

**WORLD SHOOTING &
RECREATIONAL COMPLEX**
STRATEGIC PLANNING REPORT
AUGUST 2019



Prepared for
Illinois Department of Natural
Resources

by
World Shooting & Recreational
Complex Task Force
in partnership with
Southern Illinois University Carbondale

Presented August 5, 2019



State Senator Paul Schimpf
58th District

SIU SOUTHERN ILLINOIS UNIVERSITY
CARBONDALE INNOVATION AND
ECONOMIC DEVELOPMENT



TABLE OF CONTENTS

Task Force Member Listing.....	1
Executive Summary	2
Acknowledgements.....	2
History.....	3
Friends of the World Shooting and Recreational Complex	5
Strategic Planning Activity.....	6
Grand American Research	7
SWOT Analysis	8
Vision Statement.....	9
Mission Statement.....	9
Strategic Goals	10
Marketing.....	15
Public Input.....	17
Appendix.....	22
Appendix A: Memorandum of Understanding.....	23
Appendix B: Public Information Session Documents.....	24
Appendix C: World Shooting & Recreational Complex Map (IDNR).....	27

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EXECUTIVE SUMMARY

Located near Sparta, Illinois, the World Shooting and Recreational Complex (WSRC) is a unique, 1,600-acre site located in southwestern Illinois and is less than 50 miles from St. Louis, MO. The complex is open for public use, shooting events, and other organized activities. Thousands of visitors from throughout the world visit the complex each year, contributing to the regional economy and serving as a premier destination for both shooting and non-shooting guests.

A Task Force met for more than a year to engage in strategic planning for the Complex's facilities and recreational uses. These stakeholders developed vision and mission statements as well as identified strategic goals for the next 12-15 months. The results of the strategic planning process are summarized in this report and also incorporate SIUC students' marketing research and public input.

- Adopt a Business Strategy for Management and Operations
- Create and Diversify Year-Round Full-Time Shooting Opportunities
- Develop Non-Shooting Recreational Interests
- Provide Additional Education Experiences
- Expand Entertainment and Event Activities

Strategic goals provide the framework for developing measurable objectives and implementing tasks that get the work done. One of the primary challenges at the WSRC is the lack of consistent funding for key operations including infrastructure, marketing, and staffing. Results from the Strategic Planning Task Force, public input, and marketing analysis conclude that the WSRC is a unique complex that holds great potential for increased economic opportunities. To capitalize on these opportunities, a business approach to the Complex's operations, combined with expansion of both shooting and non-shooting events, was cited as critical to its advancement.

ACKNOWLEDGEMENTS

Thank you to Illinois State Senator Paul Schimpf for his dedication to the people of the 58th District. Thanks also to Interim SIUC Chancellor John M. Dunn for his commitment to continuously improving the region. Without their leadership, this project would not have come to fruition.

Photos and Images

Friends of the World Shooting and Recreational Complex, Lynn Gipson (ATA), and Illinois Department of Natural Resources,

Content and Editing

World Shooting and Recreational Complex Strategic Planning Task Force

Monica Brackman (WSRC), Lynn Gipson (ATA), Gretchen Steele, and Mickey Stewart

SIU Carbondale: Deborah Barnett, Kyle Harfst, Scott Ishman, Lynn Andersen Lindberg, and Karen Stallman

HISTORY

Beginning in 1924, the site of the Amateur Trapshooting Association's (ATA) world championship tournament, the Grand American, was the original "Home Grounds" at Vandalia, Ohio. By the late 1990s, the facility included 100 trap fields, over 600 campsites, 120 exhibitors, the Trapshooting Hall of Fame, and the Association headquarters.



The ATA owned only a small portion of the facility property at Vandalia. Most of the property was owned by the City of Dayton because the Dayton International Airport adjoined the property. Historically, leases from the city were five years in duration. At the onset of the lease that ended in 2005, the city informed the ATA that this would be the final lease due to expansion plans for the airport. The 2005 Grand American would be the final Grand at Vandalia. Word spread quickly that the ATA would be looking for a new home for the Grand American.

Shortly after word got out of the impending relocation, Winchester National Promotions Vice President, ATA All-American trapshooter, and future Hall of Fame inductee, Mike Jordan, happened to be

competing in the Illinois Governor's Cup sporting clays event at Faller's Sporting Clays (Butler, IL) and wondered aloud to some of his team members if the Illinois Department of Natural Resources (IDNR) was aware of the ATA's search for a new home. IDNR Director Brett Manning was also in attendance and minutes later the two were introduced to each other. Manning was immediately interested.



Realizing that the pursuit of any project of the size and scope of the Grand American location would ultimately require legislative support, Representative Joel Brunsvold (72nd District) was made aware of the possible project. Brunsvold was the founder and co-chairman of the Illinois Sportsman's Caucus and a tremendous advocate for hunters, gun ownership, nature preservation, and legislation related to IDNR. Vice Chair of the Sportsman's Caucus, Representative Dan Reitz (116th District), suggested that a

Peabody Coal reclamation site near Sparta might be perfect for the needs of the ATA.



Shortly thereafter, Jordan, along with IDNR and legislative representatives, met at the Sparta site and took photos to forward to the ATA. Peabody still owned the property, but acquisition ideas started to form.

Over the next three years, many meetings with ATA officials took place to discuss the site and terms. Joel Brunsvold became IDNR Director in 2003, and Reitz become Chairman of the Sportsman's Caucus. The ATA Board of Directors approved the Sparta relocation, terms were finalized, and the race was on to get the World Shooting and Recreational Complex completed in time for the 2006 Grand American.



Knight Engineering (Chicago) was named as the leader of the design team for the Complex, and former NSSA-NSCA

Executive Director, and longtime ATA competitor Mike Hampton, was contracted to be lead design consultant.

The World Shooting and Recreational Complex has the largest trap line in the world (121 fields), 4,000 parking spaces, 1,000 camp sites, two championship sporting clays courses, 24 skeet fields, a 10-bay pistol berm, and several fishing lakes.



It's doubtful that the facility would have become a reality if not for the efforts and relationships among Joel Brunsvold, Dan Reitz, the Illinois Sportsman's Caucus, House speaker Michael Madigan, and several other local and state officials.

The trapshooting world is welcomed to Sparta every August. Approximately 5,000 competitors shoot at over 4 million clay targets and take home a few trophies and many memories of the greatest shooting sports complex ever built.

FRIENDS OF THE WORLD SHOOTING AND RECREATIONAL COMPLEX

According to its by-laws, the Friends of the World Shooting and Recreational Complex was established in 2009 as a 501(c)(3) non-profit organization dedicated to supporting the primary purposes for which the World Shooting and Recreational Complex was established. The organization is currently comprised of approximately 75 members who support the Complex through volunteerism, promotion, and other activities that advance the goals of the Complex, in coordination with its management. The group contributes hundreds of volunteer hours annually, many of which occur during the Complex's busy summer months.

According to the Friends of WSRC application, volunteer objectives are “to supplement WSRC staff, by enhancing and providing a safe and quality experience for day-to-day activities and events.” Members typically demonstrate an interest in shooting sports and are required to participate in training related to range safety policies, equipment usage, and volunteer responsibilities.

Volunteer opportunities are available in various areas including:

- labor (event set up, loading machines, moving equipment, etc.);
- clerical (event registration, scoring, record keeping, committees, etc.); and
- training coordination (training scorer, loaders, etc.).

Friends of the World Shooting and Recreational Complex membership includes rewards such as non-transferable discount cards for trap, skeet, sporting clay, or berm activities, based on annual volunteer hours. Members also have voting rights at any full membership meeting.

For additional information, visit the Friends of the World Shooting and Recreational Complex on Facebook at www.facebook.com/spartashooters/.

PURPOSE STATEMENT

The purpose of the Friends of the World Shooting and Recreational Complex is as an independent, non-profit corporation dedicated to supporting the primary purposes for which the World Shooting and Recreational Complex was established.

GRAND AMERICAN RESEARCH

Between August 1, and August 8, 2018, SIUC researchers conducted intercept surveys to participants and guests of the ATA Grand American World Trapshooting Championship event. A total of 281 individuals participated in the survey. The SIUC Office of Workforce Innovation and Research analyzed the data.



Overall, most respondents had attended the event previously. A total of 76 percent surveyed had previously attended the Grand American. Twenty-seven percent had been to this event ten times or more.

People were willing to travel to attend this event. Eighty-one percent of attendees traveled more than 100 miles, and 45 percent of respondents traveled more than 500 miles. Respondents also planned to stay at the event for an extended period of time. Forty-three percent were staying for the entirety of the event.

Camping on-site was important for many attendees. Of the 281 respondents, 131 (47%) respondents were staying in an RV on-site and 81 (29%) were staying at a hotel.



SWOT ANALYSIS

On August 14, 2018 and September 17, 2018, the WSRC Task Force met. During the course of both meetings, a SWOT analysis was conducted. SWOT is a strategic planning technique and is an acronym for **S**trengths – **W**eaknesses – **O**pportunities – **T**hreats.

As part of the activity, a modified nominal group technique was utilized with Task Force members. Each Task Force member was provided an opportunity to identify any strengths, weaknesses, opportunities, or threats from his or her perspective. After all thoughts were exhausted, members ranked their top four choices in each of the four categories. After both meetings, the facilitator transposed the responses, totaled the scores, and categorized into a number of themes or common areas.

Strengths are characteristics of the WSRC that give it an advantage over similar organizations or facilities. Themes observed include facility and grounds, community and regional benefits, multi-faceted activities available, natural resources, and location. Highest rankings were the quality of the facility, economic value, and natural resource improvement/potential.

Weaknesses are characteristics of the WSRC that place it at a disadvantage relative to other recreational opportunities. Themes observed include state management practices, lack of marketing and public perception, facility availability and access, finances, and grounds. Highest rankings were no formal IDNR site master or management plan, limited marketing/promotion efforts/activities, and lack of state financial support.

Opportunities are those elements in the environment that WSRC could exploit to its advantage. Themes observed include alternative uses for facility and grounds, and expanded shooting, fishing and other water-related activities. Highest rankings were lack of a marketing plan to attract non-shooters, increased state funding for state/park facilities, and non-shooting events.

Threats are elements in the environment that could cause trouble for the WSRC. Themes observed include perception, politics, staffing, and funding. Highest rankings were lack of funds for ongoing maintenance, inadequate staffing levels to support growth, and political changes.

The SWOT Analysis led to the creation of a vision statement, mission statement, and strategic goals. While a mission statement is the reason for the World Shooting and Recreational Complex's existence, a vision statement is forward thinking – perhaps 5-10 years into the future.

VISION STATEMENT

To provide an international destination that offers an accessible, world-class experience for shooting enthusiasts while integrating year-round recreation, education, and entertainment opportunities.

MISSION STATEMENT

Deliver world-class shooting and recreational opportunities and special events for local, regional, national, and international guests.

STRATEGIC GOALS

STRATEGIC GOAL # 1

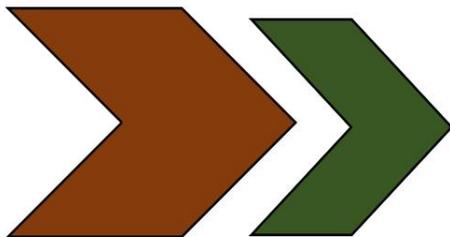
ADOPT A BUSINESS STRATEGY FOR MANAGEMENT AND OPERATIONS

After enduring the state budget impasse, it became very evident that WSRC needed to take a “business approach” to survive. Reduction of state funding for operations and aging infrastructure are two areas that need immediate attention. Therefore, a number of action items were created to accomplish this goal.

- ACTION # 1:** Create a comprehensive marketing plan to include the following actions:
- Develop a facility/event marketing strategy for surrounding counties
 - Develop a regional marketing task force
 - Pursue free marketing opportunities including social media
 - Engage Chambers of Commerce
 - Include familiarization tour (Governor and other influencers)
 - Include a direct link to the IDNR calendar (website coordination)
 - Develop search engine optimization strategies
 - Identify and partner with shooting-focused groups for marketing (e.g., Lindenwood University shooting team)
 - Create a regional activities welcome packet
 - Raise awareness of current public shooting activities to change perception from “shut down” to open for business
 - Utilize southern Illinois tourism

ACTION # 2: Develop diversified and sustainable funding

ACTION # 3: Improve existing infrastructure to enhance ease of access to location



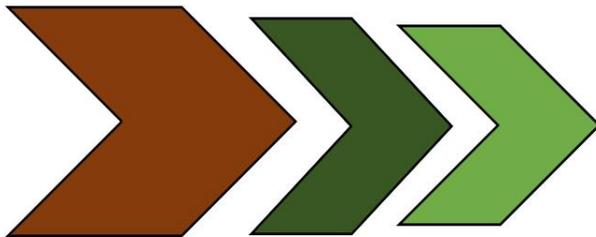
STRATEGIC GOAL # 2

CREATE AND DIVERSIFY YEAR-ROUND FULL-TIME SHOOTING OPPORTUNITIES

While the Grand American and the youth shooting championships attract thousands of people in July and August, opportunity exists to create shooting opportunities for year-round use of the WSRC.

ACTION # 1: Open at least three (3) walk-up ranges daily for shooting

ACTION # 2: Develop a plan to move toward full-time shooting opportunities

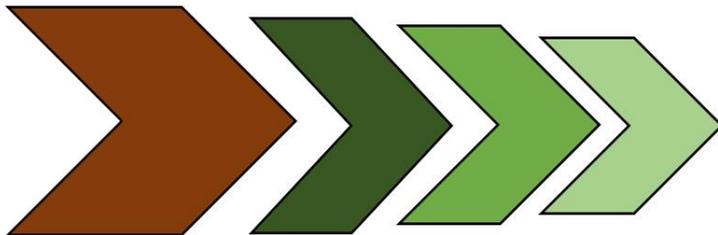


STRATEGIC GOAL # 3

DEVELOP NON-SHOOTING RECREATIONAL INTERESTS

In addition to expanding shooting activities, opportunities exist to attract more user groups to the Complex through a variety of non-shooting activities. Doing so would bring additional revenue to the WSRC and to the regional economy.

- ACTION # 1:** Increase camping
- ACTION # 2:** Address short-term shade issues – schedule an Arbor Day planting event
- ACTION # 3:** Develop plans to add campground amenities (playground, BBQ grills, picnic shelters, campers only beach area at lake near bath house)
- ACTION # 4:** Explore adding a pollinator garden
- ACTION # 5:** Identify grants and foundation funding for above projects
- ACTION # 6:** Schedule a volunteer workday
- ACTION # 7:** Incorporate conservation and sound land management principles into park management and operations
- ACTION # 8:** Identify and connect with target and 3D archery groups, including scholastic partnerships

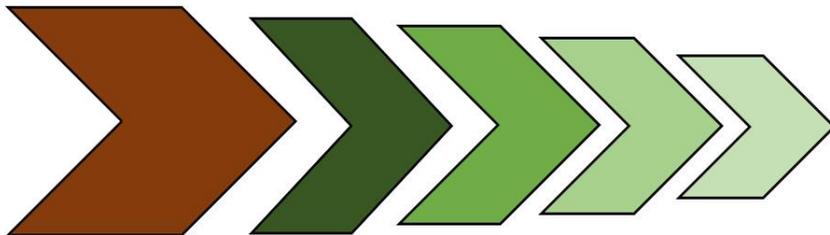


STRATEGIC GOAL # 4

PROVIDE ADDITIONAL EDUCATION EXPERIENCES

Multiple opportunities exist for the WSRC to offer shooting and non-shooting education experiences to attract youth and other user groups to the grounds and facilities.

- ACTION # 1:** Market and host clinics and gun classes
- ACTION # 2:** Host two (2) native plant educational days each year (include a native plant sale)
- ACTION # 3:** Host two (2) guided birding groups (spring-fall migration – identify birding groups -contact Kaskaskia Audubon Society)
- ACTION # 4:** Host one (1) Herpetology event – Saturday experience day
- ACTION # 5:** Provide History of Little Egypt for events
- ACTION # 6:** Host annual food festival to include region’s wineries, craft breweries, BBQ competition, chili cook-off (farm to table)
- ACTION # 7:** Host regional training events to expand/promote the facility as an educational venue

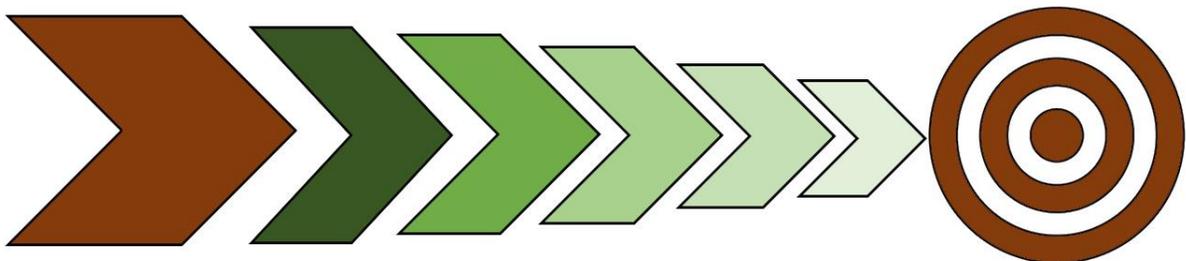


STRATEGIC GOAL # 5

EXPAND ENTERTAINMENT AND EVENT ACTIVITIES

The Complex's vast size, along with its central location, uniquely position the WSRC as a site for large entertainment and event activities that could draw attendees from neighboring counties and states.

- ACTION # 1:** Engage vendors to work with state/promote concerts
- ACTION # 2:** Host annual hot air balloon launch
- ACTION # 3:** Host one car show annually (e.g., Kids Touch a Truck event, National Hot Rod Association, etc.)
- ACTION # 4:** Host an annual gun show
- ACTION # 5:** Increase fishing activities (e.g., host a fishing tournament; partner with local fishing clubs; seek out bid on regional, larger fish tournament; host family fishing day; host a learn to bow fish event)



MARKETING

Under the guidance of Dr. Mavis Adjei, Associate Professor of Marketing at Southern Illinois University Carbondale, students enrolled in the spring 2019 Marketing Strategy course prepared strategic marketing plans for the World Shooting and Recreational Complex. Following is a summary of plans submitted by two separate groups for consideration.

The strategic marketing plans consisted of multiple components including a situation analysis, competitive analysis, strategic objectives, customer segmentation, targeting, statement of strategic positioning, pricing strategy, promotional strategy, creative briefs, and measures of promotional success. The plans identified a lack of awareness and foot traffic, as well as an insufficient number of full-time staff as key challenges to the WSRC's success.

Included in the plan was a competitive analysis that noted only two similar shooting complexes in the United States: Cardinal Shooting Center in Marengo, OH; and the National Shooting Complex in San Antonio, TX. Additionally, local, shooting-related direct competition included area ranges that offer indoor shooting, membership options, special events, and gun sales. However, the WSRC's vast land and variety of shooting and non-shooting activities are features that set it apart from others.

An analysis of strengths, weaknesses, opportunities, and threats was conducted and it was determined that, although strengths and opportunities exist, the biggest threats is funding.

1. Strengths: Physical resources; large property; natural resource access for shooting, hunting, and camping; and the expansion of commerce for surrounding southern Illinois areas.
2. Weaknesses: Limited financial resources through state funding; insufficient human resources to manage the site; limited promotional marketing; and not enough events held at the complex.
3. Opportunities: Create more events to expand commerce in southern Illinois; partner with local schools and colleges to hold events; promote recreational shooting in the surrounding areas; and hold more non-shooting events at the location.
4. Threats: Funding inconsistencies; market trend of gun control; competitors in the surrounding areas that offer shooting ranges, safety classes, and basic courses.

Strategic Objectives included in the marketing plan were to:

1. Increase revenue by 12% of sales revenue by the end of December 2019;
2. Increase brand awareness by 25% in shooting organizations by the end of December 2019;
3. Increase the amount of online promotional material by 10% within the next year and decrease the amount of paper promotional material by 5% within the next year;
4. Incorporate one new non-shooting event and two new shooting events to increase awareness of the complex by 15% within the next 18 months; and

5. Increase the reach, impressions, and engagement on the WSRC social media platforms such as Facebook by 20% within the next six months.

Promotional Tactics to grow brand awareness and increase foot traffic at WSRC included:

1. Internet marketing – Create regular social media posts (at least four times each week) to communicate WSRC events, specials, and spotlights. The existing Facebook page should be used with consideration of expanding to other social media channels such as Instagram and Twitter.
2. Direct Marketing – Create and distribute monthly emails to be sent out the first of each month to communicate events, member spotlights, and monthly specials.
3. Sales Promotion – Develop a discount program to encourage regular customers to bring friends.
4. Trade Shows – Attend worldwide trade shows to attract interest and raise awareness of the WSRC.

It was recommended that a brand-awareness survey (provided in the marketing strategy documents) should be used to track promotional tactic effectiveness.

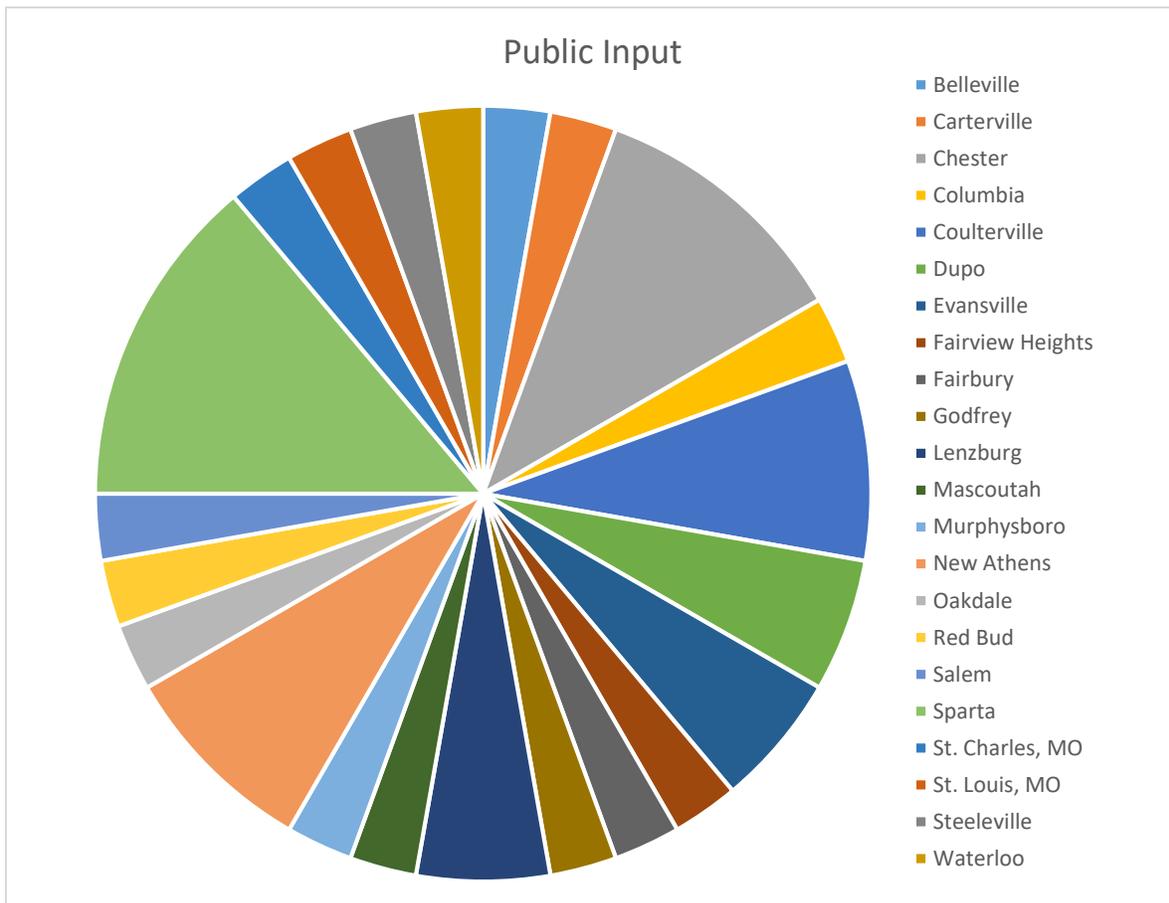
It was determined that limited marketing of WSRC resulted from state budget issues and the lack of a dedicated marketing representative. Recommendations included increasing the WSRC's existing Facebook presence and expanding to other social media sites to help the complex gain more exposure. Additional strategies included sales promotions, trade shows, membership options, and referral program. Although multiple target market segments were identified, it was noted that the population of gun owners who live within a 50-mile radius from WSRC could be considered a primary target market.



PUBLIC INPUT

It is essential that the public be informed of this strategic planning activity. Additionally, input from the public, beyond task force members, is collected. On July 11, 2019 a public information session was held at the World Shooting and Recreational Complex facility in Sparta, Illinois. Task force members provided information to attendees. There were 65 individuals in attendance and 51 attendees provided written comments at the public information meeting. Additionally, two individuals provided comments by mail or email submission to SIU's Office of Innovation and Economic Development following the July 11th session.

Of the 53 respondents, nearly 70% (36) provided contact information resulting in representation from 20 Illinois communities, and responses from two Missouri residents.



The following comments and themes emerged from the written comments.

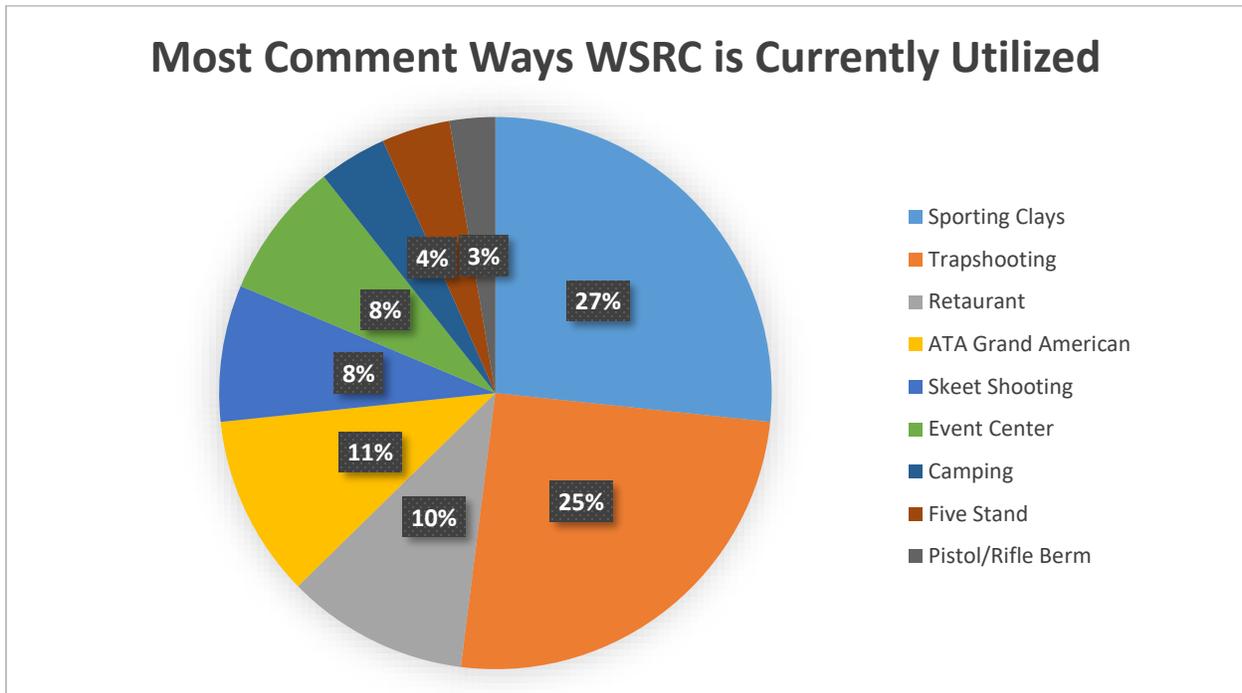
What do you like best about the WSRC?

The WSRC features most commonly noted were the size, location, shooting, facilities, and restaurant. Several noted that the vast size of the complex and excellent venue allow for multiple activities and will handle a large number of shooters for the ATA Grand American and other shooting and non-shooting events. Some also referenced the full hook-up camping sites, lakes, and overall layout of the Complex as the best features. Respondents noted that the Complex has tremendous potential and could attract more visitors given its central location in the U.S., access to major transportation locations, and no direct peer as a shooting sports facility.



Do you currently utilize the WSRC? If so, in what capacity?

Respondents indicated that WSRC is a multi-use site with sporting clays, trapshooting, a restaurant, the ATA Grand American, and skeet shooting being the most common attractions. Other ways people enjoy PSRA is through camping, fishing, five stand shooting, and the pistol/rifle berm. Additionally, some noted kayaking, swimming, biking, walking, youth teams and tournaments, and cowboy action shooting as ways they use the WSRC. Several mentioned attending shooting team celebrations, wedding receptions, and other events at the facility.



What would you like to build upon at the WSRC?

Accommodating long-range shooting, full operation hours, additional shooting events, competitions, and shooting instruction were the most commonly cited areas respondents would like to see built upon at WSRC. Concerts, events, and dog events, such as field trials, were also listed. Several expressed a desire to increase camping, improve the camping area with shade and pavilions, and feature the large camping grounds as a destination for travelers. More shooting disciplines, such as international skeet and the installation of bunker trap houses, were areas some respondents suggested. Additionally, outdoor activities for non-shooters and spectators were listed as areas the WSRC could expand. Some respondents also mentioned the need for additional staff with shooting expertise.

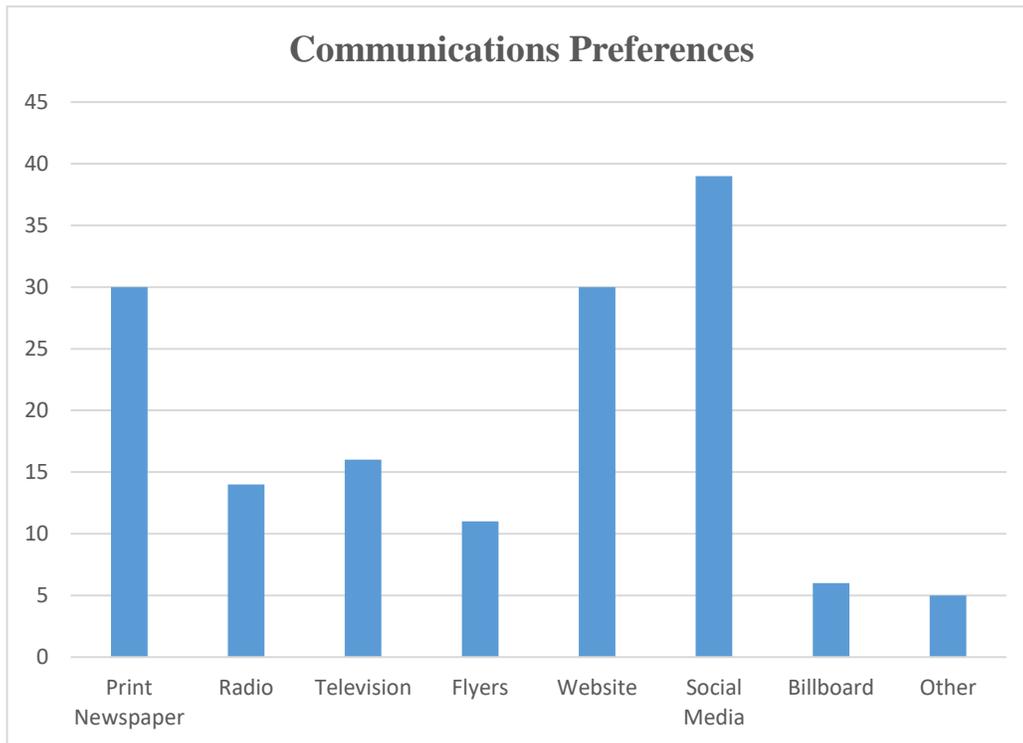
What additional activities would you like to see at the WSRC?

In addition to the current shooting events and activities, the most common suggestions for additional activities were non-shooting, family-oriented activities such as concerts, festivals, and activities to attract youth and other visitors to the Complex. Ideas included car shows, BBQ

competition, Independence Day celebration, horse riding, fishing derby, Hunting and Fishing Day, hot air balloon show, conventions, trade shows, antique shows, boat shows, youth summer activities, and hosting charity or community events. Waterfowl hunting, put-and-take pheasant hunting, camping jamborees and RV shows, dog trials, and rifle range were also popular responses. Additional ideas included bunker traps, archery range, shooting lessons, and the possibility of an IDNR Educational and Research Center. The importance of properly maintaining the grounds including roads and parking was also noted.

What are the best ways to let others know what is happening at the WSRC?

Social media was noted as one of the best ways to communicate about the WSRC, events, and other happenings. Print newspaper and the website were second most common, followed by television. Other suggestions included information sharing with shooting clubs and associations, direct marketing to possible event holders, word of mouth, partner organizations, posters at sporting goods stores, and marquee installation.



Would you be interested in volunteering time, donating to, or joining the Friends of the World Shooting and Recreational Complex?

Nearly half (25) of respondents expressed interest in volunteering with, donating to, or joining the Friends of the World Shooting and Recreational Complex group. An additional 25% (13) indicated that they were already members of the group.

Are there other ways we can improve the WSRC?

A number of comments were submitted as ideas to continue to improve the WSRC. The most common response related to property maintenance including roads, grass, and facilities. Respondents indicated that the complex had been neglected over the years and state support was needed to properly maintain and improve the site. Respondents also noted a need for expanded, consistent hours of operation to communicate to the public that the Complex is open for business. Additional improvement suggestions included: better communication of events; more shooting and non-shooting activities; year-round shooting opportunities; and additional promotion and advertising of both the complex and its events. Also noted was a need for full-time, qualified staff including an operations manager and marketing director. Other ways to improve the WSRC included assessing vendor needs, improving camp management, building relationships with the non-shooting community, building more permanent pavilions, cutting the red tape, and inviting Illinois officials to visit the site.



APPENDIX

Appendix A: Memorandum of Understanding



Memorandum of Understanding between Illinois Department of Natural Resources and Southern Illinois University at Carbondale

Regarding Strategic Planning Studies for Pyramid State Park and World Shooting and Recreational Complex

Preamble

WHEREAS both Southern Illinois University at Carbondale (SIUC) and the Illinois Department of Natural Resources (IDNR) both desire to maximize economic growth in southwestern Illinois.

WHEREAS both Pyramid State Park, located in Perry County, Illinois, and the World Shooting and Recreational Complex, located in Randolph County, Illinois, represent sources of economic activity and quality of life enhancement for inhabitants of the region.

WHEREAS SIUC and IDNR agree that both Pyramid State Park and World Shooting and Recreational Complex will benefit from a comprehensive assessment of the facilities' current strengths, infrastructure requirements, and potential growth.

THEREFORE, SIUC and IDNR (the Parties) enter into the following Understanding with the below expectations for each Party.

Southern Illinois University at Carbondale

Convey respective stakeholders for each facility to develop a mission statement and evaluate potential activities.

Produce separate strategic planning studies for both Pyramid State Park and World Shooting and Recreational Complex which will:

- Assess the current capability of each facility to fulfill its mission
- Identify infrastructure, staffing, and promotional needs of each facility
- Explore how each facility can serve as an economic driver for the region

Keep Illinois elected officials and IDNR apprised of the progress of the strategic planning studies. Alert Illinois elected officials and IDNR when economic impact modeling may require funding in the studies to move forward.

Illinois Department of Natural Resources

Provide to SIUC all relevant, non-protected information on Pyramid State Park and World Shooting and Recreational Complex that is necessary for the completion of the strategic planning studies.

Make IDNR personnel available to participate in the respective facility stakeholder meetings and respond to requests for information from SIUC.

Provide SIUC personnel with access to Pyramid State Park and World Shooting and Recreational Complex as necessary to complete the strategic planning studies.

Work with elected officials to ensure that SIUC receives the necessary resources to complete the strategic planning studies and account for out-of-pocket costs not anticipated.

Limitations

This Understanding is not dependent on any promises or understandings beyond what is contained in this document.

This Understanding shall not create any legal liabilities or obligations upon the Parties.

This Understanding does not create a basis for the transfer of funds between the Parties.

This Understanding does not create a basis for revealing protected personal information.

This Understanding shall expire upon completion of the said studies or on December 31, 2019, whichever occurs sooner.

This Understanding may be extended or amended upon the mutual agreement of the parties.

Ratification

Signed this 7th day of May, 2018.

Carlo Montemagno
Chancellor, SIUC

Wayne Rosenthal
Director, IDNR

PUBLIC INFORMATION SESSION

5-7 p.m., June 27, 2019

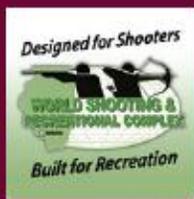
World Shooting & Recreational Complex near Sparta, Illinois



Key stakeholders have been developing a strategic plan for the World Shooting & Recreational Complex near Sparta, Illinois since May 2018. Strategic goals and objectives have been established by this task force.

Join us to view the strategic plan, and provide input to the task force.

- We want and need your input
- Vision and mission statements will be available for review
- Task force members and officials from IDNR will be available to answer questions
- No pre-registration required
- Call 536-4451 for more information



World Shooting & Recreational Complex
Public Information Session
June 27, 2019

Strategic Planning Activity

The World Shooting & Recreational Complex has seen a number of fiscal, operational and natural challenges the past several years. As a result, Illinois State Senator Paul Schimpf coordinated a Memorandum of Understanding between the Illinois Department of Natural Resources and Southern Illinois University Carbondale. The Memorandum was signed May 7, 2018 by both parties and allows SIUC to prepare a strategic plan for the Department of Natural Resources to be delivered by December 2019.

In June 2018 SIUC assembled a task force of key stakeholders from the region and beyond. Task force members included leaders from the public and private sectors. The sole purpose of the task force was to create a strategic plan prior to the end of the calendar year. The only requirements of task force was that they had to be a proponent of the World Shooting and Recreational Complex and willing to donate time in preparing the plan.

Initial task force meetings lead to the creation of a vision statement, mission statement and strategic goals. Previously, WSRC did not have vision or mission statements. While a mission statement is the reason for the World Shooting and Recreational Complex's existence, a vision statement is forward thinking – perhaps 5-10 years into the future.

Vision Statement

To provide an international destination that offers an accessible world-class experience for shooting enthusiasts while integrating year-round recreation, education, and entertainment opportunities

Mission Statement

Deliver world-class shooting and recreational opportunities and special events for local, regional, national and international guests

Strategic Goals

Strategic Goal # 1: Adopt a business strategy for management and operations

Strategic Goal # 2: Create and diversify year-round full-time shooting opportunities

Strategic Goal # 3: Develop non-shooting recreational interests

Strategic Goal # 4: Provide additional education experiences

Strategic Goal # 5: Expand entertainment and event activities



World Shooting &
Recreational Complex

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<https://www.dnr.illinois.gov/recreation/WSRC/Pages/default.aspx>