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**Policy:** Marketing and Communications Plan

**Adopted by Board of Park Commissioners:** November 2023

### **Public Information / External Communications – Overview**

As outlined in the City of Bristol’s Personnel, Policies, and Procedures Manual, The City of Bristol Parks, Recreation, Youth and Community Services Department is committed to informing the residents of Bristol, the Mayor and City Council, local organizations, the business community and the local media of events, activities, services, programs, facilities, future projects, and recognitions involving the Department. It is the Department’s policy that information will be provided in a timely, accurate and objective manner with equal access to all interested parties.

Publicity about city resources, upcoming projects, programs, and special events is disseminated to the public through many different media channels. Staff responsible for each event, in conjunction with the Community Engagement Coordinator, will determine the appropriate media timing, frequency and market penetration needed based on the target audience, size and scope of the program, applicable marketing research, and budget.

### **Public Information and Media Communication**

The City of Bristol’s Media Relations policy states only the Mayor or his/her designee is authorized to present the City of Bristol’s official position on any issue to the media. Employees who choose to speak to the media on a matter of public concern should affirmatively state that they are not speaking on the City of Bristol’s behalf, unless authorized to present the City of Bristol’s position by the Mayor or his designee. Under no circumstances may employees disclose confidential information. Any employee who has a question about whether particular information may be confidential should contact the Corporation Counsel’s Office.

### **Situational Analysis/Assessment (CAPRA 3.4.3)**

The Park, Recreation Youth and Community Services Department is organized into 5 operational divisions: Administration, Parks, Grounds & Facilities, Recreation, and Aquatics, Youth and Community Services. The professional staff consists of 31 full-time employees and more than 200 part-time seasonal employees. Policy is set by a 7 member Board of Park Commissioners.

Administration is responsible for developing a fiscally responsible department budget that meets the changing and dynamic needs of the community. Administration provides stewardship to the many benefactors of the Parks and Recreation Department which include 8 trust and endowment funds, as well as, the Friends of Bristol Parks and Recreation Fund through the Main Street Community Foundation.

The Parks, Grounds and Maintenance division is responsible for over 730 acres of park land which includes two major active parks with over 100 acres each, eight neighborhood parks, a lighted stadium, an indoor aquatics facility, a veteran’s memorial park, and four open space, passive parks.

The Recreation division is responsible for administering hundreds of recreational programs and special events throughout the year. A variety of programs are offered; serving the varied interests of Bristol

residents from pre-school to senior citizens. This includes popular summer camps, sports clinics, arts instruction, Summer Concerts, Santa Land Village, and much more. Recreational programs increase physical, social, and emotional wellness and serve to enhance community spirit, as well as, the quality of life for every resident.

The Arts & Culture Division is responsible for administering comprehensive year-round arts and culture programs and events for the community, including the annual Rockin' Out at Rockwell Summer Concert Series. This division administers the Downtown Live program out of the Rockwell Theater inside the Memorial Boulevard Magnet Arts School, providing the community with a diverse and dynamic performing arts and visual arts program. This division collaborates with the City's Diversity Council, Interfaith Coalition, and local business partners to bolster cultural awareness and celebration throughout the community.

The Aquatics division is responsible for the oversight of the Dennis Malone Aquatics Center and two outdoor park pools at Page and Rockwell. The division offers seasonal memberships and daily passes to thousands of patrons annually. An extensive American Red Cross Learn to Swim program is offered at all 3 facilities; annually teaching thousands of Bristol youth this critical life skill. In addition, the division offers water fitness programs, training classes, recreational swim teams, special events, and more.

The Youth & Community Services Division is responsible for the coordination of a comprehensive community-based youth services bureau and the delivery of essential life services for Bristol residents in need. The Bureau strives to enhance the networking and support between family, school, peer and community environments. Direct services including juvenile diversion programming, individual and family counseling, crisis support and positive youth development opportunities. Community Services provides adults with short-time case management, critical information, and referrals to available community and state resources. Advocacy and referrals are made for housing, mental/physical health, medical insurance, state benefits, and utilization of the statewide 211 resource.

### **Community Profile**

Bristol is situated in Central Connecticut, 20 miles southwest of Hartford with easy access to all major highways. It is a wonderfully diverse and family friendly community that offers a wide range of historical, entertainment, and dining opportunities.

Nestled in the heart of Connecticut and located just two hours from Boston and New York City, the City of Bristol is known for its innovation: from the bicycle brake and historic Lake Compounce Theme Park, to ESPN and the some of the nations' most niche museums. The City of Bristol boasts the 2nd largest municipal park system in Connecticut and is one of the top ten largest municipal park systems in New England.

### **Demographics (CAPRA 3.4.3)**

Demographic data was obtained from City Wide Parks, Recreation, Youth and community Services Master Plan, U.S. Census Bureau, and from the 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 September 2019 and reflects actual numbers as reported in the 2010 Census. ESRI then estimates the current

population (2019) as well as a 5-year projection (2024). PROS utilized straight line linear regression to forecast demographic characteristics for 2029 and 2034.

Population:	Age:	Race:	Income:
60,111 people currently live in Bristol	Median age: 42.3	83% of the population is "White Alone"	Median household income: \$61,134
City is expected to decrease to 59,806 by 2034	By 2034, the 55+ age segment will encompass 32% of the population	6% of the population is "Some Other Race"	Median household income is significantly above the state and national averages

**Comparative Demographic Summary**

The City’s recent population annual growth rate (0.07%) is significantly lower than the U.S.’s (0.85%) growth rate.

The City’s household annual growth rate (0.11%) is also significantly lower than the national (0.80%) average.

When assessing age segments, Bristol exhibits a slightly older population.

The City’s racial distribution has a significantly higher White Alone population (83%), lower Black Alone, and Asian populations when compared to national and state percentage distributions.

The percentage of Hispanic/Latino population (14%) is moderately below the national average (18.6%).

The City’s per capita income (\$33,546) and median house income (\$61,434) are both very close to the per capita income and median household income averages (\$33,028 and \$60,548 respectively).

**Collaborators**

Partnerships, cooperative agreements, and joint ventures are an effective and efficient way to deliver specific programs and/or services. Partnerships also help offset the cost to develop, operate, and maintain the park system. Common partners include:

- City Departments
- Federal, State and local agencies
- Businesses
- Board of Education and Schools
- Community Members
- Local Organizations / Non-Profits

## **Competitors**

The City of Bristol's Department of Parks, Recreation, Youth and Community Services (BPRYCS) is tax supported. As a result, BPRYCS serves the various needs of all citizens. In general, BPRYCS 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 Bristol's residents. Competitors include the Boys and Girls Club, the local school district and Board of Education, 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 youth sports organizations, childhood learning companies, private fitness clubs, and private schools. BPRYCS also competes with local nonprofits for specific target markets. In addition to competing with other providers of leisure and recreation, BPRYCS also competes with technology, social media, video games, and TV for the time and attention of community members.

### **Objectives (CAPRA 3.4.3)**

Provide accurate, timely information about programs and services to the citizens of the City of Bristol.

Cultivate transparency surrounding department procedures, funding/budgeting, and operations.

Encourage participation from under-served groups within the City.

Improve community relations through partnerships with groups and organizations to enhance community services.

Further support and advocate for the City of Bristol Parks, Recreation, Youth and Community Services Department and the department's mission.

Motivate/encourage the public to participate in planned parks, recreation, youth, special event, and community service programs.

### **Market Research (CAPRA 3.4.3)**

#### **Segmentation and Targeting (CAPRA 3.4.3)**

The volume and range of programs challenge us to reach specific target audience based on subsets of commonalities. In doing so, we're able to streamline marketing and outreach, maximize our funds, and customize content. Each segmentation has subsets that we cross match to help us identify the most effective strategies.

**Segmentation by Location** - Audiences are targeted based on proximity to a facility hosting an event, program, or activity. Used to streamline public information and/or outreach based park developments in certain a neighborhood or community.

**Segmentation by Demographics** - Audiences are targeted based on people-based segments such as age, family size, and income. Information is used to identify/refer underserved households that might qualify for assistance and local resources.

**Generational Segmentation** - Audiences are targeted based on unique generational characteristics or trends that shape the way they make decisions. This segmentation maximizes cross platform strategies and requires relevant content marketing

**Segmentation by Interest** - Audiences are targeted based on variables such as lifestyle, values, needs, and interests. Health seekers and sports leagues are heavily marketing by interest.

**Positioning** (CAPRA 3.4.3)

BPRYCS has identified the following core program areas and developed a Program Lifecycle Analysis as outlined in the BPRYCS Master Plan Program Assessment (4.1)

- Special Events
- Day Camps
- Preschool Programs
- Youth Programs
- Teen Programs
- Adult Programs
- Adventure Education
- Aquatic Programs
- Youth Development Programs

## **Brand Standards Guide**

**Color and Font Specification Guide** - The color palette for Bristol, Connecticut is bright, energetic, and impactful. The palette includes red to highlight the theme of “heart” in the brand and passionate spirit of Bristolites. The red combined with the blue creates a Bristolian patriotism, honoring our strong veteran’s community. The blue represents the blue collar backbone evident in the hearts of Bristolites, and the reason we have produced great results throughout time. The complementary colors provide neutral and playful tones that can enliven the logo in use materials, like ads. Bristol’s brand personality utilizes typefaces that are bold yet accessible, strong yet elegant, personable yet professional.

**Brand Voice** - The voice of Bristol’s brand is assertive but helpful, knowing but kind, passionate but personable. Bristol’s personality exhibits a self-confidence in our self and our abilities to get any job done, and a charm that expresses humble roots behind a workman like demeanor. This hearty vocal spirit must always represent the brand personality through an uplifting and positive tone in all media and mediums.

**The Bristol Brand Narrative** - The Bristol Brand Narrative acts as our City’s biography. It uses emotional language to establish a written character of the Bristol brand. Stakeholders throughout the community should be encouraged to use all or some of the copy when describing the Bristol community or the unique relationship an organization, event or business has to Bristol.

### **Media Mix and Marketing Methods (CAPRA 3.4.3)**

Due to the demographic makeup of The City of Bristol, it is imperative to utilize a diversified marketing mix to provide messaging that will attract all residents. Bristol’s Department of Parks, Recreation, Youth and Community Services (BPRYCS) utilizes several marketing strategies to convey information and promote upcoming programming and events. In addition, BPRYCS utilizes numerous marketing channels to aid in delivering messaging for all events, programs activities and facilities.

### **Marketing and Outreach Toolkit**

The Marketing and Outreach Toolkit provides BPRYCS staff with the tools and resources needed to help deliver clear, consistent, and professional messaging on behalf of the BPRYCS department. The toolkit supports staff in software use, copy writing, organizational procedure, and content and information distribution, and best practices. Toolkit materials include brand files, checklists, “how-to” guides, visual aids, timelines, templates, examples, training documents, content thought starters, and more. The toolkit lives digitally on the city’s “O-Drive” and accessible to all full time staff. As documents and materials are produced for meetings and programs they are added to the Toolkit by the Community Engagement Coordinator and distributed as needed.

***See Also Internal Communications Matrix in BPRYCS Policy Manual - 3.3***

***See Also Public Information Policy and Procedure in BPRYCS Policy Manual - 3.4***

**BPRYCS External Communications Matrix**

<b>Communication</b>	<b>From</b>	<b>Frequency</b>	<b>Delivery Media</b>
General Updates & Highlights	<ul style="list-style-type: none"> <li>- Superintendent</li> <li>- Deputy Superintendent</li> <li>- Community Engagement Coordinator</li> <li>- Division Supervisors</li> </ul>	Daily/ Weekly / Monthly/ As Needed	<ul style="list-style-type: none"> <li>- Parks Board Reports</li> <li>- Newsletters (E-Mail)</li> <li>- Parks Project Portal</li> <li>- Social Media (Facebook/Instagram)</li> <li>- BristolRec Website</li> <li>- All Heart City Website</li> <li>- Local/Community Calendars</li> <li>- In Person Updates (Verbal)</li> <li>- MyRec Account Disclaimer</li> <li>- Annual Report</li> <li>- Press Release</li> <li>- Commission Agendas and Minutes</li> <li>- Board of Parks Commission</li> <li>- Youth Commission</li> <li>- Arts and Culture Commission</li> <li>- Connecticut Recreation and Parks Association (CRPA) &amp; National Recreation and Parks Association (NRPA)</li> <li>- Flyers</li> <li>- Media Coverage</li> <li>- Advertisement (Radio/Billboard)</li> <li>- City Town Hall Meetings</li> </ul>
Important Documents & Forms	<ul style="list-style-type: none"> <li>- Superintendent</li> <li>- Deputy Superintendent</li> <li>- Community Engagement Coordinator</li> <li>- Assistant to the Superintendent</li> <li>- Division Supervisors</li> <li>- Program Instructor</li> </ul>	As needed	<ul style="list-style-type: none"> <li>- BristolRec Website</li> <li>- Parks Project Portal</li> <li>- All Heart City Website</li> <li>- MyRec Account</li> <li>- Email</li> <li>- Physical Mail/Distribution</li> </ul>
Urgent Issues / Emergency Communication	<ul style="list-style-type: none"> <li>- Superintendent</li> <li>- Deputy Superintendent</li> <li>- Division Supervisor/ Coordinators</li> <li>- Recreation Program Assistant</li> <li>- Program Instructors</li> </ul>	As needed	<ul style="list-style-type: none"> <li>- BristolRec Website Alert Banners</li> <li>- Email Blast</li> <li>- Text Blast</li> <li>- Individual Phone Calls</li> <li>- In Person Updates (Verbal)</li> <li>- BristolRec Website Program Page Updates</li> <li>- Annual Report</li> </ul>
Policy Changes	<ul style="list-style-type: none"> <li>- Superintendent</li> <li>- Deputy Superintendent</li> <li>- Assistant to the Superintendent</li> </ul>	Monthly / As needed	<ul style="list-style-type: none"> <li>- Commissioner Agendas and Minutes</li> <li>- BristolRec Website</li> <li>- All Heart City Website</li> <li>- Email</li> </ul>

	<ul style="list-style-type: none"> <li>- Board of Parks Commissioners</li> <li>- Policy Development Committee</li> <li>- Community Engagement Coordinator</li> </ul>		<ul style="list-style-type: none"> <li>- MyRec Account Disclaimer</li> </ul>
Special Presentations	<ul style="list-style-type: none"> <li>- Superintendent</li> <li>- Deputy Superintendent</li> <li>- Assistant to the Superintendent</li> <li>- Board of Parks Commissioners</li> <li>- Policy Development Committee</li> <li>- Community Engagement Coordinator</li> </ul>	Annually & as needed	<ul style="list-style-type: none"> <li>- BristolRec Website</li> <li>- Parks Project Portal</li> <li>- Annual Report</li> <li>- Commission Agendas and Minutes</li> <li>- Board of Parks Commission</li> <li>- Youth Commission                             <ul style="list-style-type: none"> <li>- Arts and Culture Commission</li> </ul> </li> </ul>
Program Specific Information & Updates	<ul style="list-style-type: none"> <li>- Deputy Superintendent</li> <li>- Division Supervisor/ Coordinators</li> <li>- Recreation Program Assistant</li> <li>- Program Instructors</li> </ul>	As Needed / Seasonally	<ul style="list-style-type: none"> <li>- Bristol Rec Website</li> <li>- Email</li> <li>- Text Blast</li> </ul>
Park and Event Announcements	<ul style="list-style-type: none"> <li>- Superintendent</li> <li>- Deputy Superintendent</li> <li>- Community Engagement Coordinator</li> <li>- Division Supervisors</li> <li>- Arts &amp; Culture Commission</li> <li>- Board of Parks Commission</li> </ul>	As Needed	<ul style="list-style-type: none"> <li>- Press Release</li> <li>- Newsletter</li> <li>- Bristol Rec Website</li> <li>- Electronic Sign Boards</li> <li>- Email</li> <li>- Flyers</li> <li>- Media Coverage</li> <li>- Advertisement (Radio/Billboard)</li> <li>- City Town Hall Meetings</li> </ul>