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### **Executive Summary:**

Arrowhead Golf Club's 27 championship holes of golf are perfectly set on 221 prime acres along with a lit driving range and 50,000 square foot clubhouse complete with full restaurant and bar as well as event and corporate meeting space.

Arrowhead staff is dedicated to providing our guests with outstanding service and experiences while also insuring that our employees have the tools they need to do their jobs safely and efficiently.

2020 showed some unique and challenging times at Arrowhead, staff used this as momentum to create unique offerings to be able to provide a safe, clean and happy place for our guests to golf, dine and celebrate in any way we could.

Golf flourished this year when it was one of the only active outlets for people during the Covid-19 pandemic. Guests experienced spaced out tee times, single rider carts and minimal face to face contact to keep them safe while enjoying their round. The season stretched into mid

December due the high demand of the game and cooperating weather.

Staff thought "outside the box" to keep Arrowhead open to the community during these trying times. Two commercial sized tents were installed on the patio and terrace to extend the use of outdoor dining in the cooler months.

The halfway house was transformed into the Holly Jolly Trolley and the Bayou Buggy, creating an outdoor social distanced pop up bar with fire pits and festive music.

Staff is proud to provide the following glimpse of achievements and successes for Arrowhead Golf, Events, Restaurant and Bar.

## ARROWHEAD GOLF CLUB





ArroWHEAD

Clubhouse, Circa 1940

## Welcome to Arrowhead Golf Club

In the 1920s, Ralph Weimer and his family built the 18-hole Antlers Club using horse drawn plows and other tools available to farmers at that time. The tees and greens were constructed first followed by ponds and bunkers. One of the ponds surrounded a green, and when viewed from the air, resembled a pair of antlers and the head of a deer or elk. This green and the remnants of the antlers are visible in old photographs of the golf course. In 1929, the club was renamed Arrowhead Golf Club for the many Native American artifacts found on the site during construction. In 1967,the West Course was added to bring the number of holes to the cur90rent total of 27.

The Wheaton Park District purchased the course in 1982 from the Jansen family to "preserve 221 acres of open space and to serve as a major recreational area for the community." Shortly thereafter, architect Ken Killian was hired to redesign the golf course. By the fall of 1988, construction had started on a section of the East Course and by 1990 the first phase had been completed and the driving range was opened. Construction continued for another 11 years as the East Course was finished a couple of years later followed by the South Course.

A new maintenance facility and golf cart storage garage opened in the spring of 2001, and when the West Course opened in July of that year, the golf course renovation was complete.

Design and development for the new clubhouse began in 2003 after PHN was selected as the architect for the project. Groundbreaking took place in the late fall of 2004 and the 50,000 square foot clubhouse opened on May 25, 2006. The clubhouse now houses the Arrowhead Restaurant and Bar, event and meeting space capable of hosting up to 275 guests, a golf shop, locker rooms, an indoor teaching facility and storage for up to 40 golf carts.

In 2020 construction of a new Environmental Storage Facility to take the place of two aging buildings, the completion of a berm repair on the East Course and the creation of a new tee box on #5 South.

The community has been a strong supporter in the success of Arrowhead Golf Club as it has become a place where neighbors meet and families gather to celebrate weddings and special occasions.

## **ARROWHEAD STAFF**

#### ADMINISTRATION



Andy Bendy Director of Special Facilities



Dan Novak Superintendent of Special Facilities Special Facilities



Kim Prazak Assistant

#### FOOD &BEVERAGE **OPERATIONS**



Russ Hillard Food and Beverage Director

#### RESTAURANT



Iwona Thrasher Lead Restaurant Manager



Dan Stear Restaurant Manager

#### GOLF



Bruce Stoller Director of Golf



Andrew Ogata Head Golf Professional



**Matthew Nations** Head Golf Professional

Eric McBride **Executive Chef** 



Amy Pryzbylo Sous Chef

BANQUETS



Carl Dudgeon Kitchen Supervisor

#### MAINTENANCE



Justin Kirtland **Golf Course** Superintendent



Neil DalCerro **Building Engineer** 



Mike Forrest Head Custodian



Lauren Zomparelli Senior Catering Manager



Alexa Piekarski Wedding Coordinator



Margaret Harris Catering Sales Manager



Tim Johnson Mechanic



Marcial Rodriguez Operations Specialist



Lois Becker Senior Catering Sales Associate



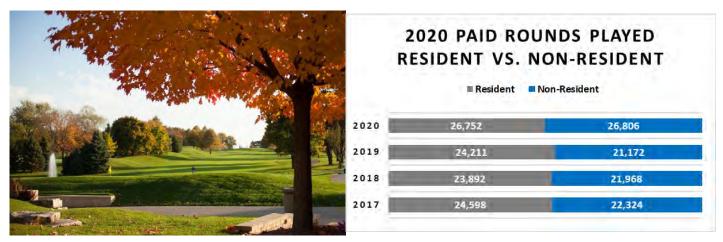
Gabe Coyomani Operations Manager





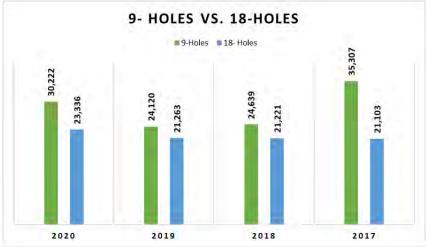
**GOLF** 

## Annual paid rounds



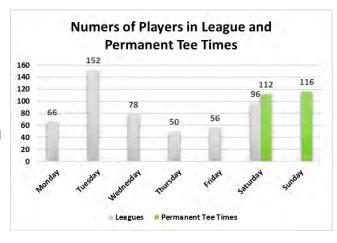
ANNUAL PAID ROUNDS	2020	2019	2018	2017
Paid Rounds	53,558	45,383	45,860	46,922
Change from Previous Year	+18.0%	-1.0%	-2.3%	-5.2%





## WEEKLY GROUPS

- o There were **10** morning leagues that played this year.
- 5 leagues played on weekday afternoons with two groups taking the year off due to COVID-19.
- o 48 couples participated in Couples League. While this is a significant reduction from years past, due to the pandemic, weekly participation rates were up as it provided a much needed activity for people to look forward to each week.
- o **Permanent tee times** play Saturday and Sunday mornings from the first weekend in May through the weekend before Labor Day. Tee times started at 5:30 AM and were completed before 9:00 AM. There were 112 players on Saturdays and 116 on Sundays with about **80% of them being Wheaton Residents.** Permanent tee time holders represent some of our most loyal customers and make up the majority of participants in our special events.



## METEOROLOGICAL CONDITIONS



#### Days Closed in 2020:

There were only four days from May through September when the course was closed (less than 37 rounds played, as defined by the National Golf Foundation) due to weather as compared to the long term average of three days. However, the course was also closed from March 16th through April 30th (46 days) due to COVID-19 restrictions imposed by the state.

#### **Meteorological Conditions for 2020:**

Timing of precipitation and forecast can have an impact on rounds played as can temperature and wind speed. In our experience, precipitation of .04" has resulted in negative impact on rounds played on any given day.

**January:** Wet and warm but also the third cloudiest on record.

**February:** A record high and generally above normal temperatures brought an end to meteorological winter.

March: The month started with above normal temperatures before Covid-19 made the weather irrelevant for six weeks.

**April:** Two days saw record snowfall although temperatures and precipitation averaged near normal for the month.

May: The wettest May in the 150 years of record keeping in our area. The first of many 90 degree days. The rainfall record

was set for the third consecutive May and eclipsed the 2019 record by more than 15 percent.

**June:** The sixth warmest in history with high temperatures averaging more than five degrees above normal.

July: The fourth warmest ever with temperatures again averaging more than five degrees above normal. It was also dry with

precipitation down more than 30 percent from the norm.

**August**: Hot and dry as it was both the sixth hottest and sixth driest August on record.

**September:** An unremarkable month with temperatures and precipitation both near normal.

**October:** Slightly cooler and wetter than normal with the first snowfall of the year.

November: Seven consecutive days of 70+ degree high temperatures was the longest such stretch in November history, included

three record high temperatures and set a record for total 70 degree days in any full November.

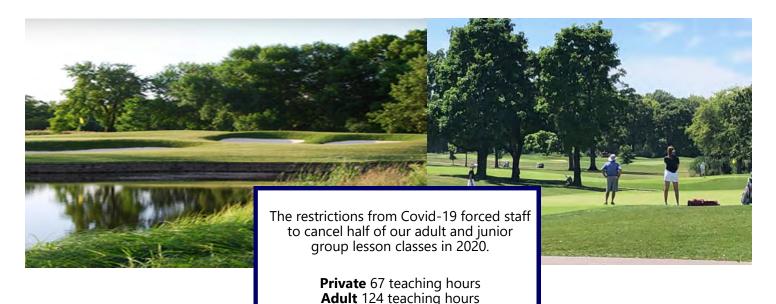
**December:** Temperatures averaged well above normal with much less snow than is normally expected.

The long term average for meaningful precipitation in our area as been 69 days per year. There were 61 such days in 2020 Included in this are the wettest May and second wettest meteorological spring on record.

Meteorological Summer (June, July, August) was one for the record books as it became the warmest such period in history surpassing the mark set 60 years ago. The season also went down as one of the driest 20 percent of all summers.

2020 went into the books as the 5th warmest in history for our area. It included 31 days with a high temperature of at least 90 degrees which doubled the norm for our region.

## Golf lessons



**Junior** 120 teaching hours

## Golf outings

The largest negative impact on the golf business this year was to group events and outings. The need for social distancing while in riding carts coupled with corporate policy and limits on the size of social gatherings kept many groups from hosting their events this season. In all, we had 15 large events cancel in 2020 with 13 of them rescheduled fir 2021.

We were able to start hosting some events during the second half of the season with our first larger event happening in the middle of August and the last one taking place in mid-October. Altogether, we hosted five large events (100+) four mid-size events (50-99) and four small events (under 50) that included some form of food and beverage package with their event.

We also hosted 22 groups of 20 or more that did not have any kind of formal food offering associated with their event but did require additional set-up on the part of the golf staff.

The large number of groups already indicating they will return in 2021 makes us confident that we will see outing numbers return to pre-COVID levels once things return to normal.

## Driving range



	2020	2019	2018
Pro Shop Range Sales	\$ 37,757	\$ 49,949	\$ 49,364
Range Machine Sales	\$100,770	\$ 60,785	\$ 55,885
Total Sales	\$138.527	\$110.734	\$105.249



## SPECIAL EVENTS AND TOURNAMENTS

Arrowhead hosts a variety of special events throughout the year for the enjoyment of our regular customers and other guests.

Club Championship-The annual Club Championship took place over the weekend of September12th and13th.The event was shortened to 27-holes for the regular division

**Ladies Night Out**- Golf staff hosted this annual free event on March 2nd with 36 ladies in attendance. The event featured discussions on the new World Handicap System, overview of some tricky rule changes from last year, Q&A with Justin Kirtland, discounts in the pro shop and complimentary wine.

**Men's Night Out-** Golf staff hosted this annual event on March 9th for 33 people. The event which featured discussions on the new World Handicap System, overview of some tricky rule changes from last year, Q&A with Justin Kirtland and discounts in the pro shop. One of the founders of Whiskey Acres Distillery in DeKalb was also on hand with samples of two spirits and a complimentary Manhattan cocktail for anyone interested.

**Antlers Club-** Designed to reward our most loyal event participants, activities for this group were put on hold this year in response to the pandemic.

**Divot Days**- We hosted three events in the fall that allowed us to fill thousands of divots in a short period of time. The first one was attended by staff only with the golf teams from both high schools pitching in on the other two. Divots were filled on a total of 10 holes during these three evenings.

**Kickoff Classic**- This spring event was cancelled this year due to COVID-19.

Club Championship-The annual Club Championship took place over the weekend of September12th and13th.The event was shortened to 27-holes for the regular division and 18-holes for the senior division due to the rain on Saturday but the event still saw the largest participation numbers since 2014. Winners included: Tim Countryman, Rudy Keller, Steve Brown and Luke Buhmann.

**3-Person Scramble**– This has become our most popular event of the season with 66 players competing in this handicapped event which pits three person teams against each other in a scramble format.

**Brutal Cup**- The format was changed this year to a two person shamble which allowed contestants to only play with people they were comfortable with. The changes seemed to pay off as the event drew more players than it had in years. Despite a high temperature of 38 degrees and 30 mile an hour winds, 52 players took part and then enjoyed hotdogs, chili and beverages afterward.

**CanHead Cup-** This Ryder Cup style event consists of a team from Arrowhead competing against a team from Cantigny. 18 holes were played at each facility with contestants sharing a meal after each round. The team from Arrowhead lost the cup this year and the traditional meal was replaced with catered pizza and salads due to a temporary Covid-19 related kitchen shutdown.

Trophies are awarded to winners and runner ups in the Club Championship but most prizes and all weekly events are paid out in gift certificates to the Pro Shop.







## Pelican golf



2020 marked the fifth year of Arrowhead's partnership with Pelican Golf. Pelican Golf leases a space in the lower level of Arrowhead. The partnership between Arrowhead and Pelican Golf brought a new amenity to Arrowhead in the form of a state-of-the-art club fitting service offering technology matching or exceeding that of any other retailer in the area.

Pelican Golf continued to sell shoes in our Pro Shop in 2020 as they are able to offer our customers significant savings with a greatly expanded. This is a category which has traditionally offered low profit margins and dollars so is another win/win for our two businesses.

## GOLF COURSE PROJECTS

The **Berm Repair** along #10 East was completed and fixed a hole that had formed over a number of years. This breach allowed water to escape the berm and was a contributor to the consistent flooding which had plagued us over the last few years.

A new **Environmental Storage Building** to house sprayers, chemicals and fertilizer was constructed behind the maintenance facility. The building takes the place of two older buildings that had fallen into disrepair and will allow us to house all sprayers and supplies in the same location.

An additional **Tee Box** was constructed on #5 South behind the front tee box. This addition allowed us to shorten a very difficult hole by more than 50 yards which improved playability for many players.

300 feet of **Drainage** was added on #6 West as we continue to improve this vital function year after year using in-house labor as time permits.

<b>Golf Course Projects</b>	2020	2019	2018	2017	2016	TOTAL
Renovation Expenses	\$380,775	\$52,416	\$118,198	\$57,909	\$109,315	\$718,613
Capital Equipment Purchase	\$0	\$158,057	\$108,347	\$135,970	\$120,967	\$523,341

## Golf course maintenance

- o Detail work includes filling divots in fairways, edging bunkers, bunker repair, leaf and debris removal, maintenance of clubhouse landscape, blowing cart paths and parking lot, and trimming around sprinkler heads, yardage markers, trees and walls.
- o Greens are mowed daily while tees, fairways, approaches and collars are mowed two days per week. Rough mowing is an ongoing daily task, banks are mowed twice per week and the range, entrance and Off the Street Club are mowed weekly.
- o Special projects are those tasks that are not part of the weekly routine. Some of these items are one-time fixes while others occur occasionally throughout the year. These tasks include: irrigation repairs, tree trimming, drainage work, tee construction, bunker face repair, stone work, sod replacement, sanding and painting.
- o Equipment maintenance is the backbone of any operation. Blade sharpening, engine maintenance and all repairs are done in-house. We employ a full-time mechanic who is responsible for maintaining all equipment and golf carts.
- o Staff continues to work toward limiting overtime whenever possible. There are times when weather events such as floods and off hours snowfall make it difficult to avoid, but minimizing the impact on the bottom line is always a priority.
- o Course set-up tasks are done daily and include changing cups, moving tee markers, collecting trash, raking bunkers and dragging fairways to remove dew.
- o Plant health involves the application of chemicals and fertilizer as well as hand watering. Staff continues to use generic chemicals in an attempt to conserve resources whenever possible without jeopardizing plant health.

	Golf Maintenance Overtime
2020	\$5,770
2019	\$4,982
2018	\$4,432
2017	\$4,840
2016	\$7,298



	Chemicals and Fertilizers		
2020	\$152,229		
2019	\$141,627		
2018	\$128,862		
2017	\$161,713		
2016	\$151,269		

## GOLF COURSE LABOR COMPARISON

#### **Pro Shop Wage Comparison**

	PT Wages	FT Wages	Total
2020	\$123,407	\$153,710	\$277,117
2019	\$123,721	\$160,308	\$284,029
2018	\$121,533	\$154,765	\$276,298
2017	\$150,352	\$150,206	\$300,558
2016	\$159,566	\$147,602	\$307,168

<u>Golf Wage Comparison</u> Full-time golf staff continue to cover and support Pro Shop shifts as well as join as cart attendants during golf outings in order to keep part-time wages within budget.

<u>Pro Shop</u> staff is responsible for taking tee times, checking in guests, assisting with merchandise sales and display and a wide variety of other tasks that help our customers enjoy their time at Arrowhead.

<u>Starters</u> are responsible for making sure that players have paid before being directed to the proper tee. They make sure the tee time schedule is maintained, that players are paired together when appropriate and that daily rules for play are explained.

Rangers are responsible for making sure that play proceeds at an acceptable pace, players are following the rules of play for the day as well as observing the commonly accepted rules of golf etiquette.

<u>Cart attendants</u> are responsible for keeping a clean supply of carts available for our guests at all times. They pick the driving range, clean range balls and maintain the tee line. This year they were responsible for sanitizing every cart before it was rented as well as making sure that range buckets were sanitized after each use.

### Building maintenance and custodial services

- o Cleanliness and sanitation have always been an important part of the services provided by the custodial staff. 2020 saw this become the primary function of the team as they made every attempt possible to keep guests and employees safe. Restrooms were cleaned and sanitized every 60-120 minutes as were doors and all other high traffic areas and touch points. Any part of the building that had been occupied the day before was sterilized with a special fogging mist each morning, while hand sanitizer and other sanitizing liquids were refilled as needed.
- o Related projects included the design and building of large hand sanitizing stations once it became apparent that commercially available units would not be available, and the design, fabrication and installation of booth dividers in the restaurant and bar. Plastic barriers were installed at the hostess stand to assist the staff in keep a safe distance from the guests.
- o Floors include sweeping, mopping, vacuuming and polishing of all stairs and floors throughout the building.
- o Bathrooms include cleaning and restocking supplies of the nine bathrooms in the clubhouse. These are checked regularly throughout the day by custodial staff and in the evenings by housemen and restaurant staff.
- o Windows are cleaned on a regular basis. Windows on public access doors are cleaned every day and other windows are cleaned on a rotating schedule based on location. Door knobs throughout the building are also sanitized throughout the week.
- o Dusting is done every day as part of routine cleaning. Picture frames, furniture, display cases and light fixtures are part of the rotation.
- o Painting and minor drywall repair is done on a regular basis to touch-up damage done during the normal course of business.
- o Light bulbs are checked daily and replaced as needed.
- o Drains are sanitized and flushed on a regular basis to maintain freshness and to ensure that they stay open.
- o Offices are checked regularly for trash and other minor cleaning and repairs.
- o Preventative maintenance takes place on an almost daily basis. Work is routinely done on kitchen equipment and HVAC units in order to keep these vital pieces of the operation in top condition.
- o Miscellaneous tasks are often part of an employee's workday when another employee or quest requires assistance with
- o something. This includes snow removal in the winter months and assistance with equipment repairs throughout the year.





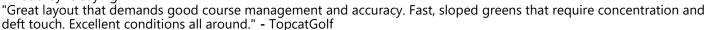


#### RECOGNITIONS

#### **Golfers' Choice: Top 50 U.S. Public Golf Courses**

17. Arrowhead Golf Club

What they're saying:



"Course was in great shape considering it was Nov 6th. East course very challenging. Staff, as always, extremely polite and helpful."- Jimmie8560990

#### **Golfers' Choice: Top 25 Golf Courses for Off-Course Amenities**

5. Arrowhead Golf Club

What they're saying: "First time here and loved everything about it. Air conditioned bathrooms are great!" - acarnahan76

"Very friendly and accommodating staff. For an early spring round, the course was in great shape. I would definitely come back to Arrowhead. Great clubhouse. Very enjoyable day."-johnlux

#### **Chicago Golf Report, Public Course Clubhouses**

**3.** Arrowhead Golf Club – Wheaton

The clubhouse of Arrowhead Golf Club in Wheaton is a 50,000 square foot building that opened in 2006. It is a masterful blend of wood and stone materials throughout its entire structure. Solid, deep rich wood is used in the restaurant's booths and chairs, while the bar facade is wood over a raised stone base. The exterior patio looking out towards the west-nine resembles the fortifications of an ancient stone castle, offering views of the actions and struggles of modern-day golfers not medieval warriors.

Another historical feature contained inside the **Arrowhead clubhouse is an exhibit of golf artifacts** pertinent to the area called "Wheaton – Golf History Starts Here."

A service which is rarely found at public courses but is offered at Arrowhead is daily locker rental. Lockers are available in the men's and women's locker rooms for an additional fee (\$10), and include complimentary towels, shampoo / body wash.

A full line of golf equipment including bags, clubs, balls, and tees, and all apparel hats, shoes, shirts, gloves, shoes, socks everything from head to toe is available in the pro shop.

## Merchandise sales

	2020 Gross Sales	2019 Gross Sales	2020 Profit Margin	2019 Profit Margin	2020 Profit Dollars	2019 Profit Dollars
Hard Goods	\$7,397	\$8,139	43.1%	48.7%	\$3,189	\$3,960
Golf Balls	\$51,739	\$57,335	30.7%	31.3%	\$15,887	\$17,922
Soft Goods	\$47,511	\$61,651	37.5%	40.6%	\$17,819	\$25,030
Total Sales	\$106,647	\$127,125	34.6%	36.9%	\$36,895*	\$46,912*

Soft goods consist of wearable while hard goods are equipment.



**GOLFPASS** 



<sup>\*</sup>Not included above is an additional \$25,000 received as part of the lease agreement with Pelican Golf.

## AUDUBON SANCTUARY PROGRAM

The staff at Arrowhead has always been committed to conservation, and choosing to take part in the **Audubon Cooperative Sanctuary Program for Golf Courses** in 2018 was a step toward showing that to the community. We are extremely proud to announce that we completed the eight step certification process and Arrowhead is now **one of 49 courses in the state of Illinois** to hold the distinction.

What is the Audubon Cooperative Sanctuary Program for Golf Courses?

Begun in 1991 in conjunction with the United States Golf Association, the Audubon Cooperative Sanctuary Program for Golf Courses (ACSP) is an environmental education and certification program that helps golf courses protect the environment, preserve the natural heritage of the game of golf and gain recognition for their efforts .

#### How does it work?

The ACSP helps each golf course member to take stock of its environmental resources and any potential liabilities, and then develop a plan that fits its unique setting, goals, staff, budget, and time. Audubon International provides information to help golf course personnel with six key environmental components:

• Environmental Planning Achieved 02/28/2018
General Overview that sets the ground work for the remaining categories

• Water Conservation Achieved 03/28/2018
Highlights our efforts to save water through irrigation upgrades and judicious use of water

• Water Quality Management Achieved 08/09/2018
Water testing to verify that water leaving the property is cleaner than when it entered

- Chemical Use Reduction and Safety **Achieved 08/09/2018**Shows our commitment to safely and effectively using plant protectants for all stake holders
  - Wildlife and Habitat Management Achieved 03/25/2019

    Displays efforts to create and maintain areas to encourage wildlife habitat
    - Case Study

      Achieved 03/25/2019

      Case study detailing our water savings achieved in irrigation upgrades
- Outreach and Education Achieved 12/18/2019
  Showcasing our efforts to involve our customers in education efforts. Highlighted by our BioBlitz campaign in June in which we had the 3<sup>rd</sup> highest participation in the country.
  - Site Visit required to finalize the process. **Achieved 8/20/20**"It is evident that the Agronomy team are stewards of the environment and we the Audubon commend them for that."

#### What's Next?

Certification is not the end. We will look to continue educating the public about our efforts in regard to sustainability and the environmental practices we are implementing, as well as showing golfers how they can help to limit their impact on the environment. This may be done using displays in the clubhouse and/or around the property, conducting seminars or using the displays on our GPS units.

**Recertification** is required every three years to maintain the designation so we will be starting down that path in the next couple of years.



## GOLF MARKETING

The emphasis on marketing the golf course is always top priority at Arrowhead as it has proven that having a consistent message and communication channel with permanent tee time golfers, league players and the community assists in driving business and revenues for the golf course as well as the other areas of the Arrowhead operations like Restaurant and Events.

In the Spring, the messaging was centered around the 27-hole course (separate 9 hole capacity), online tee time reservations, immaculate driving range, group and individual lessons, rain out policy, course conditions and the professional staff and attention to service.

When the mandatory shutdown took place, communications turned to a focus on the closure, initial reopening, reopening with lesser restrictions and safety guidelines.

The following print publications and websites had already been contracted despite the shutdown due to COVID-19 so all ads and commitments were honored and carried through to the end of the golf season.

Golf Chicago Magazine. Print ads and feature articles
Chicago District Golf Association (CDGA). Print ads and eblast offers.
Golf Time Magazine. Print ads, website profile, and social media posts
Golftrips.com. Web ads and eblast highlights
Golfcourseillinois.com. Web ads and eblast offers
Discoverdupage.com. Profile page with link to arrowheadgolfclub.org
Wheaton Park District seasonal program quide. Print ads and golf lesson registration.

When the golf course reopened in May, marketing tee time reservations among the new Restore Illinois Guidelines was comminated and updated as things in the Region and State changed. We continued to display signage on the course, within the clubhouse, on the electronic sign but a lot of real estate for signage was utilized to enforce safety guidelines like mask wearing, social distancing and hand washing.

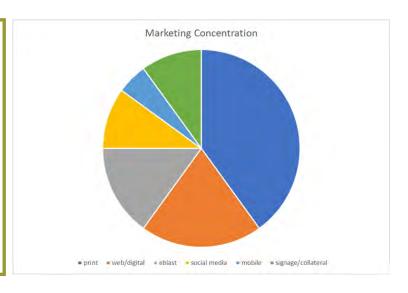
We continued to enhance our social media presence. By the end of 2020, the facility specific face book page had a total of 3,326 followers compared to the end of 2019 with 2,828 followers. Instagram was up to 1,096 compared to 815 in 2019.

In addition, our mobile text program allowed us to push out various promotions and important safety guidelines and announcements. Dedicated golf eblasts are distributed to a data base of more than 1,600. In addition, golf offerings, specials and events are promoted with the facility-wide monthly blasts to more than 5,000.

We sent 11 golf specific blasts throughout the golf season and a few in the off season with various tips, holiday proshop specials and announcements about cross country skiing. The new tee time software/reservation system was announced with the course opening on March 5.

#### A few of the blasts that were distributed included:

- Course Opening & Closing
- New tee time reservation system
- Golf Course shutdown and reopening
- Course safety guidelines due to Covid-19
- Tournaments & Events
- Fall Rates



## 2020 Arrowhead Collage **Golf Marketing Print & Web Ads**









Immaculate Course

Conditions and Greens

**Lessons and Outings** 

**Driving Range** 

and Chipping Green

Pro Shop with **Custom Club Fitting** 

Ask about our generous rain

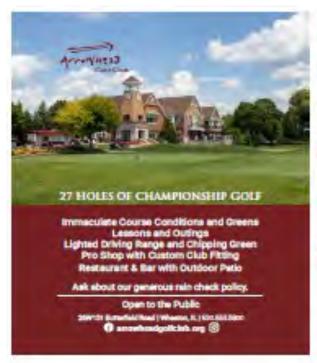
check policy.

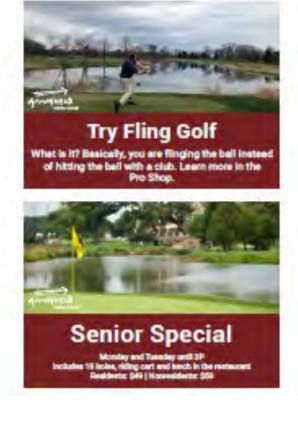


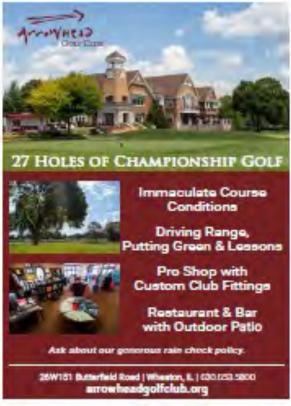
27-hole golf course

26W151 Butterfield Rd., Wheaton | arrowheadgolfclub.org A facility of the Wheaton Park District | Open to the Public

# 2020 Arrowhead Collage Golf Marketing Print & Web Ads

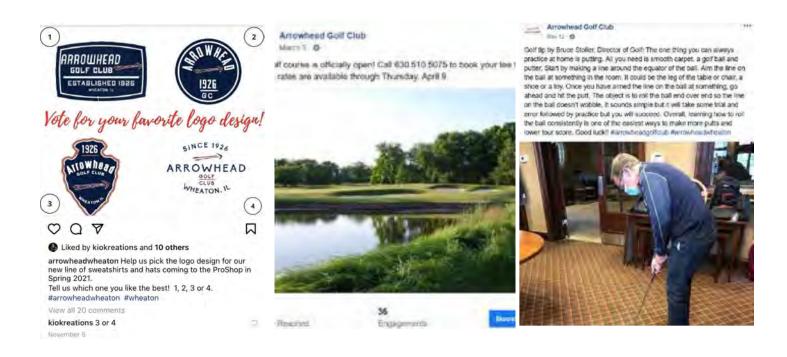


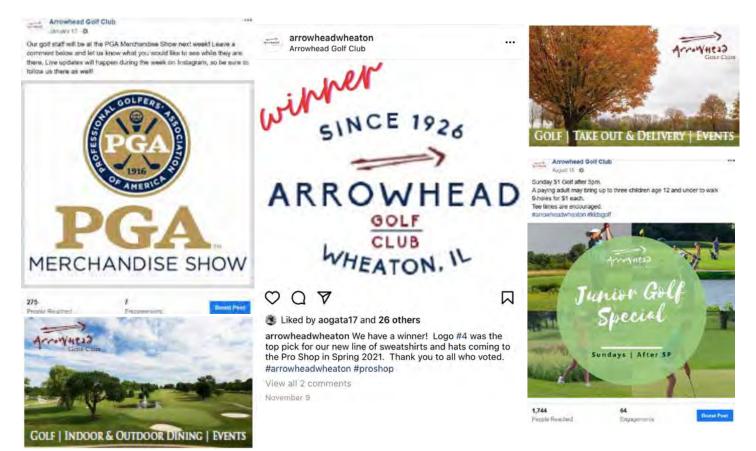






# 2020 Arrowhead Collage Golf Marketing Social Media Posts & Eblasts





# 2020 Arrowhead Collage Golf Marketing Social Media Posts & Eblasts



The mandate requires that all customers all restaurants and bars in littress must ware a male operating their impatt and noise wherepre tilling are interesting with waitbaff air other arrapsystems, incusting within planing outers, within their indirect driving are troughly to the table, or when posting up a surryout order.

#### Here are a lew additional reminders when visiting Arrowhead.

- Masks must also be worn when entiring or entiring the building to and from the weathnoors in all common areas, when intending with service scall or other pations not weathed at your boxe, and when patting up from your habit and moving throughout the restaurant.
- Mopks are not required write you are pointed at your table while enting or covering when service shall in red extending to your group.

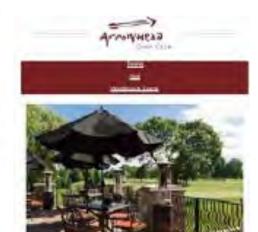






Greens that are up against any private country club in the area...people who can play anywhere, choose to play Arrowhead.

Thank you to The Golf Scene for featuring Arrowhead Golf Club and members of our professional golf staff, Bruce Stoller and Andrew Ogata. Warrowheadwheaton #wheatorparks #chicagogof #golfnow



had lift the preside, that Ent's year tensor is self. Property year have body for some uproon, the Chaises Challe, Each Sound Shart Pills, Field Riggran Social, and the Eastern Singer reposed with a parties, saled they and wrends dust. However, you self all the alies to every many of your literature the the major popular Chais Cales Bensheller, the Resolvable Hat Challen, and Storing Williams. Plants benshell the Tare although Challe Section Language.

- todocy diving is almited to a maximum of 10 guests.
- + Outdoor driving in limited to 6 guards.
- + Bar sealing is not available for saling or demony.
- All tidate are spaced 8-feet apart and will not be allowed to be moved to combined.
- Gettlerings and events, we limited to a maximum of 50 quests.
- While utilizing nidely carts on the county pinner wear-your face makes if the person you are niding with is not from the same household.
- + Phoese worth your hands and use hand savesper frequently.

#### At Arrowhead, we will continue to:

- Always were then pusted.
- Sanitize had earliesed featureons, and high touch point areas
- Make found partition products a multiple bookers for guests and stall
- + Follow lanks open/ligitationing classing procedures

There you for ecepting yourself and others sale.

Arrowneed Golf Club is at Arrowneed Golf Club.
Coxor II Wheden Q
Reserve your tee time at https://arrowheadgolfclub.org/golf/





THE GOLF SCENE: ARROWHEAD 2020\* by Ian Ryan

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Please wear your face masks when visiting us!

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## 2020 Arrowhead Collage **Golf Marketing** Incentives & Signage



## MEMBERSHIPS NOW AVAILABLE!

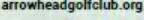
#### Memberships include the following:

- · Unlimited Golf (riding cart not included)\*
- 15% discount on clothing in the Pro Shop.
- Discounts on tournament fees
- Pull access to locker room: locker, shower (while supplies last)
- 10% discount on banquets booked through the events department.

Resident Membership \$2,499 | Nonresident Membership \$2,999 Although golf rates have increased, our membership fee has stayed the same

Stop in at the Pro Shop to start your membership today (f) or visit arrowhoodgolfclub.org for more information. (7)









Fall Rates Start October 6

18 holes | \$10.00 savings A some I go no estruite









## **RESTAURANT**

## RESTAURANT MENUS

Executive Chef Eric McBride and Chef Carl Dudgeon added their culinary flair to the annual revamp of the restaurant 2020 Fall Menu. Some of the popular dishes were:

- o Cider Braised Half Chicken served over a creamy fall mushroom risotto, this seasonally inspired dish is one of the more popular dishes of the year.
- o Filet Mignon Sliders by upgrading our traditional sliders with arugula, bacon-onion jam and aged cheddar cheese, Chef Eric has taken this highly requested dish up several notches.
- o Not Your Kids Grilled Cheese an 'adult' version of the classic, featuring cheddar cheese, applewood smoked bacon, baby kale and balsamic onion jam, made even better with a side of our tomato bisque.
- o Seasonal cocktails included the Arrowhead Old Fashioned, Arrowhead Manhattan and the Maple Walnut Old Fashioned all featuring bourbon from local producer Whiskey Acres in Dekalb, Illinois.



#### **OUTDOOR PATIO AND FALL TENT**

Following Restore Illinois Phase 4 Guidelines, indoor seating was reduced to 50% of capacity. In an effort to maximize revenue and extend use of outdoor areas as weather declined, staff had tents installed tents over the restaurant main patio and terrace patio. Each tent provided 44+ seats in a dry, heated environment. The halfway house even had a tv for viewing of golf and football games. These tents allowed us to extend our season through December 15, where in a normal year patio dining would have ended in late September.

September– December Outdoor Seating Sales					
Year Lunch Dinner Total					
2020 \$13,143 \$16,348 \$29,491					







## RESTAURANT MENU SALES

	Number of Orders	Percentage of Orders	<b>Total Dollars</b>	Percentage of Dollars
Appetizers	11,740	16%	\$145,382	17%
Soups	2,186	3%	\$9,223	1%
Entrée Salads	11,873	16%	\$117,079	14%
Sandwiches	23,014	31%	\$287,232	34%
Burgers	6,864	9%	\$97,631	11%
Entrees	3,981	5%	\$78,272	9%
Desserts	2,335	3%	\$12,499	1%
Sides	4,058	5%	\$10,152	1%
Kids Meals	2,711	4%	\$18,847	2%
Breakfast	11	0%	\$131	1%
Daily Specials				
Burger Monday	1,298	2%	\$8,318	1%
Wednesday Beef & Shrimp	186	1%	\$2,781	0%
Fish Fry Friday	2,351	3%	\$34,951	4%
Prime Rib	995	1%	\$23,608	3%
Sunday Fried Chicken	207	1%	\$2,888 1%	
Totals	73,810	100%	\$848,994	100%

## RESTAURANT BEVERAGE SALES

Alcohol Sales	Number Sold	Dollars Sold	Percentage of Dollars Sold	
<b>Draft Beer</b>	24,152	\$140,279	30%	
Liquor	12,940	\$112,733	24%	
Wine by the Glass	12,080	\$104,147	22%	
Beer-Bottle	14,648	\$72,257	16%	
Wine by the Bottle	1,316	\$33,744	8%	
TOTALS	65,136	\$463,160	100%	



## Halfway house trolley and beverage cart



Starting in December the halfway house was transformed into the **HOLLY JOLLY TROLLEY,** an outdoor pop-up bar! This venture created a socially distanced place to go for themed adult beverages, sweet treats, outdoor fire pits, and a whole lot of holiday music and lights.

The halfway house continued to offer the classics like hot dogs, brats and an array of snacks. In 2020 staff served a limited restaurant menu available to order at the trolley as well as some new cocktails and beer packages.

	2020 Number Sold	2020 Dollars Sold	2019 Number Sold	2019 Dollars Sold
Soft Drinks	18,280	\$54,937	14,477	\$43,628
Food Sales	12,303	\$46,365	12,513	\$49,445
Liquor	8,830	\$66,451	7,304	\$46,539
Beer, Domestic/ Craft	30,326	\$208,662	24,159	\$145,428
Sundries (aspirin/lotion)	588	\$6,763	630	\$5,817
TOTALS	70,327	\$383,178	59,083	\$290,857











### RESTAURANT EVENTS







Valentine's Day Offered \$75 Valentine's Day dinner for two. Chef Eric impressed everyone with an outstanding four course prix- fixe menu. Multiple couples came during the three day weekend and celebrated at Arrowhead.

**Mardi Gras** continued to be one of the most popular menus. From Gumbo Ya Ya and Po' Boy sandwiches during lunch to Crawfish Etouffee and Shrimp and Grits during dinner time.

**Seasonal Drink Menu** each quarter ,bar staff is encouraged and involved in crafting specialty cocktails that are made using fresh and seasonal product. Everyone upsells in a friendly competition throughout the season.

**Rewards Program** frequent diners program that pays 3% back to our customers on all F&B purchases. We currently have over 100 people signed up. Members enjoy earning points and redeeming them for \$\$ on future visits.

**Oktoberfest** is always incredibly popular as chef's menu offers authentic and delicious German - Bavarian food. During this time, we also offered multiple Octoberfest style beers from local and international breweries

**Live Music** was not offered sue to covid-19 guidelines. Staff looks forward to bringing this tradition back in 2021.

**Abita Beer Dinner** on February 25<sup>th</sup> celebrated Fat Tuesday with Louisiana favorites paired with Abita brews. Chef Eric prepared a five-course menu, each paired with a different beer from their portfolio.

**Lucky Lunch Box** annual promotion that allows patrons to participate in fun raffles for free prizes. Allows us to collect contact information and expand our email database to use for future promotions.

**Burger Monday** returned in November and will be available until March 2021. Guests can enjoy \$6.95 burgers and \$2.50 select beer pints

Daily Specials during first quarter included

Fried Chicken Sunday Burger Monday Taco Tuesday Wine and Dine Wednesday Cajun Thursday Fish Fry Day Prime Rib Saturday



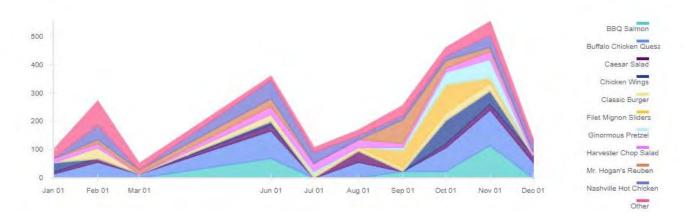


## Online delivery services

	Orders Sold	Total Dollars	Average Order Total	
UberEats	104	\$3,749	\$36	
GrubHub	82	\$2,464	\$36	
DoorDash	70	\$2,438	\$44	
TOTALS	256	\$8,651	\$39	



Sales by Item



## OPENTABLE ONLINE RESERVA-

OpenTable became an even more valuable tool to our business this year as state-imposed mitigation restrictions required us to serve guests by reservation only. The floor plan was adapted to accommodate partial indoor dining, outdoor dining and heated tent dining. It allowed us to not only schedule and eliminate guests waiting, but also maintain efficient turn times on tables keeping a steady stream of guests in the restaurant.

#### THOMASW Reviewed 6/15/2020 Visited 6/12/2020

Wait staff as very courteous throughout out dining experience. Brought my two young daughters and they made it a great time for us all. I will be going back to enjoy the beautiful scenery!

#### JULI Reviewed 6/15/2020 Visited 6/13/2020

GORGEOUS view, pleasant server, good food, wonderful evening!!

#### MICHAELM Reviewed 11/7/2020 Visited 11/5/2020

We always enjoy the patio at Arrowhead Golf Club. The staff is very friendly and service is also good. It is tough luck due to COVID that they must use an outdoor tent only. They do the best that they can but it is noisy. A for effort.



## FOOD AND BEVERAGE WAGE COMPARISON

Sales (Food & Beverage Only)*	2020	2019	2018	2017	2016
Restaurant Food & Beverage Sales	\$1,613,659	\$2,567,041	\$2,579,025	\$2,710,018	\$2,782,452
Banquet Food & Beverage Sales	\$328,532	\$1,896,827	\$2,052,018	\$2,212,281	\$2,236,540
Total Food & Beverage Sales	\$1,942,191	\$4,463,868	\$4,631,043	\$4,922,299	\$5,018,992
*excludes premium service, room charges, addl. service fees,				. , ,	. , ,
etc.					
Banquet	2020	2019	2018	2017	2016
Banquet Servers	\$35,045	\$68,344	\$90,509	\$97,313	\$93,783
Banquet Bartenders	\$2,019	\$4,545	\$2,400	\$4,806	\$6,279
Sales Asst.	\$14,072	\$42,201	\$38,030	\$32,438	\$31,874
Houseman	\$12,955	\$40,643	\$56,847	\$50,406	\$52,591
Total Banquet Part-Time Labor	\$64,091	\$155,733	\$187,786	\$184,963	\$184,527
Part-Time Bqts Labor % from Total Bqts F & B Sales	19.51%	8.21%	9.15%	8.36%	8.25%
Banquet Full-Time Labor Salaries*	\$213,610	\$211,034	\$285,184	\$284,333	\$275,260
Full-Time Bqts Labor Salaries % from Total Bqts F & B Sales	65.02%	4.73%	13.90%	12.85%	12.31%
*Includes F & B Director (Salary split equally Bqts & Rest)					
Restaurant Front House	2020	2019	2018	2017	2016
Restaurant Servers	\$75,172	\$99,765	\$108,766	\$114,610	\$117,725
Restaurant Bartenders	\$24,436	\$19,559	\$19,427	\$14,200	\$15,484
Restaurant Host/Hostess	\$21,802	\$45,576	\$35,485	\$31,540	\$42,339
Restaurant Busser/Runner	\$37,156	\$69,094	\$64,931	\$59,792	\$66,623
Restaurant Office	0	0	0	\$15,181	\$16,678
Total Restaurant Part-Time Labor	\$158,566	\$233,994	\$228,609	\$235,323	\$258,849
Part-Time Restaurant Labor % from Total Rest F&B Sales	9.83%	9.12%	8.86%	8.68%	9.30%
Restaurant Full-Time Labor Salaries*	\$167,395	\$229,475	\$216,052	\$212,527	\$173,151
Full-Time Rest Labor Salaries % from Total Rest F & B Sales	10.37%	8.94%	8.38%	7.84%	6.22%
*Includes F & B Director (Salary split equally Bqts. & Rest)					
<u>Kitchen</u>	2020	2019	2018	2017	2016
Dishwasher (includes Contractual fees, see below*)	\$62,995	\$172,150	\$216,115	\$238,900	\$216,922
Line Cooks	\$168,833	\$348,897	\$357,098	\$391,545	\$303,000
Prep Cooks	\$38,207	\$50,100	\$58,466	\$25,842	\$24,861
Total Part-Time Kitchen Labor	\$270,035	\$571,147	\$631,679	\$656,287	\$544,783
Part-Time Kitchen Labor % from Total F & B Sales	13.90%	12.79%	13.64%	13.33%	10.85%
Kitchen Full-Time Labor Salaries	\$170,269	\$272,546	\$244,660	\$282,003	\$264,845
Full-time Kitchen Labor % from Total F & B Sales	8.77%	6.11%	5.28%	5.73%	5.28%
Overall Part-Time Labor	\$492,692	\$960,874	\$1,048,074	\$1,076,573	\$988,159
Part-Time Labor % from Total F & B Sales	25.37%	21.52%	22.63%	21.87%	19.69%
Overall Full Time Labor	\$551,274	\$713,055	\$745,896	\$778,863	\$713,256
Overall Full-Time Labor % from Total F & B Sales	28.38%	15.97%	16.11%	15.82%	14.21%

<sup>\$6,147</sup> was paid in 2020 to temp service for restaurant kitchen help. In this case, dishwashers specifically. \$61,608 was paid in 2019 \$118,313 was paid in 2018 \$ 64,452was paid in 2017

# 2020 Arrowhead Collage Restaurant Marketing Print & Web Ads



















## 2020 Arrowhead Collage Restaurant Marketing Signage













## 2020 Arrowhead Collage

## Restaurant Marketing Social Media & E-blast











Arrowhead Golf Club

Does #ThrowbackThursday count if these photos were from two days ago?

Thank you to everyone who came out to our Abita Boer Dinner event on Tuesday! Our staff had an arreazing time creating this for you. Let us know in the comments if you were there and what your favorite part was!



## Indoor Dining Open!

Starting Friday, June 26, we will be open for indoor sealing.

Tables will be limited to a maximum of 10 guests per table.\* Reservations are required at arrowbeadoolCub.org or by phone at 630.653.5800. Seating will not be available at the bar-





# 2020 Arrowhead Collage Restaurant Marketing Social Media & E-blast













## 2020 Arrowhead Collage Restaurant Marketing Social Media & E-blasts





Hurry, Oktoberfest menu is only here through tomorrow, October 4. Don't miss your chance to enjoy the Schwenkbraten (grilled bone-in pork chop served over braised red cabbage) or Forelle Nach Rheinart (pan fried trout with spaetzle braised red cabbage and Riesling mustard cream). Both available today and tomorrow after 4pm. #arrowheadwheaton #opentable #oktoberfest







ARROWHEADGOLFCLUB.ORG
Thanksgiving Dinner To Go & Outdoor Dining

Thanksgiving Dinner To Go & Outdoor Dining Options Outdoor Dining Menu...



## 2020 Arrowhead Collage Restaurant Marketing Coupons and Incentives





















## **BANQUETS**

## BANQUETS AND EVENTS



## **2020 Events Categorized by Type and Volume**:

	Corporate	Social	Wedding	WPD	Golf	Restaurant	Monthly Totals
Jan	16	24	1	3	0	6	50
Feb	11	31	2	5	0	10	59
Mar	8	11	0	1	0	1	21
Apr	0	0	0	0	0	0	0
May	0	0	0	0	0	0	0
June	0	2	0	0	0	0	2
July	3	10	2	1	0	0	16
Aug	3	16	4	0	3	2	28
Sep	0	15	5	0	6	2	28
Oct	1	8	3	0	3	5	20
Nov	3	0	0	0	0	0	3
Dec	0	0	0	0	0	0	0
Totals	45	117	17	10	12	26	227







# Wedding Ceremonies

Every year, more and more couples decide to hold their ceremony at their reception venue instead of a church or alternate location. With stricter regulations in place at churches, due to Covid-19 many couples turned to Arrowhead to have their socially-distanced ceremony outdoors.





# **OUTDOOR EVENT SPACE**

In 2020, many people felt more comfortable hosting events and gatherings outside, rather than indoors. The outdoor terrace became very popular for birthday parties, funeral luncheons and smaller social events.

The terrace was tented in the late fall, allowing golfers to stay and enjoy a drink or bite to eat, watch the Bears game, and abide by all regulations that were put in place by the Governor.



# BANQUET HOSTED EVENTS

STRAIGHT
from the TAP

Straight from the Tap was held in the Grand Ballroom at Arrowhead Golf Club on Saturday, January 25. Over 200 guests attended the event. They were able to enjoy 2 offerings each from 18 different brewery and/or cideries, 12 of which are located within the state of Illinois. Ciders from Naperville and Michigan were big hits with the guests. Popular local musician Brian Allison entertained, while Wheaton's own Gilbert's Sausage increased their participation this year by sending their chef to introduce attendees to their line of all-natural chicken sausages. They served sausage sandwiches, complimentary of course, topped with their favorite garnishes and condiments. Our own Chef Eric presented our popular Nacho Station, as well as his choice of stationed appetizers to keep the crowd well fed. The Silent Auction featuring items such as brewery tours and beer swag raised over \$2000 benefitting the Sensory Garden Playground.



















### **Volunteer & Partner Appreciation Mixer**

The Wheaton Park District Annual Partner and Volunteer appreciation mixer allows staff and vendors to creatively collaborate at this large event which hosted 375 guests. Each year tones and tastes match the theme. Attendees experience everything from unique textiles and dramatic floral design, to modern elements such as lighting effects. Playful details and small favors add to the themes. In 2020 "Magic Begins with You" brought the ballroom to life with a walking Magician performing tricks, colorful red and black décor with oversized playing cards, and magic themed cookies.

Hosted by the Cosley Foundation and the Wheaton Park District Board of Commissioners, our annual mixer offers great food and beverages, great conversation and great fun!





# BANQUET HOSTED EVENTS

Our showcase Soiree was hosted on a Friday evening in January. We filled the room with preferred vendors, passed hors d'eourvres, wine tasting, and sample guest tables and high tops. This gave us the opportunity to show off our upgraded linen, lighting and draping packages, and displayed a mashed potato martini bar as a fun late night snack idea for couples to consider for their wedding. We continued to have this event available to both committed couples and the public for the potential to book new weddings.







## HOLIDAY CATERING AND EVENTS

On **March 20**, Governor Pritzker's Stay-at-Home order went into effect for all Illinois residents, It was the week of March 16<sup>th</sup> in which the banquet staff spent their time on the phone, calling clients who were supposed to be hosting events in the upcoming weeks as well as cancelling Easter reservations.

Thankfully, Mother's Day reservations hadn't begun before the stay-at-home order was in effect.

By Thanksgiving, the team was ready to bring some holiday joy to the community. Since indoor dining and events weren't allowed, To-Go orders allowed people to order Thanksgiving dinners for their families.

For \$25.95 per person, guests enjoyed sliced roast turkey with giblet pan gravy, celery and sage sausage stuffing, whipped Yukon gold potatoes, poached yams with candied pecans, sauté of green beans with wild mushroom gravy, and traditional cinnamon orange cranberry sauce. Guests could also add on tomato bisque soup, additional turkey, or apple, pecan or pumpkin pie to their orders.

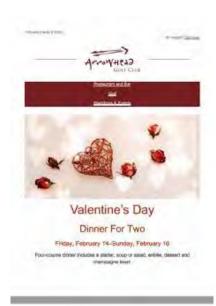
The team brought in \$6,872.58 from the To-Go orders. Many guests called in raving about how delicious the food was and asked if we were going to offer this package in the future.

# 2020 Arrowhead Collage Banquet Marketing Social Media & E-Blasts





# 2020 Arrowhead Collage Banquet Marketing Social Media & E-Blasts





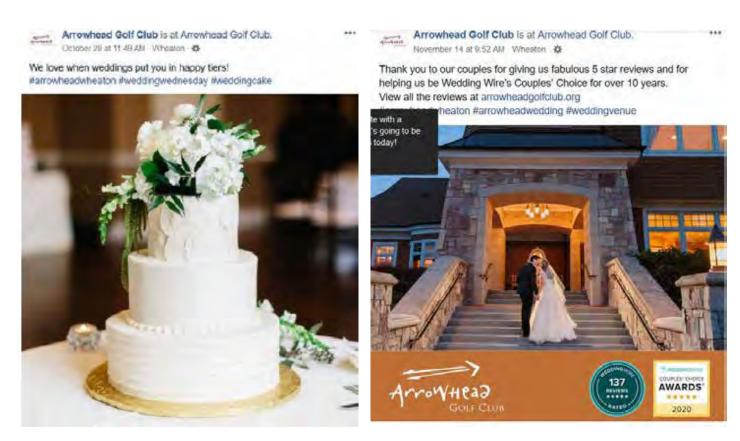








# 2020 Arrowhead Collage Banquet Marketing Social Media & E-Blasts





# 2020 Arrowhead Collage Banquet Marketing Print and Web Ads







TICKETS AT

ARROWHEADGOLFCLUB.ORG



Weddings | Showers

Communions

Celebrations of Life

Fundraisers

26W151 Butterfield Road | Wheaton, IL 630.653.5800 | arrowheadgolfclub.org



### FACILITY MARKETING

Promoting golf, events and the restaurant collectively are essential as each operation has a sees overlap in their audiences. Marketing initiatives across all are typically granular in focus and has allowed us to build a large customer base and community audience.

A large percentage of our print and web ads, feature what Arrowhead offers as a whole. Monthly eblasts include golf, dining and event sections. Unfortunately, in 2020, many of those blasts switched focus to Covid-19 regulations and restrictions and how each business area was adapting.

Yelp continues to be a good investment for the facility. It allows the public to seek out a golf, event or restaurant venue in a certain geographic location. It also provides them with an opportunity to read reviews from other customers, click through to our website, call for reservations and leave their own review. At the end of 2020, Arrowhead appeared in search results over 4,100 times and 1,060 leads were generated. Over 60% of the searches came from mobile devices.

Instagram posts were created for restaurant menu specials, menu launches, events as well as wedding highlights, wedding incentives and golf rates, tournament's, lessons and announcements.





Arrowhead continues to maintain and update their website on a weekly, sometimes daily basis as things change and new things become available. Here are some stats on the use of our webpage:

**Total Users: 135,620 in 2020** at the end of 2019 we had a total of 112,474

Most frequently visited pages home page: 159,216 tee times: 86,081 golf overview: 35,725 golf rates: 21,170 course scorecard: 13,225 restaurant overview: 16,951 restaurant menus: 19,085 reservations: 15,447 weddings & events: 10,356

weddings & event menu pricing: 8,036

#### Top 10 referral sites that drive traffic to the site:

Facebook: 1,020 yelp: 364 wheatonparkdistrict.com: 237 AOL Search: 222 cdga.org: 212 theknot.com: 133 eventective.com: 100 marcandmindy.com: 97

Xfinity Search: **89** arrowheadgolfclub.tripleseat.com: **80** 

# FACILITY MARKETING

Arrowhead continues to post daily on Facebook and Instagram.

The golf course and restaurant/events continue to use the address "arrowheadwheaton".

Each week posts are created for restaurants, events and golf. As weddings take place, golf tournaments and/or restaurant events, additional posts are created.

By the end of 2020, Facebook followers: **3,032** (compared to 2,828 in 2019)



#### **Events, Weddings & Social Events**

Web and Print Advertising includes a regular campaign and inclusion in the following publications, in print or web or both:

Eventective
Chicago Style Weddings
The Knot
Wedding Wire
Celebration Society
BOI Magazine
Here comes the Guide

Our annual contracts with the various wedding publications include print, website presence, email options and social media presence. Email marketing and social media perks are utilized during high-peak engagement season.

#### **Eventective**

Direct Referrals 37 Competitive leads 159 Profile views 295 Website clicks 15 Instagram clicks 1



#### Instagram

@arrowheadwheaton 1,114 followers / 369 total posts



# MARKETING OVERVIEW RESTAURANT, BAR, EVENTS

Since the restaurant began utilizing Open Table for reservations, this allowed us to capture our diners email addresses and send dedicated menu offerings or special announcements to them via email. This allowed us to grow our customer email subscriber data base. Overall, the restaurant received a 4.7 rating (out of 5) from our diners through Open Table and it captured data about our diners, for example over **80% indicated that they were first time diners at Arrowhead.** 

Additionally, regular marketing included social media posts, mobile texts, and consistent static and electronic signage which were instrumental in helping us to stay engaged with our customers and ultimately in driving customers to the restaurant.

When the state mandated various guidelines, marketing was adapted to match and promote what the restaurant was able to offer. This includes limited indoor dining, outdoor dining, take out, delivery, and at the end of the year, the use of the Halfway House as the Holly Jolly Trolley offering holiday drinks and specials.





#### **E-mail Marketing**

Monthly e-blasts are important to communicate various facility announcements, restaurant events or specials, golf tournaments, lessons and wedding and events. 32 e-blasts were distributed to our subscriber data base. This data base is made up of people who attended events and opted in to receive our e-newsletters through a prompt on the website, dined with us, book a tee time or register for a program with us.

Overall the e-blasts saw an open rate of 22% and a click through rate of 9.5%. This is a 5% increase from 2019. An additional 4 e-blasts were distributed through vendors like Chicago Style Weddings, Celebration Society and Golf Illinois.

# MARKETING OVERVIEW RESTAURANT, BAR, EVENTS

#### **On-site marketing**

Static and electronic signage is utilized to promote special menus, upcoming events and seasonal menus. In addition, table tents and posters are displayed on restaurant tables and in entry ways.

#### Yelp

Yelp is a crowd-sourced review forum for the public to rate venues, restaurants, and golf courses. Arrowhead's profile on yelp has proved to be beneficial. In total Arrowhead Golf Club appeared in search results over 114,000 times, more than 9,000 people viewed our profile and 3,000 leads were generated.

#### Mobile Text Campaign

This is utilized to send out facility announcements, specials, events and flash sales. In 2020, a total of 23 texts were distributed to 843 subscribers for a total of 18,996 messages. This is an increase from 795 subscribers and 16,166 messages in 2019. We promote the text campaign club via the website, onsite and in various email marketing pieces.

#### Web and Print Advertising

Print continues to be a viable marketing avenue especially when accompanied by a good mix of other strong programs. Arrowhead is selective in the publications that we designate marketing funding to and includes the following:

West Suburban Living Magazine (print and enews) Restaurant, Wedding & Golf Special Issues

**Naperville Magazine** (print and enews) residents should consider.

**Daily Herald** (print only) Restaurant & Holiday Issues

#### Websites:

Wheaton Chamber
Naperville Chamber
DuPage Convention & Visitors Bureau
Yelp
Eventective
Uniquevenues
Open Table
Foodio54
Untappd

#### **School/Community Outreach**

Arrowhead continues to partner with school groups, PTA and location non-profit organization for dine-in fundraisers, snack bar after sporting events and advertising through their various coupon booklets or fundraising or sporting event programs.

#### Val Pak

During the non-golf season, we contract with ValPak to distribute a \$10 off of \$50 restaurant purchase coupon to thousands of homeowners in the Wheaton, Glen Ellyn area. In 2020, there was a total of 2,185 redeemed.



## ARROWHEAD GIVES BACK -2020

#### **Gift Certificates**

In conjunction with Wheaton Park District's Executive Director's office, Arrowhead Restaurant donated golf certificates in 2020 to many local causes, most of whom are listed below:

A Salute to our Heroes Founda-

tion

Briar Glen Elementary Burbank Park District Carol Stream Rotary CHEST Foundation Churchill Elementary Cloverdale Elementary

College of DuPage Foundation

Connection of Friends

Conservation Foundation Earth

Day

Cosley Zoo Classic Golf Outing

Deerfield Park District

DuPage Bar Legal Aid Founda-

tion

DuPage Care Foundation
DuPage County 4H Foundation

DuPage Foundation DuPage Medical Group

DuPage Pads Edward Foundation

First United Methodist Church

Franklin Middle School

Fred Hall

Glen Ellyn Rotary

Glenbard West High School Glenview Park Foundation Hanover Park Foundation Hoffman Estates Park District **Kiwanis** 

Lincoln Elementary
Lions Club Golf Outing

Liponi Foundation for Special Recrea-

tion

Madison Elementary

NAMI

Off the Street Club Palatine Park District

Paul Fabbri Memorial Golf Outing

Pleasant Hill Elementary Rock Bottom Brewery Sandburg Elementary Schaumburg Rotary

Spectrios St. Michaels

St. John the Baptist St Peter & Paul

Student Excellence Foundation

Teen Parent Connection WDSRA Red & Black Bash

We Grow Dreams

Wheaton Junior Woman's Club

Wheaton North HS Band

Wheaton North Special Olympics
Wheaton Warrenville South Show Choir

#### Fundraising for Cosley Zoo and Wheaton Park District

#### Cosley Zoo Classic Golf Outing 2020 103 golfers,

Adapted the annual event to meet the Restore Illinois safety guidelines. The socially-distanced event included lunch on the course and low-contact gimmick holes. The regular in-person silent auction was replaced with an online silent auction.





# ARROWHEAD GIVES BACK TO THE COMMUNITY

#### **Employing Wheaton Residents**

Arrowhead acknowledges that the secret to our success is the support of staff. The chart below represents the total wages paid to Arrowhead Golf Club employees who reside in Wheaton.

Area of Employment	2020 Wages, by Area to Wheaton Residents
Banquets	\$16,560.18
Bev Cart/Halfway House	\$5,120.69
Custodian	\$12,877.98
Golf Maintenance	\$144,809.26
Kitchen	\$31,196.88
Pro Shop	\$135,199.11
Restaurant	\$97,751.27
Total	\$443,515.37

# ARROWHEAD GIVES BACK-2020 TOTALS

Donated Meeting Space	\$1,000
Discounts to WPD and Affiliates (Cosley shown separately)	\$9,330
Wheaton Warrenville So and Wheaton No. High School Golf Teams	\$20,212
Employment	\$443,515
TOTAL Value Arrowhead Gives Back	\$474,057

#### Wheaton High Schools

Golf is one of the few fall sports taking place for high school students this year and Arrowhead is again home to the boy's and girl's teams from both Wheaton North and Wheaton Warrenville South. The season started on August 10<sup>th</sup> with the first competitions taking place here on the 17<sup>th</sup>. There are matches every Monday through Thursday until the last week of September with practices taking place after those are done teeing off. Staff has worked closely with both athletic directors and all four coaches to provide as many opportunities as possible for the teams while keeping times available for the public as well



High School Golf	WWSHS	WWNHS	TOTAL
Rounds	421	404	825
Green Fees	\$7,788	\$7,474	\$15,262
Range Balls	\$2,526	\$2,424	\$4,950
Total	\$10,314	\$9,898	\$20,212



### THE EFFECTS OF COVID-19

#### **GOLF**

The golf course opened for the season on March 3<sup>rd.</sup> On March 16<sup>th</sup>, the course, driving range and practice areas were closed due to Covid-19 by executive order. Things stayed that way until April 24<sup>th</sup> when we were given one week's notice that golf courses would be allowed to open one week later with severe restrictions. These restrictions allowed twosomes only with tee time intervals of 15 minutes, no riding carts unless medically necessary, driving ranges and practice areas had to remain closed, clubhouses were to remain closed and all payment had to be taken on-line or over the phone.

Even with these restrictions, golf was just about the only pay to play recreational activity that was available which made tee times a valuable commodity. The course was "sold out" almost every day and, while we could only have about 60 people scattered around our 221 acres, it was great to have golfers back at Arrowhead. We were able to get some of our smaller leagues started during this time as well which helped to bring a little normalcy to a few more of our golfers.

Restrictions loosened four weeks later and on May 29<sup>th</sup> we could allow foursomes to tee off every 10 minutes with single rider carts and could open the driving range and other practice areas at 50% capacity. These changes let us begin our permanent tee time season as well as providing availability for all of the leagues that chose to play this year. The course was now back to near 100% capacity and most days saw over 400 players on the course.

The final relaxation of restrictions came four weeks later on June 26<sup>th</sup>. Two players were now allowed to ride together and all practice facilities were opened at 100%. This phase allowed us to again host large golf outings and special events which made the golf operation resumes as normal.

Throughout the year we saw many new faces as people came back to the game after years away or took it up for the first time. There was also an increase in play from those already playing regularly as once a week players now came out two or three times a week and more regular golfers came out almost every day. We are excited about the opportunity to capture these new players and to continue to grow the game in the post-COVID years to come.

#### **RESTAURANT & KITCHEN**

2020 was a challenging year in all areas of the Food & Beverage Department due to constant fluctuations in the state's response to Covid-19 Banquet, Restaurant and Culinary teams were required to adjust 'on-the-fly' with the constant goal in mind of being a leader in safety and sanitation during the pandemic. Everyone responded by thinking outside the box and developing creative ways to stay relevant and maintain a revenue stream for Arrowhead Golf Club. These ideas ranged from utilizing areas for seating that haven't been used previously (e.g. seating restaurant guests on the conference room veranda), adjusting levels of service throughout the facility (e.g. adding food service to the Halfway House patio), extending the outdoor season as long as feasible utilizing heaters and tents, and creating new uses for existing facilities (e.g. the Holly Jolly Trolley). We intend to take what we've learned and continue to apply it in years to come, maintaining new, exciting options for our quests.

#### **BANQUETS & EVENTS**

The banquets team had a very unusual 2020, being unable to host any events half of March, all of April, May, and most of June. The 100 private events that we did host in the second half of 2020 looked very different. Staff masked and gloved up, serving socially distanced events from 50 guests or less, then down to 25 guests or less as COVID-19 washed across Illinois and stricter regulations were put in place.

Twenty-three couples postponed their weddings to 2021. Four couples chose to host a small, intimate micro-wedding dinner with immediate family and close friends and are continuing to look hopeful to a pandemic free future where they can host a big reception at Arrowhead. Fifteen couples came to Arrowhead looking to host their micro wedding as their original venue was unable to accommodate them.

Unfortunately, ten weddings that were scheduled in 2020 did end up cancelling due to Covid-19. Of the ten weddings, three had already postponed at least once to later in the year. We also had three couples who postponed from 2020 to 2021 and ended up cancelling their wedding before the end of 2020.

The team had to cancel over 270 events. Almost every event that cancelled, was postponed at least once before cancelling. Some clients rescheduled up to four different dates before finally cancelled due to being unable to host their event due to the regulations that were in place.

During quarantine, the team worked from home, connecting with clients, postponing events, transferring deposits, and cancelling events. Overall, the banquets team had to refund over \$115,000 due to cancelled events.

On a positive note, over 150 events postponed their events to a later date and are still booked with us. This number does not include the large amount of repeat clients that will come back to Arrowhead once we are able to host them again, such as Wheaton Rotary, DuPage Association of Health, Dinner with the Doc, Physicians Leadership, and many more.

Since a Thanksgiving Buffet was not an option in 2020, the banquets team had a Thanksgiving Catering To-Go option for the community which brought in over \$6,400.

At the end of the day, the banquets team did everything they could do ensure a wonderful, fun, healthy and safe event for both guests and staff for the events that they were able to host the second half of 2020. The clients who were able to host their event, were extremely grateful Arrowhead was able to accommodate them.

# FINANCIAL REPORT ARROWHEAD GOLF CLUB 2020 YEAR-TO-YEAR COMPARISON

		2020	2019	2018	2017	2016	Average
Administ	ration						
	Revenue	\$109,352	\$110,806	\$66,314	\$54,107	\$40,540	\$76,224
	Expense	(\$903,938)	(\$1,121,722)	(\$1,027,425)	(\$963,201)	(\$969,811)	(\$997,219)
	Net	(\$794,586)	(\$1,010,916)	(\$961,111)	(\$909,093)	(\$929,271)	(\$920,995)
Parks Ma	intenance						
	Expense	(\$27,061)	(\$29,990)	(\$29,194)	(\$24,814)	(\$12,492)	(\$24,710)
	Net	(\$27,061)	(\$29,990)	(\$29,194)	(\$24,814)	(\$12,492)	(\$24,710)
Pro Sho	p & Golf Fe	es					
	Revenue	\$2,619,040	\$2,163,858	\$2,222,852	\$2,267,229	\$2,236,854	\$2,301,967
	Expense	(\$639,918)	(\$645,419)	(\$634,125)	(\$672,905)	(\$652,881)	(\$649,050)
	Net	\$1,979,122	\$1,518,439	\$1,558,728	\$1,594,324	\$1,583,973	\$1,646,917
Golf Mai	ntenance						
	Revenue	\$0	\$6,270	\$5,640	\$1,375	\$6,000	\$4,821
	Expense	(922,682)	(985,331)	(\$970,888)	(\$1,090,539)	(\$1,001,980)	(\$994,284)
	Net	(922,682)	(979,061)	(965,248)	(1,089,164)	(995,980)	(\$990,427)
Food & I	Beverage						
	Revenue	\$2,042,069	\$4,800,910	\$5,024,272	\$5,349,366	\$5,426,437	\$4,528,611
	Expense	(\$2,385,514)	(\$4,082,417)	(\$4,358,287)	(\$4,433,619)	(\$4,372,487)	(\$3,926,465)
	Net	(\$343,445)	\$718,493	\$665,985	\$915,747	\$1,053,950	\$602,146
Cross Co	untry Ski						
	Revenue	\$1,790	\$9,373	\$12,198		\$2,877	\$6,560
	Expense	(\$886)	(\$1,786)	(\$857)	(\$837)	(\$1,006)	(\$1,074)
	Net	\$904	\$7,587	\$11,341	(\$837)	\$1,871	\$4,173
AL							
	Revenues	\$4,772,251	\$7,091,217	\$7,331,276	\$7,672,077	\$7,712,708	\$7,451,820
	Expenses	(\$4,879,999)	(\$6,866,665)	(\$7,020,776)	(\$7,185,915)	(\$7,010,657)	(\$7,021,003)
	Net	(\$107,748)	\$224,552	\$310,500	\$486,162	\$702,050	\$323,103

2020-Food and Beverage \$42,637 includes benefits paid out for departing full time staff

2017-Golf Cart Purchase \$343,000 was subtracted from the Pro Shop expense

# FINANCIAL REPORT ARROWHEAD GOLF CLUB MONTHLY REVENUE/EXPENSE 2020

ı	1-Jan	2-Feb	3-Mar	4-Apr	5-Мау	unr-9	1-Jul	8-Aug	9-Sep	10-0ct	11-Nov	12-Dec	<b>Grand Total</b>
000-Administration													
4-Revenues	(132)	3,611	12,895	2,055	19,174	2,363	7,082	2,286	2,203	2,146	53,697	1,972	109,352
5-Expenses	(69,646)	(67,598)	(190,421)	(47,507)	53,305	(100,157)	(92,259)	(67,136)	(90,491)	(61,243)	(61,005)	(109,780)	(886'806)
000-Administration Total	(86,778)	(63,987)	(177,526)	(45,452)	72,479	(97,794)	(85,177)	(64,850)	(88,288)	(29,097)	(2,308)	(107,808)	(794,586)
101-Parks Mainte- nance													
5-Expenses	(1,719)	(1,397)	(2,274)	(1,398)	(1,399)	(2,275)	(2,089)	(1,404)	(2,286)	(1,400)	(1,409)	(3,011)	(27,061)
101-Parks Mainte- nance Total	(1,719)	(1,397)	(2,274)	(1,398)	(1,399)	(2,275)	(2,089)	(1,404)	(2,286)	(1,400)	(1,409)	(3,011)	(27,061)
601-Golf Maintenance													
5-Expenses	(39,393)	(56,406)	(76,382)	(40,495)	(44,916)	(104,379)	(129,361)	(906'96)	(118,116)	(60,919)	(56,654)	(98,755)	(922,682)
601-Golf Maintenance Total	(39,393)	(56,406)	(76,382)	(40,495)	(44,916)	(104,379)	(129,361)	(906'96)	(118,116)	(60,919)	(56,654)	(98,755)	(922,682)
611-Pro Shop/Golf Fees													
4-Revenues	4,075	40,195	66'93	24,110	252,625	385,844	466,030	489,193	431,303	243,618	149,393	35,961	2,619,040
5-Expenses	280'6	(41,823)	(54,567)	(19,907)	(23,674)	(73,112)	(98,573)	(71,543)	(100,177)	(59,561)	(43,800)	(62,268)	(639,918)
611-Pro Shop/Golf Fees Total	13,162	(1,628)	42,126	4,203	228,951	312,732	367,457	417,650	331,126	184,057	105,593	(26,307)	1,979,122
612-Food and Bever- age													
4-Revenues	225,146	276,198	96,337	308	25,465	228,866	275,173	315,541	307,862	165,327	80,116	45,730	2,042,069
5-Expenses	(161,309)	(246,208)	(295,891)	(114,940)	(67,484)	(183,508)	(257,697)	(232,148)	(295,465)	(203,851)	(125,298)	(201,715)	(2,385,514)
612-Food and Bever- age Total	63,837	29,990	(199,554)	(114,632)	(42,019)	45,358	17,476	83,393	12,397	(38,524)	(45,182)	(155,985)	(343,445)
613-Cross Country Skiing													
4-Revenues		1,790											1,790
5-Expenses		(561)	(96)			(78)	(25)	(25)	(25)	(25)	(25)	(56)	(886)
613-Cross Country Sking Total		1,229	(06)			(72)	(18)	(18)	(18)	(19)	(19)	(19)	904
Grand Total (33,891)	(33,891)	(93,428)	(413,610)	(197,774)	213,096	153,642	163,306	337,883	134,833	24,117	(4,960)	(391,866)	(107,748)

# 2020



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