



Parks & Recreation Meeting Agenda  
Wednesday, May 17 at 5:30 PM  
In-person or Virtual  
City of Whitewater Municipal Building  
Cravath Lakefront Room- 2nd Floor  
312 W. Whitewater St.  
Whitewater, WI 53190

Join Zoom Meeting

<https://us02web.zoom.us/j/87410382631?pwd=RHE0eEIBZVVHNWJwSzc4bHJFL3ZLdz09>

Meeting ID: 874 1038 2631

Passcode: 700966

One tap mobile

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Find your local number: <https://us02web.zoom.us/u/kbWuHbhH9N>

## AGENDA

**Staff:** Eric Boettcher (Director), Lorelei Bowen (WAFC Manager),  
Michelle Dujardin (Recreation & Events) Jennifer French (Adult Programs) Hunter Karnitz  
(Athletic Programs)

**Board Members:** Steve Ryan (Chair), David Stone (Vice Chair), Kathleen Fleming, Dan Fuller,  
Stephanie Hicks, Mike Kilar, Megan Matthews, Kori Oberle, Ben Prather, Deb Weberpal

1. Call To Order And Roll Call
2. Approval Of Minutes
  - 2.a. April Park Board Minutes

Documents:

[DRAFT MINUTES APRIL 26-2023.PDF](#)

3. Hearing Of Citizen Comments

No formal action will be taken during this meeting, although issues raised may become part of a future agenda. Participants are allotted a 3 minute speaking period. Specific items listed on the agenda may not be discussed at this time; however,

citizens are invited to speak to those issues as designated in the agenda.

4. Staff Reports
  - 4.a. Director's Report
  - 4.b. Program Staff Reports
  - 4.c. WAFC Updates
5. Urban Forestry Commission Updates
6. Considerations
  - 6.a. Old Business
    - 6.a.i. Lakes Update
    - 6.a.ii. Effigy Mounds And Walton Oaks Management Updates
  - 6.b. New Business
    - 6.b.i. WAFC Operations And Marketing Plan

Documents:

[WAFC MARKETING QUARTERLY REPORT.PDF](#)  
[WAFC MARKETING PLAN DRAFT MAY 15.PDF](#)  
[WAFC OPERATIONS PLAN.PDF](#)  
[MARKETING AUDIT SUMMARY.PDF](#)

7. Pedestrian And Bicycle Items
  - 7.a. Park Pathway Maintenance
8. Future Agenda Items
9. Adjournment

Anyone requiring special arrangements is asked to call the Parks & Recreation Director at (262) 473-0122 or [EBoettcher@whitewater-wi.gov](mailto:EBoettcher@whitewater-wi.gov) at least 72 hours prior to the meeting.



**Parks and Recreation Board Minutes**  
**Wednesday, April 26– 5:30 pm**  
**Cravath Lakefront Room**  
**312 W. Whitewater Street**  
**Whitewater, WI 53190**  
Hybrid Meeting

**1. Call to Order and Roll Call**

Kathleen Flemming, Dan Fuller, Stephanie Hicks, Megan Matthews, Ben Prather, Steve Ryan, David Stone, Deb Weberpal, Korie Oberlie absent: Mike Kilar  
Staff: Eric Boettcher, Jennifer French, and Hunter Karnitz  
Guests: Sherry Stanek

**2. Election of Park Board Chairperson**

David Stone Nominated Deb Weberpal, Deb Weberpal did not want to do it. Steve Ryan volunteered, No objections

**a. Election of Park Board Vice- Chairperson**

David Stone volunteered. No Objections

**b. Appointment of members to Boards and Commissions- Urban Forestry: David Stone, Planning & Architecture review commission: Korie Oberlie**

**3. Approval of Minutes**

Motioned by Deb Weberpal. Second by Megan Matthews. Ayes: Kathleen Flemming, Dan Fuller, Stephanie Hicks, Megan Matthews, Ben Prather, Steve Ryan, David Stone, Deb Weberpal, Korie Oberlie, absent: Mike Kilar

**4. Staff reports**

**5.a. Directors Report-Lakes Management, Facilities, and Staff Updates Eric Boettcher**

Lakes Management: We will be having the DNR look at lakes and take the best route to take care of some of the vegetation. Boettcher stated that they are looking at May or June for cutting cattails. To cut Cattails that permit only takes 15 days. To dredge and remove the root of the cattails that would take 30-90 days to get the permit, the permit we have might be still valid.

Make a difference day went very well. Wood chips were spread on wet spots in the dog park, new tables were put together at Cravath, Effigy mounds had great turnout and clean

Hoping to get two more picnic tables each year for Cravath until we are able to get 8 tables total.

**5.b Athletic Program Coordinator**

Hunter Karnitz explained that the first tournament had 22 teams from all over (northern Illinois, Waukesha, Milwaukee, Whitewater). Cold weather did not keep the spirits down and the tournament ran great.

**5c. Adult Program Coordinator report**

Volunteer appreciation's theme was the senior globes. was very fun even though the power went out. Volunteers enjoyed Popcorn cupcakes (not actually popcorn) walked the red carpet. Seniors in the Park's volunteers donated 2,561 hour and equivalent to \$38,415 they donated.

**5d. UFC Updates- Tree sale Review**

Sherry Stanek said the tree sale was another huge success, 170 trees sold. The 17 left-over trees will be planted in arboretum.

**5e. WAFC Updates**

24 hr. gym access is going great 900 users March 15- April 15. Starts 30 min before close and ends 30 min after opening. Easter Egg hunt event went over very well. WAFC also hosted a day for those you are not able to afford coming to the WAFC all the time. Memberships and active members are up are up from 2022.

5. Future Agenda Items

- a. Collaboration with other events and parks and recreation department
- b. Reminder of what was requested for future agenda items on new agendas

**8. Adjournment**

Motion by Korie Oberlie to adjourn at 6:12 pm. Second by David Stone. Ayes: Kathleen Flemming, Dan Fuller, Stephanie Hicks, Megan Matthews, Steve Ryan, Ben Prather, Deb Weberpal, Korie Oberlie Noes: None. Abstain: Mike Kilar

Next scheduled meeting: Wednesday, May 17, 2023

Respectfully submitted,

Jennifer French  
Jennifer French

# Whitewater Aquatic



# and Fitness Center

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## Quarterly Marketing Report

February 1, 2023 – April 30, 2023

\*\*\*DRAFT\*\*\*

# Key Performance Indicators

The Whitewater Aquatic & Fitness Center (WAFC) marketing efforts aim to increase awareness, build a following & increase engagement, generate leads, increase membership & revenue, increase member involvement, build loyalty, and recruit more applicants and employees.

<b>Channel</b>	<b>Objective</b>	<b>Goal</b>	<b>Evaluation</b>
<b>Website, Rec Desk, &amp; SignUp Genius</b>	↑ <b>Brand Awareness</b>	<b>Increase traffic</b>	<b>11,680 of visitors 11,000 new visitors</b>
	↑ <b>Engagement</b>	<b>Increase engagement</b>	<b>11,970 sessions 55 second average engagement time 25,326 page views</b>
	↑ <b>Leads</b>	<b>Increase leads</b>	<b>51 form submissions</b>
	↑ <b>Membership &amp; Revenue</b>	<b>Increase purchases</b>	<b># new members # renewing members</b>
	↑ <b>Member Involvement</b>	<b>Increase registration</b>	<b># class registrations # program registrations</b>
	↑ <b>Member Loyalty</b>	<b>Increase returning traffic</b>	<b># sessions per user % of returning visitors</b>
<b>Facebook</b>	↑ <b>Brand Awareness</b>	↑ <b>Brand Awareness</b>	<b>29,256</b>
	↑ <b>Engagement</b>	↑ <b>Engagement</b>	<b>139 new likes 258 new followers</b>
	↑ Leads	Increase website traffic	<b># of clicks to website</b>
	↑ Customer Loyalty	Build Loyalty	<b>Increase shares</b>
<b>Google My Business</b>	↑ Brand Awareness	↑ Brand Awareness	<b>Expand reach</b>
	↑ Engagement	↑ Engagement	<b>Increase clicks to website</b>
<b>Email</b>	↑ Engagement	Stay in touch	<b>~47%-60% open rate</b>
	↑ Engagement	Increase click rate	<b>3-4% click rate</b>
<b>Employment Website</b>	↑ Applicants	Increase # submissions	<b># number of applicants</b>
	↑ Employees	Increase # of employees	<b># of employees hired # total employees</b>

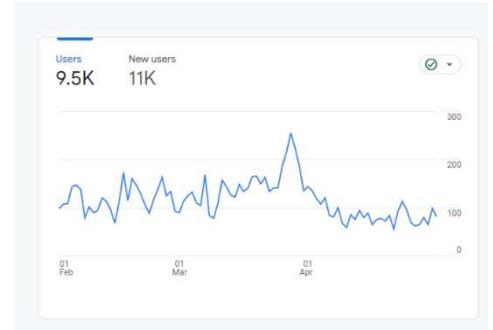
# Website

Google Analytics data from February 1, 2023 – April 30, 2023 compared to prior period.

## Acquisition

Overall, acquisition has increased across all channels.

Channel	% of traffic	# Users	%Δ
Organic Search	38.31%	4,096	↑ 17%
Direct	28.6%	3,358	↑ 11%
Referral	27.66%	2,970	↑ 7%
Organic Social	4.28%	487	↑ 20.25%
Unassigned	0.8%	9	↑ 12.5%



## Engagement

The total page views, total sessions, and total contact form submissions increased. However, the average engagement time decreased. This could mean returning users are spending less time as they are familiar with the website. The decrease in file downloads is explained by a change in how the calendars are posted under the announcements. Previously, users had to download. Now, they can view the image.

Metric	Current	%Δ
Average Engagement Time	55 seconds	↓ -14.6%
Total Page Views	25,326	↑ 5.86%
Total Sessions	11,970	↑ 13.27%
Contact Form	51	↑ 41.67%
File Download	109	↓ -85.64%

## Retention

Both the number of new and returning users has increased.

User Type	Current	%Δ
New users	11,000	↑ 12.4%
Returning users	680	↑ 20.8

## Most Popular Pages

Page	Views	Users
Home	8,788	6,266
Hours	5,176	2,927
Aquatic Center	2,427	1,816
Membership	2,368	1,966
Amenities	1,130	977

Swim Lessons	734	635
Fitness Classes	497	402

## Organic Search

Google Search Console data from February 1, 2023 – April 30, 2023 compared to prior.

### Performance



Metric	Current	Previous	%Δ
<b>Total Clicks</b>	<b>2.76K</b>	<b>2.64K</b>	<b>↑ 4,5%</b>
<b>Total Impressions</b>	<b>40.2K</b>	<b>29.2K</b>	<b>↑ 37.67%</b>
<b>Average CTR</b>	<b>6.9%</b>	<b>9%</b>	<b>↓ - 30%</b>
<b>Average Position</b>	<b>31.2</b>	<b>29.7</b>	<b>↓ - 5%</b>

**The total clicks, how many times a user clicked through to your website, increased.**

**The total impressions, how many times a user saw a link to your website in the search results, increased. The average click through rate, the percentage of impressions that resulted in a click, decreased. The average click through rate is calculated by dividing the number of clicks by impressions. With the impressions/denominator increasing by 37% and the clicks/numerator increasing by only 4.5%, it makes sense that the average click through rate decreased.**

**However, this alone is not too concerning. Overall, more people are seeing the website in the search results and clicking it.**

### Most Clicked & Seen Queries

Page	Clicks	Impressions
Whitewater aquatic center	1,370	4,558
Whitewater aquatic center hours	162	286
Aquatic center whitewater	123	598
Whitewater aquatic and fitness center photos	72	549

Whitewater aquatic and fitness center	72	214
Aquatic center	34	3,210
Whitewater pool	30	203

## Email Marketing

Constant Contact data from November 2022 – May 2023 compared to prior.

### Overview

The table below summarizes the number of sends, opens, clicks, bounces, and unsubscribes. The email list averages 50 recipients. The December outlier included the Parks & Recreation Email List. In February 2023, the list was cleaned up as indicated by a reduced number of bounces (bad emails removed) and a new template was created. Since making those changes, the open rate has increased from ~47% to ~60% and the click rate has increased from 1-2% to 3-4%. Quality is more important than quantity. It is great to see that the current email list is more engaged and finds the info relevant.

	<b>11-2022</b>	<b>12-2022</b>	<b>01-2023</b>	<b>03-2023</b>	<b>04-2023</b>	<b>05-2023</b>
<b>Sends</b>	<b>985</b>	<b>2,800</b>	<b>811</b>	<b>756</b>	<b>754</b>	<b>754</b>
<b>Open</b>	<b>47%</b>	<b>41%</b>	<b>47%</b>	<b>58%</b>	<b>60%</b>	<b>60%</b>
<b>Click</b>	<b>1%</b>	<b>1%</b>	<b>2%</b>	<b>3%</b>	<b>3%</b>	<b>4%</b>
<b>Bounces</b>	<b>16%</b>	<b>19%</b>	<b>15%</b>	<b>13%</b>	<b>13%</b>	<b>13%</b>
<b>Unsubscribes</b>	<b>0%</b>	<b>1%</b>	<b>1%</b>	<b>1%</b>	<b>0%</b>	<b>1%</b>

# Social Media

## Facebook Overview

Facebook engagement and reach has significantly increased.

	<b>Feb – April 2022</b>	<b>Nov 2021 – Jan 2022</b>	<b>% Change</b>
<b># of Posts</b>	<b>86</b>	<b>46</b>	<b>↑ 109.8%</b>
<b>Stories</b>	<b>19</b>	<b>0</b>	<b>↑ 100%</b>
<b>Messaging</b>	<b>39</b>	<b>20</b>	<b>↑ 105.3%</b>
<b>New Likes</b>	<b>239</b>	<b>139</b>	<b>↑ 74.5%</b>
<b>Total Followers</b>	<b>1,724</b>	<b>1,313</b>	<b>↑ 31.30%</b>
<b>New Followers</b>	<b>422</b>	<b>258</b>	<b>↑ 65.6%</b>
<b>Unfollows</b>	<b>11</b>	<b>4</b>	<b>↑ 175%</b>
<b>Reach</b>	<b>29,256</b>	<b>15,548</b>	<b>↑ 88.16%</b>
<b>Profile Visits</b>	<b>18,573</b>	<b>9,978</b>	<b>↑ 90.3%</b>

## Instagram Overview

The Instagram account was created in February 2023, so there is no comparison data.

	<b>Feb – April 2022</b>
<b>Posts</b>	<b>82</b>
<b>New Followers</b>	<b>99</b>
<b>Reach</b>	<b>1,212</b>
<b>Profile Visits</b>	<b>334</b>

# Google Business Profile

## Google Business Profile Manager

	<b># of Times</b>
<b>Customers found this listing by searching on Google Search or Maps</b>	
<b>This listing has been viewed on Google Search or Maps</b>	
<b>This listing has been viewed on Google Search</b>	
<b>This listing has been viewed on Google Maps</b>	
<b>Customers found this listing by searching for the category, product or service on Google Search or Maps</b>	
<b>Customers found this listing by searching for the business name or address on Google Search or Maps</b>	
<b>Actions taken from this listing on Google Search or Maps</b>	
<b>Website visits from this listing</b>	
<b>Direction request from listings</b>	
<b>Calls from listing</b>	

# Revenue

## Revenue By Membership Level

Membership Type	Month	Current	Previous	Y/Y % Change
WAC Family Membership Revenue 247-41000-55	February	\$11,773.49	\$15,189.49	↓ 22.89
	March	\$12,564.36	\$17,562.13	↓ 28.46%
	April	\$9,013.30	\$13,163.65	↓ 31.53%
WAC Youth Membership Revenue 247-41200-55	February	\$2,488.69	\$67.50	↑ 3586%
	March	\$2,399.43	\$0	---
	April	\$1,493.37	\$0	---
WAC Adult Membership Revenue 247-41250-55	February	\$5,004.75	\$0	---
	March	\$4,698.61	\$98.85	↑ 4,653.27
	April	\$2,994.46	\$67.50	↑ 4,336.24%
WAC Senior Membership Revenue 247-41300-55	February	\$2,320.07	\$0	---
	March	\$3,452.75	\$0	---
	April	\$3,751.61	\$0	---
Insurance Program Membership Revenue 247-41350-55	February	\$2,169.00	\$1,533.00	↑ 41.49%
	March	\$222.00	\$738.00	↓ 69.92%
	April	\$4,072	\$1,111.00	↑ 266.52%
Total Membership Revenue	February	\$23,756.00	\$16,789.99	↑ 41.49%
	March	23,337.15		↑ 26.85%
	April	\$21,324.74	\$14,342.15	↑ 48.69

## Day Pass Revenue

	Month	Current	Y/Y % Change
Day Passes	February	\$9,302.93	↑ 3.78%
	March	\$13,111.75	↑ 14.04%
	April	\$13,340.80	↑ 78.58

## Total Revenue

	Month	Current	Y/Y % Change	M2M % Change
Total	February	\$33,058.93	↑ 40.94%	↓ 1.85%
	March	\$36,448.90	↑ 21.91%	↑ 10.25%
	April	\$34,665.54	↑ 58.92%	↓ 4.89%

**Questions:**

- **Family membership is down – Is there a reason? Shift to youth or senior?**
- **Insurance Program – Why is there such variation from \$200 to \$4000?**

# Membership

**Membership Summary by Type**

Membership Type	Month	Current	Y/Y % Change
New Primaries	February	159	↑ 133.82
	March	142	↑ 73.17%
	April	74	↓ - 3.89%
All New	February	353	↑ 197.64%
	March	324	↑ 35%
	April	184	↑ 26.46%
Primary Renewals	February	56	↓ 17.65%
	March	75	↑ 16.38%
	April	74	↑ 25.42%
All Renewals	February	137	↑ 3.78%
	March	192	↑ 24.67%
	April	185	↑ 43.41%
Active Primaries	February	1059	↑ 39.7%
	March	1080	↑ 65.9%
	April	1015	↑ 52.86%

**Total Membership**

	Month	Current	Y/Y % Change	M2M % Change
All Active	February	2306	↑ 47.72%	↑ 5.97%
	March	2355	↑ 51.73%	↓ 2.12%
	April	2551	↑ 44.11%	↑ 8.32%

**\*\*\*Swim lessons and programming numbers to be added\*\*\***

# Whitewater Aquatic



# and Fitness Center

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## Marketing Plan

LAST UPDATE: MAY 15, 2023

## Objectives

Marketing efforts will focus on the following six objectives:

### **1) Increase Brand Awareness**

Raise awareness of the Whitewater Aquatic & Fitness Center and its amenities.

### **2) Build Following & Generate Interest**

Build a following and engagement online and generate interest in the facility through both traditional and digital marketing channels.

### **3) Generate Leads**

Capture membership inquiries via the website and/or Rec Desk software.

### **4) Increase Membership & Revenue**

Increase membership by 5% in 2024, 5% for 2025, & 3% in 2026.

Increase program registration by 5% in 2024 and 5% in 2025.

Increase day pass rate by 10% in 2024 and 5% in 2025.

Increase rentals by 15% in 2024, 10% in 2025, and 3% in 2026.

Increase membership fees by 3% per year.

Increase concession and pro shop sales by 10% in 2024 and 2025.

Increase sponsorships by 60% for 2024.

### **5) Increase Member Involvement**

Increase registrations for programs (i.e., CPR, Lifeguard, etc.) and/or classes (i.e., Cycling, Yoga, etc.)

### **6) Build Loyalty**

Encourage positive word of mouth, bringing a guest, and/or membership upgrades (i.e., from fitness only to aquatic/fitness membership).

### **8) Recruit more applicants and employees.**

Hire 10 more lifeguards through friends' group. Retain current staff. Work with the WUSD and UWW to recruit more applicants and staff.

## Target Audience

Marketing efforts will target the following target audiences:

Audience	Families	Individuals
Demographics	<ul style="list-style-type: none"> <li>Household with kids</li> </ul>	<ul style="list-style-type: none"> <li>18-64 years year old</li> </ul>
Behaviors	<ul style="list-style-type: none"> <li>Fitness, Aquatic, or Combo</li> <li>Tire out the kids</li> </ul>	<ul style="list-style-type: none"> <li>Working out in fitness center</li> <li>Workout routines</li> </ul>
Goals/Needs	<ul style="list-style-type: none"> <li>Divide &amp; conquer</li> <li>Kids entertainment</li> <li>Credible lessons/training</li> </ul>	<ul style="list-style-type: none"> <li>Staying fit</li> <li>Health &amp; wellness</li> <li>Keeping or building strength</li> </ul>
Motivations	<ul style="list-style-type: none"> <li>Pool &amp; open swim</li> <li>Swim lessons</li> <li>Concessions</li> </ul>	<ul style="list-style-type: none"> <li>Amenity variety</li> <li>Recreational fitness</li> <li>Quieter environment</li> </ul>
Frustrations	<ul style="list-style-type: none"> <li>Absence of zero-depth</li> </ul>	<ul style="list-style-type: none"> <li>Limited hours</li> <li>Limited equipment or access</li> </ul>
Key Strategies	<ul style="list-style-type: none"> <li>J- Hawks</li> <li>Social media</li> <li>Posting events</li> <li>Hosting swim meets</li> </ul>	<ul style="list-style-type: none"> <li>Corporate partnerships</li> <li>Social media</li> <li>Advertising</li> </ul>

Audience	High School Students	Seniors
Demographics	<ul style="list-style-type: none"> <li>Ages 14-18 years old</li> </ul>	<ul style="list-style-type: none"> <li>65 years/old+</li> </ul>
Behaviors	<ul style="list-style-type: none"> <li>Stop in for concessions</li> <li>Working out in fitness center</li> <li>Staying fit</li> <li>Socializing</li> </ul>	<ul style="list-style-type: none"> <li>Leisure pool &amp; hot tub</li> <li>Classes (yoga, senior, &amp; water)</li> </ul>
Goals/Needs	<ul style="list-style-type: none"> <li>Cardio</li> <li>Work out between seasons</li> </ul>	<ul style="list-style-type: none"> <li>Recovery</li> <li>Movement</li> <li>Socialization</li> </ul>
Motivations	<ul style="list-style-type: none"> <li>Greater variety than just free weights</li> <li>Energy drinks &amp; concessions</li> <li>Being social with friends</li> </ul>	<ul style="list-style-type: none"> <li>Recovery</li> <li>Movement</li> <li>Structure programming</li> </ul>
Frustrations	<ul style="list-style-type: none"> <li>HS only has free wights</li> </ul>	<ul style="list-style-type: none"> <li>Unsure, don't want to get hurt</li> <li>Lack of cleanliness</li> <li>Cold pools</li> <li>Limited accessibility</li> </ul>
Key Strategies	<ul style="list-style-type: none"> <li>Proximity to high school</li> <li>High school coach referrals</li> </ul>	<ul style="list-style-type: none"> <li>Seniors in the Park</li> <li>Insurance program referral</li> </ul>

## Target Audience

Marketing efforts will target the following target audiences:

Audience	Faculty & Staff	Commuters
Demographics	<ul style="list-style-type: none"> <li>• 30 years old+ female/male</li> <li>• Bachelors degree+</li> </ul>	<ul style="list-style-type: none"> <li>• 18-64 years old</li> <li>• Live out of town</li> </ul>
Behaviors	<ul style="list-style-type: none"> <li>• Lap swimming</li> <li>• Yoga &amp; fitness classes</li> </ul>	<ul style="list-style-type: none"> <li>• Fitness center</li> <li>• Lap or leisure swimming</li> </ul>
Goals/Needs	<ul style="list-style-type: none"> <li>• Life fitness &amp; keep moving</li> <li>• Health &amp; wellness</li> </ul>	<ul style="list-style-type: none"> <li>• Health &amp; wellness</li> <li>• Employer encouraged</li> </ul>
Motivations	<ul style="list-style-type: none"> <li>• Approachable staff</li> <li>• Off campus (fewer students)</li> <li>• Recreational fitness</li> <li>• Quieter environment</li> </ul>	<ul style="list-style-type: none"> <li>• Employer insurance discounts</li> <li>• Recreational fitness</li> </ul>
Frustrations	<ul style="list-style-type: none"> <li>• Work-life imbalance (i.e. separate fitness from campus)</li> <li>• Lap capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Limited time</li> <li>• Needs to be on the way home</li> </ul>
Key Strategies	<ul style="list-style-type: none"> <li>• Whitewater Unified Teacher Discount Program</li> <li>• City Employee Discounts</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate partnerships</li> </ul>

## Competitive Analysis

### Key Membership Factors

In addition to the individual's social influences and motivation for joining the gym, the following key membership factors often influence one's decision making:

	WAFC Offering	Competition
<b>Amenities</b>	Pool Fitness	Gymnasium Racquet ball courts Indoor tracks
<b>Insurance Programs</b>	Renew Active (United Healthcare) Silver Fit (Insurance groups)	Silver Sneakers (Medicare??)
<b>Proximity</b>	<u>Research</u> shows most people drive 6 miles for specialized gyms	
<b>Hours</b>	Various by Day	24/7 Access
<b>Membership Type &amp; Cost</b>	Guest, Daily, Monthly, & Annual (no joining/initiation fee)	Guest, Daily, Monthly, & Annual
<b>Equipment</b>	Cardio Free weights Strength training	Cardio Free weights Strength training
<b>Availability</b>	Spacious, not too crowded	Can be crowded
<b>Personal Training</b>	Available	Varies
<b>Supplemental Classes</b>	Physical therapist	Tanning & massage
<b>Classes</b>	Barre, Bootcamp, Cycling, EMOM, Pilates, Strong, Tabata, Yoga, & Zumba	Depends on facility
<b>Programs</b>	CPR, First Aid, etc.	Depends on facility
<b>Environment</b>	Off-campus near high-school	

These key membership factors give rise to key selling points and amenities to highlight on your website and other promotional channels. Specifically,

- Showcase images and descriptions of offering.
- Highlight insurance programs and other key partnerships (i.e., discounts for City employees and Whitewater Unified School District employees).
- Clearly describe your location to make it easy for prospects to find.
- Highlight guest and daily memberships to encourage new members to try out a class and/program, the fitness center, and/or aquatic center
- Emphasize no initiation fee and no contracts – that is definitely a differentiator.
- Highlight the extras and unique offerings like a physical therapist on site.
- Create a flyer and website page that makes it easy to view class offerings
- Community pride and support

## Positioning Strategy

### Local Comparison

	Whitewater Aquatic	Warhawk Fitness	Anytime Fitness
Price Comparison	\$35/month Adult	\$165/sem. (\$41.25/mo.)	\$36.99/month
Fitness & Cardio	X	X	X
Personal Training	X	X	X
Open Swim	X	X	
Swim Lessons	X		
Flexible Membership	X	X	X
Guest Passes	X	X	X
Senior Discounts	X	X	
Hours	Varies by Day	Variable by Day/ Events	24/7
Environment	Off-campus	On-campus	Off-campus
Parking	Accessible	???	Accessible

### How can you differentiate yourself from the local competition?

- Flexible memberships
  - No contracts
  - Aquatic, fitness, vs. combo for student, household, and/or seniors.
  - Simplify with a pricing matrix table vs. wordy descriptions.
  - Discounts for city and Whitewater Unified employees
- Make it easy to try it out:
  - Classes/programs are available to non-members with a daily passes
  - Guest passes and daily passes available
- Unique offerings
  - Swim lessons
  - On-site physical therapist
  - Classes including Barre, Pilates, Tabata, and Zumba
- Make it easy to learn about the senior discounts offered.
- Highlight what makes your environment special:
  - Recreational fitness with approachable staff
  - More laid back, quiet, less competitive environment

## Positioning Strategy

## Mission

The Whitewater Aquatic and Fitness Center is dedicated to providing our members with a clean, safe, inclusive, and accessible recreational fitness and aquatic center.

## Values

- **Wellness** – Promote healthy living, fitness, and wellness through amenities, coaching, training, classes, programs, & services.
- **Accommodating** – Providing personalized services and quality amenities in a clean, accessible, and inclusive environment.
- **Fun** – Provide a welcoming space for recreational fitness that appeals to young adults, couples, families, and seniors.
- **Community** – Provide a welcoming, accommodating, inclusive environment to all.

## Tagline

- Guiding You Along Your Fitness Journey

## Supporting Messages

- Hidden gem of the community
- Enabling Wellness in Whitewater

## Why Members Join

- Affordable price
- Variety of amenities & indoor pool with zero-depth access
- Recreational fitness
- Personable, approachable staff
- Guidance, support, training, & coaching
- Member-focused (i.e., staff meetings & follow-up on member feedback)
- Cleanliness
- Inviting, accommodating, warm environment
- Convenient parking
- Community pride

## What benefits does the competition claim vs. what is unique to WAFC?

<b><i>Classic Benefits</i></b>	<b><i>Unique Features</i></b>
<ul style="list-style-type: none"><li>• Affordable membership options</li><li>• Personable, approachable staff</li><li>• Guidance for personal success</li><li>• Partner &amp; insurance discounts</li><li>• Family-oriented</li><li>• Group classes &amp; personal training</li><li>• All access to variety of amenities</li><li>• Convenient &amp; close parking</li><li>• Cleanliness</li></ul>	<ul style="list-style-type: none"><li>• Indoor pool with zero-depth access</li><li>• Indoor pool with slide &amp; lazy river</li><li>• Lap Lane Reservations</li><li>• Swim Lessons &amp; Water Movement Classes</li><li>• Proximity to high school</li><li>• Newer, well-maintained equipment</li></ul>

## Positioning Strategy

### Unique Selling Proposition

With a member-focused approach, the Whitewater Aquatic and Fitness Center provides a clean, safe, welcoming, and accommodating recreational aquatic and fitness center to enable healthy living and wellness for residents of Whitewater and beyond.

### Brand Positioning Statement

For individuals, families, students, seniors, and commuters in Whitewater and beyond, the Whitewater Aquatic and Fitness Center provides an affordable, convenient recreational fitness environment with a variety of amenities including a fitness center, aquatic center, personal training services, group classes, locker rooms, and concessions. With a member-focused hands-on-approach, the approachable staff are here to guide and enable you on your wellness journey.

### SWOT Analysis

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Variety of amenities</li> <li>• Various affordable membership options</li> <li>• Approachable, welcoming staff</li> <li>• Convenience</li> <li>• City &amp; school supported</li> <li>• Concessions</li> <li>• Insurance programs</li> <li>• On-site physical therapist &amp; personal trainers</li> <li>• Patio</li> <li>• Newer, well-maintained equipment</li> <li>• Swim Lessons &amp; Water Movement Classes</li> <li>• Indoor pool with zero-depth access</li> <li>• Plenty of close &amp; convenient parking</li> <li>• Cleanliness</li> <li>• Friends of Whitewater Aquatic Center where 1/2 the membership fee is paid for low-income families</li> <li>• Community involvement &amp; giveback</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Hours and availability</li> <li>• No gym, courts, or indoor track</li> <li>• Lack of outdoor amenities</li> <li>• No massage and/or tanning</li> <li>• Location &amp; findability</li> <li>• Dated offerings of classes.</li> <li>• Limited scale and size</li> <li>• No childcare</li> <li>• Limited resources</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Virtual and/or recorded classes</li> <li>• Well-rounded wellness experience</li> <li>• Specialized, unique classes</li> <li>• Nutrition (smoothies coming soon)</li> <li>• Birthday parties &amp; group reservations</li> <li>• Offering 24/7 access</li> <li>• Daily and guest passes</li> <li>• Patio</li> <li>• High School Swim Meets</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• COVID-19</li> <li>• External regulations</li> <li>• Rural location in a small town</li> <li>• At-home fitness</li> <li>• Nearby outdoor and indoor pools</li> </ul>

## Content Strategy

### Content Sources

Always remember, "Great content needs to be all of the following: credible, shareable, useful or fun, interesting, relevant, different, and on brand" (Simon Kingsnorth, 2016).

<p>Content that you can share today:</p> <ul style="list-style-type: none"> <li>• Facility photos</li> <li>• Class &amp; Open Swim Schedules</li> <li>• Special Trainings</li> <li>• Recipes</li> <li>• Motivational &amp; Inspirational</li> <li>• Humor/Memes</li> <li>• Training intros</li> <li>• Articles, how-to's, tips, etc.</li> <li>• Member recognition &amp; success stories</li> <li>• Authentic in-action member photos</li> <li>• Facebook live in-action videos</li> <li>• What we offer/Member benefits</li> <li>• Promotional partnerships</li> <li>• Daily themed hashtag content</li> <li>• Staff appreciation</li> </ul>	<p>Content that you can start building:</p> <ul style="list-style-type: none"> <li>• Challenges</li> <li>• <del>Member recognition &amp; success stories</del></li> <li>• <del>Authentic in-action member photos</del></li> <li>• <del>Facebook live in-action videos</del></li> <li>• Facebook live tips</li> <li>• <del>What we offer/Member benefits</del></li> <li>• <del>Promotional partnerships</del></li> <li>• Community involvement</li> <li>• <del>Daily themed hashtag content</del></li> <li>• <del>Staff appreciation</del></li> <li>• Recorded workouts</li> </ul>
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### Content Suggestions

- **FAQs:** Answer your customers questions truthfully and accurately.
  - Create an FAQ page for commonly asked questions.
  - Clearly, transparently display membership pricing/packages on website.
  - Outline # reasons to join.
- **Custom Journey:** What customers need to know before purchasing.
  - Showcase amenities on website and on a flyer.
  - Create a flyer that outlines classes and timing ([link to example](#))
  - Create an about the staff, trainer, and/or physical therapist page.
  - Create a virtual tour video and/or gallery.
- **Research:** Look at the competition & note applicable topics
  - Showcase members in action via Facebook Live videos and/or photos.
  - Share member success stories & testimonials ([see examples](#))
- **Keyword:** Identify long-tailed keywords to optimize content for
  - Benefit of Swimming & How We Can Help
  - Workouts, how-to, getting started, nutrition, etc. ([see examples](#))
  - Ask a Coach, Trainer, etc. ([see examples](#))

## Promotion Strategy

### Competitive Analysis

	Facebook	Instagram	LinkedIn	Pinterest	Twitter	YouTube	Email
Whitewater Aquatic & Fitness Center	X						X
Warhawk Fitness & Aquatics	X						
Anytime Fitness – Whitewater	X	X					
Geneva Lakes Family YMCA	X		X	X		X	X
Mukwonago YMCA	X	X	X		X	X	
YMCA Northern Rock County	X						
Fort Atkinson Family Aquatic Center	X						
Four Lakes Athletic Club	X						
Jefferson Family Aquatic Center							
Blackhawk Fitness Club	X						
Janesville Athletic Club	X	X				X	
Anytime Fitness – Wales	X	X					
Anytime Fitness – Jefferson	X						
Anytime Fitness – Mukwonago	X						
Anytime Fitness – Delavan	X	X					
Planet Fitness	X						
Sara's Health & Fitness	X	X		X		X	
Snap Fitness – Elkhorn	X	X					
Snap Fitness – East Troy	X						
	18/19	7/19	2/19	2/19	1/19	4/19	2/19

### What are the key takeaways for promotional channels?

- Definitely continue Facebook.
- Instagram is great for B2C but it requires great photographs and videos.
- YouTube could be leverage for videos.
- Email marketing for scheduling/classes.

## Promotion Strategy

### Customer Journey

Outline how you will target prospects and/or customers every step of the journey:

- Awareness: A consumer becomes aware of your brand
- Interest: A consumer thinks you can solve their problem & wants to learn more
- Consideration: The consumer is evaluating alternative solutions to their problem
- Purchase: The consumer takes action.
- Loyalty: The consumer provides referral and/or repeat business

Stage	How to Target
Awareness	<ul style="list-style-type: none"> <li>• SEO</li> <li>• Referral &amp; city/school partnership</li> <li>• Social media</li> <li>• Press releases</li> <li>• Direct mail – Holiday card with free guest pass</li> <li>• Health fairs – As applicable</li> <li>• Job fairs – High school or college for lifeguards &amp; front desk</li> <li>• Referral program – Refer a friend &amp; guest past each month</li> <li>• City Guide</li> <li>• University Community Showcase</li> <li>• Partnerships – WUSD, City, and maybe University</li> <li>• Summer Big Rig Event – People who attended got day passes</li> <li>• Parks &amp; Recreation cross promotion</li> <li>• On-campus flyer promotion for lifeguards</li> </ul>
Interest	<ul style="list-style-type: none"> <li>• Website</li> <li>• Social media</li> <li>• Member testimonials and/or success stories</li> <li>• City Guide</li> <li>• Galleries, video tours, &amp; images</li> </ul>
Consideration	<ul style="list-style-type: none"> <li>• Pricing matrix</li> <li>• Testimonials &amp; reviews</li> <li>• Brochures &amp; flyers</li> <li>• Member introduction phone calls and/or appointments</li> <li>• Daily pass for classes and/or center access</li> </ul>
Purchase	<ul style="list-style-type: none"> <li>• In-person membership sign-up meeting</li> </ul>
Loyalty	<ul style="list-style-type: none"> <li>• Member-focused guidance and customer service</li> <li>• Training &amp; coaching</li> <li>• Referral program</li> <li>• Newsletter</li> <li>• Social Media</li> </ul>

## Promotion Strategy

### Owned Promotional Channels & Content Distribution

The following table lists “owned” promotional channels, details the frequency of updates and specifies which type of content is appropriate for that channel. The Campaign Schedule should be used to guide seasonal content & promotions.

Channel	Frequency	Content
Website	As needed	<ul style="list-style-type: none"> <li>Add copy &amp; content to pages.</li> <li>Update announcements</li> </ul>
RecDesk	Weekly/monthly	<ul style="list-style-type: none"> <li>Update swim/class schedule</li> <li>Update calendar of events</li> </ul>
Facebook & Instagram	3-5 posts/week	<p>Follow content calendar:</p> <ul style="list-style-type: none"> <li>1 Monthly Fitness Schedule</li> <li>Monday Fitness Class Schedules</li> <li>Thursday Open Class Schedule</li> <li>Friday Feature of Amenities &amp; Classes</li> <li>Wednesday Promotions &amp; DYK</li> <li>1<sup>st</sup> Tuesday Testimonials</li> <li>2<sup>nd</sup> Tuesday Staff Highlight</li> <li>3<sup>rd</sup> Tuesday Member Success</li> <li>Integration of campaign schedule</li> <li>Post job openings as applicable</li> </ul>
Email	Monthly	<ul style="list-style-type: none"> <li>Classes, open swim, &amp; hours</li> </ul>
GoogleMyBusiness	Monthly	<ul style="list-style-type: none"> <li>Monthly fitness schedule</li> <li>Upcoming events &amp; programs</li> </ul>
Direct Mail	Semi-annual	<ul style="list-style-type: none"> <li>Mail a postcard to local residents offering a free daily pass to check out the center</li> <li>December win-back postcards</li> </ul>

### Partner Promotional Channels & Content Distribution

The following table lists “partner” promotional channels, details the frequency of updates and specifies which type of content is appropriate for that channel. For cross-promotion, it is best to share the partners original content than repost as your own.

Channel	Frequency	Content
Facebook	As-needed	<ul style="list-style-type: none"> <li>Share content from the original source and mention the source in the share (i.e., City of Whitewater, Seniors in the Park, etc.)</li> </ul>
Banner	As-needed	<ul style="list-style-type: none"> <li>Share newsletters</li> </ul>
Park & Rec Newsletter	Monthly	<ul style="list-style-type: none"> <li>Calendar of events &amp; swim lessons</li> <li>Highlight amenities and offerings</li> <li>Have a presence at P&amp;R events</li> </ul>

## Campaign Schedule

Month	Type	Topic	Action Plan
Annual	Referral Program	Refer a friend for annual membership & get one day free	Credit account
Annual	Referral Program	Annual renew & get three free guest passes	Provide day passes
January	Program	Mid-January-Mid February Swim Lessons	Newsletter Highlight & 2 social posts
January	Promotion	Bring a Friend with Free Day Pass	Newsletter Highlight & 2 social posts
February	Program	Mid-February-Mid March Swim Lessons	Newsletter Highlight & 2 social posts
February	Promotion	Bring a Friend with Free Day Pass	Newsletter Highlight & 2 social posts
March	Program	April-May Swim Lessons	Newsletter Highlight & 2 social posts
March	Event & Promotion	Egg Float Event & bring a food donation to get the day free	Newsletter Highlight & 2 social posts & events
April	Event & Promotion	Egg Float Event & bring a food donation to get the day free	Newsletter Highlight & 2 social posts & events
May	Promotion	Donate a life jacket get 4 day passes	Newsletter Highlight & 2 social posts & events
May	Promotion	National Firefighter Appreciation Day + Police	Give a free a 24/7 access pass for January
June	Promotion	Buy 12 Months Get 1 Free	Newsletter Highlight & 2 social posts & events
July	Promotion	Buy 12 Months Get 1 Free	Newsletter Highlight & 2 social posts & events
August	Program	September – October Swim Lessons	Newsletter Highlight & 2 social posts & events
August	Promotion	Buy 12 Months Get 1 Free	Newsletter Highlight & 2 social posts & events
September	Program	October-November Swim Lessons	Newsletter Highlight 2 social posts
September	Promotion	Back to School WUSD Employees - Get the month free	Connect with School District to Share
October	Promotion	Free community black light class	Newsletter & 2 social posts
November	Event	Turkey Trot	Newsletter Highlight 2 social posts
November	Promotion	Thanksgiving Food Drive - bring a food donation to get the day free	Newsletter Highlight 2 social posts
November	Giveback	Giving Tree - Grab an ornament & bring a toy for United Way	Newsletter Highlight 2 social posts
December	Events	Holiday Party	Newsletter & 2 social posts
December	Promotion	Win-Back Direct Mail & Email	

## Recruitment Strategy

Now Hiring: <https://www.whitewaterafc.com/jobs>

When a new job is posted,

1. Posted to <https://www.governmentjobs.com/careers/whitewaterwi>
2. WAFC posts new job postings to Facebook and Instagram.
3. WAFC also posts regularly about lifeguard training as applicable.
4. WAFC shares lifeguard training in newsletter & occasionally includes job postings.
5. WAFC advertises lifeguard openings as opportunities.
6. WAFC sends the staff flyers to post at University.
7. WAFC staff shares job postings in various student organizations and groups.
8. The City of Whitewater social media shares all new job postings and posts weekly roundups of all open jobs.
9. Posts WAFC jobs to school district website.
10. Coordinating with WUSD to structure a school year program where students can earn 1 credit for taking lifeguard training during the 9<sup>th</sup> hour.

The Operations Plan details more specifics on staffing incentive program as well programs and offerings.

## Membership Recruitment & Retention

### **Membership Recruitment**

Membership reports are included in all Park & Recreation board meetings.

On a quarterly basis, staff will meet to review the quarterly report, evaluate what is working vs. what is not working, and adjust accordingly. See report draft for May 2023.

New member checklist:

[https://docs.google.com/forms/d/e/1FAIpQLSdfTSU-CGcH1RYYQ5n16lR4D7OvdTCX1ohIWvlzqKGrp5gl-Q/viewform?usp=sf\\_link](https://docs.google.com/forms/d/e/1FAIpQLSdfTSU-CGcH1RYYQ5n16lR4D7OvdTCX1ohIWvlzqKGrp5gl-Q/viewform?usp=sf_link)

### **Membership Retention**

Membership retention is vital to the health of our overall membership. Staff will use the following measures to focus on retaining members:

- Automated email to members prior to expiration.
- Follow up with a questionnaire to entice member to renew.

Exit survey:

[https://docs.google.com/forms/d/e/1FAIpQLSe1MzUxutUjv0ck40UV8emQSuw9Tgr4XiyU8Ja2gTZFaeyqWA/viewform?usp=sf\\_link](https://docs.google.com/forms/d/e/1FAIpQLSe1MzUxutUjv0ck40UV8emQSuw9Tgr4XiyU8Ja2gTZFaeyqWA/viewform?usp=sf_link)

### **Incentives/Deals/Promotions**

Please reference the campaign schedule to view facility promotions.

## Social Media Strategy

### **Owned vs. Partner Content**

Whether you post or share is a very important decision, as a rule of thumb post your owned content (i.e., images, videos, Canva templates, etc.) and share partner content (i.e., city news). Cross promotion helps both parties, but credit should be given to the original source by either mentioning the source via @ or sharing the post directly. Partner content should be shared sparingly to avoid diluting your own presence. Followers choose who they want to follow. If they want fitness and aquatic updates, they will follow the Whitewater Aquatic and Fitness page. If they want city news and updates, they will follow the City Page. By including the @ mention link, you are giving them a direct path to follow whichever pages they prefer.

### **Quality Check Before Posting**

Before posting to the blog or social media, ask yourself:

- Is this on-brand?
- Is this shareable, useful, fun, or interesting to my audience?
- Is this relevant to my audience?
- Does this post support my credibility?
- Does the post include all the elements of a "good post"?

### **Elements of a Good Social Post**

- Attention Getter
- Clear, concise, & compelling writing
- Visual (i.e., image or video)
- Call-to-action with a link or a button
- 1-2 Hashtags & Mentions or tags

### **Recommended Content**

Priority Content	Filler Content
<ul style="list-style-type: none"><li>• Facility photos</li><li>• What we offer/Member benefits</li><li>• Class &amp; Open Swim Schedules</li><li>• Special Trainings &amp; Programs</li><li>• Training intros</li><li>• Staff appreciation</li><li>• Member recognition/success stories</li><li>• Authentic in-action member photos</li><li>• Daily themed hashtag content</li><li>• Upcoming events &amp; job openings</li></ul>	<ul style="list-style-type: none"><li>• Recipes</li><li>• Motivational &amp; Inspirational</li><li>• Humor/Memes</li><li>• Challenges</li><li>• Facebook live in action videos</li><li>• Facebook live tips</li><li>• Promotional partnerships</li><li>• Community involvement</li><li>• Recorded workouts</li><li>• Articles, how-to's, tips, etc.</li></ul>

# Content Strategy

## Content Suggestions

Use the content calendar to schedule posts as a baseline. Post updates and announcements as applicable.

As a rule of thumb:

- Mondays = This week’s fitness schedule
- 1<sup>st</sup> Tuesday = Testimonial
- 2<sup>nd</sup> Tuesday = Staff Highlight
- 3<sup>rd</sup> Tuesday = Member Success
- 4<sup>th</sup> Tuesday = Next month’s fitness class schedule
- Wednesday = Feature a did you know? (DYK), promotion, program, or event
- Thursday = This week’s open swim schedule
- Friday = Feature an amenity and/or class

February Sample							March Sample																																																																																										
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Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday																																																																																											
			1	2 Open Swim	3 Feature amenity (spa/locker) #FeatureFriday	4																																																																																											
6	7 Weekly Class Roundup	8 Testimonial (2nd Tuesday)	9 DYK - Fitness Only, Aquatic Only & All Access	10 Open Swim	11 Feature class (water aerobics) #FeatureFriday	12																																																																																											
19	20 Weekly Class Roundup	21 Staff Highlight (2nd Tuesday)	22 Did you know day passes are available?	23 Open Swim	24 Feature amenity (sauna pool) #FeatureFriday	25																																																																																											
26	27 Weekly Class Roundup	28 Member Success (3rd Tuesday)	29 Bring a friend to a class for free (promotion)	30 Open Swim	31 Feature class (barata) #FeatureFriday																																																																																												
	31 Weekly Class Roundup	April Fitness Monthly Schedule	1 DYK - Friends Group	2 Open Swim																																																																																													

\*\*The did you know, promotions, programs, or events can be inspired by the campaign schedule on the following page. For example, if swim lessons start in January, post at the end of December and early January a graphic with the classes & start/end dates and make sure to include a link to sign up in the copy of the post. For any upcoming program or event, schedule 2-3 posts in the weekly leading up to it. Use the did you know or promotions as filler in between\*\*\*

## Hashtag Strategy

### What is a Hashtag & How to Use?

A hashtag is a word or phrase preceded by a hash mark (#). A hashtag is used within a post to identify a keyword or topic of interest. Hashtags help facilitate searches on social media platforms and can be thought of as a "label" or "category." Hashtags help increase engagement, build your brand, and expand your reach.

<i>Facebook</i>	<i>Instagram</i>
1-2 hashtags	9-15 hashtags

### Branded Hashtag

Branded hashtags are great but be specific on when to use them. Consider including #WAFC when posting owned content.

### Industry Hashtags

A few industry specific hashtags to consider:

#fitness	#PersonalTrainingSpecial	#HealthyLiving	#openswim
#fitnessmotivation	#PersonalTraining	#WeightLossJourney	#swimmingpool
#fitnessjourney	#Pilates	#InvestInYourHealth	#swimlessons
#fitnessgoals	#Barre	#HealthyLifestyle	#watersafety
#recreation	#cycling	#BeFitAndHealthy	#aquafitness
#exercise	#EMOM	#Helathandwellness	#waterworkout
#workout	#Tabata	#Fitandstrong	#pooltime
#workouttups	#Yoga	#Wellbeing	#lapswimming
#Fymlife	#Zumba	#WhitewaterWellness	#lapswim
		#Wellness	#swim

### Daily Hashtags

For content inspiration, here are a few daily hashtags for consideration:

- #MotivationMonday – Share something inspirational and/or motivational.
- #MaxOutMonday – Goal setting for personal trainers & fitness
- #TransformationalTuesday – Share a member success story or before/after.
- #TuesdayTip - Share helpful, educational content
- #TuesdayTraining - Introduce a trainer and/or share a success story
- #TestimonialTuesday – Share a member testimonial
- #WellnessWednesday – Provide tips for staying healthy
- #WorkoutWednesday – Share a workout or share a sneak peek of a class.
- #ThankfulThursday – Thank a customer or someone who helped your business
- #FridayFreebie – Promote sales, deals, etc.
- #FormFriday – Share the proper form for a workout via a photo/video.
- #FitnessFriday – Share a workout or upcoming class/program

## Hashtag Strategy (Continued)

### Hashtag Holidays

Hashtag holidays are a great way to mix things up and post themed content.

<i>Date/Month</i>	<i>Hashtag Holiday</i>	<i>Hashtag</i>
February	American Heart Month	#HeartMonth
April	Stress Awareness Month	#StressAwarenessMonth
April 16th	National Stress Awareness Day	#StressAwarenessDay
May	Water Safety	#WaterSafetyMonth
June 21	International Yoga Day	#InternationalYogaDay
August	National Wellness Month	#WellnessMonth
September 29	National Women's Health & Fitness Day	#FitnessDay
November 3	International Stress Awareness Day	#StressAwarenessDay

The above are just a sampling. For more inspiration,  
<https://nationaldaycalendar.com/calendar-at-a-glance/>

## Email Marketing

### Historical Performance

	01-2023	03-2023	04-2023	05-2023
Sends	811	756	754	754
Open	47%	58%	60%	60%
Click	2%	3%	3%	4%
Bounces	15%	13%	13%	13%
Unsubscribes	1%	1%	0%	1%

	12-22	11-22	10-22	09-22	08-22	07-22	06-22	05-22
Sends	2,800	985	1,802	822	2,804	824	825	829
Open Rate	41%	47%	51%	52%	44%	48%	48%	56%
Click Rate	1%	1%	3%	3%	3%	3%	3%	2%

### Outline

- Welcome & special announcements
- Lap pool schedule
- Leisure pool schedule
- Fitness class schedule
- Upcoming events & programs
- Exclusive offer

## Implementation

### **Roles & Responsibilities**

- Lorelei oversees all facility communication. Nicole takes the lead on social media.
- Lorelei sends newsletter, surveys, member emails, website updates & announcements. Specific efforts to share schedules & when groups are present.
- Eric, Lorelei, and Kristina coordinate strategy and reporting.

### **Approvals**

- Lorelei and Eric

### **Tools**

The contractor recommends using:

- Buffer and the Facebook Creator Studio to schedule social posts
- Canva to create social media images
- Google Alerts to monitor online mentions
- In-platform analytics for reporting.

## Evaluation Framework

The WAFC will evaluate performance on a quarterly basis. The following table ties channels to specific objectives and creates key performance indicators (KPIs).

<b>Channel</b>	<b>Objective</b>	<b>Goal</b>	<b>Evaluation</b>
Website, Rec Desk, & SignUp Genius	↑ Brand Awareness	Increase traffic	# of visitors # number of new visitors
	↑ Engagement	Increase engagement	# of sessions, # pageviews # pages/session Avg. Session Duration
	↑ Leads	Increase leads	# form submissions
	↑ Membership & Revenue	Increase purchases	# new members # renewing members
	↑ Member Involvement	Increase registration	# class registrations # program registrations
	↑ Member Loyalty	Increase returning traffic	# sessions per user % of returning visitors
Facebook	↑ Brand Awareness	↑ Brand Awareness	Expand reach
	↑ Engagement	↑ Engagement	Increase likes & comments
	↑ Leads	Increase website traffic	# of clicks to website
	↑ Customer Loyalty	Build Loyalty	Increase shares
Google My Business	↑ Brand Awareness	↑ Brand Awareness	Expand reach
	↑ Engagement	↑ Engagement	Increase clicks to website
Email	↑ Engagement	Stay in touch	% open rate
	↑ Customer Loyalty	Increase click rate	% click rate
Employment Website	↑ Applicants	Increase # submissions	# number of applicants
	↑ Employees	Increase # of employees	# of employees hired # total employees

# Whitewater Aquatic



# and Fitness Center

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## Operations Plan

LAST UPDATE: MAY 2023

## WAFC Mission Statement

The Whitewater Aquatic and Fitness Center is dedicated to providing our community and it's members with a clean, safe, inclusive, and accessible recreational fitness and aquatic center for them to pursue a healthy lifestyle.

## Values

- Member-Focused – Providing personalized services with an approachable staff who take a hands-on approach.
- Health & Wellness – Promote healthy living, fitness, and wellness through amenities, coaching, training, classes, programs, & services.
- Community – Provide a welcoming, accommodating, inclusive environment to all.
- Value – Ensure a clean environment with high-quality amenities and services while keeping membership affordable.

## About the Center

For individuals, families, students, seniors, and commuters in Whitewater and beyond, the Whitewater Aquatic and Fitness Center provides an affordable, convenient recreational fitness environment with a variety of amenities including:

- Fitness center (24 hours)
- Aquatic center
- Personal training services
- Group classes
- Locker rooms
- Concessions.

With a member-focused hands-on-approach, the approachable staff are here to guide and enable you on your wellness journey. The WAFC operates 358 days a year to provide a variety of program opportunities to the community.

## Hours of Operation

### Facility Hours

Monday – Friday 6:00am -9:00 PM

Saturday 7:00 AM – 4:30 PM

Sunday 12:00 PM – 4:30 PM

### Adult Swim Hours

(Lap and Leisure Pool Open)

Monday – Friday 6:00 am – 1:00 PM

Saturday 7:00 am – 12:00 PM

### Open Swim

#### Children and Adults

*\*Define Ideal if we had full staff*

**Monday – Friday** 3:30 pm = 8:30 PM

**Saturday** 12:00 PM – 4:30 PM

**Sunday** 12:00 PM- 4:30 PM

Currently Varies due to staffing shortage of lifeguards

Weekly Ideal would be open at 3:30pm until 8:30 PM

### Fitness Center Hours

**Monday–Friday:** 6:00 am–9:00 pm

**Saturday** 7:00 am–4:30 pm

**Sunday:** 12:00-4:30 pm

*\*24-hour access was offered to members starting March 15, 2023*

## Staffing Summary

### Full Time Management staff

The WAFC employs two fulltime staff to operate and oversee the operation of the facility and staff. The WAFC Manager and Aquatic program coordinator direct the daily operations of the facility.

The WAFC manager is responsible for the management of the daily operations of the Whitewater Aquatic and Fitness Center. This includes staff supervision, membership oversight, program and event organization, marketing and communication for all WAFC programs and services.

The aquatic programmer supports the needs of the aquatic staff and aquatic programs. This includes assisting with lifeguard schedules, organizing swim lessons and water classes, and directing the training.

Together these two positions oversee a staff of 20-30 lifeguards, 12 front desk and concession staff and 10-12 fitness instructors.

### Part time Staffing

The WAFC employs 60-80 part time staff throughout the year. Since the facility is a year round facility the staff are allowed to work up to 20 hours a week and/or 1200 hours in a calendar year. Our staff range from high school ages as young as 15 all the way to senior who are retired and enjoy the part time work.

### Front Desk:

The facility staffs one front desk person for morning and daytime weekday shifts and two (2) staff members for evening and weekend shifts. Front desk staff members are responsible for greeting members, creating memberships, answering phone calls, completing sales for membership and managing rentals & birthday parties. In addition to maintain a clean working environment. This includes cleaning the fitness center, lobby area, and lobby bathrooms.

### Lifeguards

The WAFC requires two (2) lifeguards for morning adult swim this allows for one lifeguard in each pool. Four (4) lifeguards for open swim. Each water feature requires a lifeguard, lazy river and slide as well as an additional lifeguard at the rear of the leisure pool and stationed in the lap pool.

Lifeguards are responsible for maintaining a safe pool environment for patrons, this includes scanning pools, assisting distressed patrons, and preventing water accidents. In addition, lifeguards assist in cleaning pool areas and locker rooms.

**Swim Instructors:**

Three (3) swim lesson sessions are held throughout each year. The WAFC has over 6 lesson levels for children ranging from infants to 8 years old. Each swim lesson class requires 2-3 swim lesson instructors depending on number of participants. Private lessons are also provided based on availability. In addition, we provide three (3) swim lesson instructors to the school district for their summer swim program.

**Fitness Instructors:**

The WAFC offers a variety of land and water fitness classes. Classes are offered in the mornings and evenings. In addition, we have one personal trainer on staff.

**Land classes offered:**

Barre fitness  
Bootcamp  
Cycling  
Piloxing  
Pilates  
Strength and Step  
Suspension  
Yoga  
Zumba

**Water classes offered:**

Aqua yoga (leisure)  
Aqua Zumba  
Deep Water (lap)  
Heart Racers (lap)  
Joints in Motion (leisure)  
Master Swim (lap)  
Strong30 (leisure)  
Water Warriors (lap)  
Swim Instructors  
Lifeguard Training

## Major Programs and Offerings

### WAFC Adult Swim

Offered Monday – Friday from 6:00 am – 1 PM and on Saturday from 7:00 am -12:00 pm. A large majority of our membership uses the pool daily during this time. This is the facilities busiest time of day with fitness classes being offered in the pool as well as open swim. Average approximately 75 people checking in during this morning time.

### WAFC Open Swim

Children and adults are able to use both pools and all amenities the aquatic facility has to offer. This is our heaviest staff need for the facility requiring 4 lifeguards to be on duty during this time. Open swims are high priority for day pass users and birthday parties/rentals. Open swims are the highest volume of facility use of any of our programs. The majority of these busy times are late afternoon and weekends.

### Whitewater Unified School District Use

#### ***Swim Teams***

WUSD biggest use if for the high school swim team. The girls swim team season starts the middle of August and runs through to November. The boys season starts the middle of November and ends in March. The season schedule for both teams is Monday – Friday 3:30 – 6pm and Tuesday and Thursday mornings 5:45-7:15am.

#### ***Swim Lesson Program***

WUSD offers two – 2- week sessions of a learn to swim program. This program is offered in conjunction with the district’s summer school program. Swim program is held in the mornings Monday – Friday from 9 am – 12:00 pm.

#### ***Whitewater High School Freshman swim unit P. E class***

Swim Lesson Program for incoming freshmen are held December – January. This is a 15-day unit of swim lessons that is held in the afternoons during the school day.

### **Fitness Programs and Services**

The WAFC offers a variety of land and water fitness classes year-round for participants of all fitness abilities. Classes are led by our certified fitness instructors and are held in person and as well as online through our zoom account for the convenience of members. All classes are included in WAFC membership. The WAFC offers day pass and punch card options for non-members.

### **Swim Lesson Programs**

The Aquatic Center offers a variety of certified swim lessons including the American Red Cross Learn to Swim Program, Levels Pre-1 through Level 6, and Parent/child classes. The facility hosts three sessions of swim lessons September – May. Lessons are available on Monday and Wednesday evenings and Saturday mornings. Approximately 72 participants on average per session. This is in addition to private/lessons that offered at students request that range from 70-100 participants per year.

### **J-Hawks Swim Team**

The Whitewater Aquatic and Fitness Center host swim practices for the J-Hawk Aquatic Club. In addition to hosting practices the WAFC also host J-Hawk swim meets.

#### ***Mini-Hawk team practice:***

Sept-August Mon/Wed/Fri evenings

#### ***Junior Team practice:***

Sept-August Mon/Wed/Fri evenings

#### ***High School Conditioning Team***

Sept-August Mon-Fri evenings

#### ***Senior Team practice:***

Sept-August Mon-Fri evenings

#### ***National Team practice***

Year-round Mon-Fri evenings

## Lifeguard Training Programs

### “Friends of the Aquatic Center” Staffing Incentive Program

Lifeguards are our target staff need for the WAFC. WAFC staff have partnered with the “Friends of the Aquatic Center” to provide a staff training and incentive program. This incentive program will include:

- Free training to receive lifeguarding certificate
- Paid bonus of 200 after working 200 hours
- Additional bonuses paid to staff who continue to reach certain bench marks

(Additional program information being finalized)

### WUSD High School Training Program

Starting this fall Whitewater High School students will be able to get 1 credit for attending and completing the Lifeguard Training Program during their 9<sup>th</sup> period. WAFC Staff will provide the course for those who participate and report back to the school once they have completed the training.

# Marketing Audit Summary

## Outline

The following provides an outline of this document:

- 1) Overview & process
- 2) Review of what is working, what is not working, & changes going forward
- 3) Recommendations
- 4) 2023 Customer Journey Touchpoints
- 5) 2023 Promotional Schedule

## Overview & Process

From January to February 2023, Kreative Solutions worked with the Whitewater Aquatic and Fitness Center to audit the 2021 Marketing Strategy.

Our initial consultation on January 12<sup>th</sup>, 2023 focused on:

- Reviewing the last three years of membership data,
- Discussing what tactics are being used to target new members and what is working,
- Reviewing marketing efforts so far and ways to improve,
- Outlining recommendations and changes going forward.

Following the first consultation, Kreative Solutions

- Drafted this summary, February content calendar, & March Content Calendar
- Gained access to the various accounts to evaluate efforts and analytics
- Designed email template
- Revised the marketing guide with an updated promotional & campaign schedule.

Our second consultation on February 7<sup>th</sup> focused on:

- Gain insights from new employee
- Define new member checklist & exit survey
- Define referral program & campaign schedule
- Demo website member signup & events

Following the first consultation, Kreative Solutions

- Provided guidance on new brochure
- Defined Social Media Policy & send meeting follow-up documents

Our final consultation focused on:

- Start Instagram & verify Google Business Brochure
- Add survey link to non-renewing template
- Bookmark new member checklist on front desk computer

## Current vs. Future Implementation

The Marketing Memo by Eric Boettcher provides a detailed account of what has happened, what is working, and what can be improved. The table below summarizes what is working (+) vs. what is not working (-) on the left and the right provides changes going forward.

What is Working vs. is not Working	Changes Going Forward
+ Sharing announcements on the website	<ul style="list-style-type: none"> <li>• Share how to subscribe to announcement guide with members</li> </ul>
+ Actively using Facebook to share announcements, events & cancellations	<ul style="list-style-type: none"> <li>• Content calendar to consistently share what followers are looking for (ex: Monday weekly fitness class roundup &amp; Thursday open swim schedule) and more of what we offer (ex: Friday Feature &amp; Wednesday Did You Know)</li> </ul>
- Few testimonials (little user-generated content, only owned content)	<ul style="list-style-type: none"> <li>• Aim for one testimonial per month to share on the 1<sup>st</sup> Tuesday of the month</li> </ul>
- No member success story (little user-generated content, only owned content)	<ul style="list-style-type: none"> <li>• Aim for one member success story to share on the 3<sup>rd</sup> Tuesday of the month</li> <li>• Give a t-shirt for sharing their story</li> </ul>
- Only a Facebook channel	<ul style="list-style-type: none"> <li>• Add Instagram for younger audience</li> </ul>
- Not utilizing Google Business	<ul style="list-style-type: none"> <li>• Post the monthly fitness schedule</li> <li>• Post events/programs as needed</li> <li>• Share review link with members</li> </ul>
- Day passes are still down since pre COVID	<ul style="list-style-type: none"> <li>• Incorporate day pass promotions into campaign schedule to increase volume</li> </ul>
+ Schedule a tour, try the day for free	<ul style="list-style-type: none"> <li>• Share this on social monthly/quarterly</li> </ul>
+ Fitness classes included in membership	<ul style="list-style-type: none"> <li>• This is a huge differentiator so promote it. Share a "did you know" every month on social media</li> </ul>
+ Word-of-mouth	<ul style="list-style-type: none"> <li>• Give each member ___ free guest passes each month/quarter/year</li> <li>• Define referral program - Refer a friend for an annual membership &amp; get one month free</li> </ul>
+ Improve Email Marketing Open Rates	<ul style="list-style-type: none"> <li>• Send to WAFC members only</li> <li>• Define routine email sections</li> <li>• Incentive opens with a special offer.</li> <li>• Outline 12-month exclusive offers</li> <li>• Clean up email list every December</li> </ul>
Direct Mail	<ul style="list-style-type: none"> <li>• Target new potential members – Segment neighborhoods and send postcard with a free day pass to different addresses each month/quarter</li> </ul>

## Recommendations

### Membership

- 1) Set specific goals.
  - a. Increase revenue by \$20,000 in 2023
  - b. Bring in 300 new members in 2023
  - c. Increase day passes with incentives & campaigns.
- 2) Create [New Member Checklist](#) for the front desk and always ask new members, "How did you hear about us?"
- 3) Automate an exit process for members.
  - a. Currently, members get a 10-day renewal notice.
  - b. Once membership expires, send a "We want you back! What can we do?" [email with a survey](#) to understand why they left & what would bring them back.
  - c. Semi-annually segment a list of non-renewals and send them a "Would you like to give the WAFC another try? Visit us with this free day pass."
- 4) Current members are the best source of new members, so create a referral program.
  - a. Give each member \_\_\_ free guest passes each month/quarter/year.
  - b. Refer a friend for an annual membership & get one month free.

Year	Avg. Members
2020	1515
2021	1628
2022	1850
2023	~ 2,150

### Partnership & Cross Promotion

- 1) Develop new partnerships
  - a. UW-Whitewater - Partner so students use the WAFC when UWW is at capacity.
  - b. Connect with Student Rental companies to offer a free week to new renters.
  - c. Senior Center Membership – Give a free membership
  - d. WUSD & City – Discounted employee membership
- 2) Outreach to local businesses to increase sponsorship and include a WAFC discount for participating lane sponsors (5 out of 8 lines are currently sponsored)
- 3) Increase cross promotion.
  - a. Park & Recreation – Be present at all events
    - i. Discover Whitewater Series – Table and day pass giveaway
    - ii. Concert in the Park – Day pass giveaway
  - b. W3 - Attend farmers markets with day pass giveaways
  - c. University - Continue Family Fest Table with day pass giveaways
  - d. Reach out to the Whitewater Chamber to see if they would include upcoming programs, events, and promotions in their newsletter
  - e. Send upcoming programs, events, promotions, and updates to the City of Whitewater PR contact to share on the City social media

### Marketing Recommendations

- 1) Outline campaign schedule to execute promotions & giveaways on a regular basis.
- 2) Make existing promotions known by posting announcements on the website, sharing on social media, or including in the email newsletter
  - a. Groupon for a 10 pack of day passes
- 3) Promote free community nights to encourage new visitors.

## 2023 Customer Journey

The following is an updated customer journey that is also listed in the marketing guide:

Stage	How to Target
Awareness	<ul style="list-style-type: none"> <li>• SEO</li> <li>• Referral &amp; city/school partnership</li> <li>• Social media</li> <li>• Press releases (example: 24/7 access)</li> <li>• Direct mail – Holiday card with free guest pass</li> <li>• Health fairs – As applicable</li> <li>• Job fairs – High school or college for lifeguards &amp; front desk</li> <li>• Referral program – Refer a friend &amp; guest pass each month</li> <li>• City Guide</li> <li>• University Community Showcase</li> <li>• Partnerships – WUSD, City, and maybe University</li> <li>• Summer Big Rig Event – People who attended got day passes</li> <li>• Parks &amp; Recreation cross promotion</li> <li>• On-campus flyer promotion for lifeguards</li> </ul>
Interest	<ul style="list-style-type: none"> <li>• Website</li> <li>• Social media</li> <li>• Member testimonials and/or success stories</li> <li>• Brochure</li> <li>• Galleries, video tours, &amp; images</li> </ul>
Consideration	<ul style="list-style-type: none"> <li>• Pricing matrix</li> <li>• Testimonials &amp; reviews</li> <li>• Brochures &amp; flyers</li> <li>• Member introduction phone calls and/or appointments</li> <li>• Daily pass for classes and/or center access</li> </ul>
Purchase	<ul style="list-style-type: none"> <li>• In-person membership sign-up meeting</li> </ul>
Loyalty	<ul style="list-style-type: none"> <li>• Member-focused guidance and customer service</li> <li>• Training &amp; coaching</li> <li>• Referral program</li> <li>• Newsletter – add exclusive offers</li> <li>• Social Media</li> </ul>

## Promotion Strategy

### Owned Promotional Channels & Content Distribution

The following table lists “owned” promotional channels, details the frequency of updates and specifies which type of content is appropriate for that channel.

Channel	Frequency	Content
Website	As needed	<ul style="list-style-type: none"> <li>• Add copy &amp; content to pages.</li> <li>• Update announcements</li> </ul>
RecDesk	Weekly/monthly	<ul style="list-style-type: none"> <li>• Update swim/class schedule</li> <li>• Update calendar of events</li> </ul>
Facebook & Instagram	3-5 posts/week	Follow content calendar: <ul style="list-style-type: none"> <li>• 1 Monthly Fitness Schedule</li> <li>• Monday Fitness Class Schedules</li> <li>• Thursday Open Class Schedule</li> <li>• Friday Feature of Amenities &amp; Classes</li> <li>• Wednesday Promotions &amp; DYK</li> <li>• 1<sup>st</sup> Tuesday Testimonials</li> <li>• 2<sup>nd</sup> Tuesday Staff Highlight</li> <li>• 3<sup>rd</sup> Tuesday Member Success</li> <li>• Integration of campaign schedule</li> </ul>
Email	Monthly	<ul style="list-style-type: none"> <li>• Classes, open swim, &amp; hours</li> </ul>
GoogleMyBusiness	Monthly	<ul style="list-style-type: none"> <li>• Monthly fitness schedule</li> <li>• Upcoming events &amp; programs</li> </ul>
Direct Mail	Semi-annual	<ul style="list-style-type: none"> <li>• Mail a postcard to local residents offering a free daily pass to check out the center</li> <li>• December win-back postcards</li> </ul>

### Partner Promotional Channels & Content Distribution

The following table lists “partner” promotional channels, details the frequency of updates and specifies which type of content is appropriate for that channel. For cross-promotion, it is best to share the partners original content than repost as your own.

Channel	Frequency	• Content
Facebook	As-needed	<ul style="list-style-type: none"> <li>• Share content from the original source and mention the source in the share (i.e., City of Whitewater, Seniors in the Park, etc.)</li> </ul>
Banner	As-needed	<ul style="list-style-type: none"> <li>• Share newsletters</li> </ul>
Park & Rec Newsletter	Monthly	<ul style="list-style-type: none"> <li>• Calendar of events &amp; swim lessons</li> <li>• Highlight amenities and offerings</li> <li>• Have a presence at P&amp;R events</li> </ul>