division. The Department has seen increased use of its infant and child care programming due to the community's need for quality and affordable care, but no formal and organized methods have been used to support other programming that it offers such as sports, fitness, and the Aquatic Center. Roughly fifty-two percent of the Department's budget is generated directly from user fees; as such, strong marketing efforts will help increase participation and revenue to the Department's budget.

Currently, much of the Departments' recent efforts in engagement has been via social media. Increases to programming have been directly linked to promotion via Facebook; both paid and unpaid. The Department will largely benefit by continuing to develop and update its social media efforts. Furthermore, with the recent reductions to programming and events, it is important for the Department to consider increasing its "face time" with the community to promote revenue generating programs. Areas to increase attention should now involve: event tabling, paid advertisement across multiple media mediums, and direct mail. These increased efforts will generate the added value of increased program participation, revenue, and positive public relations.

This document will serve as a guideline and reference point to begin increased marketing and communications efforts for Astoria Parks and Recreation with the idea that this document will be fluid and changing as we identify the customer market and the creation of additional programming.

## II. Situation Analysis

### BACKGROUND

The mission of the Astoria Parks Department is to provide life-long learning, wellness, and well-being through recreational opportunities, and is dedicated to the preservation of natural resources, open spaces, and facilities that inspire and bring neighbors together.

The Department currently maintains five divisions within its organization: Administration, Aquatics, Recreation and Childcare, and Maintenance with the Parks and Recreation Director leading the Department in hiring and managing personnel, planning and budgeting, and coordinating with City government and City Community boards and groups.

**The Aquatic Center** is a 25,000 square foot facility with locker rooms, showers, a fitness room with cardio and weight machines. The aquatics space includes a 25 yard lap pool with six lanes, a recreation pool with water slide and lazy river, an infant pool, and hot tub. Customers are able to pay for a monthly pass that allows them the use of the facility as well as fitness classes at the ARC, pay for a single use fee, pay for aquatics lessons, and rent the pool for parties or events. The Aquatic Center gets approximately 139 customers in daily.

The Aquatic Center offers a state of the art Fitness Center, newly renovated in 2015 and allows patrons to pay a drop-in rate for \$7.50 or \$60 a month for monthly use. The closest Aquatic Center in the area is located in Seaside, 30 minutes to the south where they charge \$5 for residents and \$10 regular for drop in use and \$35 for residents and \$59 regular admission for monthly passes. Competition for fitness memberships will be seen once the Clatsop Community College Patriot Hall renovations are completed. Also unique to the area is the pool facility which is utilized by patrons outside of the City by residents in Washington and other parts of the County, as well as by tourists visiting the City. Its location has ample parking and is easy to access from Downtown.

**The Astoria Recreation Center** is a 14,000 square foot facility that houses the main Department offices and includes a large fitness studio, cycling studio, Teen Center, two large community event spaces available for rental, classrooms for after-school programs and summer camps. Monthly passes as well as single use drop-in fees are available for both fitness and childcare. Monday, Wednesday, and Friday are more popular days with on average slightly more than 20 customers taking fitness classes. Tuesdays, Thursdays, and Saturdays are on average about 5 or 6 customers. Other programming that generates revenue include community classes such as Jiu-jitsu, gymnastics, or drawing/illustration classes.

The Recreation Center was newly renovated in 2015 with a cycling studio and fitness studio. The cycling classes are the only classes of its kind for the area with higher quality bikes. The Center is tucked away in a hard to find location and may be considered “out of the way” for some customers. The Recreation



Center offers fitness classes similar to other studios in the area, but at a lower cost. The Department needs to improve awareness of these classes to the community to improve participation numbers.

**Port of Play and Lil Sprouts** have a combined total of 7,500 square feet to utilize for child care as well as its indoor play space. The child care facility has five classrooms and staff care for children ages 6 months to 5 years old. Ninety seven children are currently enrolled and a wait list has been enacted for the program. Port of Play, which is a 1,500 square foot gymnasium housed inside the Gray School that caters to toddlers and elementary aged children where families can pay to utilize the facility or to rent for parties. Port of Play also provides child care occasionally on the weekends with their Parents' Night Out Programs. Port of Play has about thirteen party rentals per month.

Many locals in the area are familiar with the Gray School facilities which gives Port of Play an advantage. The Local MOMS club also meets out of the facility, bringing in more families. It is one of the few indoor play facility options available to the community during frequent periods of inclement weather. With the lack of programming available due to budget cuts, the Department will need to increase efforts in marketing Port of Play, particularly during the winter season.

**The Parks System** maintained by the Maintenance division includes 310 acres of park land, 9 miles of trails, and 12 indoor facilities. The other indoor facilities, aside from the others mentioned above, which are available for rental include:

1. Shively Hall
2. Alderbrook Hall
3. All parks are also available for rental

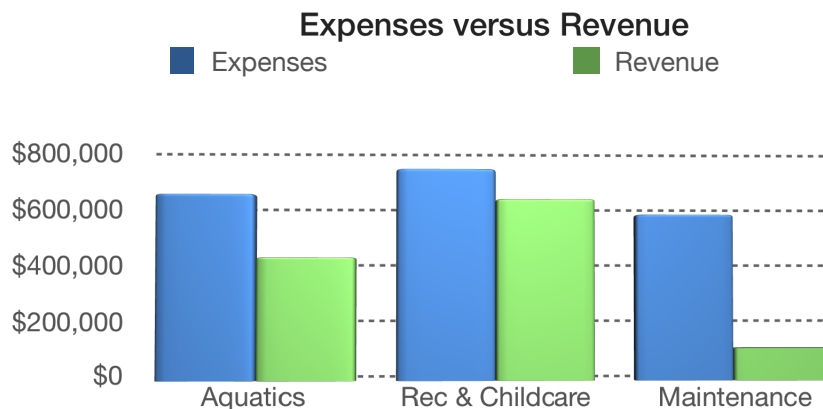
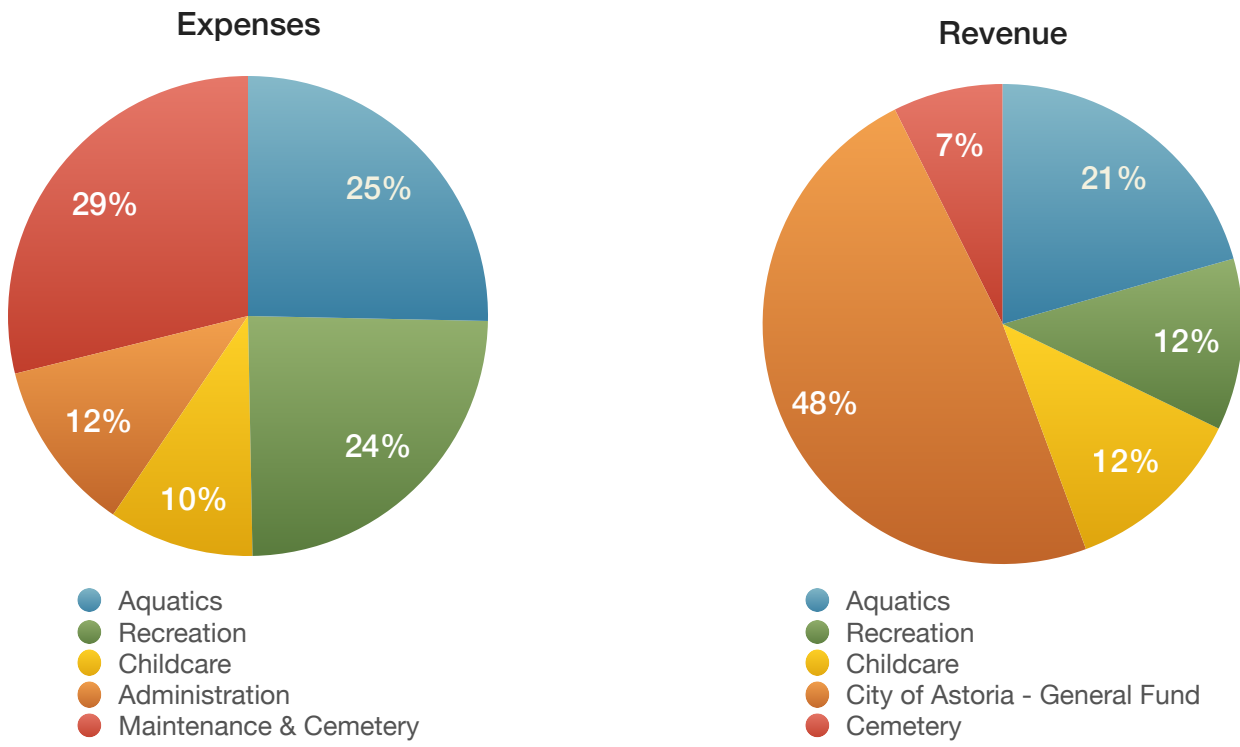
All of the rental facilities are in need of repair and updating. Shively Hall, most recently, in 2016 was updated with a fresh coat of paint on the interior. Shively is a popular facility to rent due to its location in a beautiful park setting. Alderbrook Hall exterior was most recently renovated by Clatsop Community College, restoring its original look with cedar shake shingles. These facilities are a great economical option for party and event rentals due to the low cost of \$29-\$65/hour with access to a kitchen. Park rentals are a lesser known option to the public and increased efforts in marketing can be made to encourage paid rentals for parties. This can be achieved by attending bridal expositions and conferences and produce brochures detailing rentals. As rentals do not bring in a large amount of revenue, this may be considered a lower level priority compared to marketing programs and park passes.

# DRAFT

## FUNDING

A large portion of the Department's funding comes from the City of Astoria's General Fund. Yet, for the purposes of this marketing plan, we will address the funds that are purely generated by the Department which include revenue generated by its recreation programming, childcare, aquatics divisions, and rentals.

Below is a chart that details the expenses for each division and the revenue generated by each. As evidenced by the Expenses vs. Revenue chart, the programming with the least amount of expenses (Childcare) generates roughly \$30,000 in profit while the Aquatics Center and Recreational programming bring in almost \$600,000 in revenue, yet its expenses are well over with almost \$1 million; leaving room for revenue growth.



## **POPULATION GROWTH TRENDS**

The City of Astoria 's population, according to the Portland State University Population Research Center, projects that Astoria will continue to grow modestly over the next decade from 9,503 to about 11,143. There is an even number of Male and Female population according to the U.S. Census Bureau. Roughly 26% are under the age of 24 years old, Roughly 39% between the ages of 25-54, and about 35% above the age of 55. Also of importance to note is that the Hispanic or Latino population continues to rise with 9% of the population currently being considered non-white Hispanic/Latino.

## **VALUE PROPOSITION**

Parks consumers should value its products and services more due to its investment in the preservation and conservation of its parks land and facilities. Astoria depends on tourism dollars collected through hotel taxes to support the general fund and many of the tourist locations are maintained by the Parks Department. The Department offers unique services that include family passes for fitness and use of both the Aquatic Center Facility, Fitness Facility, and Fitness Classes. Many customers may qualify for fitness and recreation programs for free or for lower cost than other facilities in the area. The Department also offers high quality, affordable child care for ages 6 months to 12 years old. The Department must improve its product positioning in the minds of its consumers to improve participation numbers and park pass sales.

## III. Current Marketing Tactics

The Department has not developed a thorough marketing plan nor a master calendar. Most advertising is done sporadically, mostly through social media. Success in advertisement has been seen on its Facebook and Instagram pages. Other tactics include some print advertising in the Daily Astorian and in Radio. The Designated Market Area (DMA) for Astoria is the Portland market. As the City is such a small demographic for the DMA, this media plan will not include television advertisement due to cost considerations.

### LOCAL MEDIA MARKET INCLUDES:

#### PRINT

- Daily Astorian
- HipFish Monthly
- The Current

#### RADIO

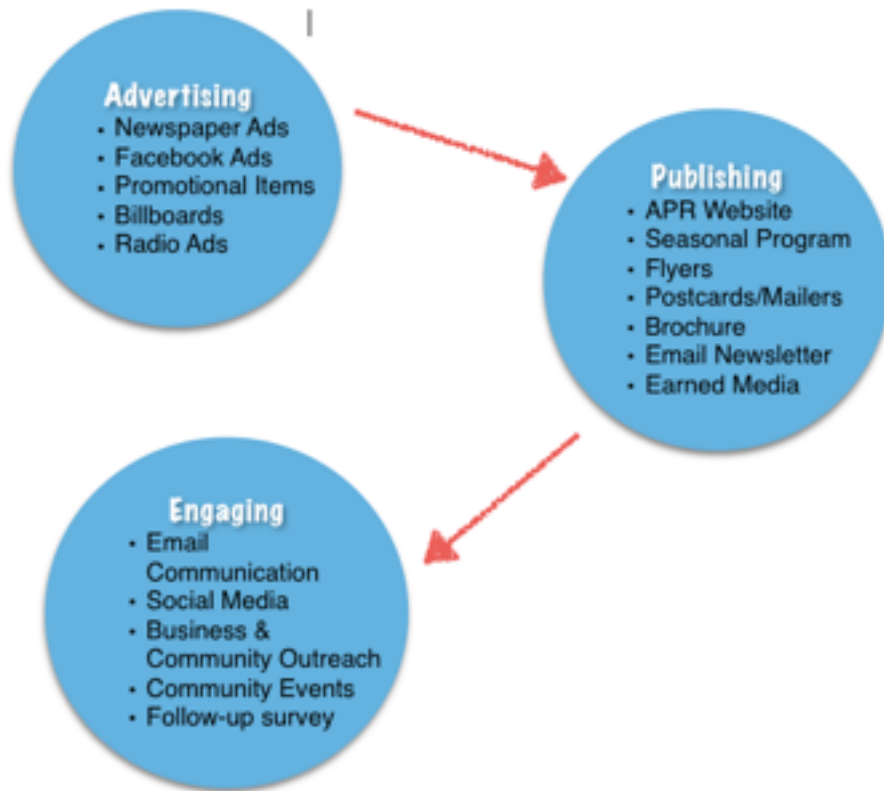
- KAST
- KMUN
- KRKZ

### MARKETING ADVANTAGES:

- The Astoria Parks Foundation through its annual Run on the River race and through its Parks After Dark movie series, not only raises a large amount of money for scholarships for local residents to afford recreational programming, but it also serves as a positive community event that draws both locals and tourists to the City and utilizes its parks.
- The Department has started in earnest to receive feedback on its programming and customer service through surveys and community forums. This allows the Department to hear, in real time, what the Department is doing well and what needs improvement.
- Positive relationship with the community – The Department has an extremely close relationship with the surrounding community. Administrative staff have constant face-to-face contact with the market that the Department serves.
- Presence of Local Newspaper – The local newspaper provides the Department with an outlet that can be utilized to promote events and distribute information.
- Local Radio Stations - Local radio stations: KAST, KRKZ, and KMUN provides the Department with an outlet to communicate with the community on a host of items regarding the Department, from community concerns to events.
- Small service area that allows for easy dissemination of information whether through flyers or mailers.
- The Department maintains an active social media presence.
- Availability to table or advertise at community events for low cost - with recent cuts to events and programs, these will now be of major importance for the Department to participate in. If the Department events/programs are reinstated, it would provide an even greater opportunity to market the Department.

## IV. Suggested Marketing Tactics

What we can gauge as a result of the population, is that equal amount of efforts to market to families with children, middle-aged “empty nesters”, and an aging population is necessary; including adding services specific to the needs of the growing latino population. This includes adding bilingual communication materials and marketing bilingual materials on local dual language radio. Three methods of outreach will be enacted using paid advertisement, publishing, and engaging directly with the customer for optimal outreach.



### PAID ADVERTISING

Paid advertising will need to be considered for those we are unable to reach through community events, meetings, and through the Astoria Parks website. The following will need to be considered on a monthly basis:

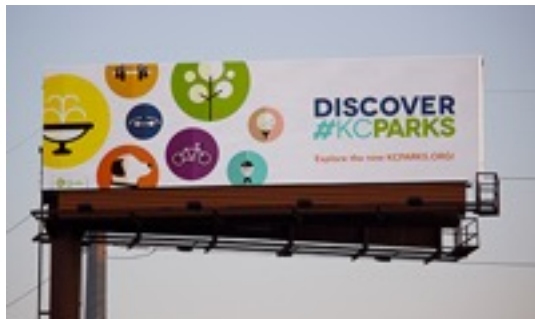
**Newspaper Ads** - Typically, for newspaper advertisement to be effective, a campaign should be considered on a weekly basis; the bigger and the higher the frequency, the better. With readership dropping, and with more people engaging on social media to consume news, this may not be the best method of advertisement, unless relationships can be leveraged for a better rate.

**Facebook Ads** - Whether its marketing of programs, facilities, or the Department, monthly advertisements generate more page likes and allows the Department to actively engage with the community. With social media advertising, the Department can directly target certain customers and track their responses. This has been of particular advantage in marketing the Run on the River half-marathon. Boost to registration sales were directly tied to social media advertising. Advertising should be considered on a monthly basis to boost program registration and fitness pass sales. The Department should also consider monthly paid ads that target tourists.

**Promotional Items** - From t-shirts, to bumper stickers, removeable tattoos, stickers, jump ropes, or sunscreen, promotional items distributed or sold increase brand favorability. According to a 2016 study conducted by the Advertising Specialty Institute (ASI), promotional products are one of the most high impact, cost effective advertising mediums. In the same study, it was found that promotional products most highly regarded in the Pacific Northwest include drinkware and USB drives.

The Department should consider purchasing stickers and removeable tattoos, which are low cost, and distribute items during the summer to encourage families to attend its facilities. Also, t-shirts or water bottles should be considered to sell. Another concept would be to give away a calendar with pictures of local parks to new reigstrants during the winter.

**Billboards** - Although a more expensive form of advertising, when exiting Astoria heading both east and west on Highway 26, the billboard placement captures the drivers' attention. Billboard advertisement would be greatly beneficial to marketing to toursits in the area. Advertising on billboards depends on its availability, but should also be considered seasonally to promote the Aquatic Center, Port of Play, Riverwalk, and other parks.



**Radio** - Radio programming such as Tom Freel on KAST, Donna Quinn on KMUN, and KRKZ should be priorities in advertising. Astoria Parks can take advantage of free advertising for non-profits that are offered as well as monthly paid ads. When advertising on radio, it should be consistent - at least on a weekly basis and should be considered for each division - Aquatic Center, Port of Play, and Recreation Center. The ads can be a month long run with 15 to 30 second ads on a seasonal basis, encouraging listeners to visit the Department's Facebook Page or website.

## PUBLISHING

The Department has been active in publishing content online via its website and weekly email newsletter, as well as in print with its seasonal programs and flyers. The greatest need is to maintain consistency and timeliness in the release of these materials. Additionally, the Department should consider direct mail pieces that target residents and brochures that can be left at local businesses and our facilities.

**Astoria Parks Website** - the website was redesigned in 2016 with the attempt to allow the user experience to be more seamless in finding the information needed. Although another update may need to be considered at some point (due to the increase in smart phone mobile internet usage), the website will need to be updated consistently and frequently. Another item to consider would be a survey to customers on the organization and functionality of the website.

**Seasonal Programs** - The Department shares its seasonal program guide each quarter via email newsletter, social media, website, and in print. Distribution of these guides are sometimes shared with local businesses, and with the local school district when school is in session. Current customers have grown to expect the release of these guides and are an important tool to continue publishing in advertising its programs. Another element to consider would be the addition of a note from the Parks Director in order to personalize the guide. Another focus for the guide should consider its use for tourism and tourists.

**Flyers** - Flyers distributed to local businesses and community are a great tool to advertise certain programs and events. The Department's support within the community allows for it to have free advertisement space in the downtown strip of Main Street and capture more impressions. Consistency in look and branding are important so that customers recognize and engage with the flyer. For maximum distribution, flyers should be distributed within the school district and at business/community events and meetings.

**Direct Mail** - The Department should consider mailing seasonal program guides or create direct mail postcards that encourage households to visit the website to sign up for programming on a seasonal basis. Mailers should also include promotional discounts such as a sibling discount, or early bird registration.

- Winter - Fitness Theme (targeting women ages 35-75), referral bonus
- Summer - Recreation Day camps/pool (targeting households with families)
- Fall - After-school care registration/fall sports/party rentals (targeting households with families)
- Spring - Run on the River/Port of Play/Spring Sports (target families and adults ages 25-54)



**Brochure** - Brochures are an effective form of marketing, particularly for small businesses. It's an opportunity to provide an overview of the Department and provides more room than a regular print advertisement or flyer. It is a low cost marketing option that can be easily distributed at local businesses or at community events. Specific brochures should include: overall information on Astoria Parks and Recreation, event space for rent, and another targeting each specific facility. Each brochure should also have a call to action included, i.e., registration form for rentals, land and water pass form, etc.

**Email Newsletter** - Since 2016, the Department had been emailing its customers on a monthly basis. Most recently, this has been shifted to a weekly release. On average, the industry-wide open rate hovers around 12% or 13%. The Department has been receiving an open rate of between 23%-30%. Maintaining consistency in its release is important. An increase to the open-rate is found to be higher on Mondays at 4:15 am.

**Earned Media** - Earned Media refers to publicity gained through promotional efforts that are not through paid advertisement. The Department should take advantage of local papers and radio stations as well as through the Travel Astoria website to support and market its events and programming. A press release should be sent out to all media markets upon release of seasonal program guides, events, and recreational programming registration.

## ENGAGEMENT

With the rise of social media usage, customers are expecting that its interaction on webpages, social media, and electronically are met in a timely manner and expectations are that information be provided instantaneously. Yet this constant online engagement should not replace face to face contact with the Department's customer base, particularly with the absence of major events and special programming that would typically add to draw in customers. It is an opportunity to start a relationship and earn the trust of its customers. The traditional email and social media communications should continue, but more face time with local businesses and community meetings and tabling at events should be considered.

**Email Communications** - The Department will continue to send weekly newsletters to customers and community members and identify, as appropriate, when to share other news and events in separate email messages.

**Social Media** - Social media is a vital form of communication for the Department to reach the community. Currently, the Department maintains an Instagram profile, Youtube page, Facebook Page, Google+, and Twitter. By far, the more popular social media site for the Department is Facebook. Since 2015, the page has grown from about 1,800 page likes to close to 2,900 with the potential to continually grow. This is evidenced by the Astoria Police Department Facebook Page which has over 9,400 page likes. The Department has a following of 692 on Instagram, and 324 followers on Twitter.



### *The key with social media is to:*

1. Have basic information readily available on all platforms.
2. Continuously and consistently post information using a variety of media: video, photo, live posts, & gifs
3. Find ways to engage with customers: online surveys, hashtag campaigns, respond to questions rapidly
4. Engage with other organizations or groups to help circulate information

### *Goals for social media 2017-2018:*

1. Increase Facebook page likes to 3200 and Instagram Followers to 800, and Twitter Followers to 400.
2. Response time for comments should be raised to same day
3. Post daily
4. Continuously update and analyze information on all social media
5. Encourage Aquatic Center, Recreation Center, and Port of Play administrators to update and curate posts.
6. Create a list of organizations that will help cross-advertise programs, events, and information
7. Geo target ads to tourists to promote use of its facilities

**Business & Community Outreach** - Maintaining an active presence within the community is vital for marketing. Business and community members are able to act as surrogates in promoting events and advocating for the Department. Astoria Parks staff, park board members or foundation members should be assigned to attend each monthly community meeting to report Astoria Parks information.

Important community organizations to have members of the Department or Parks Board participation in are listed below. Surrogates should have important information and current flyers/guides to provide to members:

1. Astoria/Warrenton Chamber of Commerce - Last Wednesday of each month - 8:00am at Wet Dog Cafe
2. Astoria Downtown Historic District Association - Member meet the first Friday of each month 8:30am-9:30am at Baked Alaska
3. Astoria Rotary Club - Every Monday at Noon, at the Elks Lodge
4. CHART - 2nd Monday of each month at Noon
5. Parent Teacher Organizations
6. MOMS Club - First Wednesday of each month 9-10am, Fred Lindstrom if not raining, POP if raining

**Community Events** - Interaction directly with the community is of vital importance to marketing. Generally, the most compelling reasons to support tabling include: branding and awareness, generating leads, and engaging with current and prospective customers, educating attendees on what the Department offers. If staffing is limited for certain events, the Department should consider prioritizing "locals' night" if that is an option. When tabling at events, staff should have important documents to share: Astoria Parks banner, brochure, important flyers, current programming guides, step and repeat, sign up sheet for newsletter.

At these tables, staff should be prepared to be interactive (no sitting), have a give-away, and encourage people to sign up for the Department email newsletter. Following the end of each shift, staff will record the number of brochures, flyers, program guides that were distributed, record how many people interacted, how many took selfies, and how many give-aways were distributed.

***Some events to consider tabling at:***

1. Clatsop County Fair - August 1-5th, 2017
2. Astoria Regatta - August 9-13, 2017
3. Hood to Coast Relay - August 25-26, 2017
4. Pacific Northwest Brew Cup - September 22-25th, 2017
5. Great Columbia Crossing - October 15, 2017
6. Astoria Warrenton Crab Fest - April 27-29th, 2018
7. Astoria School District Kindergarten Round-up
8. Scandinavian Midsummer Festival - June 15-17th, 2018
9. Columbia Memorial/Community Health Fair
10. Astoria School District Events - job fairs, sporting events, swim meets
11. Bridal shows for facility/park rental

**Follow Up Survey** - to understand customer satisfaction and gauge public interest, the Department should consider posting visible comment boxes at each of its facilities. Surveys should also be considered for registrants that participate in each of the Department's sports, aquatics, and fitness classes. Yet to accomplish this, additional staff resources will be needed to distribute and analyze the findings of the survey.

If staff resources are not available, an annual survey should also be considered to all customers to gauge interest and needs for improvement. Items to consider for the survey:

1. How did you hear of the class/facility/sport?
2. Social media use
3. Communications Preference
4. Facility hours of operation/Class times & dates
5. Suggestions for new classes/programs

## V. Marketing Calendar

Below is a list of events, holidays, and monthly celebrations that the Department could recognize and push different marketing campaigns, particularly via social media. The table also includes programming that is currently in place. This chart will help the Department organize its social media posting as well as to plan ahead for the creation of marketing of materials.

The general rule when it comes to marketing an event will be as follows:

1. 6 weeks prior to the event, staff will release a flyer for the program.
2. Upon completion and approval of the flyer, flyer will be distributed to the community (At business/community events/dropped off at local schools)
3. Once flyers are distributed, a social media campaign will be enacted and it will be advertised in the Department's newsletter.
4. Paid advertisement will be considered if enrollment in the program is low.

2017 Calender of APRD Events				
Month	Focus	Holidays	Programming	Unique marketing propositions
<b>July</b>	Parks and Rec Month	<b>4th</b> - Independence Day <b>23rd</b> - Parent's Day	<b>3rd</b> - A Bug's Life Camp <b>10th</b> - Wacky Sports Camp <b>17th</b> - Science Explorers Camps <b>24th</b> - Under the Sea Camp <b>31st</b> - Life on the Farm Camp	<ul style="list-style-type: none"> <li>Early Bird Registration fee for after-school Care</li> <li>#LoveAstoriaParks</li> <li>"Let's Play"</li> </ul>

# DRAFT

<p><b>August</b></p>	<p>Coast Guard Recognition</p>	<p><b>4th</b> - Coast Guard Birthday  <b>21st</b> - Senior Citizens Day  <b>26th</b> - Women's Equality Day</p>	<p><b>7th</b> - Drip Drip Splash Camp  <b>14th</b> - Sustainable You Camp  <b>21st</b> - Under the Sea Camp  <b>28th</b> - Under the Big Top Camp</p>	<ul style="list-style-type: none"> <li>• Early Bird Registration fee for after-school Care</li> <li>• Free swim for Coasties</li> </ul>
<p><b>September</b></p>	<ul style="list-style-type: none"> <li>• Back to School</li> <li>• Childhood Obesity Awareness Month</li> <li>• Hispanic Heritage Month</li> </ul>	<p><b>4th</b> - Labor Day  <b>10th</b> - National Grandparents Day  <b>11th</b> - Patriot Day  <b>25th</b> - Family Day  <b>22nd</b> - Fall equinox</p>	<p><b>4th</b> - Annual Pool Closure - 9/4/17</p>	<ul style="list-style-type: none"> <li>• Sign up for family Pass - receive goggles</li> <li>• Back to School Teen Zone Registration</li> <li>• ADHDA Partnership for Parents' Night Out Discount</li> </ul>
<p><b>October</b></p>	<p>Halloween</p>	<p><b>2nd</b> - Child Health Day  <b>9th</b> - Leif Erickson Day  <b>16th</b> - Boss's Day  <b>31st</b> - Halloween</p>		<ul style="list-style-type: none"> <li>• Promote Port of Play to locals and tourists</li> </ul>
<p><b>November</b></p>	<ul style="list-style-type: none"> <li>• Thanksgiving</li> <li>• Native American Heritage Month</li> </ul>	<p><b>5th</b> - Daylight Savings  <b>11th</b> - Veterans Day  <b>15th</b> - Philanthropy Day  <b>23rd</b> - Thanksgiving  <b>23rd</b> - National Volunteer Week  <b>24th</b> - Black Friday</p>		<ul style="list-style-type: none"> <li>• Register for Land &amp; Water Pass, receive a calendar</li> <li>• Cyber Monday deal - one month free</li> <li>• Promote Port of Play to locals and tourists</li> </ul>
<p><b>December</b></p>	<p>Holidays</p>	<p><b>13th</b> - National Guard Birthday  <b>21st</b> - Winter Solstice  <b>24th</b> - Christmas Eve  <b>25th</b> - Christmas  <b>31st</b> - New Years Eve</p>		<ul style="list-style-type: none"> <li>• National Guard Free Swim Day</li> <li>• Register for Land &amp; Water Pass, receive a calendar</li> <li>• Tourist promotion of POP and AAC</li> </ul>

# DRAFT

2018 Calender of APRD Events				
<b>January</b>	Focus on Fitness	<b>1st</b> - New Year's Day <b>15th</b> - MLK Day		<ul style="list-style-type: none"> <li>• Bring a friend Referral Bonus</li> <li>• Tourist promotion of POP and AAC</li> </ul>
<b>February</b>	<ul style="list-style-type: none"> <li>• American Heart Month</li> <li>• Black History Month</li> </ul>	<b>2nd</b> - Groundhog Day <b>14th</b> - Valentine's Day <b>16th</b> - Chinese New Year <b>19th</b> - Presidents' Day		<ul style="list-style-type: none"> <li>• Sign up for Land and Water Pass, receive water bottle</li> <li>• Early Bird Registration for Spring Break Camp</li> <li>• Valentine's Day Parents' Night Out promotion</li> </ul>
<b>March</b>	<ul style="list-style-type: none"> <li>• Women's History Month</li> <li>• Youth Art Month</li> </ul>	<b>2nd</b> - Read Across America Day Employee Appreciation Day <b>11th</b> - Daylight Savings <b>17th</b> - St. Patrick's Day <b>20th</b> - Spring Equinox	<b>15th</b> - Intro to Scuba <b>27th</b> - Spring Break Camp	<ul style="list-style-type: none"> <li>• Promote Port of Play to tourists and locals</li> </ul>
<b>April</b>	Autism Awareness Month	<b>1st</b> - Easter <b>17th</b> - Tax Day <b>22nd</b> - Earth Day <b>26th</b> - Administrative Professionals Day <b>27th</b> - Arbor Day	<b>1st</b> - Youth Volleyball Clinic <b>5th</b> - Gymnastics thru June 7th @ POP <b>19th</b> - Intro to Scuba <b>24th</b> - Jiu-Jitsu through June 12th	<ul style="list-style-type: none"> <li>• Early bird registration fee for Summer Day Camps</li> <li>• Crab Fest Partner - Parents' Night Out promotion</li> </ul>
<b>May</b>	<ul style="list-style-type: none"> <li>• Asian Heritage Month</li> <li>• Physical Fitness &amp; Sports Month</li> </ul>	<b>5th</b> - Cinco de Mayo <b>6th</b> - National Nurses Day <b>11th</b> - Military Spouse Appreciation Day <b>13th</b> - Mothers Day <b>22nd</b> - National Maritime Day <b>28th</b> - Memorial Day	<b>7th</b> - Adult softball Starts through July <b>16th</b> - Youth Softball League Registration Deadline/First practice in May thru July <b>17th</b> - Intro to Scuba <b>20th</b> - 5th Annual Run on the River	<ul style="list-style-type: none"> <li>• Early bird registration fee for Summer Day Camps</li> <li>• Military Spouse free swim</li> </ul>
<b>June</b>	<ul style="list-style-type: none"> <li>• Pride Month</li> <li>• Great Outdoors Month</li> </ul>	<b>17th</b> - Father's Day <b>21st</b> - Summer Solstice	<b>19th</b> - Day Camp Starts <b>26th</b> - Day Camp	Parents' Night Out - Partner with Scandi Festival promotion

<b>Repeating Events:</b>	<b>Parents' Night Out</b>	Sept-May, Each Saturday Night Jun-Aug, Every other Saturday		
	<b>Kids Zone</b>	School Year		
	<b>Teen Zone</b>	School Year		
	<b>Fitness Classes</b>	Daily		

## VI. Newly Proposed Campaigns

### NRPA “LET’S PLAY”

The National Recreation and Parks Association has established a "Let's Play" campaign for National Parks and Recreation Month in July. During Park and Recreation Month, NRPA is challenging everyone to get their play on with their local parks and recreation. Whether it's summer camp, an adult sports league, exploring a trail, attend a fitness class, meeting friends on the playground, playing cards in the park, or discovering nature — parks and play go hand in hand.

For the month of July, the Department will actively engage in a full blown marketing campaign which will encompass the following:

1. The release of a press release advertising the campaign
2. The Department will also seek to have the Astoria City Council issue a proclamation designating the month of July as "Astoria Parks and Recreation Month" encouraging the community to utilize our parks. A template proclamation is below:

*(Print on official certificate or letterhead.)*

#### **Designation of July as Park and Recreation Month**

WHEREAS parks and recreation programs are an integral part of communities throughout this country, including \_\_\_\_ (insert name of city or county) \_\_\_\_\_; and

WHEREAS our parks and recreation are vitally important to establishing and maintaining the quality of life in our communities, ensuring the health of all citizens, and contributing to the economic and environmental well-being of a community and region; and

WHEREAS parks and recreation programs build healthy, active communities that aid in the prevention of chronic disease, provide therapeutic recreation services for those who are mentally or physically disabled, and also improve the mental and emotional health of all citizens; and

# DRAFT

---

WHEREAS parks and recreation programs increase a community's economic prosperity through increased property values, expansion of the local tax base, increased tourism, the attraction and retention of businesses, and crime reduction; and

WHEREAS parks and recreation areas are fundamental to the environmental well-being of our community; and

WHEREAS parks and natural recreation areas improve water quality, protect groundwater, prevent flooding, improve the quality of the air we breathe, provide vegetative buffers to development, and produce habitat for wildlife; and

WHEREAS our parks and natural recreation areas ensure the ecological beauty of our community and provide a place for children and adults to connect with nature and recreate outdoors; and

WHEREAS the U.S. House of Representatives has designated July as Parks and Recreation Month; and

WHEREAS \_\_\_\_ (city/county) \_\_\_\_ recognizes the benefits derived from parks and recreation resources

NOW THEREFORE, BE IT RESOLVED BY \_\_\_\_ (name of governing body) \_\_\_\_ that July is recognized as Park and Recreation Month in the (city/county of \_\_\_\_).

*(Add sections for official seal, signature(s) and date.)*

### 3. Distribute Materials:

- Posters should be distributed at all facilities
- Coloring books distributed to children
- Social media pages should have the NRPA "Let's Play" logo
- The Astoria Parks website will have updated posts on press release, proclamation, and Let's Play logo





#### 4. Engaging with customers:

- Children will fill out the coloring book - with a coloring page/"How I play at the parks" essay and receive an Astoria Parks branded giveaway for completion (small jump ropes, sunscreen, stickers, or tattoos). All pages/essay will be displayed at facility it was turned in at.
- Another option is to host an open house at each facility each month - giving away popcorn, encouraging game play, and distributing all materials.

### #LOVEASTORIAPARKS

The hashtag #LoveAstoriaParks was created as a way to generate community support on social media for the Department. An active campaign to generate more usage by the community would be to create a major campaign in coordination with the NRPA "Let's Play Campaign". The Department will consider a photo campaign on Instagram and Facebook where followers will post their photos that will be "liked" by the community. The photographs with the highest likes will receive giveaway of a pool pass/land and water pass/t-shirt. Each week, a theme will be created to generate pictures: 1) play 2) nature 3) Stay fit 4) family.

#### SAMPLE RULES:

### Enter to Win

**Submit a photo.** Post it to our **Facebook page**. Show how you enjoy an active lifestyle no matter what the weather and #LoveAstoriaParks. *(Images can be from any of our parks/facilities, and from any date.)* **Include the hashtag** #LoveAstoriaParks

Your photo will be added to a photo album on the Astoria Parks and Recreation Facebook page. The photos with the most likes win! Feel free to share the album and encourage your friends to like your photo. *Please note it may take up to 12 hours for your photo to go into the official contest album.* [Here is a link to the album >](#)

July 31, 2017 at midnight, is the final day for photo submissions.

On August 7, 2017 at noon, the photos in that album with the most likes will win the three prizes!

**Post your photo directly to any of the Facebook pages shown below** with the hashtag #LoveAstoriaParks : Instagram, Aquatic Center, Recreation Center, Port of Play, AstoriaParks

#### Sample Giveaways or branded items for purchase or for marketing purposes:



## VII. Measuring Success of Marketing and Customer Satisfaction

The effectiveness and evaluation of departmental marketing tactics will be measured in a number of ways. The easiest way to see value in marketing is through increased numbers of participation in programming as well as increased sales of passes. As mentioned previously, the Department should also consider program evaluations and survey forms. These forms will be distributed at the end of programs to gauge participants' satisfaction. The Director additionally receives a monthly social media update highlighting top posts, page likes, impressions, and activity. The monthly report will also start including data from the website and from its mailing of weekly newsletters which will allow for the Department to continually analyze and assess its goals.

## VIII. BUDGET

### Estimated Budget

This section is solely an estimate of costs for advertisement and publishing as described by the marketing plan. Depending on the priorities of the Department, City Council budget allotment, and determination of effectiveness of different campaigns, this budget may change.

Description	Quantity	Unit Price	Cost
<b>Facebook Ads</b> - includes promotion of events, services, facilities, and tourist geo-targeting	12	\$ 100	\$ 1,200
<b>Promotional Items</b> - stickers, temporary tattoos, t-shirts, and other giveaways for promotion to support registration			\$ 2,000
<b>Billboards</b> - promotion of facilities such as POP, AAC, Fitness Classes, and other parks	2	\$ 1,500	\$ 3,000
<b>Radio Ads</b> - promotion to locals on registration, discounts, specials, facilities, programs, and events	16	\$ 400	\$ 6,400
<b>Seasonal Program</b> - to use as a seasonal guide for locals as well as tourists plus Spanish Translation.	4	\$ 1,500	\$ 6,000
<b>Flyers</b> - promotion of events, programming, plus Spanish Translation	12	\$ 200	\$ 2,400
<b>Direct Mail</b> - targeting locals to increase land & water passes, separate Spanish mailers	4	\$ 2,000	\$ 8,000
<b>Brochures</b> - AAC, ARC, POP, Facility Rentals, P&R and Spanish Translation	10	\$ 450	\$ 4,500
<b>Discounts</b> - Sibling discount, Referral bonus, PNO Event Discount, other special discounts, and Early Bird Registration			
<b>Total</b>			<b>\$33,500</b>

## 9. STAFF REPORTS

### A. MAINTENANCE:

#### Grounds

- Mowing all parks and properties
- Preparing softball fields for use by Recreation Leagues
- Preparing for summer Recreation programs and events
- Advertising for Grounds Coordinator Position
- Low staffing on temporary maintenance crew
- Tree inventory/survey is being completed by the end of June

#### Facilities

- Regular maintenance and upkeep of pool mechanical duties
- Remediation of vandalism in restrooms
- Maintenance and service to spin bikes
- Added restroom partition to Lil Sprouts to discourage fighting in the bathroom between stalls

#### Oceanview Cemetery

- 1 cremation burial, 3 full burials (2 liner, 1 vaults, 1 SI liner)
- Mowing and removing trash from property
- Attempting to locate and address a water line leak on the property

### B. AQUATIC CENTER:

#### Training:

Lifeguard class which took place June 20th-22nd from 8:00AM to 4:00PM had 5 participants.

#### Schedule:

With school out of session and the summer season upon us, the slide will be open daily at 1:00PM.

#### Maintenance:

We are currently working with the Energy Trust to install UV systems on both the Hot Tub and Kid Pool during our shutdown in September. The UV will help break up the Combined Chlorine, save energy, save money, make the water clearer, smell better and ultimately make it so we don't have to dump them so often. Until then we have scheduled those dumps for Tuesdays and Fridays 12pm-3pm so that they are scheduled and everyone can plan for them.

### **Staff:**

The first annual North Coast Lifeguard Games held on Saturday, June 10<sup>th</sup>, went better than anticipated. Many Lifeguards from Cannon Beach, Seaside Beach, and the Sunset Empire Parks and Recreation District participated. Everyone had a great time. CB beach guards got first place with their spectacular synchronized swimming routine, SEPRD second and AAC third.



In the future, we will invite facilities up and down the coast. Some of the events included: Frozen T-shirt race, Rescue relay, Noodle race, Greased watermelon and many more. Lifeguarding is a serious job that requires many hours of training throughout the year so it's good to get together for a little friendly competition, recognize and celebrate those accomplishments.



### **Upcoming Events:**

- Next session of Swim Lessons, July 6th

## **C. RECREATION:**

### **After School/ Day Camp Program**

In the spring of 2017 our afterschool camp increased its participation by 30%.

In June we celebrated "Schools Out!" and celebrated the end of the school year with games and prizes. The after school program also participated in National Dairy Month, and learned about the importance of consuming dairy products, how vital the dairy industry is to our region, and we let the children participate in making their own ice-cream.

On June 16 ARC staff held a full day of orientation to train the oncoming and current staff at the ARC for summer day camp.

Our summer day camp programs began June 19 with an increase to attendance compared to this time last year. Thirty children participated in our first week of day camp with a theme of "Welcome to the Jungle", participants made animal cracker parfaits, various themed arts and crafts projects, jungle games, and even had a visit from a Lavender Motley Corn Snake named Puddin'!

The day camp also went on their first field trip on June 22nd to Fort Stevens. Field trips are scheduled weekly on Thursdays throughout the summer.

### **Youth Softball:**

Youth softball games began May 31st. This season, we have changed the structure and age groups. We have a much smaller turn out for boys' teams due to the lowered age for the baseball program. Games will be played through the second week of July.

### **Adult Softball:**

Adult Softball games began the last week of May. Between the Men's and Women's leagues, there were 10 teams registered. Games will run through the second week of July and a single elimination tournament will be played the following week.

### **Fitness Classes**

Summer schedule for the adult fitness program began June 12th. There was a slight change to the Saturday morning schedule and all other classes stayed the same. We will be adding a Friday evening Zumba class beginning July 7<sup>th</sup> at 6pm.

### **Upcoming events:**

- Jiu-jitsu, June 26th
- Co-ed Softball Meeting, July 6th
- Coed Softball Season begins July 24th
- Zumba Class begins June 7th, Every Friday at 6:00PM

## **D. LIL' SPROUTS/POP**

### **Lil' Sprouts:**

Things are quieting down at Sprouts for the summer, as family schedules tend to change and lighten up a bit during this time. This has allowed us to enroll new children off our waitlists and fill those open spots.

Staff are excited for the potential of warm weather, and are hoping to schedule a few water days, and possibly a few walking field trips to Tapiola park for our older groups.

All of our classrooms celebrated Father's Day this month! Some classrooms made special projects for their dads, while others invited their dads in for a special activity. One of those activities was "Pancakes with Papa" in the Daisy classroom. The Sprouts were able to make pancakes with their dad, sing songs, and show them their gifts they made.



### **Port of Play:**

As of June 5<sup>th</sup>, Port of Play has been on summer hours, Monday-Friday, 10am-1pm, and closed on weekends (except for private birthday parties). While this schedule change is something we have done for quite a few years, we have been receiving a few complaints and low ratings on Facebook from parents that aren't happy we close at 1pm. Most of the comments made were on days when the weather was particularly wet, but unfortunately we have been experiencing some "not so summer-ish" weather, and with that has come the negative feedback. Once the weather warms up (and hopefully it does), Port of Play will be a ghost town, which is why we have always changed our hours in the summer. It really doesn't make sense to pay staff to be here when they aren't needed. We rarely have families come in when the sun is shining.

We want to extend a big ‘thank you’ to many of our community members and patrons that have contributed to the cause of purchasing a new bounce house. We especially want to extend a VERY BIG ‘thank you’ to the MOMS Club of Astoria that made a very sizeable donation of \$1,400.00!!

### **Misc.**

#### **Gray School Community Garden:**

Once again, the community garden is completely full, and all 40 plots have been rented for the season! There will be a meet and greet opportunity for all gardeners on Sunday, June 25<sup>th</sup> at 1pm. It will be an opportunity for everyone to get to know each other, and talk more about garden expectations, etc.

#### **Upcoming Events:**

- Parents’ Night Out, Saturdays (June 24<sup>th</sup>, July 8<sup>th</sup> & 22<sup>nd</sup>, Aug. 12<sup>th</sup> & 26<sup>th</sup>) 6pm-9:30pm at POP
- Community Garden Meet and Greet, June 25<sup>th</sup>, 1pm in the Garden

## **D. COMMUNICATIONS/MARKETING:**

### **Communications:**

The weekly newsletter has been sent out consistently every Monday morning for a month. The newsletter is sent to about 2700 people with an average 25% open rate and about 12% click through the links provided in the email. I’ve been researching best marketing practices for email newsletters and have started incorporating these standards into our newsletters.

The website is being updated regularly with more information on events and programming. What’s most surprising is the number of visitors we have for our “Employee of the Month” section. The main page gets about 11,041 visitors. The Astoria Aquatic Center and Event pages each get over 1,000 visits with the Seasonal Program page received about 800 visits. The top three parks that users searched this month were: Ocean View Cemetery, Cathedral Tree Trail, and Shively Park.

Social media posts decreased this past month due to my focus on the marketing plan. Despite only having two published posts this month, we increased our followers by 24 for 698 total. For Twitter, we had one tweet and increased our followers by 16 for a total of 328 followers. Facebook continues to grow in engagement and with page likes. Since the end of May, the main page has received 68 new followers, POP has received 10 likes, Aquatic Center 21, and ARC has received 8.

### **Marketing:**

The Summer Program has been released and was marketed online, via facebook, and linked to the Newsletter. My hope is to get the Fall Program released in July.

The only paid advertisement we did this month was to the Daily Astorian which offered us a 2x2 full color ad placement on a wrap for papers in the Astoria and Seaside area from May 26 to September 4th. We also boosted facebook posts for Parks After Dark and information on our budget process.

The Marketing plan is completed for 2017-2018 and will be presented at this month’s Park Board.