CALL TO ORDER
President Troy Parlier called the meeting to order at 6:01 p.m.

ROLL CALL
Physically Present: President Troy Parlier and Trustees James Marter, Terry Olson, Pam Parr, Luis Perez, Judy Sollinger and Brian Thomas.
Staff Present: Dan Di Santo, Village Administrator; Christina Burns, Asst. Village Administrator/HR Director; Tina Touchette, Village Clerk; Jeff Burgner, Police Chief; Mark Horton, Finance Director; Jennifer Hughes, Public Works Director; Susan Quasney, Village Engineer; Rod Zenner, Community Development Director; Jenette Sturges, Community Engagement Coordinator, Marketing; Joe Renzetti, IT/GIS Manager; Jay Hoover, Building & Zoning Manager; Carri Parker, Purchasing Manager; Corinna Cole, Economic Development Director; and Karl Ottosen, Village Attorney.

CONSIDERATION OF AND POSSIBLE ACTIONS ON-ANY REQUESTS FOR ELECTRONIC PARTICIPATION IN MEETING
There was no one who requested to electronically participate.

PUBLIC FORUM
Public Forum was opened at 6:01 p.m.

Gerald Sternberg addressed the Board regarding water and sewer bills; his meter was changed out and he received a $500+ water bill; he questioned the bill with utility billing; something should be done so there are no surprise bills; received a bill from Fox Metro for the same amount; he may not be the only one receiving higher than normal bills.

There was no one else who requested to speak; the Public Forum was closed at 6:04 p.m.

OLD BUSINESS
There was no Old Business.

NEW BUSINESS
F.1. Downtown Parking Analysis

Director Zenner addressed the Board regarding the parking analysis for the downtown. On June 21, 2019, staff conducted an analysis of the existing downtown parking usage and capacity. June 21st was chosen as it was a Friday, non-event weekend, with good weather which staff believes would provide a typical or slightly higher than typical parking demand number. The downtown was split into 10 block areas with parking usage counts starting from 9:00 am and concluding at 6:00 pm. Staff counted the existing parking spaces per block, both public and private, in the 10-block study area. The numbers do not reflect the overflow parking that occurs on the former lumberyard site for festivals and events. The existing parking count is as follows:

<table>
<thead>
<tr>
<th>Existing Parking Spaces</th>
</tr>
</thead>
<tbody>
<tr>
<td>Block</td>
</tr>
<tr>
<td>Block 1 (downtown)</td>
</tr>
<tr>
<td>Block 2 (by Tap House)</td>
</tr>
</tbody>
</table>
Staff conducted an hourly count of parking space usage within the downtown study area. The hourly breakdown is as follows:

<table>
<thead>
<tr>
<th>Time</th>
<th>Total # of Spaces</th>
<th>Spaces Used</th>
<th>Spaces Available</th>
<th>Percent Used</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00 am</td>
<td>886</td>
<td>218</td>
<td>668</td>
<td>25%</td>
</tr>
<tr>
<td>10:00 am</td>
<td>886</td>
<td>259</td>
<td>627</td>
<td>29%</td>
</tr>
<tr>
<td>11:00 am</td>
<td>886</td>
<td>268</td>
<td>618</td>
<td>30%</td>
</tr>
<tr>
<td>12:00 pm</td>
<td>886</td>
<td>296</td>
<td>590</td>
<td>33%</td>
</tr>
<tr>
<td>1:00 pm</td>
<td>886</td>
<td>311</td>
<td>575</td>
<td>35%</td>
</tr>
<tr>
<td>2:00 pm</td>
<td>886</td>
<td>263</td>
<td>623</td>
<td>30%</td>
</tr>
<tr>
<td>3:00 pm</td>
<td>886</td>
<td>279</td>
<td>607</td>
<td>31%</td>
</tr>
<tr>
<td>4:00 pm</td>
<td>886</td>
<td>257</td>
<td>629</td>
<td>29%</td>
</tr>
<tr>
<td>5:00 pm</td>
<td>886</td>
<td>241</td>
<td>645</td>
<td>27%</td>
</tr>
<tr>
<td>6:00 pm</td>
<td>886</td>
<td>214</td>
<td>672</td>
<td>24%</td>
</tr>
</tbody>
</table>
The average percentage of parking occupied in the study was 29.4%. At the peak, 35% of the parking was occupied at 1:00 pm. The minimum parking percentage was at 24% at 6:00 pm. This is similar to the data from a 2017 study indicating an average of 29.7% occupied. Staffs provided the detailed block by block analysis. The data indicated that the highest percentage used block was block #2 at Harrison Street south of Washington with 60% occupancy (99 spaces) at 1:00 pm.

- Block 2 had the highest percentage used at 60% at 1:00 pm while neighboring blocks had a lower % used (Block 1 at 33%, Block 4 at 50%, and Block 5 at 10%)
- On average, Block 7 is the most occupied at 49%
- Block 5 is the least occupied with an average of 7%

In many downtowns, an observed parking ratio is often between 2.1 and 2.5 spaces for every 1,000 square feet of commercial space. In Oswego’s situation, the 886 parking spaces accommodate 211,654 square feet of commercial use (plus an additional 42,757 square feet of residential uses). That establishes a rough parking capacity ratio of 3.48 spaces per 1,000 square feet of building downtown. In the highest demand hour of 1:00 pm, the occupied parking ratio was 1.46 spaces per 1,000 square feet of commercial space. Based on the data collected, it appears that there currently is not a parking shortage in the downtown for the existing uses. As the downtown redevelops and expands, it is important to monitor the existing conditions to determine a threshold at which additional parking will need to be provided.

The Village is currently seeing new development within the downtown area including new retail/restaurant/office space and new residential units. Upon completion, the total number of parking spaces will increase from 886 to 1371 (485 space increase). Based on an assumption that each residential unit will occupy one parking space, the new parking ratio, upon completion of construction, will be 4.56 spaces per 1,000 square feet of commercial space. This would result in more parking per square foot of space than currently exists in the downtown.

Board and staff discussion focused on increased parking spaces after parking garage is built; new business will create a new draw; don’t have numbers for public versus private; some owners of private parking areas are ok with public use, some are not; next analysis will be conducted after the parking garage is open; 2.5 spaces per 1,000 square feet seems favorable; more demand when store hours expand. There was no further discussion.

F.2. Discussion of Marketing Objectives and AACVB Partnership

Director Cole and Jenette Sturges addressed the Board regarding the AACVB partnership. Participation in the AACVB requires a financial contribution of 90% of the Village’s 3% hotel/motel tax; approximately $75,500. The Village keeps the remaining 10% (~$7,500) and the AACVB expends at least 40% percent of the funds received from Oswego to promote a Municipal Marketing Partnership (~$27,200).

Marketing
- Awareness
  - Branding
  - Experience through tourism and regional events
  - Advertising
- Consideration
  - Reputation management
  - Core communications
- Conversion
  - Investment or development
  - Not selling a product; it’s convincing someone to invest or develop
  - Drive economic growth
  - Quality of life
- Loyalty
- Advocacy

Building an Oswego brand is critical to properly marketing the community to outside businesses. It conveys a business-forward, professional approach. It is also designed to be memorable. ICSC had 30,000 people attend last
year’s RECon. Oswego was just three of the organizations pitching the community to developers, retailers, and franchisers. In order to stand out and be memorable, a consistent brand is needed to anchor the awareness of Oswego as a place to do business. Bring people here, make them fall in love with Oswego, and make them want to move here, invest and build here, pay taxes here, create jobs here, and offer services to other residents here. Using staff time to develop certain assets and leveraging the AACVB to market those assets is the most effective and efficient use of resources. In two years, Oswego has gone from almost no tourism presence to 100,000 website visits a year.

Community Relations
• Communications & Public Relations
  ➢ Goal- two-way communication connecting people with Village services
  ➢ Audience- residents and existing businesses
  ➢ Activities
    ✓ Daily communications (mass email and social media)
    ✓ Print publications (newsletters, brochures, reports)
    ✓ Websites
    ✓ Press relationships and messaging
    ✓ Public input opportunities (surveys, media monitoring, etc.)
    ✓ Interdepartmental support
    ✓ Emergency communications

• Marketing
  ➢ Goal- elevate Oswego’s position in the region as a destination
  ➢ Audience- prospective stakeholders not already in Oswego
  ➢ Activities
    ✓ Community brand management
    ✓ Marketing and advertising (events, attractions, and the community as a whole across print, digital, and other media)
    ✓ Media library development
    ✓ Tourism development

• Events & Experiences
  ➢ Goal- engage and connect the community and visitors
  ➢ Audience- current and prospective stakeholders
  ➢ Activities
    ✓ Special event production
    ✓ Community partnerships and cross-promotion
    ✓ Built environment
    ✓ Public art

The partnership with the AACVB allows staff to accomplish tasks in the most efficient way possible by fulfilling many of the marketing tasks. The partnership is efficient because the AACVB gives an additional set of hands to support awareness-building functions. They help with brand management and getting the Oswego message to the wider Chicagoland region. They provide marketing and advertising services at exceptional rates because they can leverage their size; which makes them similar to having our own ad agency. They assist in developing marketing materials such as the media library and they specialize in tourism development; a skill set that the Village does not and could not have in-house. While marketing a community is a long-range game, tourism has a direct economic impact. When the tourism bureau brings hundreds of families to the area for a soccer tournament, that’s potentially thousands of people who go somewhere to eat, book a hotel room and run to the stores. This added economic activity is good for the tax base; acting like a revenue multiplier. When purchased food, beverages and incidentals are accounted for, the Village receives much more than just hotel/motel taxes.

AACVB Program
• 90% of Oswego’s 3% Hotel Motel Tax
  ➢ 60% pays for operations, regional marketing and direct booking services
  ➢ Other 40% directly advertises Oswego alone
• Commenced May 1, 2018
Annual opt-out opportunities
• Full creative control on the direct advertising content
  ➢ West Suburban Living
  ➢ Chicago magazine “Go West!” guide
  ➢ Neighborhood tourist
  ➢ Tollway placement brochures
  ➢ Social media/digital
• Adherence to Oswego brand standards
• Cross-promotion on websites and social media
• Reach and economies of scale

The AACVB works directly to bring tourists to Oswego, and they market Oswego specifically through their co-op program. Maintaining the Oswego brand leverages the broad reach of partnering with other communities while creating a specific, memorable identity for Oswego. Oswego does not have enough attractions or hotels to be a significant tourism draw on its own. By partnering with a broader community pool that does have a significant combined tourism draw, Oswego gets the best of both worlds. People visit Oswego that wouldn’t otherwise come, and they remember Oswego because of the well managed brand that is conveyed, in part, through the AACVB’s partnership program.

Value Added by AACVB
• Hotel booking opportunities
  ➢ Sports Alliance
  ➢ Hotel leads generated
• Preferential ad rates
  ➢ Targets magazines and digital
  ➢ Broader reach
  ➢ Capitalizes on digital advertising data
• Cross branding with region
  ➢ Brings us together with Yorkville, Aurora, etc.
  ➢ Websites and social media are cross linked
  ➢ Connections and resources
• Tourism development
  ➢ Travel writer/influencer relationships
  ➢ Day tours

Because the AACVB specializes in destination marketing, they can do much more than staff can achieve. All of the above items, except for magazines and digital, are things that the AACVB brings to the table that cannot reasonably be accomplished at current staffing levels. The AACVB specializes in tourism and destination marketing. They are able to achieve economies of scale that provide the services at an exceptional value.

Cort Carlson, the Executive Director of the AACVB, and James Cardis, the AACVB’s Marketing Director briefly spoke about the specifics of the partnership and was present to answer questions from the Board.

Campaign Spend
• Print advertising
  ➢ Cost= $18,000
  ➢ Impressions= 731,000
  ➢ Added value- High impact branded destination advertising featured in Chicago Magazine, Naperville Magazine, Neighborhood Tourist, Northwest Quarterly, West Suburban Living, and the Aurora Area Go Guide. Saved $3,600 in publishers discounts and agency fees across all print ad placements.
• Online advertising
  ➢ Cost= $9,250
  ➢ Impressions= 13.3 million
  ➢ Added value- Online display and search engine
  ➢ Advertising promoting Oswego's events & attractions, targeted at relevant audiences
of likely travelers. Saved $1,800 on typical agency management fees.

- Social media advertising
  - Cost= $2,500
  - Impressions= 384,000
  - Added value- Dedicated Go Oswego brand ads targeting relevant audiences via Facebook and Instagram. Saved $500 on agency management fees.

- Media library
  - Cost= $750
  - Added value- Commissioned high-quality photography & video of seasonal events in Oswego for use in future promotions and to share with Village departments and partners.

- Brochure distribution
  - Added value- Go Oswego travel brochures distributed via Illinois Welcome Centers and Tollway Kiosks. Added value of $5,000.

**Online Marketing**
- Included destination and event-driven advertising, including a holiday season push, leading to big gains in exposure over the prior two years.
- Oswego digital advertising- primary vehicles for promoting Oswego was online advertising, powered by Google and Facebook; achieved a cumulative 13.7 million impressions.
  - Display/search impressions- 97.2% (13,356,701)
  - Social impressions; Facebook/Instagram- 2.8% (384,862)
- GoOswego.org Website Stats
  - Increased exposure to Oswego advertising led to a greater number of people seeking out information at GoOswego.org, which received over 100,000 visits in 2019.

**Visits**
- 2018
  - AACVB= 26,446
  - GoOswego.org= 15,689
- 2019
  - AACVB= 77,818
  - GoOswego.org= 22,413

Board and staff discussion focused on the program is a fluid program; 2019 was the first full year the Village was with the AACVB; 40% goes to Oswego only marketing; sending people out to take current picture and videos; future of online versus print; print is still important; making adjustments on the fly; geofencing; overall cost; tracking numbers monthly; tourism outside of events; not focusing solely on events; tracking hotels regionally and county wide; contribution of 90% is for everyone who qualifies for the program; Aurora is capped at $175,000 and is not part of the program; what the impacts are on the hotels; return on investment; track leads for consumer marketing; Director Cole to provide the lead numbers going forward; heads in beds important; attractions have benefited the businesses; Downtown Association works with the AACVB; quarterly newsletter; needing metrics and measurables; cross referencing the measurables; CAT closing has taken away from businesses; conversations with local partners; outside of Aurora, Oswego and Yorkville are close in numbers; Aurora does not get the individual marketing program; cannot get metrics from impressions; Oswego performs better than most; marketing percentage; Oswego has a strong established brand; performs well in search display; doing more Instagram; changing trends; always working the methods and tweaking them; working relationships with the local hotels; one impression is calculated on the initial click. Additional information is needed. Staff to bring back to a future Board meeting for discussion. There was no further discussion.

**CLOSED SESSION**
There was no Closed Session held.

**ADJOURNMENT**
The meeting adjourned at 6:55 p.m.