

MINUTES OF A MEETING OF THE GOLF ADVISORY AD HOC COMMITTEE OF THE PLEASURE DRIVEWAY AND PARK DISTRICT OF PEORIA, ILLINOIS HELD AT 12:00 P.M., MONDAY, SEPTEMBER 9, 2024 AT THE NOBLE CENTER FOR PARK DISTRICT ADMINISTRATION, 1125 WEST LAKE AVENUE, PEORIA, ILLINOIS

MEMBERS PRESENT: Trustee and Chair Timothy Bertschy (in at 12:07 pm), Executive Director Emily Cahill, Mike Blanco, Bill Dutton, Shelley Epstein, Carol Ferino, Phil Jordan, Randy Symonds, Glenn Collier, Marlie Meiss, Matthew Kwasnik, and Marshall Davis

MEMBERS ABSENT: Eric Delvo, and Cam Lahart

TRUSTEES PRESENT: Trustee Timothy Bertschy

STAFF PRESENT: Executive Director Emily Cahill, Matt Freeman, Chuck Simms, Jenny Swanson, Greg Walker, and Alicia Woodworth

1. CALL TO ORDER

Executive Director Cahill called the meeting to order at 12:05 p.m.

2. ROLL CALL

3. MINUTES

3.A. Approval of August 12, 2024 Meeting Minutes

Shelley Epstein moved to approve the minutes of the August 12, 2024 meeting. Motion seconded by Bill Dutton and passed on a unanimous Aye voice vote.

4. NEW BUSINESS

4.A. Membership and Revenue Reports

Greg Walker presented the July and August 2024 Membership Reports and Rounds & Revenues Reports. *Please see Attachment A.* Of note is that total rounds are up by approximately 2,000 as of August 2024 as compared to August 2023. Total rounds YTD August 2024 as compared to August 2023 are up by approximately 5,000. Revenues YTD compared to 2023 are up by \$226k. Please keep in mind this is revenue only and does not include expenses. The golf tax subsidy is \$438k.

4.B. Maintenance Report

Matt Freeman stated that the early August rain helped conserve water irrigation. Although it has been rather dry in latter August/early September, the temperatures have been mild, thus helping conserve water.

The District is still awaiting delivery of several pieces of equipment ordered through Toro. Many pieces were ordered over a year ago and is not a Park District issue, but a golf industry issue. Nationwide, golf is doing very well and supply/demand is trying to catch up.

4.C. Marketing Report

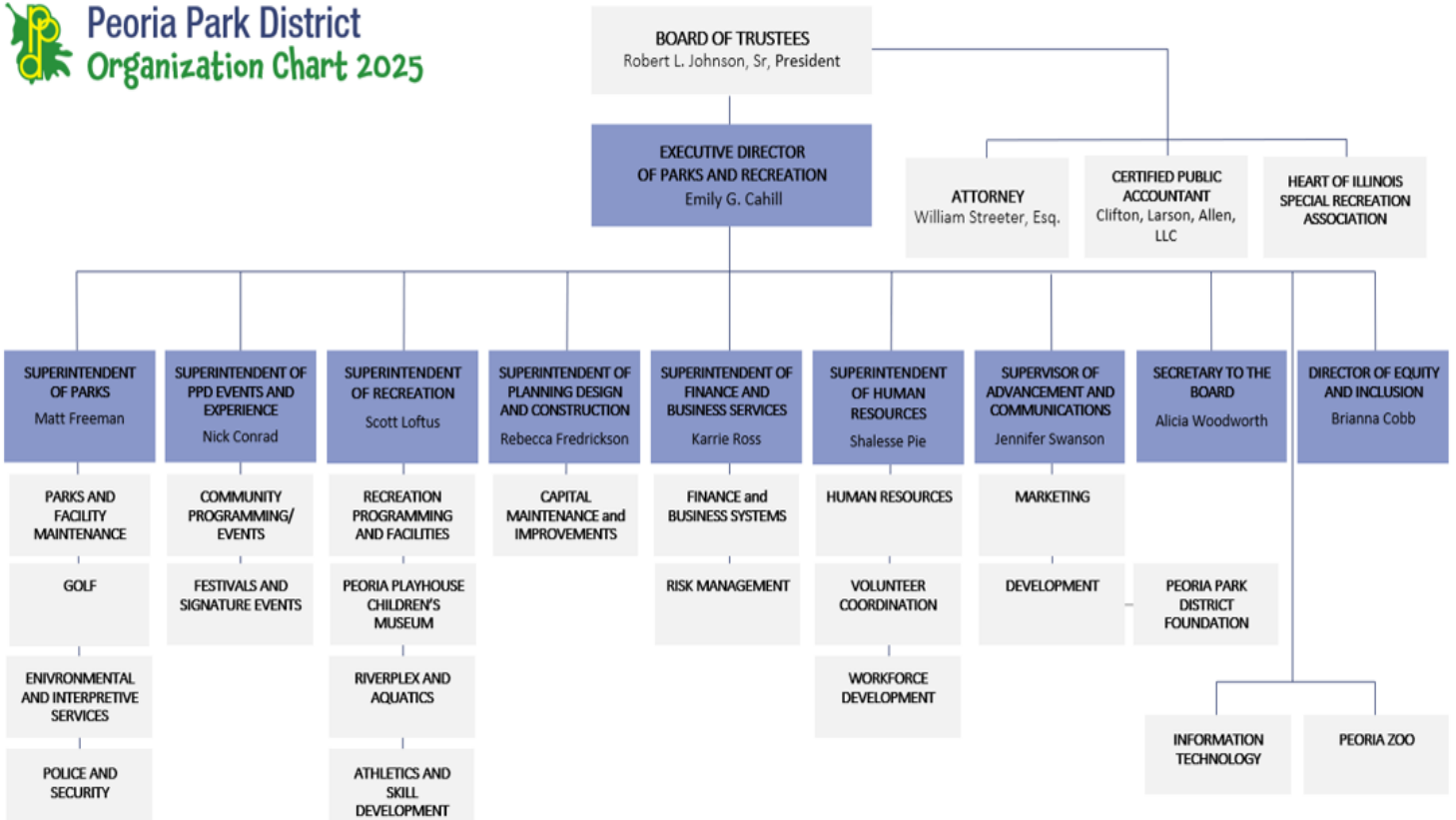
Jenny Swanson stated that the fall golf promotion starts today and more marketing information will be discussed as part of the continued onboarding session.

4.D. Continuation of Onboarding Session

Executive Director Cahill stated that since the last meeting, there has been a change in the organizational structure with the leaving of Deputy Director Brent Wheeler. Brent is now Executive Director of the Canton Park District and we wish him well.

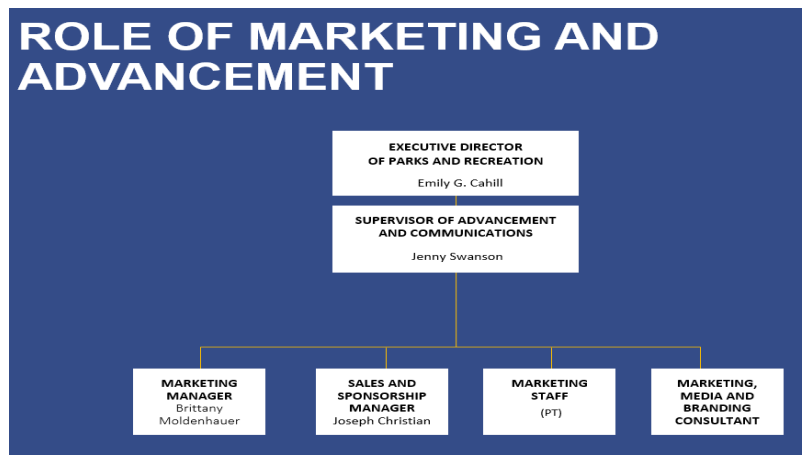
As such, that created the opportunity to assess the District's structure and determine how best to support the District. The Deputy Director position will not be filled directly, rather, the funds will be used to help shore up some supervisor levels that are working in the field to help make sure we are meeting expectations.

Please see new structure below:



For a full review of all presentation slides/info, *Please see Attachment A.*

Jenny Swanson provided the current structure and role of Marketing and Advancement:



Team Scope of Work:

- Develop and execute a comprehensive marketing strategy and budget, encompassing all paid marketing initiatives.
- Oversee, build, and maintain the District's overall branding strategy.
- Continuously evaluate marketing plans, goals, and analytics; track data to drive ongoing improvement and adjust strategies as needed to maximize ROI.
- Manage the district's website, social media presence, promotional materials, press releases, and events.
- Oversee all forward-facing materials, including signage, promotional content, and graphic design strategies.
- Champion and implement cross-promotional activities throughout the district.
- Develop and oversee the district's Advancement Plan, including event sponsorship, facility sponsorship, and advertising sales.
- Stay ahead of industry trends and marketing innovations to ensure the district's messaging effectively reaches its target audience.

In 2023, the Marketing team oversaw over \$400,000 for marketing efforts span over District spaces and places. This included paid advertising efforts, printing, signage, etc.

The PPD brand stands out, captures attention, and connects with its audience. The consistent use of the color palette and logo within all marketing materials provides brand trust and loyalty and also captures the attention of new visitors. Marketing has found a powerful "voice" as part of the brand that is energetic, welcoming, fun and lively, and has resonated with target audiences. Over the last few years, the Park District's brand has evolved and adapted to changing market trends while maintaining core brand elements showcasing that consistency doesn't mean rigidity, but adaptability.

Strategic Goal Process:

- Collaborative Process: Assess district needs, analyze past performance, identify growth opportunities and collaborate with current staff.
- Market Research: Align strategies with industry trends and audience feedback.
- Goal Setting: Establish clear, measurable goals.
- Action Planning: Develop detailed plans with specific tactics, timelines, and resources.
- Monitoring: Track performance and adapt strategies as needed.
- Optimization: Continuously refine efforts to ensure maximum impact.

Executive Director Cahill stated that she wanted to take just a moment to celebrate that what we are able to provide to Peoria as far as size and scope of our efforts is comparable to much larger cities. The National Recreation and Parks Association tracks this data and we have been able to document that our Peoria Park District offers the same level of service to our community that parks and

recreation agencies in Arlington, VA, Charleston, SC, Jacksonville, FL, Kansas City, MO, Miami, FL, San Diego, CA, and Tampa, FL offer. Many of these cities have at least double the population of Peoria, which San Diego actually serves 3.2 million people.

Executive Director Cahill stated that in regards to the Park District's capital needs, annually, the Park District is able to issue a bond issue of \$5M. That \$5M is the total available funds to be used on capital maintenance and development projects for the entire District. As such, great effort is taken in balancing those funds throughout all of the areas that the District maintains. There are times when the District reviews the possibility of issuing additional debt for specific projects or needs.

At the conclusion of the onboarding session, an action item was noted to schedule a Golf Ad Hoc Committee meeting within the next two weeks to discuss 2025 golf fees and charges, as part of finalizing the 2025 budget proposal. Secretary Woodworth will confer with Trustee Bertschy to schedule.

5. PENDING BUSINESS

None at this time.

6. OTHER BUSINESS

None at this time.

7. NEXT MEETING

Monday, October 14, 2024 at 12:00 PM

9. ADJOURNMENT

At 1:32 p.m. Phil Jordan moved to adjourn. Motion seconded by Shelley Epstein and carried on a unanimous voice vote.

Respectfully Submitted by Alicia Woodworth
Executive Assistant and Board Secretary



**THERE'S MORE
TO EXPLORE**



- The Oldest Park District In Illinois
- Formed In 1892 Under New Enabling State Legislation
- First Parks Included Glen Oak Park, Grandview Drive (Why We Are Called “Pleasure Driveway And Park District Of Peoria) And Bradley Park.
- Detweiller Park Followed In 1927, Along With Several Small Neighborhood Parks.
- Partnership With Forest Park Foundation Brought Several Conservation Parcels To The District Starting In The 1960’s.



PEORIA PARK DISTRICT
OWNS/MANAGES
8,900+ ACRES



PARKS AND RECREATION IN AMERICA

The Typical Park and Recreation Agency...



Has 9.5 acres of park land
per 1,000 residents

The Peoria Park District has more than 66 acres of park land per 1,000 residents.



1,600 ACRES

OF WHICH PEORIA PARK DISTRICT
OWNS/MANAGES

are permanently protected as
Illinois Nature Preserves



↑ HOME TO OVER



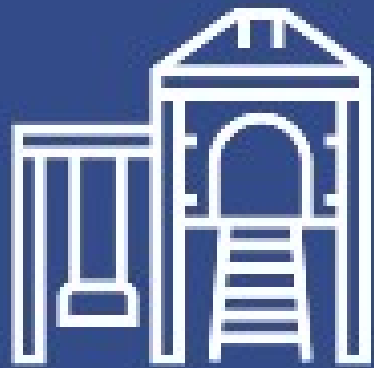
1,000 species of
plants



900 species of
insects



175 species of
birds



42

PLAYGROUNDS



32

PICNIC AREAS
WITH SHELTERS



26

TENNIS AND/OR
PICKLEBALL
COURTS



3

DOG PARKS



65

MILES OF
RECREATIONAL
TRAILS



10

FISHING
LOCATIONS



16

HORSESHOE
PITS



4

SLEDDING
SITES



2

CROSS COUNTRY
SKIING AREAS



25

BASKETBALL
COURTS



18

BASEBALL/
SOFTBALL
FIELDS



15

OUTDOOR
VOLLEYBALL
COURTS



50

**SOCCER
FIELDS**



100+

COMMUNITY EVENTS
& FUNDRAISERS



The Peoria Park District's Land Holdings and Amenities are comparable to those publicly held in:

Arlington, VA (serves 226,908)

Charleston, SC (serves 372,803)

Jacksonville, FL (serves 842,583)

Kansas City, MO (serves 467,007)

Miami, FL (serves 430,332)

PEORIA, IL (serves 128,500)

San Diego, CA (serves 3,200,000)

Tampa, FL (serves 358,699)



Our Mission:

We contribute to a healthy and vibrant Peoria
community
by responsibly using our District resources
to offer high quality parks and recreation
experiences
to those who live, work and play in our District.



Our Guiding Principals:

Professional: Well-trained and proficient at all levels of our organization.

Respectful: Considerate of others and honest in our interactions; focused on opportunities for collaboration.

Accountable: Transparent and responsible for our decisions and their short-term and long-term impact on our District, our community, and our environment.

Innovative: Open to new approaches that achieve better outcomes and that make our District more financially secure while promoting sustainability of our resources; as we support innovation, we will prioritize environmental sensitivity in all of our activities.

Safe: Proactive in providing safe spaces and places for those who work and play in our District parks and facilities.

Equitable: Focused on equitable access to parks, facilities, and programs that promote healthy and active lifestyles across our diverse community, while also prioritizing a workforce, both internally and through collaboration and contracting, that looks like the communities we serve.



STRATEGIC PLANNING

Our Three Commitments:

DEIA

Environmental Sustainability

Vibrancy



Overall Financial Position



Sources of Revenue



TOTAL REVENUES BY SOURCE

	2022 Actual	2023 Budget	2023 Revised	2024 Budget
Fees, Charges & Other	\$ 11,384,200	\$ 12,072,410	\$ 12,797,491	\$ 13,448,191
Operating Fund Taxes	16,056,801	11,540,966	13,267,050	11,499,115
Donations & Grants	<u>3,748,696</u>	<u>5,848,563</u>	<u>4,973,773</u>	<u>6,913,176</u>
Revenue Subtotal	\$ 31,189,697	\$ 29,461,939	\$ 31,038,314	\$ 31,860,482
Non Operating Fund Taxes	8,029,806	7,594,919	7,834,066	8,308,725
Internal Reimbursements	<u>9,886,409</u>	<u>7,021,078</u>	<u>7,140,695</u>	<u>8,049,515</u>
Total Revenues	\$ 49,105,912	\$ 44,077,936	\$ 46,013,075	\$ 48,218,722



**PROPERTY TAX ALLOCATION BY LEVY
2024 Proposed Budget**

<u>Levy</u>	<u>Taxing at Maximum Rate</u>	<u>Fund Allocation</u>	<u>Percent of Levy Allocated</u>	<u>Budgeted Property Tax Allocation</u>
General - Corporate	Yes	General Fund	100%	\$2,272,329
General - Operations/Building	Yes	General Fund	100%	\$1,420,206
Recreation - Municipal	Yes	Recreation Fund	70%	\$1,427,015
		Golf Fund	22%	\$440,276
		RiverFront Fund	9%	\$177,805
		Total Recreation - Municipal Levy Allocation	100%	\$2,045,096
Recreation Centers & Programs	Yes	Recreation Fund	61%	\$1,034,543
		RiverPlex Fund	39%	\$669,704
		Total Recreation Centers & Programs Levy Allocation	100%	\$1,704,247
Museum	Yes	Museum Fund	100%	\$1,591,000
Police	Yes	Police Fund	100%	\$548,858
Paving & Lighting	No	Paving & Lighting Fund	100%	\$85,950
Audit	No	Audit Fund	100%	\$56,285
IMRF	no max rate	IMRF Fund	100%	\$544,827
Liability	no max rate	Liability Fund	100%	\$530,171
Social Security	no max rate	FICA Fund	100%	\$665,642
Special Recreation Association	No	Heart of IL SRA Fund	100%	\$455,000
Workers' Compensation	no max rate	Workers' Comp Fund	100%	\$297,850
Bond & Interest	no max rate	Bond & Interest Fund	100%	<u>\$5,323,000</u>

Estimated Property Tax Received at 99% Collection Rate
(Assumes 6% change in the equalized assessed valuation.)

\$17,540,461



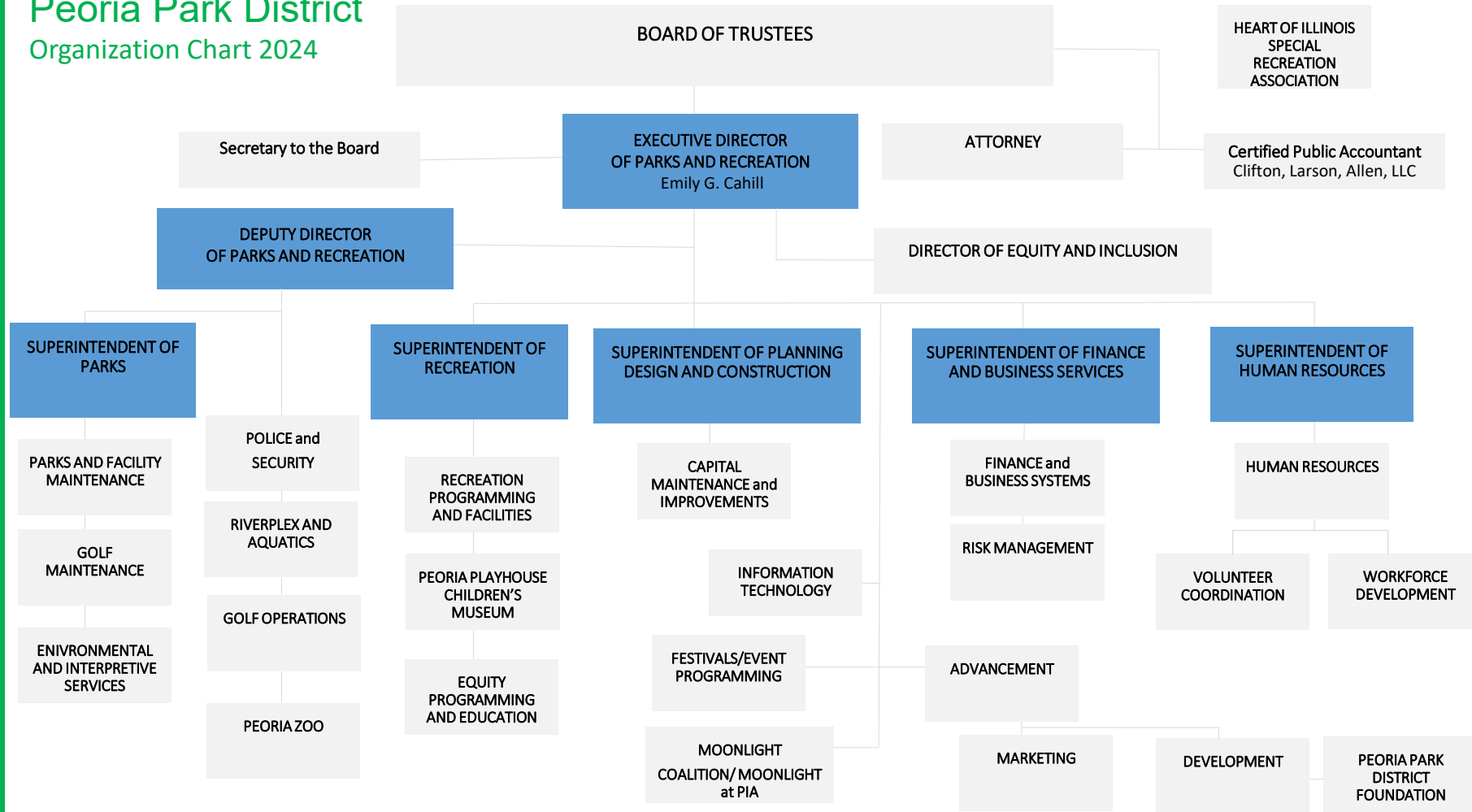
Expenses



TOTAL EXPENSES BY SOURCE

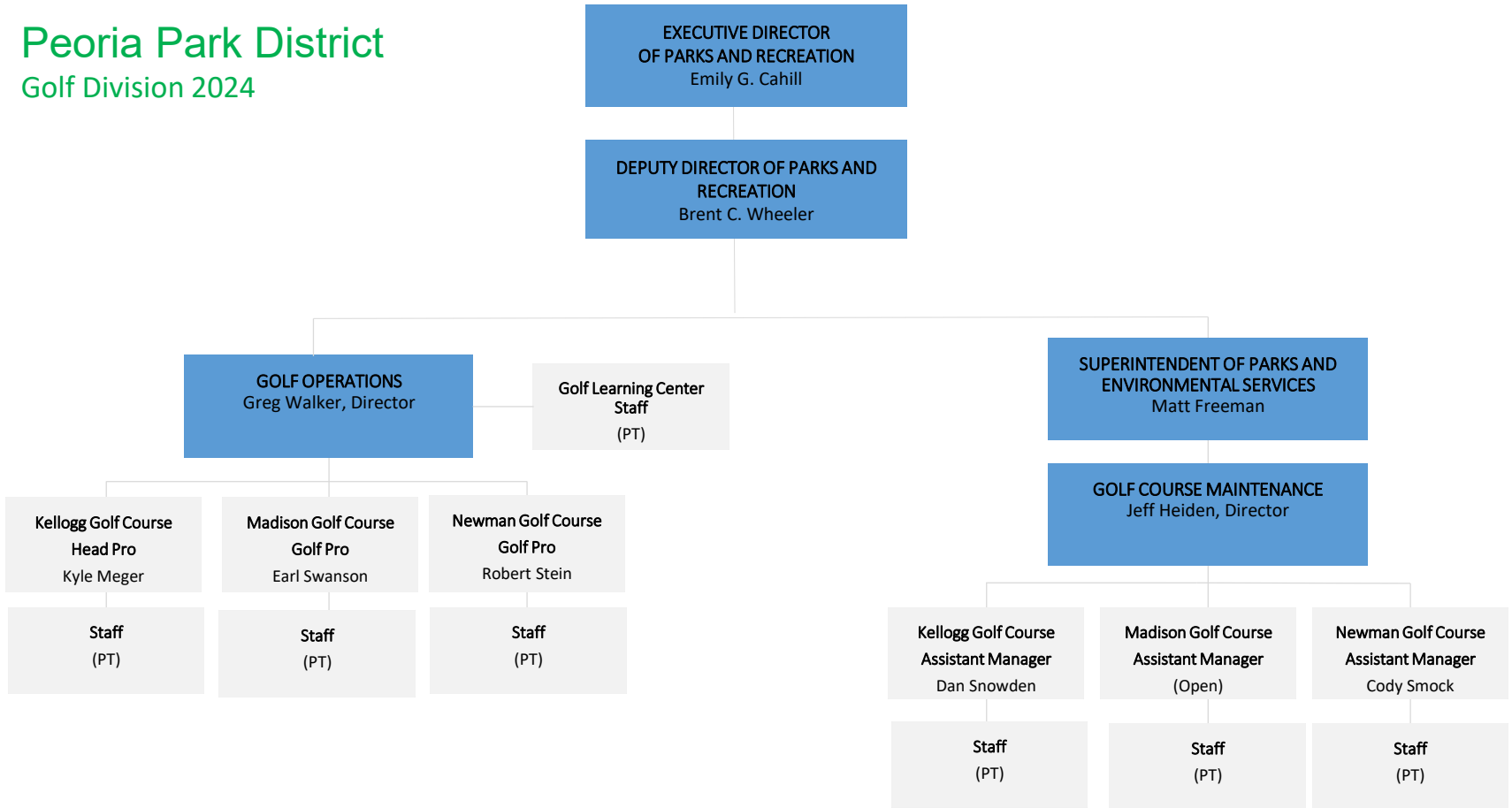
	2022 Actual	2023 Budget	2023 Revised	2024 Budget
Wages	\$ 12,971,698	\$ 13,668,003	\$ 13,815,360	\$ 15,357,245
Employee Benefits	4,595,206	5,001,241	4,778,865	5,432,700
Utilities	1,607,420	1,918,530	1,895,731	1,845,271
Contractual Services	2,684,501	2,785,945	3,600,811	3,119,986
Supplies & Equipment	3,605,577	4,103,657	4,663,718	3,638,751
Other	253,180	484,670	337,163	359,827
<i>Expense Subtotal</i>	\$ 25,717,582	\$ 27,962,045	\$ 29,091,648	\$ 29,753,780
Capital Projects	642,490	3,800,063	2,326,290	5,167,093
Debt Service	5,065,803	5,294,750	5,187,611	5,323,000
Internal Services	9,886,409	7,021,078	7,140,695	8,049,515
Total Expenses	\$ 41,312,284	\$ 44,077,936	\$ 43,746,244	\$ 48,293,388

Peoria Park District Organization Chart 2024



Peoria Park District

Golf Division 2024





Board Committee Structure:

Full Board: 7 Trustees

Committees:

Finance, Planning, Programming, DEIA,
Talent Management and Engagement, Strategic Ad
Hoc, RiverPlex/YMCA, Golf Ad Hoc

Also serve on Peoria Zoological Society, HISRA
Board of Directors



Advisory Committees

Role of Advisory Committees

1. Advocacy
2. Ambassadorship
3. Friendraising
4. Fundraising for agreed-upon causes/ideas



Golf Overview



Kellogg Golf Course

Kellogg Golf Course was named after Howard B. Kellogg an insurance executive who was a member of the park district board from 1943 to 1957. During 1970 and 1971 construction continued and on May 15, 1972 the course opened and over 17,000 rounds of golf were played that year. A marvelous addition to the area was the Golf Learning Center and on June 3, 1999 it was opened for public use. A staple in the Peoria Park District's golf portfolio, the 18-hole Kellogg Golf Course features bent grass fairways and greens and redesigned bunkers. This 6,399-yard course is best for low to medium handicap golfers. Kellogg also features an executive 9-hole course that is great for beginners or golfers looking to work on their game!

YEAR BUILT: 1972

BENT GRASS FAIRWAYS & TEES

BENT GRASS GREENS

ARCHITECT: LARRY PACKARD, ROGER PACKARD & BOB LOHMANN



Madison Golf Course

This original piece of park district property was acquired in 1895 at a cost of \$48,301.50. In the beginning the land was farmed and the corn used to feed animals at the zoo. Hay was introduced and that crop fed all the horses and other animals within the park system. By 1909 a nine-hole golf course was opened with the intent of expanding it to eighteen holes. By 1916 three more holes and a pavilion were added to the property. A golf shelter with showers and lockers were constructed, and by 1925 an additional 32.68 acres were purchased to allow the expansion to eighteen holes.

YEAR BUILT: 1909

BLUE GRASS FAIRWAYS

BRENT GRASS GREENS

ARCHITECT: TOM BENDELOW



Newman Golf Course

This property was a gift from Lydia Moss Bradley and named after her daughter Laura the only one to have lived beyond early childhood. The name of the golf course was changed to Milton G. Newman in 1937. Some members of the board went to Newman's hospital bed to tell him that the Bradley course would be named after him. Milton was a member of the park district board from 1907 and served as its president from 1917 until his death in 1937. Eighteen holes of golf. A great test of golf with rolling terrain and a superb back nine. Recently renovated and ready for play, 18-hole Newman Golf Course is a favorite of Peoria area golfers! Newman offers 6,497 yards of challenging steep terrain, moderate ravines, deep bunkers, and numerous mature trees

YEAR BUILT: 1920

BLUE GRASS FAIRWAYS

BENT GRASS GREENS

ARCHITECT: BOB LOHMANN (RENOVATION 2015)



Golf Learning Center

Description

YEAR BUILT:

BLUE GRASS FAIRWAYS

BENT GRASS GREENS

ARCHITECT: BOB LOHMANN (RENOVATION 2015)



a. Operations



Goal: Grow the
game of golf as a
lifelong wellness
activity.



Factors that impact
outputs/outcomes:

Weather!

Experience

Cost

Marketing

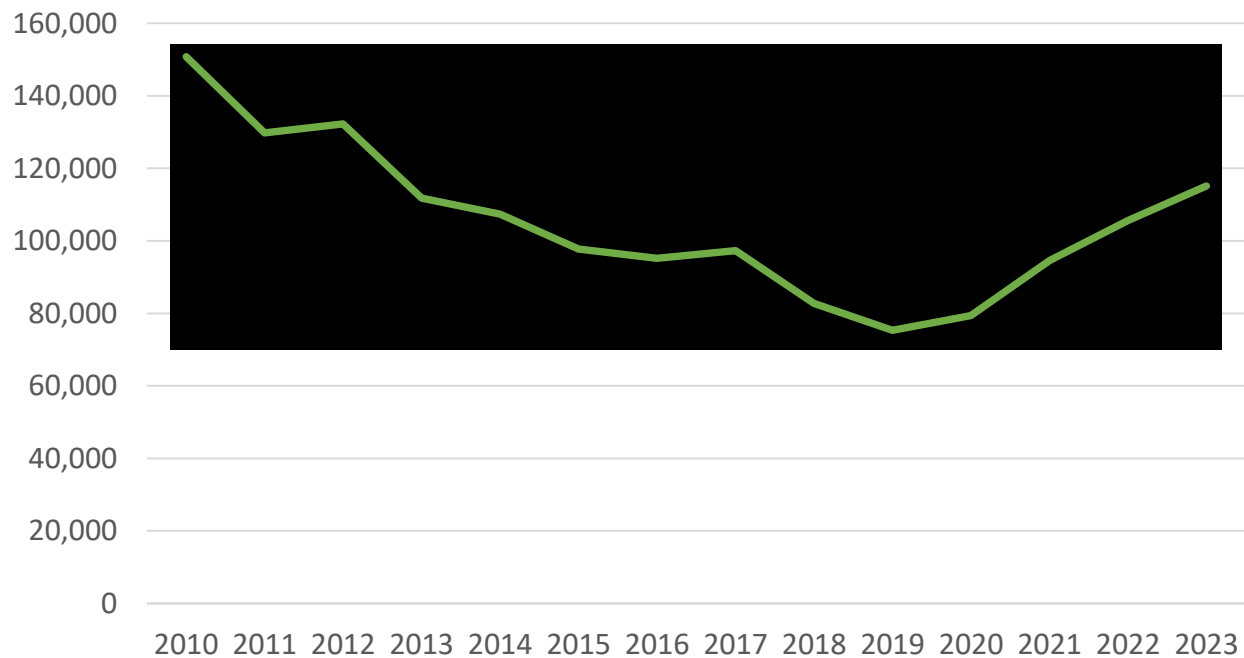


Rounds



Rounds

History of Golf Rounds



2010-2014 includes Donovan & Detweiler; 2015-2017 includes Detweiler



Memberships



2024 Fee Structure



Food/Beverage



Programming



Leagues/Outings



b. Maintenance



Turf Care

Aerification:

History, Current strategy, Schedule this year

No-Mow Areas

History, Current strategy, What's next?



Course Closures

Weather related closure

- Methodology

- Number of full-course closures year-to-date:

- Number of days with no carts on the course:

Seasonal closure

- Methodology

- History

- Schedule last year

- Schedule this year



Tee Structure

Ripple effects of Detweiller closure

Managing wear

Philosophy on building new tees

Where have new tees been built?

What's next?



Golf Course Irrigation

Current Systems

Newman

Madison

Kellogg / Exec-9

GLC

Future Plans



Golf Carts and Paths

Current cart fleet status

Cart replacement schedule

Cart replacement options

Cart paths



Innovation

Progressive Investment in Technology

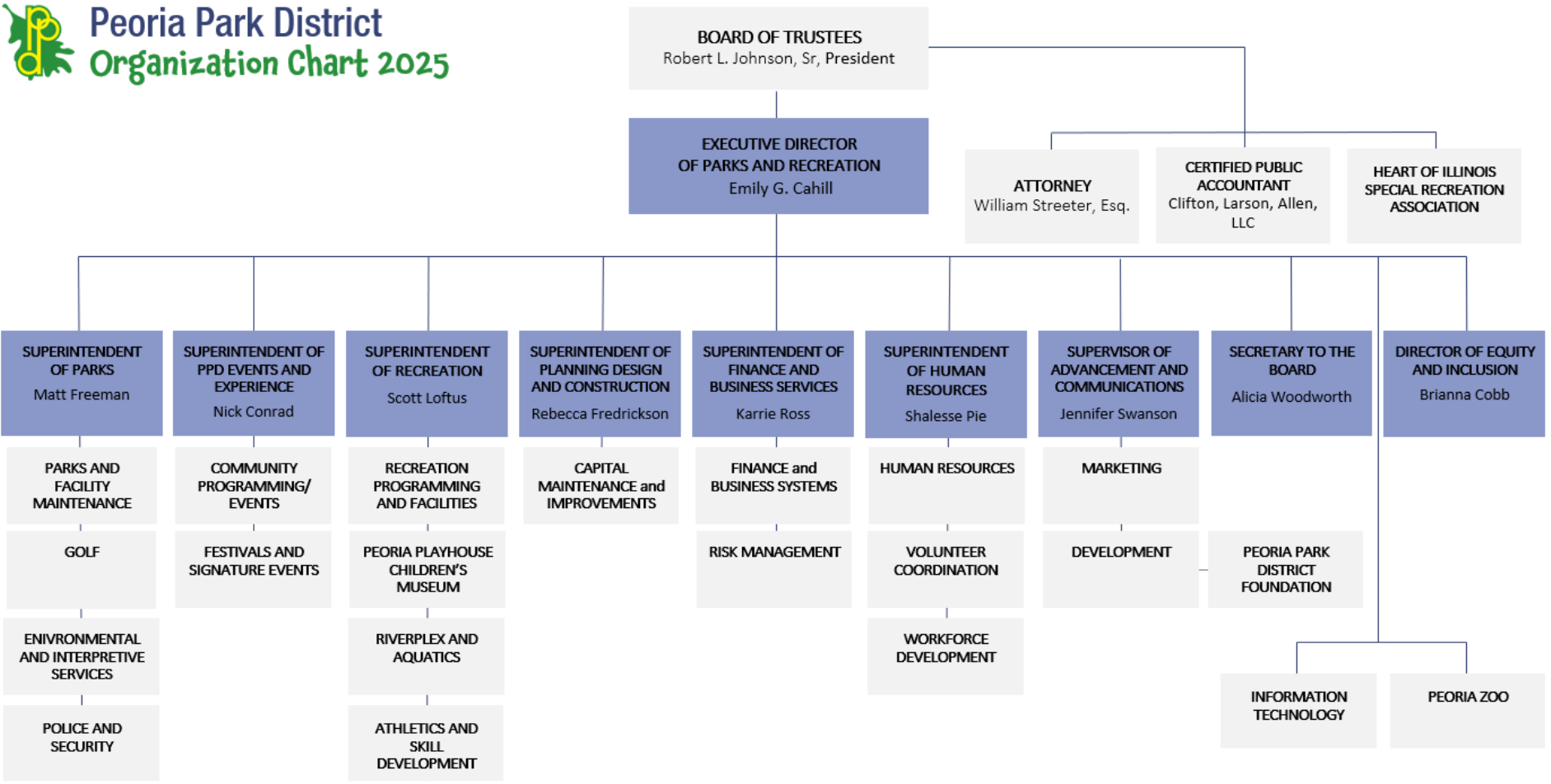
Chemicals

Irrigation tools

Fleet



Peoria Park District Organization Chart 2025





c. Marketing

ROLE OF MARKETING AND ADVANCEMENT



TEAM SCOPE OF WORK

- Develop and execute a comprehensive marketing strategy and budget, encompassing all paid marketing initiatives.
- Oversee, build, and maintain the District's overall branding strategy.
- Continuously evaluate marketing plans, goals, and analytics; track data to drive ongoing improvement and adjust strategies as needed to maximize ROI.
- Manage the district's website, social media presence, promotional materials, press releases, and events.
- Oversee all forward-facing materials, including signage, promotional content, and graphic design strategies.
- Champion and implement cross-promotional activities throughout the district.
- Develop and oversee the district's Advancement Plan, including event sponsorship, facility sponsorship, and advertising sales.
- Stay ahead of industry trends and marketing innovations to ensure the district's messaging effectively reaches its target audience.

In 2023, the Marketing Team oversaw over \$400,000 for marketing efforts span over our spaces and places. This included paid advertising efforts, printing, signage, etc.



Peoria PlayHouse
children's museum
A Peoria Park District Facility



LUTHY
BOTANICAL
GARDEN



BRAND COHESIVENESS

Our PPD brand stands out, captures attention, and connects with its audience. The consistent use of our color palette and logo within all our marketing materials provides brand trust and loyalty and also captures the attention of new visitors. We have found a powerful “voice” as part of our brand that is energetic, welcoming, fun and lively, and has resonated with our target audiences. Over the last few years, our brand has evolved and adapted to changing market trends while maintaining core brand elements showcasing that consistency doesn’t mean rigidity, but adaptability.

280 projects in 2023 that
started with design

STRATEGIC GOAL PROCESS

- **Collaborative Process:** Assess district needs, analyze past performance, identify growth opportunities and collaborate with current staff.
- **Market Research:** Align strategies with industry trends and audience feedback.
- **Goal Setting:** Establish clear, measurable goals.
- **Action Planning:** Develop detailed plans with specific tactics, timelines, and resources.
- **Monitoring:** Track performance and adapt strategies as needed.
- **Optimization:** Continuously refine efforts to ensure maximum impact.

PAID MARKETING CHANNELS

- Search Marketing: *68k impressions; \$.69 CPC*
 - Online Display: *Over 7.7 million impressions; \$2.39 CPM*
 - Traditional & Streaming Radio: *96% ad completion rate for streaming*
 - Outdoor: *16,000 daily impressions*
 - Paid Social: *\$.59 - .78 cost per click*
 - OTT: *63% View Through Rate*
 - E-Mail Marketing: *18% Open Rate*
 - Geofencing: *\$6.68 CPM*
- 2.23 CPC
 - \$1-4 CPM
 - 70% Rate
 - 10k daily imp
 - .50 CPC
 - 31.9% VTR
 - 15-20% Rate
 - \$7-10 CPM

E-MAIL MARKETING

33% open rate (30%)
3% click rate (2%)

1. Disseminate diverse updates on district activities, events, and developments through bi-monthly email blasts to all constituents.
2. Hyper-targeted email campaigns for segmented strategies, tailoring messages for leagues, lessons, activities, as well as disseminating member-specific news and information for membership based facilities.

CROSS PROMOTION

Cross-promotion throughout the park district amplifies visibility, maximizes resource efficiency, and fosters a stronger, more interconnected community by showcasing the full range of offerings to a broader audience.

TRADE

Over 25K in trade value in 2023

The reality of a District our size is that in order to maximize our marketing dollars, and their stretch, utilizing trades with other companies is a vital piece of the puzzle. Trades range in all sizes and can include event tickets, admission access, sponsorship benefits and more! The District carefully negotiates all trades to ensure the highest ROI in regard to marketing benefits and impact.

ADDED VALUE

23% added value in 2023

While the District does have a large volume of purchasing power, collaborating with CSM drastically increases that buying power.

ADVANCEMENT

Sales and sponsorship are crucial for driving revenue and enhancing the financial sustainability of the district. By securing strategic partnerships, we also strengthen our brand visibility and build long-term relationships that benefit both the district and our sponsors.

Examples of sales and sponsorship opportunities:

- Event Sponsorship
- Golf Scorecard + Tee Markers
- Printed Signage: RP Arena Banners, Stadium Banners, etc
- Digital Signage at facilities

All sponsorship includes added value through our Your Parks. Your Way. program giving sponsors a larger ROI and maximizing their investment.



1. Building & Maintaining Brand Identity
2. Engaging the Golfing Community
3. Driving Revenue & Participation
4. Securing Sponsorships & Funding
5. Leveraging Cross-Promotion within the District

GOALS

Our overall goal is to execute a flexible marketing plan that's responsive to changing objectives, weather and consumer behavior.

- Retain Existing PPD Golf Members early in the year
- Expand membership outreach footprint
- Increase awareness of PPD golf courses to younger audience
- Brand awareness
- GLC Project updates

OBJECTIVES

- Communicate the value and benefits of PPD Golf Memberships and the Partner 2 Play program
- Communicate value and benefits of PPD Golf courses - high quality recreational golf!!

TARGET AUDIENCE

- Adults 18+
- Golf Interest
- Peoria and surrounding communities.

2024 TACTICS:

- Direct Mail – purchased list
- E-Mail – purchased list
- Social Media: Facebook, Instagram, SnapChat and TikTok
- General Display
- TV Trade: WEEk and WMBD
- Facility Signage: Peoria Stadium banners, dasher board at Owens and new RiverPlex arena banner
- Other: PPD E-mail Newsletter, website banners, search marketing, cross promotions, etc.



d. Capital Needs/Plans



Strategy in Golf

- a. Strategic Vision
 - i. Take care of what we have!
 - ii. Progressive Investment in
tech/chemicals/equipment/fleet
 - iii. Focus on Golfer
Recruitment/Retention/Engagement



Strategy in Golf

Focus on Golfer Recruitment/Retention/Engagement

1. General marketing strategy and/or more focused?
2. Consistent Golfer Experience
 - a. Welcoming to new golfers
 - b. Challenging/engaging for experienced golfers
3. Connecting golf to lifelong wellness
4. Time outdoors
5. Role of GLC



**THERE'S MORE
TO EXPLORE**

