



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=RHE0eElBZVVHNWJwSzc4bHJFL3ZLdz09>

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One tap mobile

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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
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 Marketing

Documents:

[WAFC MARKETING PLAN.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 at least 72 hours prior to the meeting.

Whitewater Aquatic and Fitness Center

Marketing Plan

LAST UPDATE: MAY 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 membership fees by 3% per year.

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

Increase sponsorships by 60% for 2024.

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.

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.

Target Audience

Marketing efforts will target the following target audiences:

Audience	Families	Individuals
Demographics	Household with kids	18-64 years year old
Behaviors	- Fitness, Aquatic, or Combo - Tire out the kids	- Working out in fitness center - Workout routines
Goals/Needs	- Divide & conquer - Kids entertainment - Credible lessons/training	- Staying fit - Health & wellness - Keeping or building strength
Motivations	- Pool & open swim - Swim lessons - Concessions	- Amenity variety - Recreational fitness - Quieter environment
Frustrations	Absence of zero-depth	- Limited hours - Limited equipment or access
Key Strategies	- J- Hawks - Social media - Posting events - Hosting swim meets	- Corporate partnerships - Social media - Advertising

Audience	High School Students	Seniors
Demographics	Ages 14-18 years old	65 years/old+
Behaviors	- Stop in for concessions - Working out in fitness center - Staying fit - Socializing	- Leisure pool & hot tub - Classes (yoga, senior, & water)
Goals/Needs	- Cardio - Work out between seasons	- Recovery - Movement - Socialization
Motivations	- Greater variety than just free weights - Energy drinks & concessions - Being social with friends	- Recovery - Movement - Structure programming
Frustrations	HS only has free wights	- Unsure, don't want to get hurt - Lack of cleanliness - Cold pools - Limited accessibility
Key Strategies	- Proximity to high school - High school coach referrals	- Seniors in the Park - Insurance program referral

Target Audience

Marketing efforts will target the following target audiences:

Audience	Faculty & Staff	Commuters
Demographics	• 30 years old+ female/male • Bachelors degree+	• 18-64 years old • Live out of town
Behaviors	• Lap swimming • Yoga & fitness classes	• Fitness center • Lap or leisure swimming
Goals/Needs	• Life fitness & keep moving • Health & wellness	• Health & wellness • Employer encouraged
Motivations	• Approachable staff • Off campus (fewer students) • Recreational fitness • Quieter environment	• Employer insurance discounts • Recreational fitness
Frustrations	• Work-life imbalance (i.e. separate fitness from campus) • Lap capacity	• Limited time • Needs to be on the way home
Key Strategies	• Whitewater Unified Teacher Discount Program • City Employee Discounts	• Corporate partnerships

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

<i>Classic Benefits</i>	<i>Unique Features</i>
• Affordable membership options • Personable, approachable staff • Guidance for personal success • Partner & insurance discounts • Family-oriented • Group classes & personal training • All access to variety of amenities • Convenient & close parking • Cleanliness	• Indoor pool with zero-depth access • Indoor pool with slide & lazy river • Lap Lane Reservations • Swim Lessons & Water Movement Classes • Proximity to high school • Newer, well-maintained equipment

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

Strengths • Variety of amenities • Various affordable membership options • Approachable, welcoming staff • Convenience • City & school supported • Concessions • Insurance programs • On-site physical therapist & personal trainers • Patio • Newer, well-maintained equipment • Swim Lessons & Water Movement Classes • Indoor pool with zero-depth access • Plenty of close & convenient parking • Cleanliness • Friends of Whitewater Aquatic Center where ½ the membership fee is paid for low-income families • Community involvement & giveback	Weaknesses • Hours and availability • No gym, courts, or indoor track • Lack of outdoor amenities • No massage and/or tanning • Location & findability • Dated offerings of classes. • Limited scale and size • No childcare • Limited resources
Opportunities • Virtual and/or recorded classes • Well-rounded wellness experience • Specialized, unique classes • Nutrition (smoothies coming soon) • Birthday parties & group reservations • Offering 24/7 access • Daily and guest passes • Patio • High School Swim Meets	Threats • COVID-19 • External regulations • Rural location in a small town • At-home fitness • Nearby outdoor and indoor pools

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).

Content that you can share today: • Facility photos • Class & Open Swim Schedules • Special Trainings • Recipes • Motivational & Inspirational • Humor/Memes • Training intros • Articles, how-to's, tips, etc.	Content that you can start building: • Challenges • Member recognition & success stories • Authentic in-action member photos • Facebook live in-action videos • Facebook live tips • What we offer/Member benefits • Promotional partnerships • Community involvement • Daily themed hashtag content • Staff appreciation • Recorded workouts
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Content Suggestions

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

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

Stage	How to Target
Awareness	• SEO • Referral & city/school partnership • Social media • Press releases • Direct mail – Holiday card with free guest pass • Health fairs – As applicable • Job fairs – High school or college for lifeguards & front desk • Referral program – Refer a friend & guest past each month • City Guide • University Community Showcase • Partnerships – WUSD, City, and maybe University • Summer Big Rig Event – People who attended got day passes • Parks & Recreation cross promotion • On-campus flyer promotion for lifeguards
Interest	• Website • Social media • Member testimonials and/or success stories • City Guide • Galleries, video tours, & images
Consideration	• Pricing matrix • Testimonials & reviews • Brochures & flyers • Member introduction phone calls and/or appointments • Daily pass for classes and/or center access
Purchase	• In-person membership sign-up meeting
Loyalty	• Member-focused guidance and customer service • Training & coaching • Referral program • Newsletter • Social Media

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	- Add copy & content to pages. - Update announcements
RecDesk	Weekly/monthly	- Update swim/class schedule - Update calendar of events
Facebook & Instagram	3-5 posts/week	Follow content calendar: 1 Monthly Fitness Schedule - Monday Fitness Class Schedules - Thursday Open Class Schedule - Friday Feature of Amenities & Classes - Wednesday Promotions & DYK 1st Tuesday Testimonials 2nd Tuesday Staff Highlight 3rd Tuesday Member Success - Integration of campaign schedule - Post job openings as applicable
Email	Monthly	Classes, open swim, & hours
GoogleMyBusiness	Monthly	- Monthly fitness schedule - Upcoming events & programs
Direct Mail	Semi-annual	- Mail a postcard to local residents offering a free daily pass to check out the center - December win-back postcards

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	Share content from the original source and mention the source in the share (i.e., City of Whitewater, Seniors in the Park, etc.)
Banner	As-needed	Share newsletters

Park & Rec Newsletter	Monthly	• Calendar of events & swim lessons • Highlight amenities and offerings • Have a presence at P&R events
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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 9th hour.

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

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
• Facility photos • What we offer/Member benefits • Class & Open Swim Schedules • Special Trainings & Programs • Training intros • Staff appreciation • Member recognition/success stories • Authentic in-action member photos • Daily themed hashtag content • Upcoming events & job openings	• Recipes • Motivational & Inspirational • Humor/Memes • Challenges • Facebook live in action videos • Facebook live tips • Promotional partnerships • Community involvement • Recorded workouts • Articles, how-to's, tips, etc.

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
- 1st Tuesday = Testimonial
- 2nd Tuesday = Staff Highlight
- 3rd Tuesday = Member Success
- 4th 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

Content Calendar						
Month: February						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
—	—	February Fitness Monthly Schedule	1 What we offer (share P&R video)	2 Open Swim	3 Feature amenity (lap pool) #FeatureFriday	4 —
5 —	6 Weekly Class Roundup	7 Testimonial Tuesday (1st)	8 DYK - Fitness classes included	9 Open Swim	10 Feature class (aerobic) #FeatureFriday	11 —
12 Weekly Class Roundup	13 —	14 Staff Highlight (2nd Tuesday)	15 Bring a friend to a class for free (promotion)	16 Open Swim	17 Feature amenity (whirlpool) #FeatureFriday	18 —
19 Weekly Class Roundup	20 —	21 Member Success (3rd Tuesday)	22 DYK - Day passes are available	23 Open Swim	24 Feature class (barn) #FeatureFriday	25 —
26 Weekly Class Roundup	27 Weekly Class Roundup	28 March Fitness Monthly Schedule	—	—	—	—

March Sample

Content Calendar						
Month: March						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
—	—	—	1 —	2 Open Swim	3 Feature amenity (coasters) #FeatureFriday	4 —
6 —	7 Weekly Class Roundup	8 Testimonial Tuesday (1st)	9 DYK - Fitness Only, Aquatic Only & All Access	10 Open Swim	11 Feature class (water saunas) #FeatureFriday	12 —
13 Weekly Class Roundup	14 —	15 Staff Highlight (2nd Tuesday)	16 Did you know day passes are available?	17 Open Swim	18 Feature amenity (sauna pool) #FeatureFriday	19 —
20 Weekly Class Roundup	21 —	22 Member Success (3rd Tuesday)	23 Bring a friend to a class for free (promotion)	24 Open Swim	25 Feature class (barn) #FeatureFriday	26 —
27 Weekly Class Roundup	28 April Fitness Monthly Schedule	29 DYK - Hands Group	30 Open Swim	31 —	—	—

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.

Facebook	Instagram
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

	01-23	12-22	11-22	10-22	09-22	08-22	07-22	06-22	05-22
Sends	2,800	2,800	985	1,802	822	2,804	824	825	829
Open Rate	47%	41%	47%	51%	52%	44%	48%	48%	56%
Click Rate	2%	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

To be determined by internal staff.

Approvals

To be determined by internal staff.

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).

Channel	Objective	Goal	Evaluation
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	# Increase order quantity # Increase online revenue
	↑ 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
	↑ Purchase	Increase purchases	# clicks to purchase
	↑ Quote Leads	Increase quotes	# clicks to request a quote # clicks to online store
	↑ Customer Loyalty	Provide value	% click rate
Employment Website	↑ Applicants	Increase # submissions	# number of applicants
	↑ Employees	Increase # of employees	# of employees hired # total employees