
AGENDA

ASTORIA PARKS & RECREATION ADVISORY BOARD

Wednesday, June 27, 2018
6:45 AM
2nd 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 MINUTES**
 - A. May
- 5. PRESIDENT HERNANDEZ**
 - A. What do you hear?
- 6. EMPLOYEE & VOLUNTEER RECOGNITION**
- 7. OLD BUSINESS**
 - A. Parks Foundation Update
 - B. Implementation of the Parks and Recreation Comprehensive Master Plan
 - i. Developing Parks and Facilities Maintenance Plans
 - ii. Capital Improvement Plan
 - C. Update on Customs House and Birch Field Adoptions
- 8. NEW BUSINESS**
 - A. Introduction of new Recreation Coordinator, Natalie Viescas
 - B. 2018-2019 Marketing Plan review and recommendation of specials and giveaways
 - C. Parks Maintenance staffing update
- 9. STAFF REPORTS AND UPCOMING EVENTS** (attached)
- 10. FUTURE MEETINGS**
 - A. July 25, 2018 @ 6:45 AM in City Hall, Council Chambers
 - B. August 22, 2018 @ 6:45 AM in City Hall, Council Chambers

Parks Advisory Board Meeting Minutes May 23, 2018

President Norma Hernandez called meeting to order at 6:45 am.

Present- Norma Hernandez, Jessica Schleif, Andrew Fick, Jim Holen, Eric Halverson, and Howard Rub.

Absent- Michele Tompkins

Staff- Angela Cosby, Ian Sisson, and Jonah Dart-McLean.

Public comments

1. George Hague said he appreciated reading in the minutes that the Board has discussed hearing the public say they do not want park properties sold. Statements made in the Master Plan and in the *Daily Astorian* reflect this as well. He hoped the Board would find alternative solutions to recommend to City Council. He reported on graffiti along the Riverwalk and suggested Staff remove it at least once a month. It would be nice if the City had some organized effort to remove the graffiti. He asked if the design for the Scandinavian Park included restrooms, as called for in the Master Plan. He thanked each Board member for serving.

Approval of Minutes

- A. April minutes were unanimously approved.

President Hernandez

- A. What do you hear- Jim Holen announced the ice cream stand was open at the Column. Howard Rub said Jonah and his Staff had been great to work with at Tapiola Park as the high school has had to deal with the weather and was short on volunteers. He also had a customer service issue that was handled well. Andrew Fick heard good things about Run on the River and that people were happy that parks were being adopted instead of sold. He also heard prom went well at the Column. Jessica Schleif announced she would host a Sunday Salon at Tidal Rock Park to allow volunteers to help clear the park of blackberry bushes. People have expressed a lot of interest in the park. The Community Garden was looking great and she heard a lot of positive feedback from people who have beds in the garden.

Employee and Volunteer Recognition

- A. Director Cosby recognized Jonah Dart-McLean as the May employee of the month.
- B. Director Cosby recognized Jennifer Benoit as May volunteer of the month.

Old Business

- A. Jim Holen gave an update on the Parks Foundation. Run on the River participants had a good time and the Parks After Dark events had been scheduled. He would have more details on both fundraisers at the next meeting.
- B. Director Cosby briefly updated the Board on Staff's efforts to implement the Parks and Recreation Master Plan, noting that Staff would give a presentation on the Facilities Maintenance Plan.

New Business

- A. Jonah Dart-McLean and Ian Sisson gave a PowerPoint presentation on the Parks and Facilities Maintenance Plans. Printed copies of the draft plans were distributed to Board members. Staff provided an overview of the details in each plan, noting how the plans would be used to determine and maintain assets, levels of service, standards of care, and budgets for each park. The plans would be continuously updated in response to park usage, availability of funds, staff capacity, and other factors. They would also educate the public and decision makers about Parks Department operations. Staff anticipated the plans would be complete by fall.

Staff answered questions about how the plans were developed, how they would be updated, the anticipated Staff time listed for each task, and how Staff would be using the plans. They also explained why costs were listed as a range instead of exact dollar amounts. Currently, most sites were being maintained at the lowest level, but Staff was receiving requests for higher levels of service at some parks.

Staff asked for feedback. Andrew Fick suggested the plans be used to facilitate park adoptions. Jim Holen appreciated that the plans would be shared with the public. The Board and Staff briefly discussed the importance of public engagement with these plans. Staff confirmed for Jessica Schleif that the herbicide use policy was still being enforced. They also confirmed for George Hague that most of the recommendations in the Parks Master Plan were being implemented as planned, but capital improvement projects still needed funding.

- B. Director Cosby updated the Board on the request to light the Column for Astoria Pride Week. City Council approved this request as an exception to existing rules because the rules were currently being revised and oversight was being transferred from the City to the Friends of the Column. The Friends would discuss their new policy with City Council in July.
- C. Director Cosby provided an update on future adoption agreements for Birch Field and the Customs House. The agreements would be reviewed by the Board in June and by City Council in July. Staff confirmed the agreements would include maintenance plans and inspection requirements.

Staff Reports and Upcoming Events

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

Future Meetings

- June 27, 2018 at 6:45 am in City Hall, Council Chambers
- July 25, 2018 at 6:45 am in City Hall, Council Chambers

Non-Agenda/Miscellaneous Business

1. George Hague announced that the hotel project proposed for a site on 2nd Street would be reviewed during a public hearing on June 25th. The architectural and landscaping plans were already available at City Hall.

Next meeting will be held Wednesday, June 27, 2018 at 6:45am at City Hall in City Council Chambers.

DRAFT



CITY OF ASTORIA

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MEMORANDUM • PARKS AND RECREATION

DATE: JUNE 24, 2018

TO: PARKS AND RECREATION ADVISORY BOARD

FROM: ANGELA COSBY, PARKS AND RECREATION DIRECTOR

**SUBJECT: FY 2018-2019 PARKS AND RECREATION DEPARTMENT
MARKETING PLAN SPECIALS**

DISCUSSION/ANALYSIS

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, it was found that the community needed advanced resources in marketing to allow the community to access Parks and Recreation programming availability and offers. It was identified that a formal marketing plan should be developed to fully support these efforts.

The Community identified the following as marketing and communication goals for the Department in the 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

Fiscal Year 2017-2018

In 2017, the Astoria Parks and Recreation Department began implementing the marketing and communication goals outlined in the Master Plan, to do so a marketing and communications plan was created through the efforts of Janice O'Malley Galizio Consulting and a plan was completed in fall of 2017.

The 2017-2018 plan focused on the need to improve communications through multiple channels:

- Social Media
- Department website
- Outreach to community based organizations
- Paid advertisement through radio and print
- Collateral: flyers, seasonal programs, and brochures

- Earned media
- Email newsletter
- Bilingual flyers

The results were quite promising. In a year's span, social media platforms such as Facebook reached page goals from 2400 to over 3200 followers, Instagram saw a 100% increase in followers, and Twitter also met its goals. Concerning the impact on the Department's revenue, the Astoria Aquatic Center noticed a 19% revenue increase, the youth afterschool and summer day camp programs noticed a 6% revenue increase, while the Department's revenue from athletic programming increased by over 40%.

Fiscal Year 2018-2019

The marketing and communications focus for 2018-2019 is to build upon last year's strategy by investing in designated funding for radio and print advertising, review and assess seasonal direct mail to residents, and with increase in staffing levels, to focus on community and business outreach. Also outlined in the 2018-2019 Marketing Plan are three new campaigns: the National Recreation and Park Association's "A Lifetime of Discovery" campaign (summer 2018), Cyber Monday (fall 2018), and Commit to Fit (winter 2018/2019).

In collaboration with our marketing contractor, we carefully crafted sales promotions for each of our revenue generating facilities as a marketing technique to incentivize customers to walk through our doors and build the Department's brand awareness.

The promotions typically last for a set period of time and are used to achieve a specific purpose: such as purchasing a land/water pass, registering for child care, or encouraging patrons to attend our facilities. In December 2016, the Department implemented its first marketed special which City Councilors recommended should be included in a formal marketing plan. If executed properly, special, discounts, and giveaways offer an easy way to generate interest with minimal investment and ultimately increasing revenue. Discounts or giveaways are also useful tools to assist partnering agencies while increasing our marketing efforts as the Parks and Recreation Department receives countless requests for donated items from community organizations each year providing an opportunity to assist our community in addition to prompting our services.

Proposed discount or giveaways for the 2018-2019 fiscal year are:

Astoria Recreation Center

- Sign up for KidsZone in August & Receive Buy-One-Get-One to AAC
- 20% Discount of Camp Early Registration
- Cyber Monday - Get a #LoveAstoriaParks t-shirt & promo item with new membership/renewal
- Commit to Health - Get one month of fitness classes FREE with new membership/renewal

Astoria Aquatic Center

- 500 - two for one passes for Parks Director discretion (includes Coast Guard/Military Spouse/National Guard giveaway)
- Cyber Monday - Get a #LoveAstoriaParks t-shirt & promo item with new membership/renewal
- Commit to Health - Get one month of fitness classes FREE with new membership/renewal
- 2 Birthday Party Giveaways for Parks Director discretion

Port of Play

- 50 - Free Admission for Parks Director discretion
- 15 - Free Registration for PNO for Parks Director discretion
- 2 Birthday Party Giveaways for Parks Director discretion

The marketing plan is intended to serve as a guideline and reference point to continue increasing marketing and communications efforts for Astoria Parks and Recreation; with the idea that this document will be updated annually and fluid and changing as we identify the customer market and the creation of additional programming.

RECOMMENDATION

It is recommended that the Parks and Recreation Advisory Board recommend that City Council approve the discounts and giveaways listed above for the 2018 - 2019 fiscal year.

By: Angela Cosby
Angela Cosby
Director of Parks & Recreation



2018-2019
Marketing Plan





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- VII. Communications & Marketing Plan Implementation.....

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I. EXECUTIVE SUMMARY

In 2017, at the heels of the completion and full analyzation of the Astoria Parks and Recreation Department's Master Plan process, the Astoria Parks and Recreation Department (Department) embarked on the next phase of the process - implementation. As defined by the Master Plan process, the Department was given feedback by the residents and community members of Astoria, of the need to improve on communications and measure the impact of an organized communications and marketing strategy. A marketing and communications plan was created through the efforts of Janice O'Malley Galizio Consulting and a plan was completed and approved by Astoria City Council in September of 2017.

The 2017-2018 plan focused on the need to improve communications through multiple channels:

- Social Media
- Astoria Parks Website
- CBO Outreach
- Paid advertisement through radio and print
- Collateral: Flyers, Seasonal programs, and brochures
- Earned Media
- Email Newsletter

The results were quite promising. In a year's span, social media platforms such as Facebook reached page goals from 2400 to over 3200 followers, Instagram saw a 100% increase in followers, and Twitter (albeit a dwindling platform) also met its goals. Concerning the impact on the Department's revenue, the Astoria Aquatic Center noticed a 19% revenue increase, the youth afterschool and summer day camp programs noticed a 6% revenue increase, while the Department's revenue from athletic programming increased by over 40%.

The recommendation for 2018-2019 would be to continue last year's strategy, invest in designated funding for radio and print advertising, review and assess seasonal direct mail to residents, and with increase in staffing at the Department, to focus on community and business outreach.

Also outlined in the 2018-2019 Marketing Plan are three new campaigns: NRPA's "A Lifetime of Discovery" campaign (SUMMER 2018), Cyber Monday (FALL 2018), and Commit to Fit (WINTER 2018/2019).

The document will serve as a guideline and reference point to begin increased marketing and communications for Astoria Parks and Recreation with the idea that this document will be fluid and changing as we identify customer market and the creation of additional programming. As operating budgets change and organization of its processes improve, the Department may want to consider a re-branding campaign which will help residents understand the Department's identity and modernization for 2019-2020.



II. SUGGESTED MARKETING TACTICS

Three methods of outreach will be enacted using paid advertisement, publishing, and engaging directly with the customer for optimal outreach. All three methods are not to be considered for use individually. These tactics in combination with each other reach various touchpoints for the consumer: from sight sound, and feel. The more a person has contact with the Department's brand, the greater probability that advertising dollars have a positive return on investment.

In the future, the Department should put consideration into creating branding guidelines, particularly for 2019/2020. This would help the Department maximize its marketing capabilities.

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. Last year, the Department spent \$1,451 on advertising in the Daily Astorian which included a small ad inside the Readers' Choice Awards as well as in the "Our Coast" magazine marketed to tourists. Similar ads should be considered during the "newly proposed marketing campaigns" section of the plan.

Facebook Ads - Return on Investment for Facebook ads were highly evident in our sports programming. The Department should continue on the success of its social media ads. 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 or pencils, 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. This could be a less expensive promotional item for use during the Cyber Monday campaign.

Radio - Radio programming such as Ohana Media 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 newly proposed advertising campaign.

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 will need to be updated consistently and in a timely fashion.

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 and tourists have grown to expect the release of these guides and are an important tool to continue publishing in advertising its programs. In order to save on costs, for 2019, the Department will be moving to an annual catalog.

Flyers - In the past year, flyers have been created and handed out to local schools and parks facilities, depending on staff availability, distribution should be prioritized to local businesses and civic organizations in the area.

Direct Mail - The Department should consider creating 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, hotels and motels for tourists, 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. Since last year, the newsletter has been switched to a weekly delivery. 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 over 3,200 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 over 1,000 on Instagram, and 400 followers on Twitter.



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:

- Astoria/Warrenton Chamber of Commerce - Last Tuesday of each month - 8:00am at Wet Dog Cafe
- Astoria Downtown Historic District Association - Members meet the first Friday of each month 8:30am-9:30am at Baked Alaska
- Astoria Rotary Club - Every Monday at Noon, at the Elks Lodge
- CHART - 2nd Monday of each month at Noon
- Parent Teacher Organizations
- 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:

- Astoria Sunday Market - May 13 - October 14, 2018 (Commitment from Park board or Parks foundation would be needed to table depending on staff resources)
- Clatsop County Fair - August 1-4th, 2018
- Astoria Regatta - August 8-11, 2018
- Hood to Coast Relay - August 24-25, 2018
- Pacific Northwest Brew Cup - September 28-30th, 2018
- Great Columbia Crossing - October 14, 2018
- Astoria Warrenton Crab Fest - April 26-28th, 2019
- Astoria School District Kindergarten Round-up, April 2019
- Scandinavian Midsummer Festival - Second Weekend in June 2019
- Columbia Memorial/Community Health Fair
- Astoria School District Events - job fairs, sporting events, swim meets
- Bridal shows for facility/park rental



III. MARKETING CALENDAR

The following is a list of events, holidays, and monthly celebrations that the Department could utilize in order to push a variety of marketing campaigns, particularly via social media. The table also includes current program offerings for the Department. 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:

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

MARKETING CALENDAR 2018-2019

JULY	AUGUST	SEPTEMBER	OCTOBER
FOCUS: Parks & Recreation Month	FOCUS: Coast Guard Recognition/Back to School	FOCUS: Childhood Obesity Awareness Month	FOCUS: Port of Play Promotion
HOLIDAYS: 4 - Independence Day 23 - Parents' Day	HOLIDAYS: 4 - Coast Guard Bday 21 - Senior Citizens Day 26 - Women's Equality Day	HOLIDAYS: 3 - Labor Day 4 - First Day of School 9 - Grandparents Day 11 - Patriot Day 22 - Fall Solstice	HOLIDAYS: 2 - Child's Health Day 9 - Leif Erickson Day 31 - Halloween
PROGRAMS: Weekly Summer Camp 6 - Adult Co-ed Softball Reg Deadline 14 - SUP Lessons 16 - Parks After Dark 31 - Evening Swim Lessons Begin	PROGRAMS: Weekly Summer Camp 10 - Flag Football Reg Deadline 11 - SUP Lessons 13 - Jiujitsu Starts 18 - Parks After Dark 21 - Women's V-Ball & Men's Basketball Deadline 22 - Recology Movie (Coco)	PROGRAMS: 1-3 POP Closure 4-16 AAC Closure	PROGRAMS: 2 - Swim Lessons Start 3 - Adult Vball open gym starts 12 - Boys Basketball 1&2 Deadline, Boys & Girls 5&6 Deadline, No School Day 14 - Instant Gratification 29 - Jiu Jitsu Starts
Marketing Proposition: Early Bird Registration for KidsZone #DiscoverAstoriaParks	Marketing Proposition: Early Bird Registration for KidsZone Free Swim for Coasties	Marketing Proposition: Fall Sports	Marketing Proposition: Family Fitness
NOVEMBER	DECEMBER	JANUARY	FEBRUARY
FOCUS: Thanksgiving, Fitness/Cyber Monday	FOCUS: Commit to Health/Holidays	FOCUS: Commit to Health	FOCUS: American Heart Month
HOLIDAYS: 4 - Daylight Savings 6 - Election Day 11 - Veterans Day 22 - Thanksgiving 26- Cyber Monday	HOLIDAYS: 2 - Hannukah 13 - National Guard Bday 21 - Winter Solstice 25 - Christmas 31 - NYE	HOLIDAYS: 1 - New Year's Day 21 - MLK Day	HOLIDAYS: 2 - Groundhog Day 5 - Lunar New Year 14 - Valentine's Day 18 - President's Day
PROGRAMS: 6 - Swim Lessons Begin 8-9 - No School Day 17-18 - AAC Closed 21 - No School Day 22 - Gobbler Gallop	PROGRAMS: 21 - Girls' Basketball 1&2, Boys & Girls 3&4 Deadline 22 - No PNO 29 - No PNO 26-28 - Winter Break Camp	PROGRAMS: 1 - New Year's Fun Run 2-4 - No School Day 7 - Jiujitsu Starts 21 - No School Day 28 - No School Day	PROGRAMS: 16 - Valentine's Day Ball/PNO 18 - No School Day
Marketing Proposition: Cyber Monday Deal Promote Port of Play	Marketing Proposition: Release Program Guide Commit to Health	Marketing Proposition: Commit to Health	Marketing Proposition: PNO Push Early Bird Discount Spring Break Camp

MARKETING CALENDAR 2018-2019

MARCH	APRIL	MAY	JUNE
FOCUS: Women's History Month	FOCUS: Crab Fest PNO	FOCUS: Asian Heritage Month	FOCUS: Pride & Great Outdoors Month
HOLIDAYS: 1 - Read Across America Day 10 - Daylight Savings 17 - St. Patrick's Day 20 - Spring Equinox	HOLIDAYS: 21 - Easter 22 - Earth Day 26 - Arbor Day	HOLIDAYS: 6 - National Nurses Day 9 - Military Spouse Appreciation 12 - Mother's Day 19 - ROTR 27 - Memorial Day	HOLIDAYS: 11 - Last Day of School 16 - Father's Day 21 - Summer Solstice
PROGRAMS: 8 - Adult Co-ed V-Ball Reg Deadline 11 - No School Day 25-29 - Spring Break Camp 30 - Youth V-Ball Clinic	PROGRAMS: 1 - JiuJitsu Starts 10-12 - No School Day 20 - Youth Softball Deadline	PROGRAMS: 18 - Womens/Men Softball Deadline 27 - No School Day	PROGRAMS: 10 -JiuJitsu Starts 17 - Day Camps Start
Marketing Proposition: Spring Sports	Marketing Proposition: Early Bird Registration for Summer Camp	Marketing Proposition: Summer Camp Registration	Marketing Proposition: Summer Fitness SUP Classes/Movies Parks & Rec Month Gear up

CONSIDERATION OF DISCOUNTS:

Price discounting can be an effective marketing tool to get customers through the door. Customers are inherently drawn towards giveaways or sales. Effective discounts are discounts that are used to achieve a purpose. In order for these discounts to be effective, they would need to coincide with an advertising campaign to allow for maximum participation.

ASTORIA RECREATION CENTER

- Sign up for KidsZone in August & Receive BOGO to AAC
- 20% Discount of Camp Early Registration
- Cyber Monday - Get a #LoveAstoriaParks t-shirt & promo item with new membership/renewal
- Commit to Health - Get one month of fitness classes FREE with new membership/renewal

PORT OF PLAY

- 50 - Free Admission for Parks Director discretion
- 15 - Free Registration for PNO for Parks Director discretion
- 2 Birthday Party Giveaways for Parks Director discretion

ASTORIA AQUATIC CENTER

- 500 - two for one passes for Parks Director discretion (includes Coastie/Military Spouse/National Guard giveaway)
- Cyber Monday - Get a #LoveAstoriaParks t-shirt & promo item with new membership/renewal
- Commit to Health - Get one month of fitness classes FREE with new membership/renewal
- 2 Birthday Party Giveaways for Parks Director discretion



IV. NEWLY PROPOSED MARKETING CAMPAIGNS

The marketing tactics proposed previously are used as the support and foundation of the communications and marketing for the Department. The Department will have three campaigns whose purpose is to drive engagement, increase brand loyalty, and increase revenue. These three campaigns will also include an increase in advertising dollars through social media, radio, and newspaper advertisements in order to maximize the Department's visibility.

We will take advantage of three seasons which see higher usage in our parks and facilities: Summer and Winter. The campaigns include:

1. Parks and Recreation Month: A Lifetime of Discovery
2. Cyber Monday
3. Commit to Health

The following pages list, in detail, the fundamentals of the campaign, collateral available, and what staff can anticipate.

NRPA "A Lifetime of Discovery"

Every year, the National Recreation and Park Association (NRPA) celebrates Parks and Recreation Month. This July, the theme for the month will be a "Lifetime of Discovery."

"Explore everything your local parks and recreation has to offer! Playgrounds, rec centers, sports leagues, summer camps – these are just a few of the things that come to mind when we think of parks and rec. But, parks and recreation is so much more than that. During Park and Recreation Month, NRPA challenges you to explore the "undiscovered" roles of local parks and recreation, like science, technology, engineering and math (STEM) programming; senior programs; innovative health and wellness opportunities; community celebrations; outdoor education; flood mitigation; maintenance; and more! Redefine how you think about your local parks and rec, and uncover a lifetime of discovery!"

For the month of July, the Department will actively engage in this month with a marketing and public relations campaign, highlighting the theme of discovery. *This will include:*

- A proclamation by the Mayor of Astoria, issued to designate July as "Astoria Parks and Recreation Month" encouraging the community to discover the parks and programs that make Astoria Parks a vital part of the Astoria community.
- A press release that highlights the proclamation that includes the special giveaways and summer events that Astoria Parks will be offering during the summer months.
- A letter to the editor from Park Board President, Norma Hernandez, encouraging the community to take advantage of special summer offerings and classes this summer.
- Radio Ads will be run on KLAMMY the last week of June and first week of July.
- Social media campaign that includes hashtags #DiscoverAstoriaParks and #DiscoverJuly. Weekly campaigns include:
 - Fourth of July Posts
 - TBT from parks
 - Selfie in a park
 - Nature discovery in the park

Collateral being shared at all facilities:

- 8x11 posters from NRPA.org
- Activity sheets to hand to children from nrpa.org
- Calendar of Discovery for the month of July

Giveaways:

- A contest for t-shirt designs has been advertised since the 2nd week of May. A winner will be chosen following the end of the campaign (June 18). The winning t-shirt designer will win \$200 cash and the t-shirts will be sold all summer long. Four t-shirts will be given out to those patrons who engage with us on social media using the hashtag, #DiscoverAstoriaParks
- Jump ropes from last year's #LoveAstoriaParks campaign will be given to children
- Mood changing pencils - \$195/500 = \$0.39/ea

PARKS AND RECREATION

A LIFETIME

OF DISCOVERY

NRPA'S PARK AND RECREATION MONTH • JULY 2018



CYBER MONDAY (NOVEMBER)

Cyber Monday can be one of the most lucrative days to advertise specials. Last year, Astoria Parks advertised a discount for NEW Land and Water Pass members, which included a drive on social media to purchase a pass online utilizing RecTrac. This year, instead of a month off for membership, new members/renewals will receive one or two giveaways:

- Water Bottle - $\$810.50/50 = \$16.21/\text{person}$
- Blender Bottle - $\$553.50/50 = \$11.07/\text{person}$
- Cool Run Kit Bag $\$544.50/50 = \$11.09/\text{person}$
- Additional t-shirts from #LoveAstoriaParks campaign

Radio ads will run with KRKZ as well as KLAMMY and BEACH.

COMMIT TO FIT (DECEMBER/JANUARY)

December and January are the months that people recommit to their health. Last year, we ran a traditional fitness campaign that encouraged customers to share their membership with friends with a one month upgrade to Land & Water. This year, it's all about committing to fitness by engaging with local groups that can help support the mission of Parks and Recreation by encouraging members to establish healthy eating habits and find ways to stay healthy and fit with the goal of committing to wellness.

Staff at Kids Zone and Lil' Sprouts should be encouraged to find ways to incorporate health and fitness during these months. Resources can be found on NRPA.org under Commit to Health. Handouts on healthy eating and exercise can be handed out to children in the program that also includes resources for how to stay health and fit in Astoria.

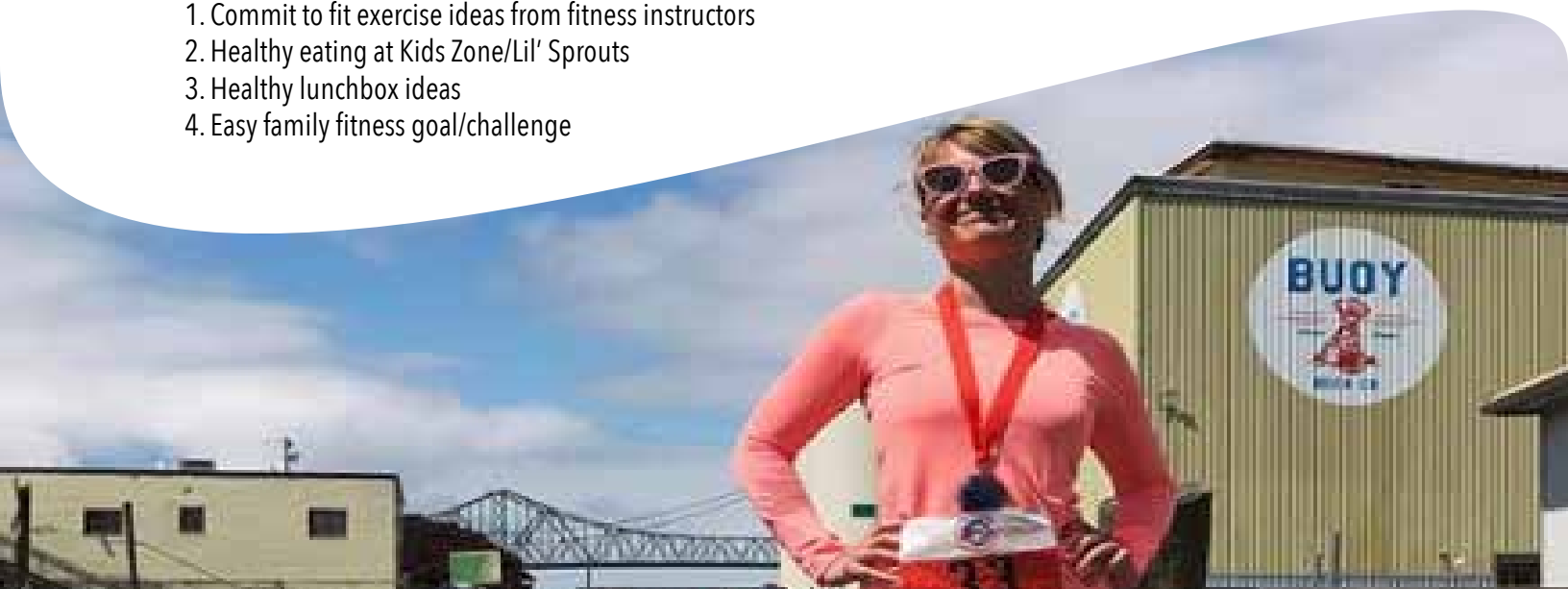
Along with a push inside facilities, with "Commit to Fit" handouts made available to parents at Kids Zone and at Lil' Sprouts, an advertising push for Parks Fitness passes will be running simultaneously via print, radio, and on social media. When current members renew or new members sign-up, they will receive one month of fitness classes for free.

Special Partners:

- North Coast Food Web & Co-op:
- Share a healthy salad recipe
- Share a smoothie recipe
- Clatsop Master Gardeners:
 1. Share tips on what to grow in planter boxes during the winter/how to prep for Spring
 2. Support community garden at Gray School

Social Media Campaign:

1. Commit to fit exercise ideas from fitness instructors
2. Healthy eating at Kids Zone/Lil' Sprouts
3. Healthy lunchbox ideas
4. Easy family fitness goal/challenge





V. MEASURING OF MARKETING & 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 reassess its goals.

Goals for Social Media 2018-2019:

- Increase Facebook page likes to 3,800 and Instagram Followers to 1,550, and Twitter Followers to 450.
- Response time for comments should be raised to same day
- Post weekly, with the goal of posting daily
- Continuously update and analyze information on all social media
- Encourage Aquatic Center, Recreation Center, and Port of Play administrators to update and curate posts.
- Create a list of organizations that will help cross-advertise programs, events, and information
- Geo target ads to tourists to promote use of its facilities

Revenue & Program Goals 2018-2019:

- Increase Department revenue by 7%
- Increase program participation in Sports by 9%
- Increase fitness program participation by 10%
- Increase Aquatic Center participation by 10%
- Increase Port of Play revenue by 10%

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VIII. BUDGET

Estimated Budget

This section is solely an estimate of costs pertaining to 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	Cost
Facebook Ads - includes promotion of events, services, facilities, and tourist geo-targeting	2-3 per month	\$1,500-2,500
Promotional Items - t-shirts, water bottles, pencils, and other giveaways for promotion to support campaigns	Varies depending on campaign	\$2,000-\$3,000
Newspaper - promotion of facilities, and newly proposed marketing campaigns	3-5 ads annually	\$2,000-\$5,000
Radio Ads - promotion to locals on registration, discounts, specials, facilities, programs, and events	2, 30 second ads to run weekly - Winter & Spring	\$2,000-\$3,000
Seasonal Program - promotional material intended for both locals and tourists, including Spanish translation	1 Annual guide	\$5,000
Flyers - promotion of events, programming, plus Spanish translation	50 flyers annually or 4-5 a month	\$3,500
Direct Mail - targeting locals to increase land & water passes, separate Spanish mailer	1 postcard per season	\$8,000-\$10,000
Discounts -Sibling discount, early bird registration, and other special discounts	*Review Communications & Marketing Plan Implementation Spreadsheet	\$8,700-\$12,400



IX. COMMUNICATIONS & MARKETING IMPLEMENTATION

The following pages summarize the implementation and funding strategy for the communications marketing plan. It includes the recommendations made throughout the document, timeframe for completion, actions needed to complete the recommendation, target completion, cost, funding source, priority level, and project lead/support/partners who will help accomplish these strategies. The marketing and communications staff and or consultant will work with the Parks Director to make sure that all recommendations agreed upon by City Council are consistently being tracked, evaluated, implemented and updated.

Communications & Marketing Plan Implementation Spreadsheet

Recommendation	Timeframe	Actions	Target Completion	Cost	Funding Prioritization	Project Lead/Support/ Partners
Social Media	Ongoing	Create multiple posts (5+ weekly) to promote events, services, facilities, and tourist geo-targeting	Evaluate annually, concurrent with the communications and marketing plan	Varies based on staff time	high	<i>Project Lead:</i> Marketing & Communications Staff/ Consultant <i>Support:</i> Recreation Coordinators All Department Staff
Email Newsletters	Weekly	Create weekly newsletter to distribute to patrons to increase awareness of discounts, giveaways, free events, and programming updates	Evaluate annually, concurrent with the communications and marketing plan	Varies based on staff time	high	<i>Project Lead:</i> Marketing & Communications Staff/ Consultant <i>Support:</i> Parks & Recreation Director
Business & Community Outreach	Ongoing	Develop list of businesses and community organizations to partner with, attend meetings and distribute materials to members	Evaluate annually	Varies based on staff time	high	<i>Project Lead:</i> Parks & Recreation Director <i>Support:</i> Recreation Coordinators APR Board Members APRCF Members
Community Events	Ongoing	Develop list of community events that allow for community tabling, attend event with materials to distribute, provide giveaways and prizes to distribute, staff will engage with patrons and fill out information on # of people engaged and materials distributed.	Evaluate annually	Varies based on staff time	high	<i>Project Lead:</i> Parks & Recreation Director <i>Support:</i> Recreation Coordinators APR Board Members APRCF Members Administrative Assistant
APR Website	Ongoing	Continue to develop and improve website by constantly updating and curating content	Evaluate annually, concurrent with the Communications and Marketing Plan	Varies based on staff time	high	<i>Project Lead:</i> Marketing & Communications Staff/ Consultant <i>Support:</i> Parks & Recreation Director Administrative Assistant
Seasonal Program	Every 3 months	Create seasonal program in a timely fashion annually, translate program into Spanish, and distribute materials at key locations (i.e, schools, Senior Center, Library, Chamber, etc.)	Program Releases for January 2019-December 2019	Varies based on staff time	high	<i>Project Lead:</i> Marketing & Communications Staff/ Consultant <i>Support:</i> Parks & Recreation Director Recreation Coordinators Administrative Assistant
Follow-up Survey	Annually	First year develop an annual survey to patrons requesting feedback on communications, programs, events, and staff. Parks Director, communications coordinator, and staff will evaluate the results.	Evaluate annually	Varies based on staff time	high	<i>Project Lead:</i> Marketing & Communications Staff/ Consultant <i>Support:</i> Parks & Recreation Director Recreation Coordinators Administrative Assistant
Earned Media	Ongoing	Increase awareness of operations, amenities, and services to be distributed amongst local radio and print media	Evaluate annually, concurrent with the communications and marketing plan	Varies based on staff time	high	<i>Project Lead:</i> Marketing & Communications Staff/ Consultant <i>Support:</i> Parks & Recreation Director Administrative Assistant
Advertising: Newspaper Ads, Facebook Ads, Promotional Items, Radio Ads	Ongoing	Develop advertising plan based on budget allotted by City Council, create ad buy and creative, implement plan.	Develop plan, then update annually	\$7,500-\$13,500	high	<i>Project Lead:</i> Marketing & Communications Staff/ Consultant <i>Support:</i> Parks & Recreation Director Administrative Assistant
Postcards/Direct Mailers	Every 3 months	Develop advertising campaign based on agreed upon marketing plan, distribute materials via postal mail.	Evaluate annually, concurrent with the Communications and Marketing Plan	\$8,000-\$10,000	medium	<i>Project Lead:</i> Marketing & Communications Staff/ Consultant <i>Support:</i> Parks & Recreation Director Administrative Assistant
AAC Discounts	Ongoing	Develop marketing discounts based on communications and marketing plan based on budget allotted by City Council. Implement, track, measure, and evaluate on an annual basis.	Evaluate annually, concurrent with the communications and marketing plan	\$6,000-7,000	medium	<i>Project Lead:</i> Marketing & Communications Staff/ Consultant <i>Support:</i> Parks & Recreation Director Recreation Coordinators Administrative Assistant
POP Discounts	Ongoing	Develop marketing discounts based on communications and marketing plan based on budget allotted by City Council. Implement, track, measure, and evaluate on an annual basis.	Evaluate annually, concurrent with the communications and marketing plan	\$1,200-\$2,400	medium	<i>Project Lead:</i> Marketing & Communications Staff/ Consultant <i>Support:</i> Parks & Recreation Director Recreation Coordinators Administrative Assistant
ARC Discounts	Ongoing	Develop marketing discounts based on communications and marketing plan based on budget allotted by City Council. Implement, track, measure, and evaluate on an annual basis.	Evaluate annually, concurrent with the communications and marketing plan	\$1,500-\$3,000	medium	<i>Project Lead:</i> Marketing & Communications Staff/ Consultant <i>Support:</i> Parks & Recreation Director Recreation Coordinators Administrative Assistant
Flyers	Ongoing	Create flyers to advertise programs and events, translate into Spanish, and distribute materials at key locations (i.e, schools, Senior Center, Library, Chamber, etc.)	Concurrent with the Communications and Marketing Plan	\$3,500-\$5,000	low	<i>Project Lead:</i> Marketing & Communications Staff/ Consultant <i>Support:</i> Recreation Coordinators All Department Staff Administrative Assistant
Brochures	Annually	Create brochures to advertise facilities and rentals, translate into Spanish, and distribute materials at hotels, library, Chamber, etc.	Evaluate annually, concurrent with the Communications and Marketing Plan	\$500-\$1,000	low	<i>Project Lead:</i> Marketing & Communications Staff/ Consultant <i>Support:</i> Parks & Recreation Director Administrative Assistant

MAINTENANCE

Grounds

- Developing Individual Park Maintenance Plans- Plans are still in process
- Mowing at all properties
- Maintaining softball fields for Recreation program use

Facilities

- New domestic hot water system installed after a two-day shutdown. New on-demand units are high energy-efficiency and provide a greater capacity for peak use. The new units also qualify for a \$1,800 rebate through Energy Trust of Oregon
- Cleaned and re-sealed ledge of Senior Center to mitigate water infiltration issues into the building
- Doughboy Monument accident remediation work has been contracted to Pioneer Waterproofing and will commence in July
- Continuing operational support at AAC for mechanical and chemical maintenance

Oceanview Cemetery

- Temporary, part-time staff has been added to assist with grounds care of OVC during the summer
- Memorial Day services were held, a lower-than-average amount of complaints were received and staff received several positive messages



AQUATIC CENTER

Swim Lessons:

Summer swim lesson programs began June 18. The swim lesson program for the summer offers two-week morning sessions which run four days per week, and evening lessons which will be two days per week for 4 weeks. Five new instructors started training in the program and will be working with our existing staff to more than double the number of lessons being offered from spring to summer.

Schedule:

The Aquatic Center hosted two large school group swims over the past month, with over 60 swimmers in each group. Additionally, we hosted two after-hours rentals for large school groups.

On June 11 and 12, the Astoria Aquatic Center closed for a replacement of the hot water delivery system to upgrade the showers at the facility. While the facility was closed, staff did a deep cleaning of the facility and completed training for clerks and lifeguards.

The summer schedule began June 13. With the summer program, the “big red slide” opens at 1:00pm each day which is a large draw to families and tourists.

Staffing

A lifeguard class was held May 25- 28. Eight new lifeguards were certified and hired from this class including the new Aquatic Center Recreation Coordinator. The new staff started working in June as the summer schedule began.

The new Recreation Coordinator, Natalie Viescas’s first day of work was June 18. Natalie has an extensive background in Aquatics, has experience as a collegiate swimmer, and several years of experience in swim lesson instruction. She was most recently a Recreation Coordinator for both aquatics and fitness programs at Willamette University.

Schedule:

- July 2-16 & July 23-8/02 - Next session of swim lessons begin

RECREATION CENTER

After School Camp

We continue to enjoy wonderful weather and spending time outside on the playground, playing basketball, corn hole, soccer and sidewalk art. We made lasagna, had an end of school year celebration/bbq, and recognized staff graduating from high school who are leaving us and moving on to college. We averaged 29 children for Kids Zone in the month of June. The ARC has added an additional four staff members to its day camp staff.



Fitness

We have been busy ramping up for the summer and fall seasons, and are proud to announce that we have hired three new instructors this last month: Two Zumba instructors, and one H.I.I.T (High Intensity Interval Training) coach. We feel these women will make an excellent addition to our program, and better assist us in consistency as we often found ourselves lacking substitute instructors when there was a scheduling conflict.

As school came to a close some classes seemed to be lagging in attendance: TRX (2-3 avg), Mid-day cycling (8 avg), and Core Strength (5 avg) saw drops in attendance. Barre (10 avg), and Cycle 360 (6 avg) have remained consistent, and Zumba has seen increased attendance (8 avg).

We have had the new summer group fitness schedule posted for a few weeks now, and we are receiving great feedback! We added Zumba Gold, Family Yoga, and paddle boarding classes, in addition to moving a few of the time frames around. Beginning paddle boarding classes are almost full already, and we are looking to add additional opportunities. We had our first free

Zumba in the Park, and had 10 participants! We are hoping to utilize these as marketing tools to inform the community about our awesome programs.

Summer Sports

We have started Men's League Softball and have fielded six teams this year, which is the same number as last year. We did not get enough Women's teams to be able to run that division this season. We are preparing for Co-Ed Softball coming up the end of July. Registration closes for Co-Ed softball on July 6. The third session of JiuJitsu has started, and we have 7 participants - the largest season yet! The volleyball clinic finished up with 30 total participants. The youth softball season is underway and despite some rainouts and game cancellations, the weather has been beautiful and players are having a blast. We have a total of 55 teams (up from 50 teams last year) playing in the league (200 Astoria players, up from 143 last year). We are looking forward to our fall sports programming and are preparing to market those in the next month.





Upcoming Events

- **June 25-29**, Summer Day Camp - Artful Antics
- **July 2-6**, Summer Day Camp, A Bug's Life
- **July 6** - Co-ed Softball registration Deadline
- **July 9-13**, Summer Day Camp, Great Outdoors
- **July 14**, Stand up Paddle Board Lessons - 1pm Beginner, 2:30pm Intermediate
- **July 16-20**, Summer Day Camp, Sustainable You
- **July 21**, Zumba in the Park - McClure Park, 8:15pm
- **July 23-27**, Summer Day Camp, Water Week
- **July 23-August 31**, Co-ed Softball
- **July 30-August 4**, Summer Day Camp, Farm Life

LIL' SPROUTS/PORT OF PLAY

Lil' Sprouts

It has been a busy Spring at Lil' Sprouts! Our Daisy classroom had special celebrations for Mother's Day and Father's Day; Muffins with Mom, and Pizza with Pop. The kiddos made special crafts with their parents, performed special songs and ate yummy snacks. Everyone had a lot of fun!



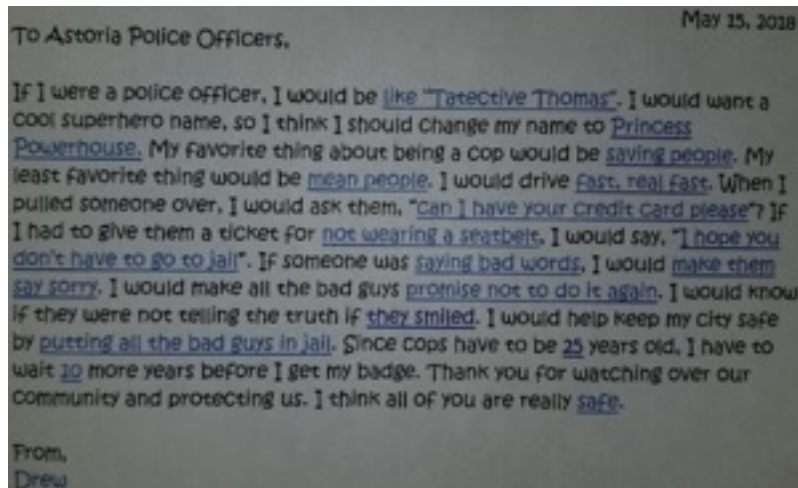
On Wednesday, June 6th, 19 of our Daffodil Sprouts graduated and moved on to kindergarten! It was a great celebration with songs, special awards and diplomas and even a slide show!



Our Sunflower class also had a special end of the year celebration with their parents to celebrate their completion of preschool, and moving up to the Daffodil classroom. They also got to do a fun end of the year project with tie dye!



In honor of Law Enforcement Appreciation month, our Daffodil class made picture frames for APD, and also had fun with some Law Enforcement themed Mad Libs! The teachers created a template, and then asked the kids what they would do/say. (Their answers are in blue.)



Lil' Sprouts has seen a lot of staff turnover in the last month, but overall, morale is positive, and staff are looking forward to a great summer. Our attendance numbers are generally a little lower during the summer, because many of our kiddos have older siblings or parents that are at home during the summer. While we still continue to implement curriculum during the summer, we definitely find time to have fun, both inside and out!

Port of Play:

Participant numbers have definitely been lower during the month of May. We've had an average of 5 children a day coming into play, with the highest being 11, and the lowest 0. There was a total of 104 visits during the month, and 7 birthday parties. Starting the week of June 18th, Port of Play's hours changed, and will no longer be open during the week. This change was not just for summer, but current Port of Play hours moving forward. User-ship during the week was low, and not supporting the need for a front counter staff member. We still felt the need to keep this great community service available, and the weekends seemed to be the highest utilized time.

We're averaging about 9 participants for Parents' Night Out, with the highest being 11, and the lowest 5. Starting in June, Parents' Night Out transitioned from being available every weekend to every other weekend. We do our best to schedule these when we know there are big events in town, so that parents have a need to utilize our service.

Upcoming Events

- **July 14 & 28** - Parents' Night Out

COMMUNICATIONS/MARKETING

The Summer/Fall Program guide has been translated into Spanish and was shared with the Lower Columbia Hispanic Council. So far, 42 people have seen the Spanish translated guide, according to issuu.com. The English version has had over 3,700 impressions on the same website.

We spent \$114.82 on social media ads this month. We used ads to advertise our NRPA Summer t-shirt design contest, summer camps, Parents' Night Out, and the release of our program guide. Astoria Parks' main Facebook page has 3,284 likes, Astoria Aquatic Center has 1,085 likes and consistently receives new likes despite an infrequency in posting, Astoria Recreation Center has 350 likes, and Port of Play has 935 likes.

Constant Contact Newsletter open rates have been doing far better with the new facelift. This past month, the open rate was about 24%. The website received 9,382 visitors since last month. Astoria Aquatic Center, Parks & Rec Board, and Events were our top hits. Our popular parks this month included: Local Trails (461 visitors), Oceanview Cemetery (357 visitors), Cathedral Tree Trail (279 visitors), and Athletic Fields (275 visitors).

Starting next week, the Parks and Recreation advertising campaign will begin on radio, utilizing the credits from Ohana Media Group during the live auction in January. The campaign encourages listeners to "Discover Astoria Parks" and all that is offered. It will lead the Department into the month of July where we will take advantage of the NRPA's push for its "Lifetime of Discovery" campaign.

Parks and Recreation Month will include a proclamation by the Mayor designating the month of July as Parks and Recreation Month, a winner of our t-shirt design contest will be chosen with winning shirts available for sale, jump ropes and activity books will be handed out to children, and a social media campaign will begin. These are great ways to create "buzz" around the department and its program offerings.