Park District of Oak Park

Community Relations & Marketing Plan

Updated September 4, 2014

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Overview

The following Community Relations & Marketing Plan was updated using data from the 2013 Park District of Oak Park Brand Strategy Study and the 2015-2024 Comprehensive Master Plan Study. This information guides the development of all community relations & marketing efforts. It defines the Park District's audience, brand message and provides recommendations regarding the District's approach to community relations & marketing. Information regarding the marketing mix, general marketing calendar, marketing strategies, community relations strategies, and market research evaluation methods explains how the Park District's programs, facilities, and services are presented to the public.

Community Relations & Marketing Objectives

- ❖ Provide accurate, timely information about programs, facilities, and services to the citizens of Oak Park

- ❖ Solicit input from citizens to ensure that current and future programs, facilities, and services meet the needs of all demographic groups in the community

- ❖ Encourage participation in planned recreation programs and events

- ❖ Encourage citizens to visit parks and facilities

- ❖ Educate internal and external customers on the benefits of recreation and the value it adds to the community and to their quality of life

- ❖ Help improve community relations through support of programs, initiatives offered by other City and County departments

- ❖ Solicit input from citizens to ensure that are planned and serve the needs of all demographics

- ❖ Solicit input from citizens on to ensure the quality and satisfaction of the District's programs, facilities, and services

- ❖ Solicit input to continuously try new methods and implement new ideas, adapt services according to trends and continuously improves processes in order to meet the needs of our customers and exceed their expectations.

Community Relations Policies

The Park District of Oak Park Board of Commissioners values community input and participation and expects the Park District and its staff to actively promote opportunities for involvement and to gather feedback. Additionally, the Board of Commissioners has established a standard of transparency and responsiveness. Several Park District administrative policies influence community relations plans and procedures, including:

❖ Customer Input Policy (POL.A.02.01)
❖ Cooperation with Community Organizations Policy (POL.A.02.02)
❖ Public Information Policy (POL.A.02.05)

All Park District policies are available for viewing on the Park District's "Hub" software.

Target Market: General Demographic Information

The following general demographic information was prepared by Sikich Marketing & Public Relations as part of the Park District of Oak Park's Branding Strategy Study and is based largely on available 2010 census data. Refer to Appendix 1 for a more specific analysis of the PDOP target market.

In simple terms, the Target Market for the Park District of Oak Park includes every resident of the village of Oak Park as well as some residents from other nearby communities. PDOP's programs and facilities are designed to serve the recreational needs of its residents, regardless of age, race, or income.

Core Demographics: As of the 2010 census, the population of Oak Park is 51,878. Of this population, 54% are female and 46% are male. The primary target market for PDOP is believed to skew much stronger in favor of females, as evidenced by the large percentage of female respondents to the Brand Survey (83%).

| Population by Race, 2010 Census	Counts	Percentages	Color
American Indian and Alaska native alone	93	0.18%	■
Asian alone	2,511	4.84%	■
Black or African American alone	11,233	21.65%	■
Native Hawaiian and Other Pacific native alone	16	0.03%	■
Some other race alone	1,042	2.01%	■
Two or more races	1,862	3.59%	■
White alone	35,121	67.70%	■

Graph: Population by Age and Race - Oak Park, Illinois
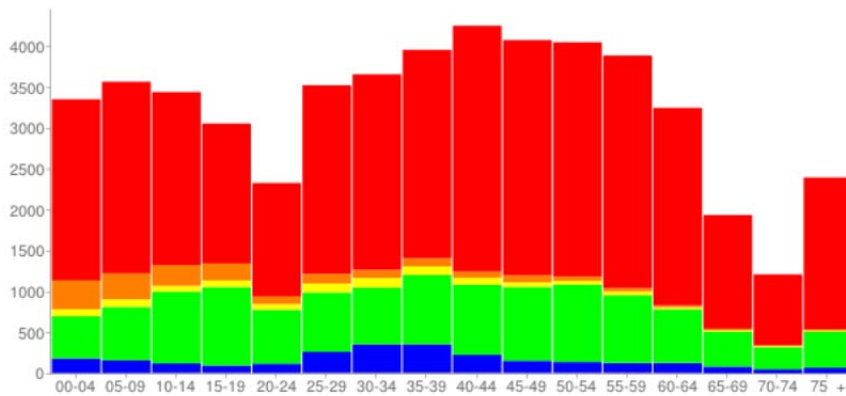
The above graph represents the age and ethnic diversity of Oak Park, Illinois. Roughly 2/3rds of the population is White (~68%) and about 1/5th of the population is Black (~22%). 7% are Hispanic and 5% are Asian. The age breakdown produces a very mild bell curve with a peak at ages 40-44 and a notable valley for age 20-24.

Presence of Children: Although the census data depict a large number of children between 0 and 19 residing in Oak Park, only about a quarter of Brand Survey respondents (~24%) reported that they had children between 0-18. The majority of these respondents reported that their children were between 11-18. The census data appear to skew younger than this, but this may be a symptom of selection bias resulting from the participant recruiting pool.

Income & Home Value: Oak Park is a relatively affluent community with an estimated median household income of $69,000.00, significantly higher than the estimated median household income for the entire state of Illinois, $53,250.00. As of 2011, the estimated median house or condo value was $334,000.00, which is nearly double that of the state as a whole ($178,000.00). The cost of living index for Oak Park is 106.9, slightly higher than the national average (100). Despite the affluence of the community as a whole, users of the Park District report that affordability is among the top benefits offered by PDOP.
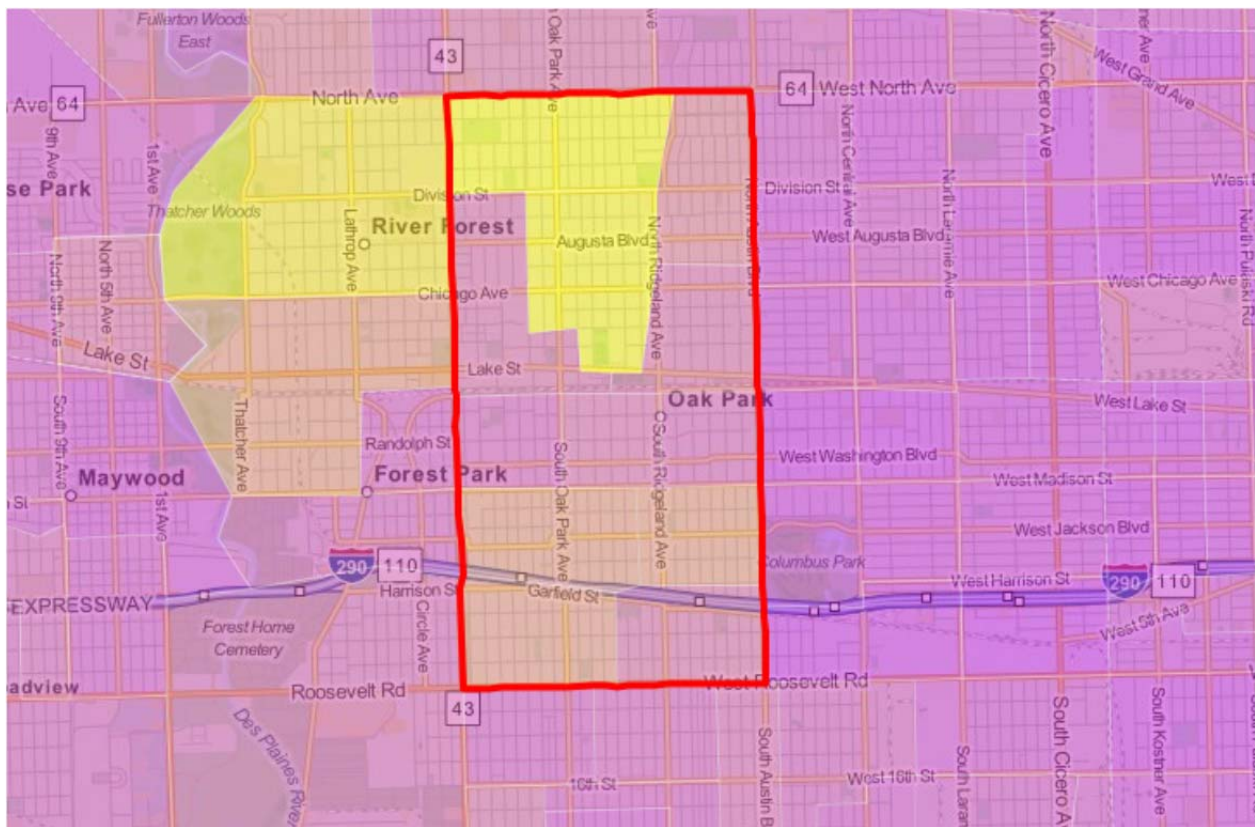

The color-coded map above shows the geographic breakdown of estimated median home and condo values for Oak Park and surrounding communities. In general, home

values are significantly higher in Oak Park than in surrounding communities. This is particularly true for the north side of the village.

Despite the relatively high median income and home values for the community as a whole, 7.6% of Oak Park residents were living in poverty as of 2011. This was a particularly prevalent problem for Black (16.4%), Hispanic (15.3%), and American Indian (35%) residents. This speaks to the reputation of Oak Park as a community that features diversity in its population across many variables.

Education: Oak Park is a relatively well-educated community. The percentages of Oak Park residents who have attained at least a Bachelor's Degree (32.5%) or Master's Degree (22.7%) are significantly higher than the same figures for the state of Illinois, 19.3% and 8.4%, respectively. The chart below depicts educational attainment.
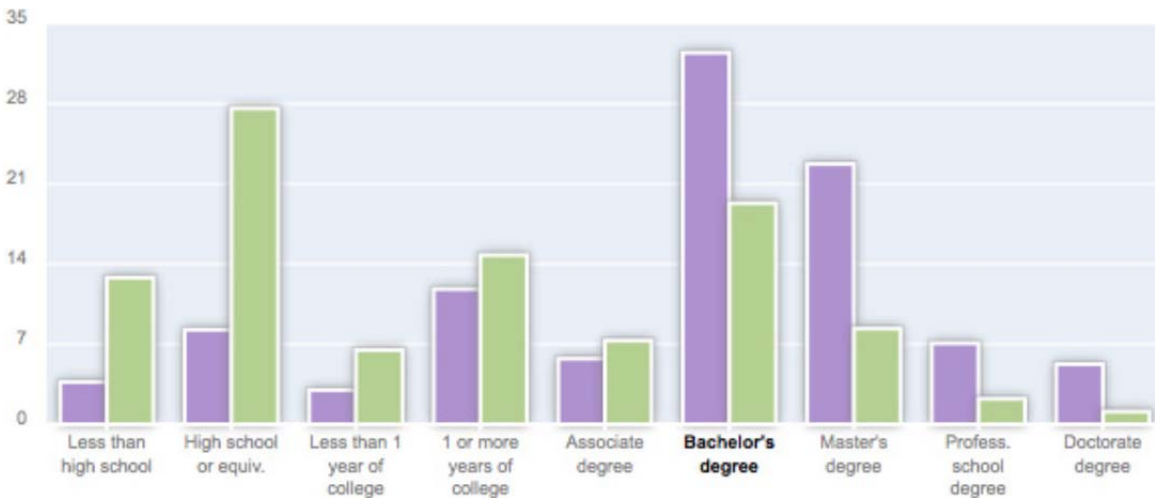
Politics and Religion: The results of recent presidential elections depict a heavily Democratic community. Between 1996 and 2012, between 2/3rds and 3/4ths of Oak Park residents voted for the Democratic candidate (Clinton, Gore, Kerry, Obama, Obama). Nearly 70% of Oak Park residents identify themselves as Catholic. Roughly 8% are Jewish, 3% Muslim, 2% Lutheran, and 2% Evangelical. 10% identified as "Other."

Presidential Elections Results
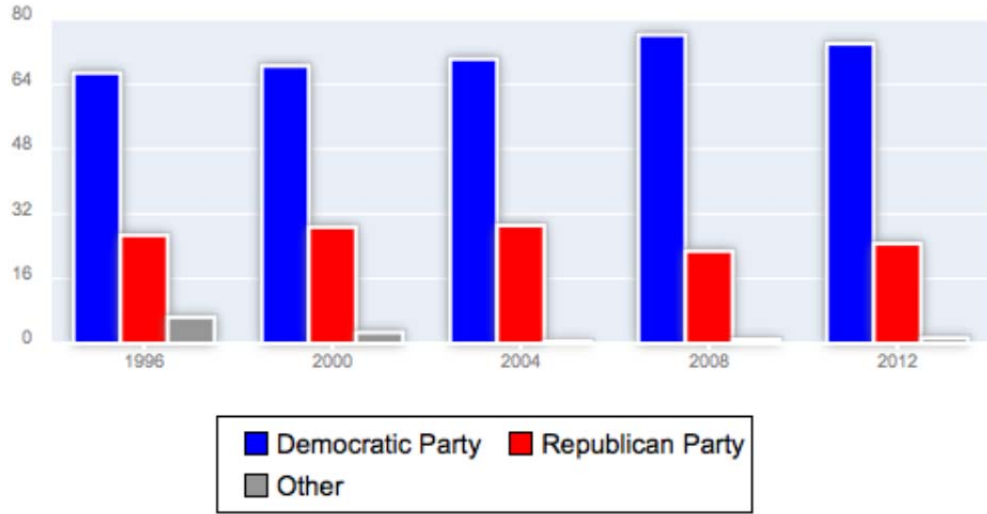
Adherents
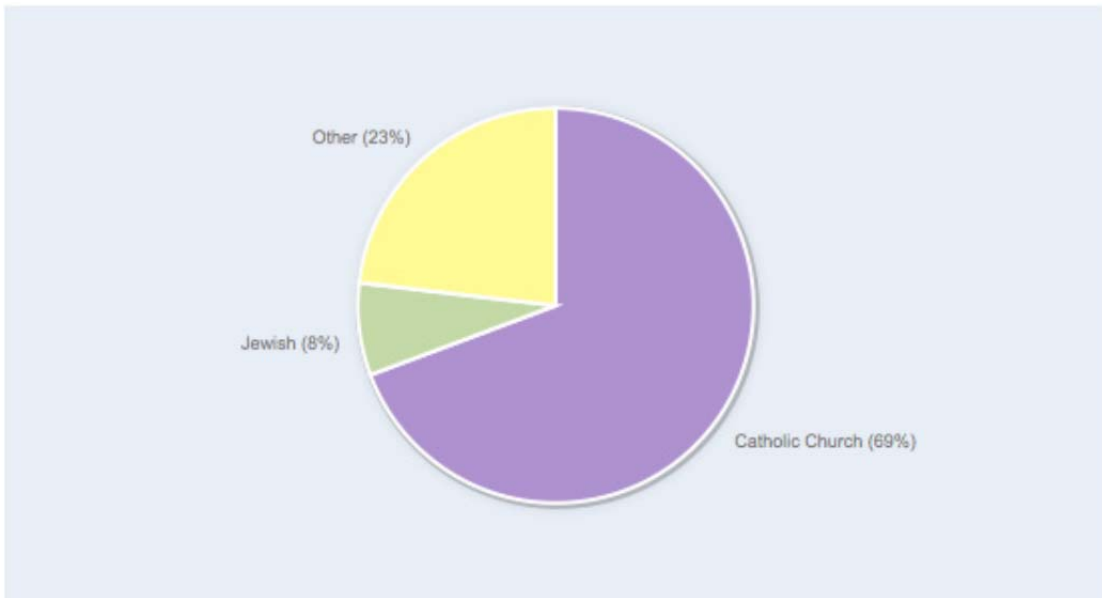
National Recognition: City Data compiles a large collection of Top 100 lists for cities, counties and zip codes. The following are the Top 100 lists where Oak Park appears. While the information is mainly trivial in nature, it seems to speak to the

diversity of the community, which in turn validates the conclusion that PDOP must address a very diverse audience with its marketing communication materials.

#1 on the list of "Top 100 cities with oldest houses (pop. 50,000+)"

#3 on the list of "Top 101 cities with the most local government spending on current operations of parking facilities per resident in 2004 in USD"

#8 on the list of "Top 100 cities with old houses but young residents (pop. 50,000+)"

#13 on the list of "Top 100 best educated cities (highest percentage of bachelor degree holding residents) (pop. 50,000+)"

#18 on the list of "Top 101 cities with largest percentage of females in occupations: Judges, magistrates, and other judicial workers (population 5,000+)"

#19 on the list of "Top 101 cities with the most local government spending on current operations of libraries per resident in 2004 in $ (population 10,000+)"

#25 on the list of "Top 100 cities with the largest percentage of females (pop. 50,000+)"

#37 on the list of "Top 100 cities with declining populations from 2000 to 2008 (pop. 50,000+)"

#53 on the list of "Top 101 cities with the biggest property tax revenues per resident in 2004 in $ (population 10,000+)"

#62 on the list of "Top 101 cities with largest percentage of males in occupations: Architects, surveyors, and cartographers (population 5,000+)"

#74 on the list of "Top 101 cities with largest percentage of females in occupations: Lawyers (population 5,000+)"

#74 on the list of "Top 101 cities with largest percentage of males in occupations: Lawyers (population 5,000+)"

#75 on the list of "Top 101 cities with largest percentage of males working in industry: Professional, scientific, and technical services (population 5,000+)"

#75 on the list of "Top 101 cities with largest percentage of females in occupations: Computer and mathematical occupations: (population 5,000+)"

#75 on the list of "Top 101 cities with largest percentage of males in occupations: Judges, magistrates, and other judicial workers (population 5,000+)"

#77 on the list of "Top 101 cities with largest percentage of females in occupations: Life, physical, and social science occupations: (population 5,000+)"

#78 on the list of "Top 101 cities with the most mentions on city-data.com forum"

#78 on the list of "Top 101 cities with the largest percentage of likely homosexual households (counted as self-reported same-sex unmarried-partner households) (population 5,000+)"

#85 on the list of "Top 101 cities with the largest percentage of likely gay men couples (counted as self-reported male-male unmarried-partner households) (population 5,000+)"

#88 on the list of "Top 101 cities with largest percentage of males in occupations: Life, physical, and social science occupations: (population 5,000+)"

Alternative Providers

The Park District of Oak Park is tax supported. As a result, we attempt to serve the various parks and recreation needs of all of our citizens. In general the Park District operates in a market with many similar providers who compete for the leisure time and, in many instances, the associated leisure time/entertainment dollars of Oak Park residents. Competitors include the YMCA, the local school districts, and a wide spectrum of private businesses who serve the needs of a specific demographic or interest groups within the larger community. Examples of these groups include private fitness clubs, yoga and Pilates studios, private youth sports and early childhood learning companies, and private schools. The District also competes with local non-profits for specific target markets. In addition to competing with other providers of recreation, we also compete with TV, DVDs, video games, vacations, and social media for the leisure time of youth within the community.

Market Positioning

Brand and Identity: Understanding Brand

Brand is more than a company name, a logo, an image, an identity or a promise. It is the sum of experiences and a promise to perform. Branding must be looked at as an investment, not an expense. Your brand is the expression of the relationship between PDOP and the residents of Oak Park.

A brand is a tangible asset of the organization, informing strategic, marketing and operational decisions. It builds value for the organization, enhancing its competitive position.

A study was conducted by Sikich Marketing & Public Relations in 2013 to assist the Park District in determining its brand and identify, to determine its marketing mix and message strategy. The following information is based on conclusions drawn from information gathered through focus group interviews and a resident survey emaild to 1,500 unique households. Out of those emailed, 1,021 responded to the survey with 785 completing it.

Brand Message

The brand message is the external statement made by the Park District describing the way we do business. Prior to the branding study, the Park District relied on it's mission statement as its brand message, "In partnership with the community, we enrich lives by providing meaningful experiences through programs parks, and facilities."

While the mission statement is very effective for its internal audience, it has limited appeal for Oak Park residents overall. For one, it is not intended to be a concise and easy, at-a-glance read. More important, the mission statement focuses on community connection and quality of life enhancement. These vital elements deserve mention for the internal audience. The marketing audience, comprising of Oak Park residents, is more interested in provision of convenient and affordable opportunities for fun recreational activities.

Convenient, affordable fun was the single most important theme identified in the resident surveys: The new brand message was developed based on this theme.

Discover the fun within your reach!

This tagline is based on the most important benefits perceived by residents. It was tested against several controls using a small scale resident survey. Throughout 2014 this tagline has been rolled out online and in printed materials as well as signage and banners and will continue to be utilized as the Park District brand message. Simply stated, the PDOP brand will be used to reinforce the perception that PDOP excels at

providing Oak Park residents with affordable fun recreation, and access to beautiful open space. It assumes a personality that is simultaneously playful and friendly, yet responsible and resourceful. PDOP will communicate this message in word and imagery again and again in everything it produces under its brand.

Brand Attributes

The Park District brand is alligned such that it promotes perceived resident benefits (e.g., beautiful parks, variety of programs) over perceived operational competencies (e.g., partnership with community). The PDOP brand focuses on the following six key competencies as identified by residents in the branding survey: Fun, Affordability, Convenience, Safety, Innovation, and Stewardship. Recommendations for integrating each into the brand are described below.

Fun - The PDOP brand will continue to utilize photographs to show residents having fun while engaged in relevant activities.

Affordability - Among Oak Park residents, affordability is the single most important attribute possessed by the ideal park district. PDOP already ranks well in this regard, but the brand could be improved by more explicitly promoting this trait. For instance, the program guide could prominently feature a value-proposition infographic that shows the cost savings for PDOP programs compared to alternatives.

Convenience - The term 'convenience' is a nebulous one which describes a number of perceived benefits including location, price, and ease of registration. Overall, convenience was rated as the most important differentiator for PDOP compared to competing opportunities for recreational activities. PDOP will continue to provide convenience, so the brand should more frequently promote it. For instance, the notion of convenience could be captured by the tagline used in subsequent marketing communication materials.

Safety - PDOP has an excellent safety record, and safety is a very important trait according to Oak Park residents. Therefore, it is recommended that PDOP promote its safety record more explicitly in marketing communication materials. For instance, concerns about safety are likely to be near peak levels among parents who are considering program registration for their children. Associated content (e.g., section intro for children's programs in program guide, registration page on website) should explicitly tout the exceptional PDOP safety record.

Innovation - PDOP staff described the organization as innovative. Oak Park residents rate innovation as a relatively important competency of the ideal park district, but they do not perceive PDOP as particularly innovative. If PDOP is not as innovative as staff believes, it should address this with operational goals. If the perception of residents is

inaccurate, then unique and novel policies and programs should be touted and the word 'innovative' should be used frequently where applicable in descriptions of programs and facilities.

Currently the PDOP is organizing an innovation committee. This committee will not only focus on programming but on current procedures and operations.

Stewardship - Among the most important traits mentioned by both staff and residents is the use of tax revenue. An info graphic was developed as a result of this finding which was included in a recent Park District program guide. The graphic clearly depicted that PDOP receives less than 5% of Oak Park tax revenue and in turn provides residents with a wealth of unique benefits. Other ways to show sound financial stewardship should be explored.

Brand Personality

Oak Park residents expect the park district to be friendly, affable, neighborly, and good-natured. Current marketing efforts achieves this with warm, welcoming designs in the majority of branded pieces. The brand should continue to tell this story primarily with photography that depicts Oak Park residents availing themselves of the park district's diverse recreational opportunities.

Residents also indicated the importance of a secondary persona described as resourceful, persistent, and focused. These traits are not as well represented in current marketing materials. This can be addressed by executing some of the aforementioned recommendations designed to promote the brand attributes of affordability, innovation, safety, and stewardship.

Brand Promise

Like the brand message, the promise of the PDOP brand is currently too reliant upon the tenets of the mission statement. With a renewed understanding of the most important traits and benefits perceived by residents, the brand should realign its promise. In particular, all elements of the brand should be unified by the following:

The Park District of Oak Park makes it easy and affordable for residents to explore a variety of fun recreational activities by providing them with beautiful parks and facilities, and innovative programs.

Based on input from staff, taglines were developed for three of the Park District's distinct facilities including Ridgeland Common, Cheney Mansion, and Oak Park Conservatory. Below are the taglines for each accompanied by a brief account of the discussions, assumptions, and justifications surrounding their inception.

Ridgeland Common: Ridgeland Common was recently renovated and reopened as a contemporary facility for ice and aquatic recreational experiences, providing the ideal opportunity to develop a new tagline to aid in its promotion. A number of viable alternatives were discussed focused on the brand promise of Ridgeland Common: a truly unique facility providing opportunities for universally fun activities throughout the year. Among the finalists, a consensus was achieved:

Uncommon Fun for Everyone

This tagline is an excellent fit for Ridgeland Common and is currently being introduced in branded materials. This tagline helps to solidify the brand as a unique facility that caters not only to hardcore hockey enthusiasts, but also to a first-time skater. It also helps to overcome the unique challenge the facility faces being incorrectly referred to as "Ridgeland Commons." Perhaps something as simple as using the word "uncommon" in a tagline will be enough to gently correct the mistaken masses.

Cheney Mansion: Specific benefits that make Cheney Mansion a unique venue for a wedding was discussed while developing the tagline and one theme began to surface frequently. Specifically, the one thing that Cheney Mansion does better than any of its competitors is extending the bride's fairy tale fantasy.

From the moment she enters Cheney Mansion, the experience is designed to surround her with the storybook dream she's carried her entire life. All of her preparation is done in style and luxury, and guests receive the royal treatment from the beginning of the ceremony until the end of the reception. Cheney Mansion is also something of an oasis in urbanity, which attracts many brides out of the city. At Cheney Mansion, a bride can live the fairy tale wedding she's always wanted and she doesn't have to leave that dream once she arrives. Based on this theme, we developed the following tagline:

Where Happily Ever After Begins

A wedding is a major transition in the classic love story we'd all like to live. The story of a bride and groom begins with "Once upon a time," and their "Happily ever after" either implies or follows their wedding. The brand promise of Cheney Mansion is to make that magical moment last as long as possible and make that fantasy a reality for brides. Granted, this tagline is very sweet, and on the surface it feels quite Disney, but we have reason to believe it will prove effective for the brides who are most likely to be drawn to Cheney Mansion. This tagline is currently being put to use in marketing materials for the facility.

Oak Park Conservatory: The Oak Park Conservatory was identified as another marketable revenue center within the PDOP brand family that would benefit from a tagline. In essence, the conservatory is an indoor garden featuring the sights, smells,

and sounds of plants, birds, and fish from around the world. It offers unique educational and recreational opportunities based on immersion and saturation of the senses. Based on this brand promise, the following tagline was developed:

Journey Worlds Away in Your Back Yard

Similar to the PDOP tagline, Oak Park Conservatory approaches its audience with a call-to-action that appeals to curiosity, sense of adventure, and desire for fun. One can envision how this tagline would work in conjunction with a high-impact photograph of someone standing in awe as they see, touch, and experience a particularly exotic looking species. We believe that this tagline will have very strong local appeal in particular due to the use of the phrase, "in your backyard," designed not only to impart a sense of proximity and convenience, but also to convey the sense of outdoor adventure that should help attract first-time and repeat visits. The new tagline is currently being deployed on promotional materials.

Marketing Mix

The graphic below is a visual representation of PDOP's Marketing Plan. It tells the story of a flexible strategy, executed in phases over the next 3-5 years, designed to deliver the Park District's brand and message to our target audience while respecting realistic limitations on budget and resources. The color coded priorities are based on staff input and discussion.
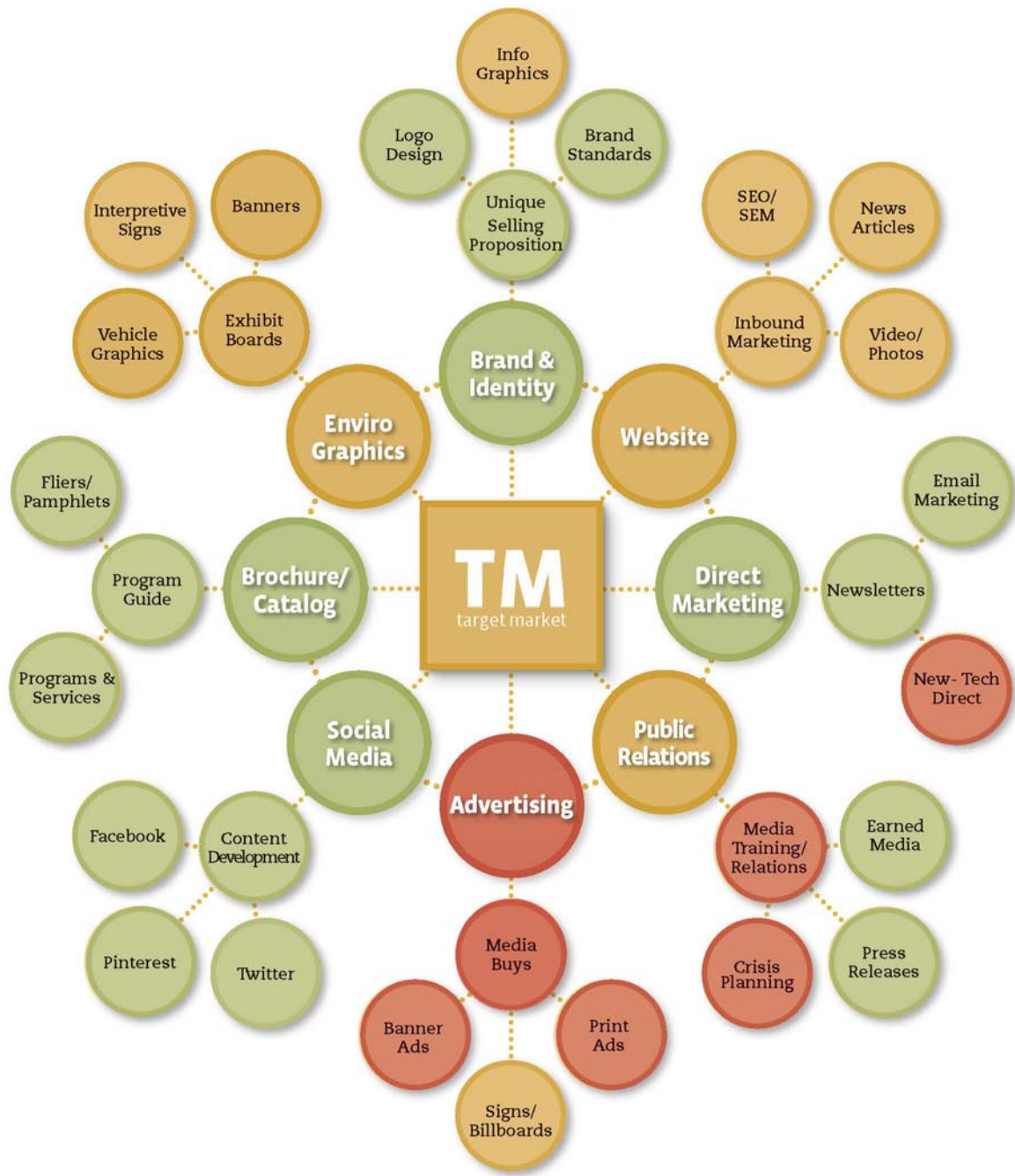
Communications & Marketing Strategies

ITEM	DESCRIPTION	CONTACT

Seasonal Program Guide	- 28,000 copies per season
	- Delivered to all households & businesses in Oak Park
	- Available at all Park District facilities
	- Available at Village Hall, Visitors Center, Chamber of Commerce, senior facilities, Oak Park Township
	- More than 82% report using the Program Guide as their primary source of information
	- Delivered 4/x year via delivery service
	  o Winter: First Sat in Dec
	  o Spring: Last Sat in Feb
	  o Summer: First Sat in May
	  o Fall: Last F in July
	  o Resident Program Lottery always 12 days after delivery, that Thursday at noon
		Jennifer La Fleur
		Communications & Marketing Coordinator
		
		Ext. 2027
		
		Jennifer.lafleur@pdop.org

PDOP Website: www.pdop.org	- www.pdop.org, average 18,000 hits per month - Content Management System implemented to allow staff updates - Each staff member is responsible for their own information on the website. - New employees receive training on the website and have online tutorials available to them to gain specific skills and knowledge - News Items, Event Calendar and Web Banners are managed by the Communications & Marketing Department. - The Park District also manages the Cheney Mansion website at www.cheneymansion.com	Jennifer La Fleur Communications & Marketing Coordinator Ext. 2027 Jennifer.lafleur@pdop.org Kristina St. Pierre Web Designer (part time) ext. 2112 Kristina.st.pierre@pdop.org
Social Media: Facebook & Twitter, mommail	- www.facebook.com/parkdistrictofoakpark - 1800 likes - www.twitter.com/parkdistoakpark - 1,100 followers - Social media update requests should be sent to Jennifer La Fleur - Good for advertising upcoming programs, communicating immediate information, posting photos from completed programs - MomMail a great resource to post info for families, This is an external mailing list of more than 18,000 residents, Staff should send requests at least two weeks in advance.	Jennifer La Fleur Communications & Marketing Coordinator Ext. 2027 Jennifer.lafleur@pdop.org

ITEM	DESCRIPTION	CONTACT
Updates and Information	- Monthly Board Report featuring monthly news from each PDOP department. - Included in regular Board Meeting Packet which is distributed to local press.	Nicole Carter Communications & Marketing assistant (part time) ext. 2112 nicole.carter@pdop.org

Kids Report School Newsletter	- Distributed 6 times per school year
	  o 4th Week of August
	  o 2nd week of October
	  o 2nd week of December
	  o 3rd week of January (Camps Issue)
	  o 3rd week of February (Spring Break Issue)
	  o 2nd Week of May
	- Delivered to all District 97 students via electronic back pack in grades K through 5
	- Also delivered to all private schools in Oak Park, PDOP preschoolers and many private preschools in the area
	- Nicole sends out a reminder to all staff for programs that need to be pushed
		Jennifer La Fleur Communications & Marketing Coordinator
		
		Ext. 2027
		
		Jennifer.lafleur@pdop.org
		
		Nicole Carter Communications & Marketing assistant (part time)
		
		ext. 2112 nicole.carter@pdop.org

Press Releases/Newspaper Calendar Announcements	- Submitted on a weekly basis to the Wednesday Journal. Oak Leaves, Trib Local, Patch.com, Visitors Center, FOPCON - Nicole also contributes to TribLocal's online calendar with stories and photos - We also contact reporters to pitch a feature articles and photo opportunities.	Diane Stanke Director of Marketing and Customer Service Ext. 2022 diane.stanke@pdop.org Nicole Carter Communications & Marketing assistant (part time) ext. 2112 nicole.carter@pdop.org

ITEM	DESCRIPTION	CONTACT
PDOP E-Newsletter "The Park Connection"	- Distributed via email the first week of every month - Average 3,400 subscribers - Utilizes Constant Contact - Includes an event calendar - Requests for specific program or event inclusion/highlight due the 15th of the previous month (ex: for appearance in July newsletter, information due to Diane by June 15) - Last minute requests for inclusion are considered if possible	Diane Stanke Director of Marketing and Customer Service Ext. 2022 diane.stanke@pdop.org
PDOP Teen Newsletter "Beyond the Bell"	- Distributed every other month to patrons with child in grades 6-8 - Distribution dates are flexible and based on programming in teen department,	Jennifer La Fleur Communications & Marketing Coordinator Ext. 2027 Jennifer.lafleur@pdop.org
Conservatory E-News "What's Blooming"	- Published mid-month, every month - Also contains info from FOPCON - Developed by Conservatory Manager with input from Friends of the Oak Park Conservatory	Jennifer La Fleur Communications & Marketing Coordinator Ext. 2027 Jennifer.lafleur@pdop.org
Other E-Newsletters include Special Editions for Fitness, Active Adults and RCRC Programming	- Fitness newsletter sent at the start of each program session. - The new RCRC E-News schedule was recently developed.	Jennifer La Fleur Communications & Marketing Coordinator Ext. 2027 Jennifer.lafleur@pdop.org

ITEM	DESCRIPTION	CONTACT
Special Event Involvement	- Day In Our Village booth at Scoville Park provides an opportunity for Park District staff to interact with residents and provide program, facility and project information. - July 4th Parade – Each year a new theme is developed to promote a program or facility. Staff is invited to participate in the Park District's parade entry. - Park Grand Openings & Ground Breakings: In the past 7 years these events have taken place annually. They provide an opportunity for our community to celebrate major Park District milestones.	Diane Stanke Director of Marketing and Customer Service Ext. 2022 diane.stanke@pdop.org
Visit Oak Park TV Monitor	- Located in the downtown area of Oak Park and visible t pedestrians,general slides for facilities and ongoing programs are posted at this site - Develop slides for special events, community meetings, facility schedules, etc	Jennifer La Fleur Communications & Marketing Coordinator Ext. 2027 Jennifer.lafleur@pdop.org
RCRC Marquee	- Located at corner of Lake & Ridgeland at the RCRC facility - Send requests at least two weeks in advance	Kristina St. Pierre Web Designer (part time) ext. 2112 Kristina.st.pierre@pdop.org
REACH Screens at RCRC and GRC	- TV monitors located inside RCRC and GRC - Available to promote PDOP programs and events - Send requests at least two weeks in advance	Kristina St. Pierre Web Designer (part time) ext. 2112 Kristina.st.pierre@pdop.org
Marketing Requests (Flyers, banners, signs, posters, etc)	- Flyers, posters, banners, brochures for events, programs, facilities & recruitment – min. 2 week lead time - Banners for fences and at special events (min. 30 days lead time) - C & M Request Forms available online at - **http://bit.ly/pdop_cm_request** - Requests can be submitted via email or in person	Jennifer La Fleur Communications & Marketing Coordinator Ext. 2027 Jennifer.lafleur@pdop.org
Sponsorships & External Advertising	- Very successful sponsorship program - Main sponsorship opportunity is the Annual Frank Lloyd Wright Races but sponsorships are also secured for summer concerts and seasonal community events - Opportunities and ideas for program/event specific	Joanna Skubush Sponsorship Coordinator (part-time)

	sponsorships can be discussed with Joanna - Please direct all requests you receive from vendors for sponsorship to Joanna, she will direct you accordingly - Advertising in the seasonal program guides is also available on a one time or annual basis. - 47 dasherboard advertisements are currently on display at the RCRC Ice Arena. These advertisements are sold on an annual basis. Advertisers can purchase a one, two or three year package. - Please direct all request from potential advertisers to Joanna.	Ext. 2039 joanna.skubish@pdop.org
Surveys	- The Park District uses Survey Gizmo as its survey tool. - Currently used for park planning processes, FLW Races evaluations, program, special event and facility evaluations, camp evaluations, hockey and skating program evaluations and some special events	Diane Stanke Director of Marketing and Customer Service Ext. 2022 diane.stanke@pdop.org
Photography/DSLR Camera	- Reserve Camera at least one week in advance - Training can be conducted at camera pickup – takes about 5 minutes - Use camera card to upload photos to "Photo Drop Box" on the P drive (P:\PDOP Info\Resources\Communications & Marketing\PHOTO DROP BOX) in separate folder - When prompted by the camera import dialog box, use the following file naming system: use the event or subject name, underscore, followed by date and an underscore. Example: teennightout_061414_ - The dialog box will sequentially renumber the photos. - Questions? Call Jennifer La Fleur - Additional photo opportunities should be communicated to Jennifer	Jennifer La Fleur Communications & Marketing Coordinator Ext. 2027 Jennifer.lafleur@pdop.org
Stationery/Business Cards/Nametags	- Send requests for these items to Diane	Diane Stanke Director of Marketing and Customer Service Ext. 2022 diane.stanke@pdop.org

ITEM	DESCRIPTION	CONTACT

District Directions Staff Newsletter	- Distributed the last Friday of every other month to all Park District staff
	    o February
	    o April
	    o June
	    o August
	    o October
	    o December (Highlights)
	- Includes organizational info & staff's personal highlights they choose to share (5k completed? Get engaged? Let us know!)
	- Guest articles on organizational information welcome
	- Information due by the first of the month for guaranteed inclusion
	- Copies put in staff mailboxes, put out in staff common areas and posted on the Employee Service Portal where staff punches in and out
		Diane Stanke
		Director of Marketing and Customer Service
		
		Ext. 2022
		
		diane.stanke@pdop.org

On Hold Message	- Dial ∞ 313 (infinity 313) on your phone to hear current on hold message - Features special events and programs - Updated 4/x year (quarterly) o January, April, August, November - Coordinates loosely with E-News - Requests for inclusion due one month in advance	Jennifer La Fleur Communications & Marketing Coordinator Ext. 2027 Jennifer.lafleur@pdop.org

Community Relations Efforts

❖ Park Board members and numerous staff are members of the Illinois Parks and Recreation Association. Several staff are also actively involved in IPRA committees and have attended and presented at the annual Illinois Parks and Recreation Conference.

❖ Park Board members and numerous staff are members of the National Recreation and Park Association and several attend the annual NRPA conference and have presented at NRPA Schools.

❖ Park Board members regularly attend meetings of the Friends of the Oak Park Conservatory, West Suburban Special Recreation Association, Pleasant Home Foundation, Memorial Trust Committee, Festival Theater, Parks Foundation of Oak Park and Oak Park River Forest Historical Society.

❖ As a part of community outreach efforts, Park District staff are members of the Oak Park Rotary, Early Childhood Collaboration, Pioneering Healthy Communities Task Force, Celebrating Seniors Committee, Veteran's Observance Events Committee, Oak Park Area Tourism Committee, Madison Street Business Association, and Southeast Oak Park Citizen Organization.

❖ Facebook pages for the Park District, Oak Park Conservatory, Frank Lloyd Wright Races and Cheney Mansion are vehicles to collect public input and develop a relationship with the community.

❖ The Park District Board President and Executive Director meet monthly with representatives from other Oak Park governmental entities including School Districts 97 and 200, the Oak Park Public Library, the Township, and the Village of Oak Park, to coordinate efforts and improve the quality of life in the community.

❖ Board and Staff meet regularly with sports affiliate groups who have various agreements with the Park District.

❖ The Park District has four citizen committees including the Park District Citizen Committee (PDCC), Greening Advisory Committee (GAC), Senior Advisory Committee (SAC) and the Art Advisory Committee (AAC). Each of these committees acts as a voice of the community for various issues and projects.

❖ Community meetings are held during the planning stage for each park site plan. A site plan was developed for each of the District's 18 parks from 2005 through 2011 in coordination with a system-wide park renovation effort. The Park District, through community meetings, is revisiting each of these plans as additional capital projects are being planned and implemented.

- ❖ Community input through public meetings is also the impetus in developing organizational plan such as the Dogs in Oak Park Plan, the Pools Master Plan and the Comprehensive Master Plan.

- ❖ Staff is expected to visit programs and facilities on a regular basis and collect input from participants and visitors person to person.

- ❖ Survey gizmo is used to gather public input regarding specific issues and planning projects.

- ❖ Two links are available on every page of the Park District's website, one in the navigation, the other in the footer, which go to an online form to collect input.

- ❖ The Park District publishes an Annual Report to inform the public about the Park District's efforts and services provided over the past year.

- ❖ The Park District posts live data to its website directly related to performance measurements.

General Marketing & Community Relations Calendar

This calendar is a general guide for all marketing and communications efforts. It is reviewed and updated regularly by the Communications & Marketing Department. Specific communications and marketing efforts are planned and scheduled using Team Gantt software. (see Appendix #2) When the general marketing calendar is updated, the information in Team Gantt is also revised.

January

Weddings at Cheney, Ridgeland Common activities, preschool registration, focus on fitness, summer camp information now available online, Winterfest, birthday party packages

February

Campapalooza, summer jobs, spring break activities, Program Guide delivery, register now for spring classes

March

Summer camps, Pool passes on sale, camp registration, summer jobs, Egg Hunt, Community Service Award recipients, KidFest, Carry In/Carry Out Program, Sport Courts open

April

Summer camps, pool pass deadline, scholarships, WSSRA Derby Days, Program Guide delivery, Ice Show tickets

May

Summer camps, pool openings, Day in Our Village, FOPCON Plant Sale, Battle of the Bands, Ice Show, register now for summer classes

June

FLW registration opens, Ridgeland Pool closed for swim meet, summer concerts, Rehm Park trains

July

PDCC recruitment, Summer movies and concerts, Program Guide delivery, register now for fall classes

August

Pool closing schedule, Learn-to-Skate and hockey registration, final summer concert, lottery deadline, The Cubhouse, Preschool Playtime

September

Volunteers needed for FLW, Ridgeland Common carnival/open house, Pleasant Home

Children's Day, Book your holiday party now at Cheney, Friday Night Ice, Fall Fest, birthday party packages

October

OPC Fright at Night, FLW volunteers needed, Breakfast with Santa , Santa Trolley

November

Holiday open houses, winter break activities, Program Guide delivery, Learn-to-Skate session II registration, Veteran's Day commencement at WWI monument, FLW volunteer thank you

December

Holiday events, winter break events, holiday skate at Ridgeland Common, register now for winter classes, Winterfest

Community Relations & Marketing Training

Although the Marketing & Customer Service Department may be officially responsible for directing community relations and marketing efforts at the District, all Park District employees are members of the marketing department. By planning and working cooperatively, nearly 3,000 programs, 18 parks and 13 facilities are promoted and ultimately enjoyed by our residents and visitors annually.

Marketing & Customer Service Department staff provide training to new hires as part of their orientation process on the following topics:

- ❖ Submitting a marketing request

- ❖ Updating the Park District website

- ❖ Brochure Development

- ❖ Photography & Photo Library

- ❖ Media Relations

- ❖ Crisis Communication Plan

- ❖ Park Rules & Regulations

- ❖ On-going training and reminders are covered at Park District all-staff meetings to reinforce important community relations messages.

Additionally, new Board of Commissioner and Park District Citizen Committee members receive a thorough orientation and handbook, including media and public relations procedures.

New staff who will be covering government agencies at Oak Park media outlets are invited to an orientation with the Director of Marketing & Customer and the Executive Director.

Market Research & Evaluation Methods

The Park District of Oak Park has established an exemplary reputation in the Oak Park community for its transparency and responsiveness. This reputation was built on the belief that community input is critical for all aspects of planning from programs and facilities to park site planning and the development of strategic plans and comprehensive plans. The District has established a variety of systems to collect public input comprehensively. For example, a community survey is conducted every five years (2004, 2010, 20014) to identify the parks and recreation needs of Oak Park residents. Survey results shape all aspects of the Park District.

Several performance measures have been identified related to Marketing & Community Relations which are tracked, measured, and evaluated as part of the overall Park District Performance Measurement Program. These measures include:

- ❖ **Age Group Participation in Park District Programs & Passes.** Annually, the Park District tracks the percent of Oak Park residents in each target age group that registers for at least one program or pass. Results are displayed on the Park District's dashboards and guide marketing efforts as well as help identify target markets.

- ❖ **Website Visits.** Using information from Google Analytics tools, the Park District tracks the total number of visits to the Park District website on its dashboards. Additional information is also available to staff through this tool, including the most popular pages visited, user's average length of time spent on the website, and other important metrics.

- ❖ **Program and Event Evaluation Results.** Evaluations are sent via email at the conclusion of each recreation program and are also collected in-person. Results are available to staff through the Park District's dashboards to monitor short-term and long-term trends and to guide program development improvements.

- ❖ **Park and Facility Evaluation Results.** Evaluations are conducted by facility attendants through the use of tablets or are taken by customers via e-mail or QR codes. Results are available to staff through the Park District's dashboards to monitor short-term and long-term trends at each facility.

- ❖ **Customer Service Evaluation Results.** Evaluations are conducted through e-mails sent to recent customers and by customer service representatives at most Park District facilities through the use of tablets. Results are available to staff through the Park District's dashboards and provide valuable insight into how the Park District's service compares to other providers in the area.

Appendix #1

Oak Park Demographic & Trends Report

1.1 DEMOGRAPHIC ANALYSIS

The Demographic Analysis provides an understanding of the population within the Village of Oak Park, Illinois boundaries. This analysis is reflective of the total population, and its key characteristics such as age segments, income levels, race, and ethnicity.

It is important to note that future projections are all based on historical patterns and unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

1.1.1 DEMOGRAPHIC OVERVIEW

The total population of the target area had a slight decrease of approximately 1.2% from 52,524 in 2000 to 51,878 in 2010. The current estimated population for 2013 is 52,080, and it is projected to remain steady at 52,497 in 2018, and total 52,114 by 2028.

According to the U.S. Census reports, the total number of households in the service area has decreased by approximately 1.8%, from 23,079 in 2000 to 22,670 in 2010. The Village of Oak Park is estimated to have 22,765 households in 2013, and is expected to grow to 22,805 households by 2028.

Based on 2013 estimates, the target area's median household income ($72,867) and per capita income ($44,599) are both well above state and national averages.

According to the 2010 Census results, the population of the Oak Park is slightly older (38.8 years) than the median age of the U.S. (37.2 years). Projections show that the target area will undergo an aging trend, with the 55+ group growing to represent 34.7% of the total population by 2028.

The majority of the estimated 2013 population is White Alone (67.52%), with the Black Alone (21.22%) representing the largest minority. Future projections through 2028 expect the area's racial composition to remain consistent, as White Alone decreases minimally to 66.69%, followed by Black Alone (19.43%) and Asian (6.24%) minorities.

1.1.2 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in March 2014 and reflects actual numbers as reported in the 2000 and 2010 Censuses, and estimates for 2013 and 2018 as obtained by ESRI. Straight line linear regression was utilized for projected 2023 and 2028 demographics. The geographic boundary of the Village of Oak Park was utilized as the demographic analysis boundary shown in **Figure 1.**
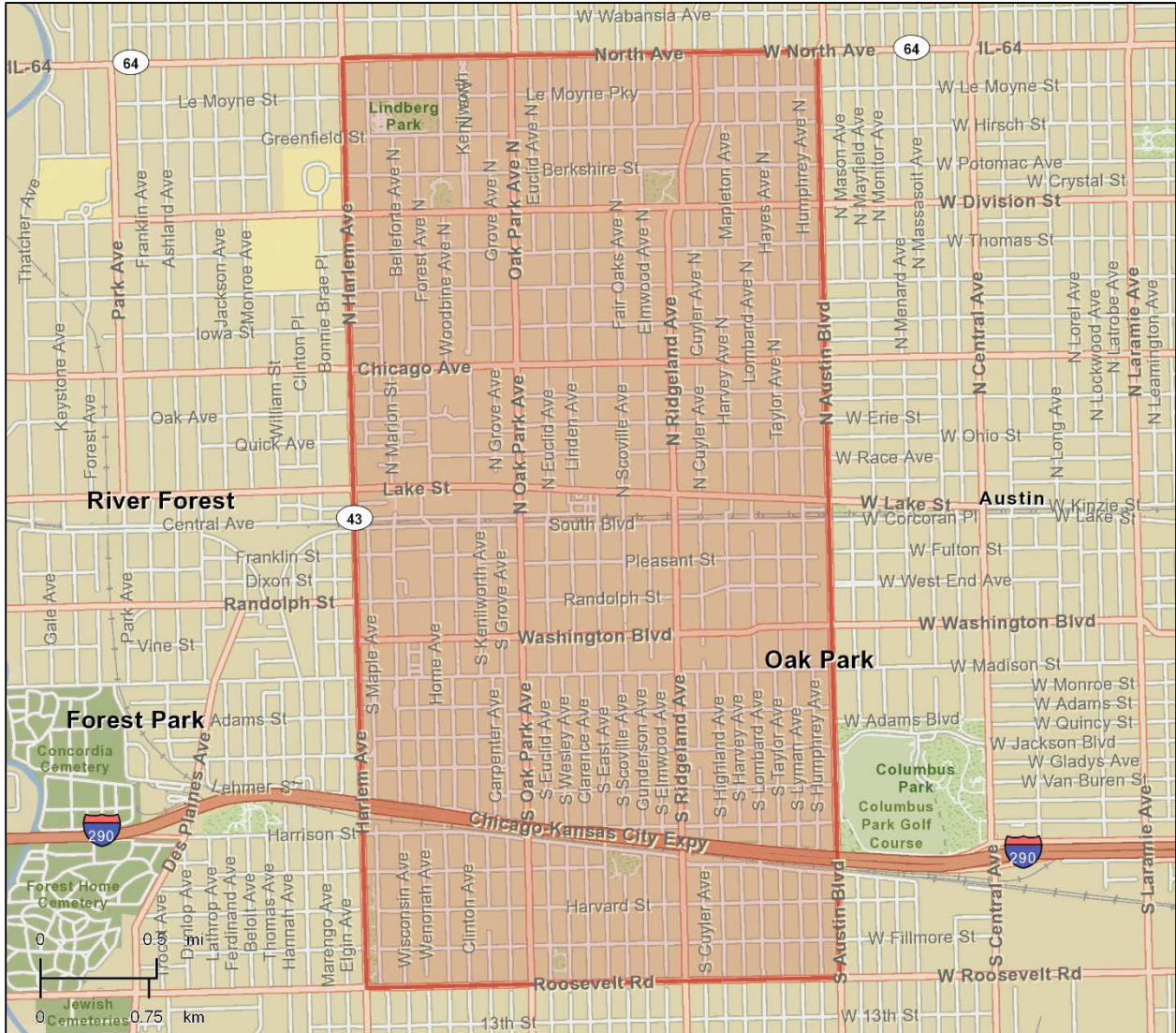
Figure 1-Target Area Boundaries

RACE AND ETHNICITY DEFINTIONS

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

- American Indian – This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment

- Asian – This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam

- Black – This includes a person having origins in any of the black racial groups of Africa

- Native Hawaiian or Other Pacific Islander – This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands

- White – This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa

- Hispanic or Latino – This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race

1.1.3 VILLAGE OF OAK PARK POPULACE

POPULATION

The target area has witnessed minimal change in recent years. From 2000 to 2010, the service area's total population underwent a slight decrease of 1.2%, from 52,524 to 51,878. In 2013, the population was estimated to be 52,080. Projecting ahead, the total population of Oak Park is expected to remain relatively flat lined over the next 15 years. Based on predictions through 2028, the local population is anticipated to have approximately 52,114 residents living within 22,805 households. **See Figure 2.**

Oak Park Village: Total Population

Year	Total Population
2000 Census	52,524
2010 Census	51,878
2013 Estimate	52,080
2018 Projection	52,497
2023 Projection	52,151
2028 Projection	52,114
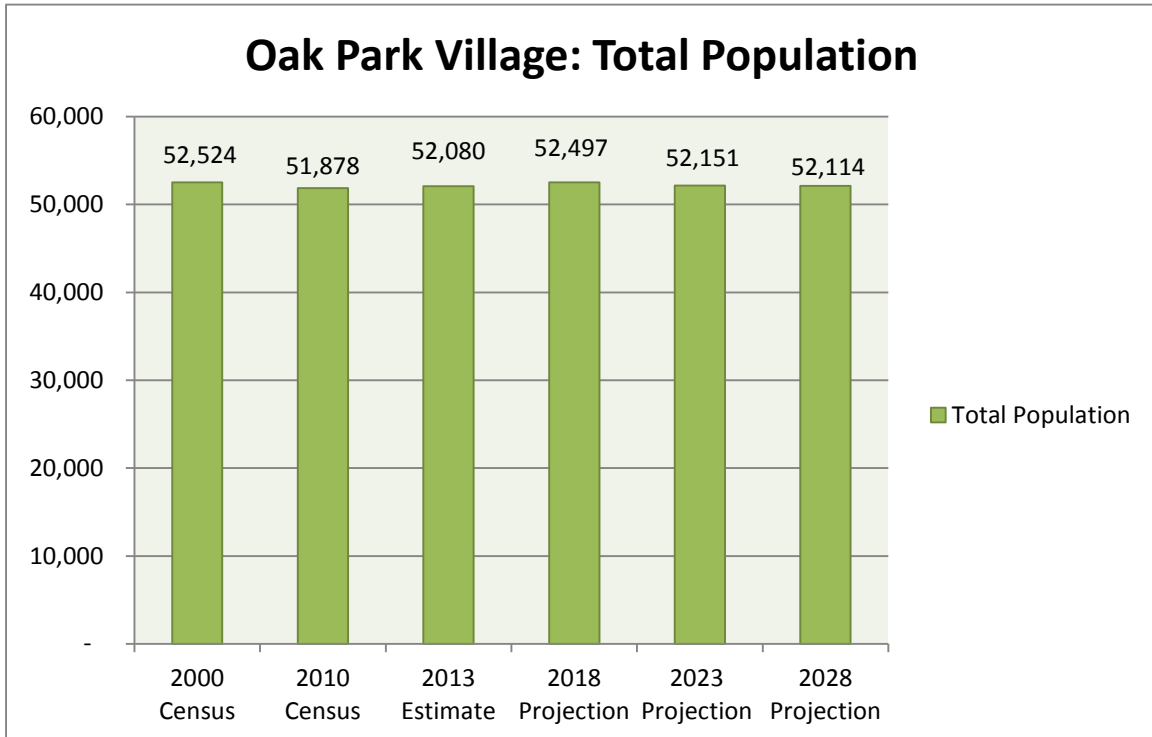
Figure 2-Total Population

AGE SEGMENT

Evaluating the distribution by age segments, the service area is largely balanced between youth, young adult, family, and senior populations. In 2010, the largest segment by population is the 35-54 group representing 31.5%, and the smallest is the 18-34 segment which constitutes 20% of the population.

Over time, the overall composition of the population is projected to undergo a rapid aging trend. Based on the 2013 estimate, the 35-54 segment remains the largest age group by a narrow margin at 29.8% of the population, but the 55+ is expected to grow to be the largest segment within the next five years. Future projections through 2028 show that the <18 and 35-54 segments will undergo small decreases in size as compared to the population as a whole, while the 18-34 and 55+ groups will grow. The 55+ group is expected to grow more rapidly than any other segment, and represent approximately 34.7% of the population by 2028. This is consistent with general national trends where the 55+ age group has been growing as a result of increased life expectancies and the baby boomer population entering that age group. **See Figure 3.** This means that programs and facilities focused on an actively adult (55+ population) will assume an even greater importance as the population ages in the years to come.
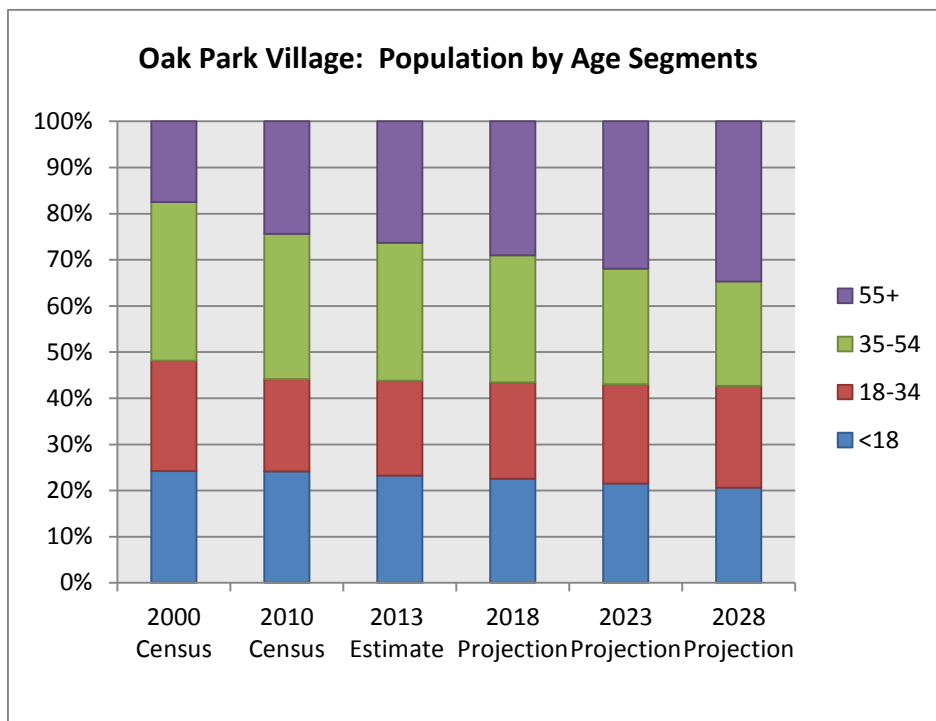
Figure 3-Population Age by Segments

RACE AND ETHNICITY

In analyzing race and ethnicity, the selected area is quite diverse. The 2013 estimate shows that over 85% of the population falls into the White Alone (67.52%) and Black Alone (21.22%) categories. Predictions for 2028 expect the population to remain mostly concentrated within the two largest racial categories, with the White Alone and Black Alone representing 66.69% and 19.43%, respectively. Based on 2028 projections, the Asian (6.24%) population and those belonging to Two or More Races (4.66%) are expected to continue growing. The Hispanic / Latino population grew to 6.79% in 2010, and is expected to reach 10.42% of the total population by 2028. **See Figures 4 and 5**.

These changing racial and ethnic compositions will have an impact on the nature of program offerings as well as the marketing and outreach strategies employed by PDOP.
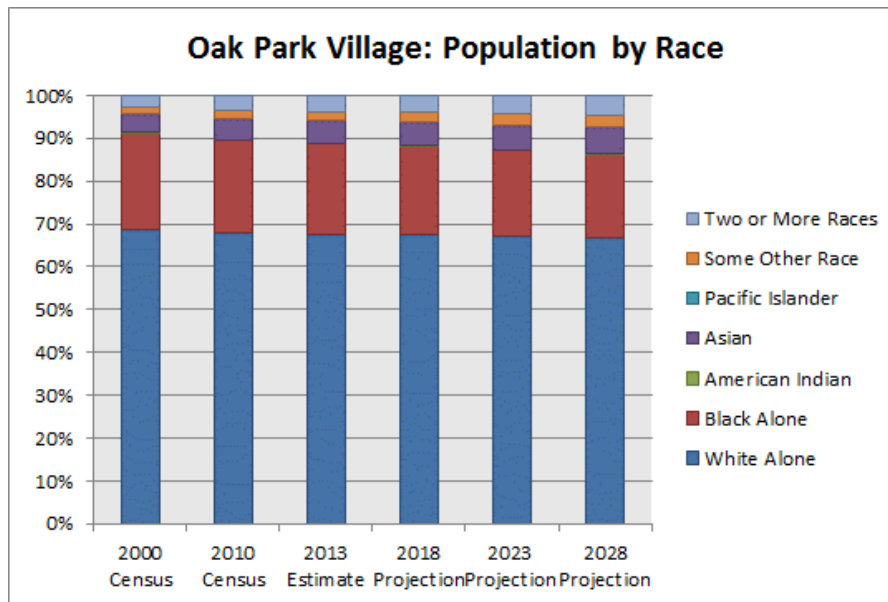
Figure 4- Population by Race
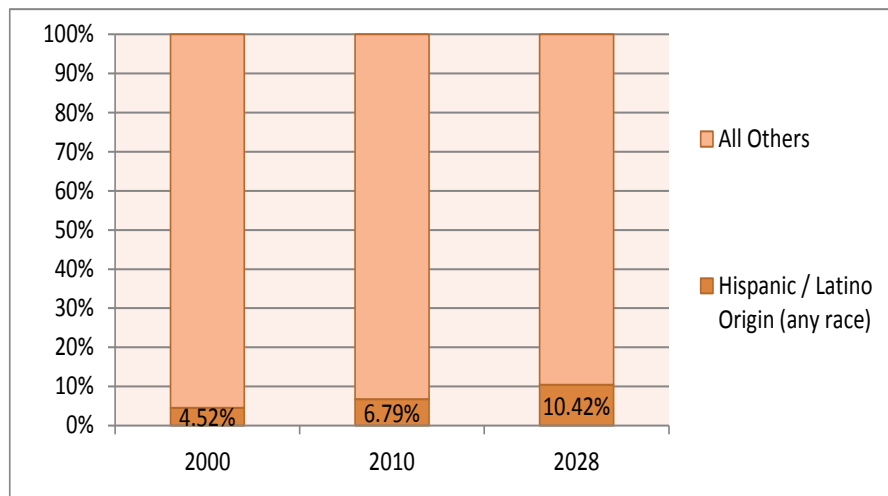
Figure 5- Hispanic / Latino Population

HOUSEHOLDS AND INCOME

The Village of Oak Park's projected income characteristics demonstrate an upward trend. The median household income is estimated to be $72,867 in 2013 and per capita income is an estimated $44,599. Household income is projected to grow to $99,967 by 2028, while per capita income will reach $59,095. The median household income represents the earnings of all persons age 16 years or older living together in a housing unit. (**Figure 6**).
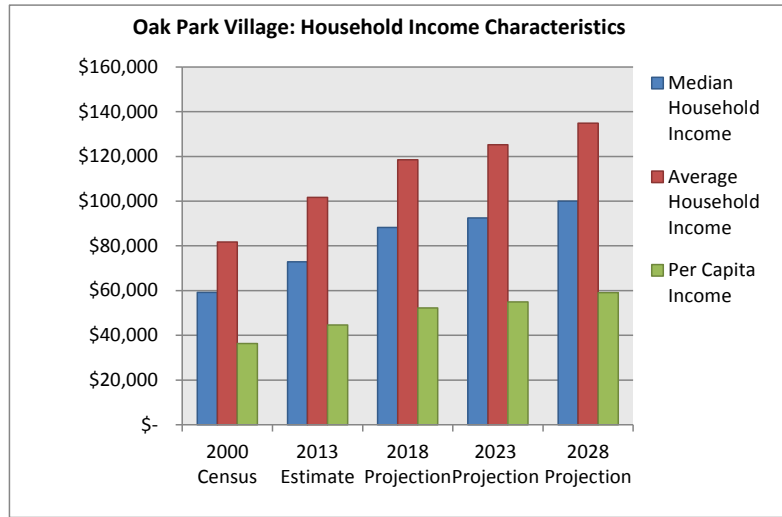
Figure 6- Household Income Characteristics

As seen in **Figure 7**, the target area's median household income is well above the state ($56,576) and national ($52,762) averages. Per capita income is also much higher than state ($29,511) and national ($27,915) averages. Future predictions expect that both median household Income and per capita income for the area will increase to $99,967 and $59,095, respectively, by 2028.

Both of these high income numbers mean that there is a greater level of disposable dollars in the community but they come with higher expectation for quality program and facility offerings within the target audiences.

Thus, what might be 'good enough' in many places may not be acceptable in Oak Park and the staff must continue to lay additional emphasis on service offerings and service delivery through outstanding customer service as a way to differentiate themselves from the competitors.
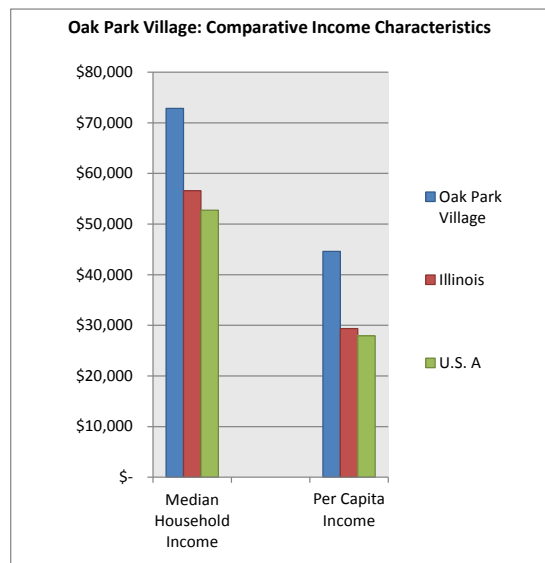
Figure 7- Comparative Income Characteristics

1.2 MARKET PROFILE

1.2.1 LEVEL OF EDUCATION

The following chart depicts the education level of adults 25 years and older within the Village of Oak Park. Approximately 96% of residents have at least a high school diploma, and nearly 70% have a Bachelor's degree or better. This is significantly higher than national averages and correlates directly with higher income levels and could also indicate a propensity to make greater use of online and social media tools to seek information for PDOP offerings.
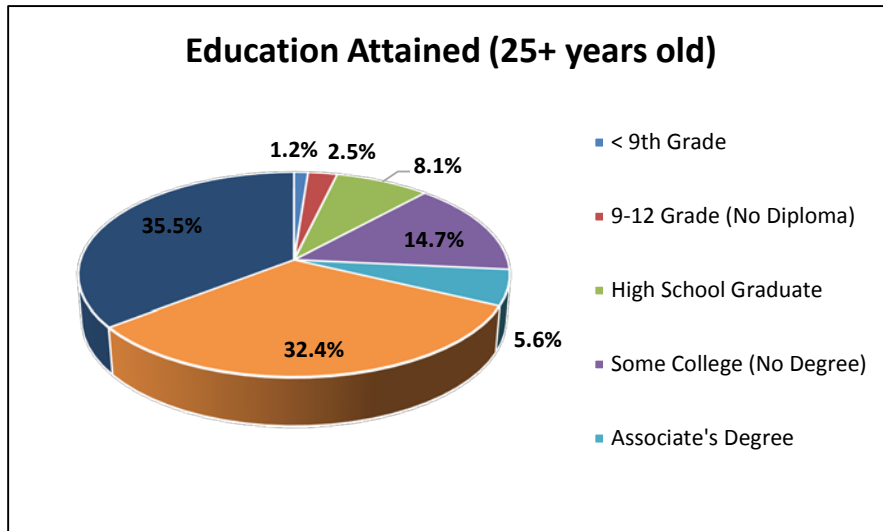
Figure 8- Education Attained

1.2.2 CONSUMER SPENDING

The graph below shows the average consumer dollars spent among residents of Oak Park in 2013. Entertainment/recreation ranks fifth out of the 14 categories reported, averaging over $4,700 spent per resident, which is higher than even travel and dining out and is certainly encouraging for PDOP offerings.
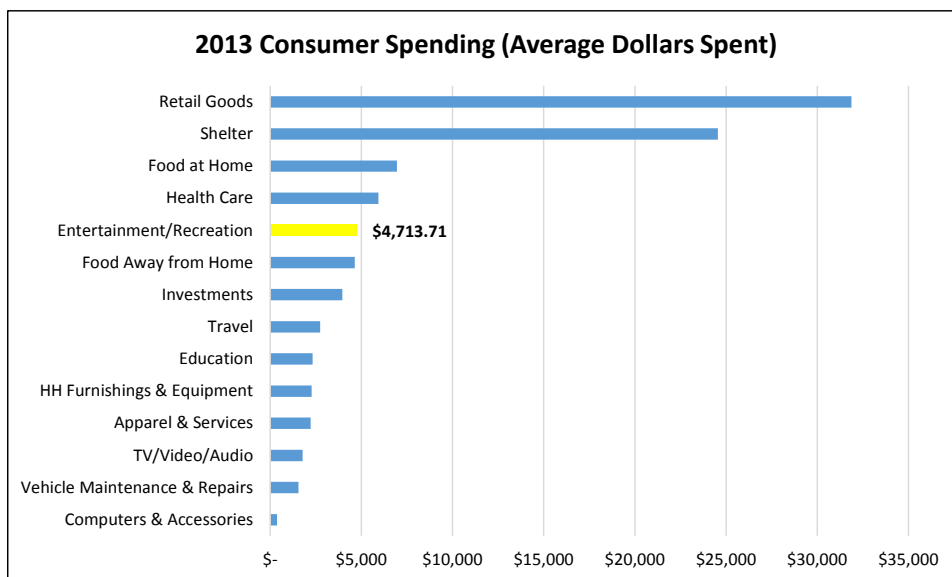
Figure 9- Consumer Spending

1.3 TAPESTRY SEGMENTATION

In the Socioeconomics of Urban Travel: Evidence from the 2001 National Household Travel Survey report, John Pucher and John Renne evaluate variations in travel behavior and other behavioral characteristics based on income, race, ethnicity, sex, and age.

They developed a 65-segment Community Tapestry system that classifies U.S. neighborhoods based on their socioeconomic and demographic compositions. Community Tapestry combines the traditional statistical methodology of cluster analysis with ESRI's latest data mining techniques to provide a robust and compelling
importance for a

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the middle ground, only one group **High Society** is exclusively comprised of very affluent households.
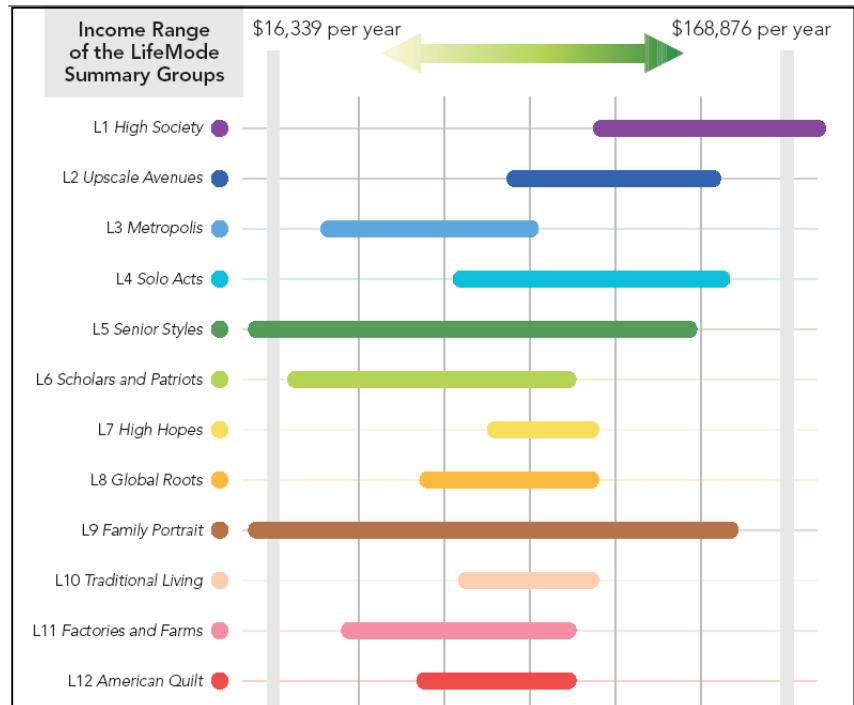
Figure 11 presents the top ten individual tapestry segments for the Village of Oak Park and the comparative national percentages for those segments. The index for each segment denotes the likelihood of an occurrence compared to national averages (index of 100). Thus, an index of 200 means that the occurrence, (in this case, a tapestry segment), is twice as likely to happen within the service area.

Rank	Tapestry Segment	LifeMode Group	Village of Oak Park Households Percent	U.S. Households Percent	Index
1	Old and Newcomers	Solo Acts	11.8%	2.0%	578
2	Urban Chic	Upscale Avenues	11.5%	1.4%	825
3	Trendsetters	Solo Acts	10.4%	1.2%	895
4	Sophisticated Squires	High Society	8.9%	2.5%	358
5	Metropolitans	Metropolis	8.6%	1.4%	603
	Subtotal		**51.2%**	**8.5%**	
6	Metro Renters	Solo Acts	8.2%	1.6%	497
7	In Style	Upscale Avenues	7.8%	2.3%	337
8	Top Rung	High Society	6.2%	0.9%	696
9	Main Street, USA	Traditional Living	3.9%	2.2%	176
10	Retirement Communities	Senior Styles	3.8%	1.6%	238
	Subtotal		**29.9%**	**8.6%**	

Figure 11- Tapestry Segment

As can be seen in **Figure 11**, the top ten tapestry segments alone comprise over 80% of the local population. More importantly, seven of the top ten segments fall under the LifeMode groups of Solo Acts, Upscale Avenues, and High Society, a further indication of the above average income levels and lifestyle of the primary target market.

The top ten tapestry segments fall under the six main LifeMode groups that are depicted below along with the key characteristics of each group.

1.3.1 SOLO ACTS (OLD AND NEWCOMERS, TRENDSETTERS, METRO RENTERS) 30.4% TOTAL

- This group features singles who prefer urban life; many are young, startup households located in America's more densely populated neighborhoods; contrary to modern migration patterns that flow away from the largest cities, Solo Acts' residents are moving into major cities like Chicago

- Second only to High Society, this group tends to be well-educated, working professionals who are either attending college or already hold a degree

- Incomes reflect their employment experience, ranging from a low median of $40,400 among the newest households to approximately $91,000 among established singles

- **With considerable discretionary income and few commitments, their lifestyle is urban, including the best of city life—arts and leisure offerings, dining out, attending plays, and visiting museums—and, for a break from constant connectivity, extensive travel domestically and abroad**

1.3.2 UPSCALE AVENUES (URBAN CHIC, IN STYLE) 19.3% TOTAL

- Success has been earned from years of hard work; well educated with above average earnings

- Wide range of housing preferences – high-rise townhouses to single-family suburban neighborhoods, open spaces, and renters

- Median household income is $70,504; median net worth exceeds $178,285

- **They love to participate in leisure activities and sports such as golf, bicycling, and domestic vacations**

1.3.3 HIGH SOCIETY (SOPHISTICATED SQUIRES, TOP RUNG) 15.1% TOTAL

- Affluent and well educated; represent slightly more than 12% of the U.S. households but generate nearly 25% of total U.S. income

- Median household income of this group ($104,934) is nearly twice as much as the national median

- One of the least ethnically diverse groups, however, one of the fastest growing, increasing by 2% annually

- **Active financially, civically, and physically; participate in a wide variety of public activities and sports; travel extensively**

1.3.4 METROPOLIS (METROPOLITANS) 8.6% TOTAL

- Live and work in America's cities; occupy older, single-family homes or row houses built in the 1940s or earlier

- Diverse segment in housing, age, and income; from Generation Xers to retirees; households include married couples with children and single parents with children; from well-educated professionals to unemployed

- Median home value is $166,249; median household income of the group is approximately $41,099

- Lifestyle is uniquely urban and media oriented; those living in larger cities tend to own fewer vehicles and rely more on public transportation

1.3.5 TRADITIONAL LIVING (MAIN STREET, USA) 3.9% TOTAL

- Group conveys the common perception of middle America – hardworking, settled families

- Higher median age of 37.8 years conveys their lifestage – a number of older residents who are completing their child-rearing responsibilities and looking forward to retirement

- The aging of the population has not slowed their participation in the labor force; they earn a modest living and typically own single-family homes in established neighborhoods that are experiencing slow population growth

- **Residents belong to veterans' clubs and fraternal organizations; rely on traditional information sources, such as newspapers, for their news**

1.3.6 SENIOR STYLES (RETIREMENT COMMUNITIES) 3.8% TOTAL

- Nearly 14.2 million households comprise this summary group; segment illustrates the diversity among today's senior markets

- Incomes within this group cover a wide range, the median is approximately $44,094, attributable mostly to retirement income or Social Security payments

- Younger, more affluent seniors, freed of their child-rearing responsibilities, are traveling and relocating to warmer climates; settled seniors are looking forward to retirement and remaining in their homes

- **This is the most politically active market group; golf is clearly their sport of choice; they read the newspaper daily and prefer to watch news shows on television**

Knowledge of consumer types, shopping patterns, and product and media preferences aid in providing consumers with the right products and services. This information is key to effective marketing and communication to potential consumers through their preferred media method.

In summary, the high numbers of specific LifeMode Groups and specific Tapestry segments indicate a high preference towards active lifestyles and recreation opportunities. However, what would most attract some of the audiences from this above average educated and affluent population is innovative and niche offerings that convey a sense of exclusivity i.e. not just what the neighboring Park Districts are offering but something that is unique to Oak Park.

1.4 TRENDS ANALYSIS

Information released by Sports & Fitness Industry Association's (SFIA) 2013 Study of Sports, Fitness, and Leisure Participation reveals that the most popular sport and recreational activities include: fitness walking, treadmill, running/jogging, free weights and bicycling. Most of these activities appeal to both young and old alike, can be done in most environments, are enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of the social aspect. For example, although fitness activities are mainly self-directed, people enjoy walking and biking with other individuals because it can offer a degree of camaraderie.

Fitness walking has remained the most popular activity of the past decade by a large margin. Walking participation during the last year data was available (2012), reported over 114 million Americans had walked for fitness at least once.

From a traditional team sport standpoint, basketball ranks highest among all sports, with nearly 24 million people reportedly participating in 2012. Team sports that have experienced significant growth in participation are lacrosse, rugby, ice hockey, ultimate Frisbee, gymnastics, beach volleyball, and fast pitch softball– all of which have experienced double digit growth over the last five years. Most recently, ice hockey, roller hockey, and fast pitch softball underwent the most rapid growth among team sports from 2011 to 2012.

In the past year, there has been a slight 1.9% increase of "inactives" in America, from 78.9 million in 2011 to 80.4 million in 2012. According to the Physical Activity Council, an "inactive" is defined as an individual that doesn't take part in any "active" sport. On the bright side, there is evidence that the rate of increase in inactivity is slowing down. Even more encouraging is that an estimated 33% of Americans above the age of 6 are active to a healthy level, taking part in a high calorie burning activity three or more times per week.

The Sports & Fitness Industry Association (SFIA) Sports, Fitness & Recreational Activities Topline Participation Report 2013 was utilized to evaluate national sport and fitness participatory trends. SFIA is the number one source for sport and fitness research. The study is based on online interviews carried out in January and February of 2013 from more than 38,000 individuals and households.

NOTE: In 2012, the Sports & Fitness Industry Association (SFIA) came into existence after a two-year strategic review and planning process with a refined mission statement-- "To Promote Sports and Fitness Participation and Industry Vitality". The SFIA was formerly known as the Sporting Goods Manufacturers Association (SGMA).

1.4.1 NATIONAL TRENDS IN GENERAL SPORTS

Basketball, a game originating in the U.S., is actually the most participated in sport among the traditional "bat and ball" sports with almost 24 million estimated participants. This popularity can be attributed to the ability to compete with relatively small number of participants, the limited amount of equipment needed to participate, and the limited space requirements necessary – the last of which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game.

As seen in **Figure 12,** since 2007, squash and other niche sports like lacrosse and rugby have seen strong growth. Squash has emerged as the overall fastest growing sport, as it has seen participation levels rise by over 110% over the last five years. Based on survey findings from 2007-2012, lacrosse and rugby have experienced significant growth, increasing by 51.9% and 43.8% respectively. Other sports with notable growth in participation over the last five years were ice hockey (28.4%), ultimate Frisbee (27.1%), gymnastics (25.8%), and beach volleyball (16.2%). From 2011 to 2012, the fastest growing general sports were squash (16%), ice hockey (10.9%), roller hockey (10.5%), and fast pitch softball (9.3%).

In terms of total participants, the most popular activities in the general sports category in 2012 include basketball (23.7 million), tennis (17 million), baseball (13 million), outdoor soccer (12.9 million), and slow pitch softball (7.4 million). All five of these sports have been declining in recent years; however, the sheer number of participants demands the continued support of these sports.

National Participatory Trends - General Sports											
Activity	Participation Levels						% Change				
	2007	2008	2009	2010	2011	2012	11-12	10-12	09-12	08-12	07-12
Baseball	16,058	15,539	14,429	14,198	13,561	12,976	-4.3%	-8.6%	-10.1%	-16.5%	-19.2%
Basketball	25,961	26,108	25,131	25,156	24,790	23,708	-4.4%	-5.8%	-5.7%	-9.2%	-8.7%
Cheerleading	3,279	3,192	3,070	3,134	3,049	3,244	6.4%	3.5%	5.7%	1.6%	-1.1%
Field Hockey	1,127	1,122	1,092	1,182	1,147	1,237	7.8%	4.7%	13.3%	10.2%	9.8%
Football, Flag	N/A	7,310	6,932	6,660	6,325	5,865	-7.3%	-11.9%	-15.4%	-19.8%	N/A
Football, Tackle	7,939	7,816	7,243	6,850	6,448	6,220	-3.5%	-9.2%	-14.1%	-20.4%	-21.7%
Football, Touch	N/A	10,493	9,726	8,663	7,684	7,295	-5.1%	-15.8%	-25.0%	-30.5%	N/A
Gymnastics	4,066	3,975	3,952	4,418	4,824	5,115	6.0%	15.8%	29.4%	28.7%	25.8%
Ice Hockey	1,840	1,871	2,018	2,140	2,131	2,363	10.9%	10.4%	17.1%	26.3%	28.4%
Lacrosse	1,058	1,092	1,162	1,423	1,501	1,607	7.1%	12.9%	38.3%	47.2%	51.9%
Racquetball	4,229	4,611	4,784	4,603	4,357	4,070	-6.6%	-11.6%	-14.9%	-11.7%	-3.8%
Roller Hockey	1,681	1,569	1,427	1,374	1,237	1,367	10.5%	-0.5%	-4.2%	-12.9%	-18.7%
Rugby	617	654	720	940	850	887	4.4%	-5.6%	23.2%	35.6%	43.8%
Soccer (Indoor)	4,237	4,487	4,825	4,920	4,631	4,617	-0.3%	-6.2%	-4.3%	2.9%	9.0%
Soccer (Outdoor)	13,708	13,996	13,957	13,883	13,667	12,944	-5.3%	-6.8%	-7.3%	-7.5%	-5.6%
Softball (Fast Pitch)	2,345	2,331	2,476	2,513	2,400	2,624	9.3%	4.4%	6.0%	12.6%	11.9%
Softball (Slow Pitch)	9,485	9,660	9,180	8,477	7,809	7,411	-5.1%	-12.6%	-19.3%	-23.3%	-21.9%
Squash	612	659	796	1,031	1,112	1,290	16.0%	25.1%	62.1%	95.8%	110.8%
Tennis	16,940	17,749	18,546	18,719	17,772	17,020	-4.2%	-9.1%	-8.2%	-4.1%	0.5%
Track and Field	4,691	4,604	4,480	4,383	4,341	4,257	-1.9%	-2.9%	-5.0%	-7.5%	-9.3%
Ultimate Frisbee	4,038	4,459	4,636	4,571	4,868	5,131	5.4%	12.3%	10.7%	15.1%	27.1%
Volleyball (Court)	6,986	7,588	7,737	7,315	6,662	6,384	-4.2%	-12.7%	-17.5%	-15.9%	-8.6%
Volleyball (Sand/Beach)	3,878	4,025	4,324	4,752	4,451	4,505	1.2%	-5.2%	4.2%	11.9%	16.2%
Wrestling	3,313	3,335	3,170	2,536	1,971	1,922	-2.5%	-24.2%	-39.4%	-42.4%	-42.0%
NOTE: Participation figures are in 000's for the US population ages 6 and over											
Legend:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)				

Figure 12-General Sports Participatory Trends

1.4.2 NATIONAL TRENDS IN AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport. Swimming activities have remained very popular among Americans, and all three categories have seen an increase in participatory recently. Fitness swimming is the absolute leader in multigenerational appeal with over 23 million reported participants in 2012, a 7.9% increase from the previous year (**Figure 13**). NOTE: In 2011, recreational swimming was broken into competition and fitness categories in order to better identify key trends.

Aquatic Exercise has a strong participation base, and has reversed a downward trend in the last few years. Aquatic exercise has paved the way for a less stressful form of physical activity, allowing similar gains and benefits to land based exercise, including aerobic fitness, resistance training, flexibility, and better balance.

Doctors have begun recommending aquatic exercise for injury rehabilitation, mature patients, and patients with bone or joint problems due to the significant reduction of stress placed on weight-bearing joints, bones, muscles, and also the affect that the pressure of the water assists in reducing swelling of injuries.

National Participatory Trends - Aquatics										
Activity	Participation Levels						% Change				
	2007	2008	2009	2010	2011	2012	11-12	10-12	09-12	08-12	07-12
Aquatic Exercise	9,757	9,512	8,965	8,947	9,042	9,177	1.5%	2.6%	2.4%	-3.5%	-5.9%
Swimming (Competition)	N/A	N/A	N/A	N/A	2,363	2,502	5.9%	N/A	N/A	N/A	N/A
Swimming (Fitness)	N/A	N/A	N/A	N/A	21,517	23,216	7.9%	N/A	N/A	N/A	N/A
NOTE: Participation figures are in 000's for the US population ages 6 and over											
Legend:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)				

Figure 13- Aquatic Participatory Trends

1.4.3 NATIONAL TRENDS IN GENERAL FITNESS

National participatory trends in general fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among people to improve their health by engaging in an active lifestyle. Many of these activities have very few barriers to entry, which provides a variety of activities that are relatively inexpensive to participate in and can be performed by nearly anyone with no time restrictions.

The most popular fitness activity by far is fitness walking, which had over 114 million participants in 2012. Other leading fitness activities based on number of participants include running/jogging (over 51 million participants), treadmill (nearly 51 million participants), and hand free weights (46.6 million participants).

Over the last five years, the activities that are growing most rapidly are high impact aerobics (up 43.3%), cardio kickboxing (up 39.8%), group stationary cycling (up 34.3%), and running/jogging (up 25.3%). From 2011-2012, the largest gains in participation were in Tai Chi (up 7.7%), Calisthenics (up 6.5%), and Yoga (up 5.2%). **See Figure 14.**

National Participatory Trends - General Fitness										
Activity	**Participation Levels**						**% Change**				
	2007	2008	2009	2010	2011	2012	11-12	10-12	09-12	08-12	07-12
Aerobics (High Impact)	11,287	11,780	12,771	14,567	15,755	16,178	2.7%	11.1%	26.7%	37.3%	43.3%
Aerobics (Low Impact)	22,397	23,283	24,927	26,431	25,950	25,707	-0.9%	-2.7%	3.1%	10.4%	14.8%
Aerobics (Step)	8,528	9,423	10,551	11,034	10,273	9,577	-6.8%	-13.2%	-9.2%	1.6%	12.3%
Boxing for Fitness	N/A	N/A	N/A	4,788	4,631	4,831	4.3%	0.9%	N/A	N/A	N/A
Calisthenics	8,629	8,888	9,127	9,097	8,787	9,356	6.5%	2.8%	2.5%	5.3%	8.4%
Cross-Training	N/A	N/A	N/A	N/A	7,706	7,496	-2.7%	N/A	N/A	N/A	N/A
Cardio Kickboxing	4,812	4,905	5,500	6,287	6,488	6,725	3.7%	7.0%	22.3%	37.1%	39.8%
Elliptical Motion Trainer	23,586	24,435	25,903	27,319	29,734	28,560	-3.9%	4.5%	10.3%	16.9%	21.1%
Fitness Walking	108,740	110,204	110,882	112,082	112,715	114,029	1.2%	1.7%	2.8%	3.5%	4.9%
Free Weights (Barbells)	25,499	25,821	26,595	27,194	27,056	26,688	-1.4%	-1.9%	0.3%	3.4%	4.7%
Free Weights (Dumbells)	32,371	33,381	35,068	36,566	36,470	36,604	0.4%	0.1%	4.4%	9.7%	13.1%
Free Weights (Hand Weights)	43,821	43,409	44,466	45,928	46,944	46,564	-0.8%	1.4%	4.7%	7.3%	6.3%
Martial Arts	6,865	6,818	6,643	6,002	5,037	5,075	0.8%	-15.4%	-23.6%	-25.6%	-26.1%
Pilates Training	9,192	9,039	8,770	8,404	8,507	8,519	0.1%	1.4%	-2.9%	-5.8%	-7.3%
Running/Jogging	41,064	41,097	42,511	46,650	50,061	51,450	2.8%	10.3%	21.0%	25.2%	25.3%
Stair Climbing Machine	13,521	13,863	13,653	13,269	13,409	12,979	-3.2%	-2.2%	-4.9%	-6.4%	-4.0%
Stationary Cycling (Group)	6,314	6,504	6,762	7,854	8,738	8,477	-3.0%	7.9%	25.4%	30.3%	34.3%
Stationary Cycling (Recumbent)	10,818	11,104	11,299	11,459	11,933	11,649	-2.4%	1.7%	3.1%	4.9%	7.7%
Stationary Cycling (Upright)	24,531	24,918	24,916	24,578	24,409	24,338	-0.3%	-1.0%	-2.3%	-2.3%	-0.8%
Stretching	36,181	36,235	36,299	35,720	34,687	35,873	3.4%	0.4%	-1.2%	-1.0%	-0.9%
Tai Chi	N/A	3,424	3,315	3,193	2,975	3,203	7.7%	0.3%	-3.4%	-6.5%	N/A
Treadmill	50,073	49,722	50,395	52,275	53,260	50,839	-4.5%	-2.7%	0.9%	2.2%	1.5%
Weight/Resistant Machines	39,290	38,844	39,075	39,185	39,548	38,999	-1.4%	-0.5%	-0.2%	0.4%	-0.7%
Yoga	N/A	17,758	18,934	20,998	22,107	23,253	5.2%	10.7%	22.8%	30.9%	N/A
NOTE: Participation figures are in 000's for the US population ages 6 and over											
Legend:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)				

Figure 14- General Fitness National Participatory Trends

1.4.4 NATIONAL TRENDS IN GENERAL RECREATION

Results from the SFIA's *Topline Participation Report* demonstrate increased popularity among Americans in numerous general recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or with a group, and is not limited by time restraints. In 2012, the most popular activities in the general recreation category include road bicycling (nearly 40 million participants), freshwater fishing (over 39 million participants), and day hiking (over 34.5 million participants).

From 2007-2012, general recreation activities that have undergone very rapid growth are adventure racing (up 131.8%), traditional/road triathlons (up 124.2%), non-traditional/off-road triathlons (up 122.6%), and trail running (up 37.7%). In-line roller skating, horseback riding, and skateboarding have all seen a substantial drop in participation, decreasing by 38.5%, 30.4%, and 26.1% respectively over the last five years. **See Figure 15.**

National Participatory Trends - General Recreation											
Activity	**Participation Levels**						**% Change**				
	2007	**2008**	**2009**	**2010**	**2011**	**2012**	**11-12**	**10-12**	**09-12**	**08-12**	**07-12**
Adventure Racing	698	809	1,005	1,214	1,202	1,618	34.6%	33.3%	61.0%	100.0%	131.8%
Archery	5,950	6,180	6,368	6,323	6,471	7,173	10.8%	13.4%	12.6%	16.1%	20.6%
Bicycling (Mountain)	6,892	7,242	7,367	7,152	6,989	7,265	3.9%	1.6%	-1.4%	0.3%	5.4%
Bicycling (Road)	38,940	38,527	39,127	39,730	39,834	39,790	-0.1%	0.2%	1.7%	3.3%	2.2%
Bicycling (BMX)	1,887	1,896	1,858	2,090	1,958	1,861	-5.0%	-11.0%	0.2%	-1.8%	-1.4%
Climbing (Sport/Indoor/Boulder)	4,514	4,642	4,541	4,542	4,445	4,355	-2.0%	-4.1%	-4.1%	-6.2%	-3.5%
Climbing (Traditional/Ice/Mountaineering)	2,062	2,175	2,062	2,017	1,904	1,899	-0.3%	-5.9%	-7.9%	-12.7%	-7.9%
Fishing (Fly)	5,756	5,849	5,755	5,523	5,581	5,848	4.8%	5.9%	1.6%	0.0%	1.6%
Fishing (Freshwater)	43,859	42,095	40,646	39,911	38,864	39,002	0.4%	-2.3%	-4.0%	-7.3%	-11.1%
Fishing (Saltwater)	14,437	14,121	13,054	12,056	11,896	12,000	0.9%	-0.5%	-8.1%	-15.0%	-16.9%
Hiking (Day)	29,965	31,238	32,542	32,534	33,494	34,519	3.1%	6.1%	6.1%	10.5%	15.2%
Horseback Riding	12,098	11,457	10,286	9,782	9,335	8,423	-9.8%	-13.9%	-18.1%	-26.5%	-30.4%
Roller Skating, In-Line	10,814	10,211	8,942	8,128	7,451	6,647	-10.8%	-18.2%	-25.7%	-34.9%	-38.5%
Skateboarding	8,429	8,118	7,580	7,080	6,318	6,227	-1.4%	-12.0%	-17.8%	-23.3%	-26.1%
Trail Running	4,216	4,537	4,845	4,985	5,373	5,806	8.1%	16.5%	19.8%	28.0%	37.7%
Triathlon (Non-Traditional/Off Road)	483	543	634	798	819	1,075	31.3%	34.7%	69.6%	98.0%	122.6%
Triathlon (Traditional/Road)	798	943	1,148	1,593	1,686	1,789	6.1%	12.3%	55.8%	89.7%	124.2%
NOTE: Participation figures are in 000's for the US population ages 6 and over											
Legend:	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)				

Figure 15- General Recreation National Participatory Trends

1.4.5 LOCAL SPORT AND MARKET POTENTIAL

The following charts show sport and leisure market potential data from ESRI. A Market Potential Data (MPI) measures the probable demand for a product or service in the Village of Oak Park. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the US National average. The National average is 100, therefore numbers below 100 would represent a lower than average participation rate, and numbers above 100 would represent higher than average participation rate.

These MPI numbers are provided directly by ESRI and typically calculated using consumption rates for products or services in that area as identified by the Tapestry Segments. The Local Consumption Rate for an area is the ratio of expected consumers compared to the total number of households or adults in that area. The MPI is the ratio of local consumption rate compared to the US consumption rate for that product or service.

The service area is compared to the national average in four (4) categories – general sports, fitness, outdoor activity, and money spent on miscellaneous recreation. **Overall, the Village of Oak Park participation trends demonstrates high market potential index numbers in all categories. Of particular interest are:**

- **Participation in Golf, Soccer and Tennis**
- **All Fitness related programming** (jogging / running, aerobics, pilates, yoga, swimming, weightlifting etc.)
- **Outdoor Activities** (backpacking / hiking, biking, canoeing / kayaking etc.)

As seen in the tables below, the following sport and leisure trends are most prevalent for residents within target area. Cells highlighted in yellow indicate the top three (top four in case of a tie) scoring activities for each category based on the purchasing preferences of residents.

GENERAL SPORTS MARKET POTENTIAL

Oak Park Participatory Trends - General Sports	
Activity	**MPI**
Participated in Baseball	99
Participated in Basketball	100
Participated in Football	92
Participated in Golf	116
Participated in Soccer	121
Participated in Softball	102
Participated in Tennis	136
Participated in Volleyball	102

FITNESS MARKET POTENTIAL

Oak Park Participatory Trends - Fitness	
Activity	**MPI**
Participated in Aerobics	**132**
Jogging/ Running	**142**
Participated in Pilates	**137**
Participated in Swimming	**122**
Participated in Walking for Exercise	**121**
Participated in Weight Lifting	**137**
Participated in Yoga	**159**

OUTDOOR ACTIVITY MARKET POTENTIAL

Oak Park Participatory Trends - Outdoor Activity	
Activity	**MPI**
Participated in Archery	**74**
Participated in Backpacking/Hiking	**137**
Participated in Bicycling (mountain)	**134**
Participated in Bicycling (road)	**133**
Participated in Boating (Power)	**98**
Participated in Canoeing/Kayaking	**116**
Participated in Fishing (fresh water)	**79**
Participated in Fishing (salt water)	**108**

MONEY SPENT ON MISCELLANEOUS RECREATION

Oak Park Participatory Trends - Money Spent on Recreation	
Activity	**MPI**
Spent on High End Sports/Recreation Equipment <$250	101
Spent on High End Sports/Recreation Equipment >$250	108
Attend sports event: baseball game	126
Attend sports event: basketball game (college)	110
Attend sports event: basketball game (pro)	117
Attend sports event: football game (college)	104
Attend sports event: football-Monday night game (pro)	103
Attend sports event: football-weekend game (pro)	119
Attend sports event: golf tournament	109
Attend sports event: ice hockey game	115
Attend sports event: soccer game	115
Attend sports event: tennis match	113
Visited a theme park in last 12 months	111
Visited Disney World (FL)/12 mo: Magic Kingdom	108
Visited any Sea World in last 12 months	101
Visited any Six Flags in last 12 months	118
Went to zoo in last 12 months	116

Appendix #2

Marketing Calendar Example in Team Gantt

C & M Marketing 2014 — 34%

Task	%
Preschool Open House	100%
Advertising	100%
Brochure	100%
Kids Report	100%
E-News	100% — Diane Stanke, Enews
Press releases	100% — Nicole Carter, press release
Posters	100% — Jennifer LaFleur, posters
Web/REACH banner	100% — Kristina St. Pierre, web/REACh banner
Mom Mail	100% — Jennifer LaFleur, Mom Mail
Facebook	100% — Facebook, Jennifer LaFleur
Preschool Open House Event	100% — Diane Stanke, Jennifer LaFleur, Kristina St. Pierre
Sport Court Banners	100%
Confirm Dates/Create Banners	100% — Kristina St. Pierre, Misc
Cheney Mansion weddings	0%
Enews	0% — Enews, Nicole Carter
Press Release	0% — Nicole Carter, press release
facebook	0% — Facebook, Jennifer LaFleur
web banner	0% — Kristina St. Pierre, web/REACh banner
Winterfest	100%
Advertising	100%
Brochure	100%
On Hold - Winter	100%
E-News	100% — Diane Stanke, Enews
Press releases	100% — Nicole Carter, press release
Posters	100% — Jennifer LaFleur, posters
Web/REACH banner	100% — Kristina St. Pierre, web/REACh banner
Mom Mail	100% — Jennifer LaFleur, Mom Mail
Facebook	100% — Facebook, Jennifer LaFleur
Flier to schools	100% — Jennifer LaFleur, flyer to school
Winterfest Event	100% — Diane Stanke, Jennifer LaFleur, Kristina St. Pierre
Camp Advertisement in WJ Camp ...	100%
Get deadline/create advertisement	100% — Jennifer LaFleur, Misc
Campapalooza	90%
Advertising	100%
Brochure	100%
Kids Report	100%
E-News	100% — Diane Stanke, Enews
Press releases	100% — Nicole Carter, press release
Posters	100% — Jennifer LaFleur, posters
Web/REACH banner	100% — Kristina St. Pierre, web/REACh banner
Mom Mail	100% — Jennifer LaFleur, Mom Mail
Facebook	100% — Facebook, Jennifer LaFleur
Campapalooza Event	100% — Diane Stanke, Jennifer LaFleur, Kristina St. Pierre
	0%
Earth Fest	0%
secure volunteers	0% — Diane Stanke, Misc
determine activities	0%

Task	%	Resources
organize supplies	0%	
pay staff	0%	
Summer gymnastics registration b...	**0%**	
Design/order banner for RC fence	0%	Jennifer LaFleur, Kristina St. Pierre, Misc
have B & G post banner	0%	Jennifer LaFleur, Misc
Spring Brochure Delivery & Lottery	**100%**	
Enews	100%	Diane Stanke, Enews
Press Releases	100%	Nicole Carter, press release
Web/REACH banner	100%	Kristina St. Pierre, web/REACH banner
Facebook	100%	Facebook, Jennifer LaFleur
Brochure Delivery	100%	Diane Stanke, Jennifer LaFleur, Kristina St. Pierre, Nicole Carter, brochure delivery
Spring Brochure Lottery	100%	
Kidsfest	**89%**	
Advertising	**88%**	
Brochure	100%	
On Hold - Spring	100%	
E-News	100%	Diane Stanke, Enews
Press releases	100%	Nicole Carter, press release
FYI	0%	Diane Stanke
Web/REACH banner	100%	Kristina St. Pierre, web/REACh banner
Mom Mail	100%	Jennifer LaFleur, Mom Mail
Facebook	100%	Facebook, Jennifer LaFleur
Kidsfest Event	100%	Diane Stanke, Jennifer LaFleur, Kristina St. Pierre
Egg Hunt	**89%**	
Advertising	**88%**	
Brochure	100%	
On Hold - Spring	0%	
E-News	100%	Diane Stanke, Enews
Press releases	100%	Nicole Carter, press release
Kids Report - Spring II	100%	Jennifer LaFleur, Kids Report
Web/REACH banner	100%	Kristina St. Pierre, web/REACh banner
Mom Mail	100%	Jennifer LaFleur, Mom Mail
Facebook	100%	Facebook, Jennifer LaFleur
Egg Hunt Event	100%	Diane Stanke, Jennifer LaFleur, Kristina St. Pierre
Polar Bear advertising	**24%**	
Advertising	**78%**	
Brochure	100%	
On Hold - Spring	0%	
E-News	100%	Diane Stanke, Enews
E-News	0%	Diane Stanke, Enews
Press releases	100%	Nicole Carter, press release
Kids Report - Spring II	100%	Jennifer LaFleur, Kids Report
Web/REACH banner	100%	Kristina St. Pierre, web/REACh banner
Mom Mail	100%	Jennifer LaFleur, Mom Mail
Facebook	100%	Facebook, Jennifer LaFleur
Postcard	100%	Diane Stanke, Jennifer LaFleur, Kristina St. Pierre
Develop postcard	0%	
Create Postcard	0%	
Facebook	0%	

Task	% Complete	Chart Label
facebook	0%	Facebook, Jennifer LaFleur
Garden Club Garden Walk Program...	**0%**	
Deadline & Ad	0%	Jennifer LaFleur, Misc
Festival Theatre Program Ad	**0%**	
Deadline & Ad	0%	Jennifer LaFleur, Misc
Summer Brochure Delivery & Lotte...	**67%**	
Enews	100%	Diane Stanke, Enews
Press Releases	100%	Nicole Carter, press release
Web/REACH banner	100%	Kristina St. Pierre, web/REACh banner
Facebook	0%	Facebook, Jennifer LaFleur
Brochure Delivery	100%	Diane Stanke, Jennifer LaFleur, Kristina St. Pierre, Nicole Carter, brochure delivery
Summer Brochure Lottery	0%	
Day In Our Village	**9%**	
Advertising	**13%**	
Brochure	0%	
On Hold - Summer	0%	Nicole Carter, On Hold
E-News	0%	Diane Stanke, Enews
Press releases	0%	Nicole Carter, press release
Kids Report - summer	0%	Jennifer LaFleur, Kids Report
Web/REACH banner	100%	Kristina St. Pierre, web/REACh banner
Mom Mail	0%	Jennifer LaFleur, Mom Mail
Facebook	0%	Facebook, Jennifer LaFleur
Day in Our Village Event	0%	Diane Stanke, Jennifer LaFleur, Kristina St. Pierre
FYI	0%	Diane Stanke
Order Fans (RC Promo) for Giveaway	0%	Diane Stanke, Misc
Summer Concerts	**9%**	
Advertising	**13%**	
Brochure	0%	
On Hold - Summer	0%	Nicole Carter, On Hold
E-News	0%	Diane Stanke, Enews
Press releases	0%	Nicole Carter, press release
Kids Report - summer	0%	Jennifer LaFleur, Kids Report
Web/REACH banner	100%	Kristina St. Pierre, web/REACh banner
Mom Mail	0%	Jennifer LaFleur, Mom Mail
Facebook	0%	Facebook, Jennifer LaFleur
FYI	0%	Diane Stanke
Summer Concerts Event	0%	Diane Stanke, Jennifer LaFleur, Kristina St. Pierre
Order Sponsorship light pole banner	0%	Jennifer LaFleur, Misc
Fall Brochure Delivery & Lottery	**0%**	
Enews	0%	Diane Stanke, Enews
Press Releases	0%	Nicole Carter, press release
Web/REACH banner	0%	Kristina St. Pierre, web/REACh banner
Facebook	0%	Facebook, Jennifer LaFleur
Brochure Delivery	0%	
Fall Program Lottery	0%	
Fall Fest	**0%**	
Advertising	**0%**	
Brochure	0%	

Timeline header: 12/13, 1/14, 2/14, 3/14, 4/14, 5/14, 6/14, 7/14, 8/14, 9/14, 10/14, 11/14, 12/14

Task	%	Timeline
On Hold - Fall	0%	Nicole Carter, On Hold
E-News	0%	Diane Stanke, Enews
Press releases	0%	Nicole Carter, press release
Kids Report - fall	0%	Jennifer LaFleur, Kids Report
Web/REACH banner	0%	Kristina St. Pierre, web/REACh banner
Mom Mail	0%	Jennifer LaFleur, Mom Mail
Facebook	0%	Facebook, Jennifer LaFleur
FYI	0%	Diane Stanke, VOP FYI
FallFest Event	0%	Diane Stanke, Jennifer LaFleur, Kristina St. Pierre
Fright at Night	**0%**	
Advertising	**0%**	
Brochure	0%	
On Hold - Fall	0%	Nicole Carter, On Hold
Conservatory Banner	0%	Jennifer LaFleur, Misc
E-News	0%	Diane Stanke, Enews
Press releases	0%	Nicole Carter, press release
Kids Report - fall	0%	Jennifer LaFleur, Kids Report
Web/REACH banner	0%	Kristina St. Pierre, web/REACh banner
Mom Mail	0%	Jennifer LaFleur, Mom Mail
Facebook	0%	Facebook, Jennifer LaFleur
FallFest Event	0%	Diane Stanke, Jennifer LaFleur, Kristina St. Pierre
Winter Brochure Delivery & Lottery	**0%**	
Enews	0%	Diane Stanke, Enews
Press Releases	0%	Nicole Carter, press release
Web/REACH banner	0%	Kristina St. Pierre, web/REACh banner
Facebook	0%	Facebook, Jennifer LaFleur
Brochure Delivery	0%	
Winter Program Lottery	0%	
Breakfast with Santa	**0%**	
Advertising	**0%**	
Brochure	0%	
E-News	0%	Diane Stanke, Enews
Press releases	0%	Nicole Carter, press release
Web/REACH banner	0%	Kristina St. Pierre, web/REACh banner
Mom Mail	0%	Jennifer LaFleur, Mom Mail
Facebook	0%	Facebook, Jennifer LaFleur
FallFest Event	0%	Diane Stanke, Jennifer LaFleur, Kristina St. Pierre
Preschool Registration	**0%**	
	0%	
Spring Break Camps/trips	**0%**	
	0%	
Ice Show (except in 2014)	**0%**	
	0%	
Spring Break Special Events/Camps	**0%**	
	0%	
Summer jobs	**0%**	
	0%	