



To: Mayor and City Council

Agenda Item #: VIII.D.

From: Joe Abood
Braemar Golf Course General Manager

Action
Discussion
Information

Date: March 3, 2015

Subject: Request for Purchase - Authorize Award of Bid for Braemar Golf Course Driving Range and Executive Course, Landscapes Unlimited, LLC.

Action Requested:

Award base bid as presented as well as Alternate #2, Alternate #10 and Water Quality Improvement for Braemar Golf Course Driving Range and Executive Course to Landscapes Unlimited, LLC. in the amount of \$1,706,029.13.

Company / Bid	Base	With Alternates	With Water Quality
Landscapes Unlimited, LLC	\$1,516,029.13	\$1,611,029.13	\$1,706,029.13
Hartman Companies	\$1,692,782.00	\$1,905,272.00	\$2,008,297.00
Duininck, Inc.	\$1,842,000.00	\$1,967,000.00	\$2,039,000.00

Information / Background

In April 2014 the city hired Herfort Norby Golf Course Architects to complete the driving range design and develop construction and bidding documents for the renovation. In May 2014 the city hired Short Elliott Hendrickson Inc. (SEH) to complete wetland delineations and to provide suggestions for wetland mitigation for this project. However, due to extraordinarily wet conditions in late spring of 2014, the overall project was delayed to get a favorable bidding window, grow-in season, and to accommodate the timing of the Army Corps of Engineers and Nine Mile Creek Watershed District's approval process.

In January 2015 City Council authorized the advertisement of the public bid process for the Braemar Golf Course Driving Range and Executive Course Project. Today staff is seeking the authorization to award bid for the driving range and executive course renovation project to Landscapes Unlimited, LLC as presented in the amount of \$1,706,029.13. This includes the base bid of \$1,516,029.13, alternate #2 to upgrade from gravel to asphalt cart paths around the tee boxes and greens for \$69,000, alternate #10 to upgrade from PVC (20 to 30 year useful life span) to HDPE (40 to 50 year useful life span) irrigation pipe for \$26,000 and water quality improvement for \$95,000. There are several opportunities that the architect and staff have identified to reduce cost with Landscapes Unlimited and all efforts will be made to minimize expenses while still providing a superior product.

The project budget that was presented to the City Council on Jan. 6, 2015 was \$1,800,000.

The total project budget estimate is:

Landscapes Unlimited, LLC	\$1,706,029
Design/Architect Fees (Herfort Norby & SEH)	\$ 132,040
Contingency (5%)	\$ 85,301
Storm Water Utility Improvement Funding	\$ -189,773
TOTAL	\$1,733,597

Driving Range

The driving range is being expanded to increase its utilization/revenue and to enhance drainage and turf conditions to provide a premier practice experience for its patrons. In addition, the current driving range is too short for today's club technology which creates a customer and staff safety issue. With current clubs, it is possible for golfers hitting from the range to hit into the teaching area on the north end of the range. The proposed range will be over 300 yards long and will eliminate the safety problem. New target greens will be added and a new irrigation system will improve turf conditions and will reduce maintenance time and expense. The renovated range will be almost 100 yards longer and the size of the tee area will almost double. The larger tee box will accommodate up to 58 golfers at one time and provide the ability to move golfers forward and back to allow grass to rest and regenerate, maintaining better grass conditions all season. Driving range buckets sold are projected to increase from 37,713 in 2014 to 58,067 in 2017 (first full year after construction). Driving range revenue is projected to increase from \$233,847 in 2014 to \$420,984 in 2017.

Executive to Par 3 Renovation

The expansion of the driving range required modifications to be made to the existing executive course layout. The additional yardage needed to create the optimal driving range experience resulted in the change from an executive to a par 3 course. The executive course was redesigned and rerouted to offer nine par 3 holes with yardages ranging from 72 yards to 191 yards. To make the course more enjoyable for kids and the entry-level golfer, the course has been reconfigured to minimize sand hazards and forced carries over wetlands. All of the greens, tees and bunkers will be reconstructed and the fairways will be re-grassed to improve turf quality and to provide a more consistent experience for golfers. The proposed greens will be enlarged to allow for two flags on each green - similar to the experience at Fred Richards Golf Course. The existing Braemar Executive Course was popular for many golfers but many felt that it was too difficult. It currently has two par 4 holes and the remaining seven holes are par 3. The proposed renovation would create an improved play experience, especially for golfers looking for an easier and more casual experience with a shorter time commitment. This course will provide a perfect introductory experience for kids as well as a fun course experience for less competitive leagues. Staff believes that there will be no drop in rounds. We plan to aggressively market the renovated course while providing programming to feed players into this course. We believe that we will be able to achieve our revenue projections with a renovated par 3 course. The trend is for a faster, easier and less expensive golf experience. The decrease in length/distance will be offset by a better course design, playability and conditions. This offers a potential for increase in play by juniors, seniors and families. Rounds are projected to increase from 15,592 executive rounds in 2014 to 20,930 par 3 rounds in 2017 (first full year after construction). Revenue is projected to increase from \$190,493 on the executive course in 2014 to \$263,092 on the new par 3 course in 2017.

Project Timeline

Jan. 6, 2015	City Council authorized public advertisement of bid process
Jan. 9, 2015	Public notice of bid
Jan. 28, 2015	Bid deadline and opening
March 3, 2015	Award of bid
July 7, 2015	Begin construction
Oct. 1, 2015	Complete construction
Oct. 2015	May 2016 grow-in and maturation
May 1, 2016	OPEN - Driving Range - mats only
June 1, 2016	OPEN - New par 3 course

Permitting Update

The Braemar Golf Course improvements continue to be reviewed with the Nine Mile Creek Watershed District for wetlands, floodplains, wetland buffer, and grading and erosion control requirements. Watershed staff has been reviewing information submitted on Jan. 20, 2015. Specific to wetlands, a technical evaluation meeting has been scheduled for March 5, which city staff will attend. This meeting will complete the review of the wetland components. The remaining watershed district requirements are in review, although we anticipate positive staff recommendations, which will be approved by the board at their regularly scheduled meeting on March 18. The project will be issued permits, as it complies with all of the watershed requirements. Of the major watershed reviews, the critical one is for floodplain, which is important as this area has known flooding problems, both on the course and on adjacent infrastructure. The current design creates 13,000 cubic yards of flood storage that is not present under existing conditions. This is notable, as the watershed requirements are to have no loss of storage; however, through a careful grading plan, the proposed layout and grading plan exceeds the minimal requirements.

The U. S. Army Corps of Engineers has issued their jurisdictional determination, and confirmed that no permits are required for the project as proposed. A copy of this determination has been provided to the city and to the Nine Mile Creek Watershed District.

In summary, permits are technically "pending," but the majority of review has been completed, has received preliminary approval, and we believe issuance is a technical formality.

Water Quality, Wetland, and Natural Resources Plan

Edina has a history of natural resource preservation at Braemar Park. In addition to managing the golf course toward the "Audubon Classic" designation, the park includes preserved wetlands and oak savanna. These natural resource conservation areas stabilize soils, reduce runoff and sedimentation of waters, and provide flood storage, wildlife habitat and passive recreation area. The development of the driving range and course is planned in coordination with the 2014-2015 Flood Protection and Clean Water Improvement project (CIP-13-012.) CIP-13-012 was programmed to coincide with the driving range and executive course project and is designed to maximize benefits to flood protection, clean water, soil stability, wetland function and wildlife habitat while providing a pleasing aesthetic that is complimentary to the golf enterprise. The City of Edina Comprehensive Water Resources Management Plan, December 2011 (CWRMP) describes clean water and flood protection projects that meet the goals articulated in section 8.2 of the 2008 Comprehensive Plan. Flood protection and clean water projects include maintenance and improvement of stormwater conveyance, storage and treatment systems, local flood protection works, or wetland function and values. The CWRMP prioritizes 46 construction projects (CI-46) and 16 engineering (EI-16) studies to improve local flood protection and surface water quality. This project will address items E-12, C- 15 and C-16 described in CWRMP section 9.3.1.2, 9.3.2.4, and 9.3.2.5. This project scope was reduced from that

planned in the CIP to only those ponds and wetlands within the driving range and executive course project area.

The city contracted with Barr Engineering to develop a natural resources inventory and assessment and to make recommendations for stormwater and natural resources improvements in conjunction with the driving range and executive course project. Barr presented three stormwater treatment options, and options for the management of wetland buffers and natural areas. Option A, a pond expansion in the NMSB_85 sub-watershed in the center of the executive course was chosen as it was the most cost effective option and best compliments the golf enterprise. In addition to the expanded pond, recommendations to provide stable soils, wetland protection and wildlife habitat include removal of invasive species, planting of native species, a native buffer with wildflowers, demarcation of buffer areas, and public education are included. Some consideration was also given to the enhancement of passive uses through the establishment of nature walking paths, but this was not included in the plan. The plan includes natural resource improvements in areas outside and safely away from the main golf use. The improvements include converting unmaintained and unused areas of forest into wildflower prairie, oak savanna, and wet meadow and improving existing oak woodlands. Natural resource improvements will include removal of exotic invasive plant species, low value or invasive woody species such as Siberian elm, cottonwood and box elder, and planting of high value trees and establishment of native plants and wildflowers.

Water quality, wetland, and natural resources components will be \$189,773, and will be paid for by the stormwater utility. Wetland, wetland buffer and natural resource items will include ongoing wetland monitoring and maintenance expenses estimated at under \$50,000 over a five-year monitoring and establishment period that will be programmed in future professional services budget recommendations.

Financial Sustainability

City staff has been working with Ehlers Financial to develop financial sustainability proforma's. Each proforma for the driving range, par 3 renovation, and regulation course renovation alternatives have golf operations responsible for repaying debt associated with the respective capital project. Their report is attached.

Landscapes Unlimited

Landscapes Unlimited is located in Lincoln, NE. They have completed over 1,300 construction and development projects throughout the United States, Caribbean, Asia and the Middle East. A listing of similar experience and contracts on hand is included with the bid attachment. Landscapes Unlimited has completed golf construction projects at the following Minnesota golf courses:

Lafayette Club, Minnetonka Beach
Midland Hills Country Club, St. Paul
Spring Hills Golf Club, Wayzata
Windsong Farm Golf Club, Maple Plain
Woodhill Country Club, Wayzata
Olympic Hills Golf Club, Eden Prairie
Wild Marsh Golf Club, Buffalo

Attachments:

Recommendation of Bid Letter – Herfort Knorby
Project Cost Estimate – Herfort Knorby
Bid – Landscapes Unlimited, LLC
Water Quality, Wetland, and Natural Resources Plan – Barr Engineering

Ehlers Proforma
Driving Range and Par 3 Routing Plan

HERFORT NORBY
Golf Course Architects, LLC.

February 23, 2015

Ann Kattreh, Director
Edina Parks & Recreation Department
4801 W. 50th Street
Edina, MN 55424

Ms. Kattreh,

We received three bids for Braemar Driving Range and Executive Course Renovation Project at Braemar Golf Course. I have reviewed the bids and it appears that the low bid was submitted by Landscapes Unlimited from Lincoln, Nebraska. Their bid consisted of two parts including \$1,516,029.13 for the golf course work and \$95,000.00 for water quality improvements. The total bid was for \$1,611,029.13 which is slightly under our estimated project cost. It would be my recommendation that you award the project to Landscapes Unlimited

Landscapes Unlimited is a good contractor and has successfully completed numerous projects for me. They have both the manpower and the expertise to complete this project.

If you have any questions, please feel free to call me on my cell phone at (612)865-3418. Thank you.

Sincerely,



Kevin Norby
Herfort Norby Golf Course Architects, LLC.

HERFORT NORBY
Golf Course Architects, LLC.

Braemar Golf Practice Facility
Estimate to renovate the existing practice facility and instructional facility.

8/12/14

Final Concept Plan

Practice Range & Related Executive Course Improvements	Low Range	High Range
Mobilization	\$ 10,000.00 -	\$ 15,000.00
Strip & replace topsoil (15,000 cy)	37,500.00 -	45,000.00
Mass grading (40,000 cy)	100,000.00 -	120,000.00
Wetland Mitigation		
Wetland construction (53,200 cy)	26,600.00 -	39,900.00
Wetland buffer (54,000 sf)	10,800.00 -	13,500.00
Post construction monitoring	15,000.00 -	20,000.00
Erosion control	24,000.00 -	30,000.00
Erosion control blanket (20,000 sf)		
Silt fence (3,000 lf)		
Tree & stump removal (3 acres)	13,500.00 -	18,000.00
Demolition (paving, fence, etc.)	10,000.00 -	12,500.00
Reconstruct 4 putting greens w/ drain tile, 12" greensmix (16,000 sf)	104,000.00 -	120,000.00
17,050 sf target greens	8,525.00 -	10,230.00
2,600 sf target bunkers	2,600.00 -	3,900.00
New range tees (124,722 sf) w/ 4" topmix, shaping	137,194.20 -	149,666.40
39,000 sf Executive Course Golf Tees w/ 4" topmix, shaping	78,000.00 -	97,500.00
8,915 sf Championship Course Golf Tees w/ 4" topmix, shaping	17,830.00 -	22,287.50
New and rebuilt bunkers on executive course (2,600 sf)	13,000.00 -	18,200.00
Concrete tee line with mats		
5,130 sf Concrete	23,085.00 -	28,215.00
100 Mats	45,000.00 -	50,000.00
Fairways & roughs (12 acres)	30,000.00 -	33,000.00
Fill existings sand bunkers (10,500 sf)	10,500.00 -	15,750.00
Sod installation around greens and tees (8,000 sy)	24,000.00 -	28,000.00
Drainage (drain pipe, catch basins, flared end sections)	70,000.00 -	80,000.00
Irrigation system for range and 4 renovated holes	155,000.00 -	170,500.00
Materials (~155 heads, pipe, wire, satellite, valves)		
Cart Paths	31,543.75 -	37,852.50
Sub-cut & granular cart path base - 25235 sf		
Bituminous paving of cart paths - 25,235 sf		
Bituminous cart path curbing at tees & greens		
Sub-cut & gravel cart path at range, holes 4 & 8 - 11,600 sf	5,800.00 -	8,120.00
Landscaping (trees & shrubs)	15,000.00 -	20,000.00
Grow-in (fertilizer, erosion control, etc.)	10,000.00 -	12,500.00
Netting (1,100 lf)	33,000.00 -	36,300.00
10' High chain link fence (600 lf)	12,000.00 -	15,000.00
New lesson building	20,000.00 -	25,000.00
New scorecard	2,000.00 -	2,500.00
Disconnect/reconnect utilities	20,000.00 -	25,000.00
Final design, engineering & permitting	110,000.00 -	130,000.00
	Total \$ 1,225,477.95 -	\$ 1,453,421.40
	5% Contingency 61,273.90	72,671.07
	Total Practice Range Improvements \$ 1,286,751.85 -	\$ 1,526,092.47

Optional Costs

Option to expand the 4 greens by 1,000 sf each to get 5,000 sf avg. *	26,000.00 -	30,000.00
Option to rebuild the 5 remaining greens at 5,000 sf each *	162,500.00 -	187,500.00
Option: Irrigation system for remaining 5 holes	50,000.00 -	55,000.00
Materials (~50 heads, pipe, wire, satellite, valves)		
	Total Optional Costs \$ 238,500.00	\$ 272,500.00

* The increased green sizes would allow for 2 flags per green similar to how Fred Richards GC is currently used.

This estimate is for the reconstruction of the existing driving range and practice facilities including the partial rerouting and reconstruction of the Executive Course. This estimate includes not only those changes to the Executive Course which are necessitated by the changes to the driving range project but also those optional changes which would be required to maintain consistent conditions on the remaining Executive Course holes. This proposal does not include changes or improvements to the Championship Course other than shown on holes 1 & 10. Since no detailed plans have been prepared, this estimate was prepared using approximate quantities derived from the Final Concept Plan dated August 12, 2014 and should therefore be considered a "ball park" estimate only.

Kevin Norby, President



Herfort Norby Golf Course Architects, LLC.

FORMAL BID PROPOSAL (Revised 1/28/2015)

RE: Braemar Driving Range and Golf Course-- Edina, Minnesota. Project #15-1PK

The undersigned, being familiar with the local conditions affecting the work, and with the Contract documents, including Instructions to Bidders, General Conditions, Special Provisions, and Technical Provisions of the specifications, the required experience, the plans and bond requirements on file at the office of Herfort Norby Golf Course Architects of Chaska, MN. hereby proposes to furnish all labor, materials, equipment, and service necessary for and incidental to the construction work as shown in the plans and specifications prepared by Herfort Norby Golf Architects dated January 13, 2015. The prices listed below shall include all costs including profit, overhead, general condition and supervision. The bidder acknowledges receipt of 4 addendum(s).

Part One Lump Sum Bid (Golf & Range)

\$ 1,516,029.13

Part Two Lump Sum Bid (Environmental/Water Quality)

\$ 95,000.00

Total Lump Sum Bid

\$ 1,611,029.13

ALTERNATES

Circle One

Alternate #1 -	Eliminate Performance Bond	Add/Deduct \$ <u>16,500.00</u>
Alternate #2 -	Pave base bid gravel paths as asphalt.	Add/Deduct \$ <u>69,000.00</u>
Alternate #3 -	Pave base bid gravel paths as concrete.	Add/Deduct \$ <u>127,500.00</u>
Alternate #4	Construct secondary cart paths as gravel including clearing, sub-cut, base preparation and backfill..	Add/Deduct \$ <u>15,000.00</u>
Alternate #5	Construct secondary cart paths as asphalt including clearing, sub-cut, base preparation, paving and backfill..	Add/Deduct \$ <u>42,000.00</u>
Alternate #6	Construct secondary cart paths as concrete including clearing, sub-cut, base preparation, paving and backfill..	Add/Deduct \$ <u>68,000.00</u>
Alternate #7 -	Deduct installation of all curbing.	Add/Deduct \$ <u>4,000.00</u>
Alternate #8 -	Deduct construction of concrete tee line.	Add/Deduct \$ <u>25,500.00</u>
Alternate #9 -	Add to install surround heads at all greens.	Add/Deduct \$ <u>18,000.00</u>
Alternate #10-	Install irrigation system with HDPE pipe in lieu of PCV pipe.	Add/Deduct \$ <u>26,000.00</u>
Alternate #11-	Deduct all base-bid contingency irrigation heads.	Add/Deduct \$ <u>6,000.00</u>
Alternate #12 -	Install Toro DT heads in lieu of specified heads.	Add/Deduct \$ <u>5,020.00</u>

UNIT PRICES

Unit Price #1 Provide and install root zone mix in greens per ton .	\$ <u>35.95</u>
Unit Price #2 Provide and install root zone mix at tees per ton .	\$ <u>31.90</u>
Unit Price #3 Provide and install silt fence erosion control per lineal foot.	\$ <u>1.30</u>
Unit Price #4 Provide and install Futerra Environet erosion blanket per sq. foot.	\$ <u>0.45</u>
Unit Price #5 Provide and install Curlex Erosion Control blanket per square foot.	\$ <u>0.45</u>
Unit Price #6 Provide and install Hydromulch with tackifier per 1,000 sf.	\$ <u>57.40</u>
Unit Price #7 Provide and install straw wattles erosion control per lineal foot.	\$ <u>2.80</u>
Unit Price #8 Provide and install highland/mineral Kentucky Bluegrass sod per square yard.	\$ <u>3.52</u>
Unit Price #9 Provide & install T1 bentgrass sod per square yard.	\$ <u>16.83</u>
Unit Price #10 Provide and install 4" perforated drain tile with gravel per lineal foot.	\$ <u>7.35</u>
Unit Price #11 Provide and install 4" non- perforated drain tile per lineal foot.	\$ <u>4.31</u>
Unit Price #12 Provide \$ install 6" non-perforated dual wall drain tile per lineal foot.	\$ <u>5.67</u>
Unit Price #13 Provide & install 8" non-perforated dual wall drain tile per lineal foot.	\$ <u>8.55</u>
Unit Price #14 Provide & install 10"non-perforated dual wall drain tile per lineal foot.	\$ <u>11.25</u>
Unit Price #15 Provide & install 12"non-perforated dual wall drain tile per lineal foot.	\$ <u>12.25</u>
Unit Price #16 Provide and install 18" Catch basin with sump and cast iron grate.	\$ <u>347.07</u>
Unit Price #17 Provide and install 24" Catch basin with sump and cast iron grate.	\$ <u>452.77</u>
Unit Price #18 Provide and install 7' wide <i>asphalt</i> cart path per lineal foot including sub-cut, granular base & backfill.	\$ <u>18.38</u>
Unit Price #19 Provide and install 7' wide concrete cart path per lineal foot including sub-cut, granular base & backfill.	\$ <u>29.75</u>
Unit Price #20 Provide and install 8' wide <i>gravel</i> cart path per lineal foot including sub-cut ,granular base and backfill.	\$ <u>7.50</u>
Unit Price #21 Provide and install 5" bituminous curb per lineal foot including backfill	\$ <u>12.00</u>
Unit Price #22 Provide and install 4" concrete curb per lineal foot including backfill.	\$ <u>10.36</u>
Unit Price #23 Provide and install 4' orange construction fence	\$ <u>4.85</u>
Unit Price #24 Provide and Install additional specified sprinkler with swing joint and 80 feet of pipe and wire per each.	\$ <u>300.00</u>
Unit Price #25 Provide and Install additional 1" quick coupler valve with swing joint and stabilizer.	\$ <u>150.00</u>
Unit Price #26 Provide and install 2" Nibco T113 isolation valve per each.	\$ <u>275.00</u>

Unit Price #27 Provide and install 2 ½" Nibco T113 isolation valve per each.	\$ <u>375.00</u>
Unit Price #28 Provide and install 3" resilient wedge isolation valve per each.	\$ <u>500.00</u>
Unit Price #29 Provide and install 2 ½" Class 200 PVC pipe per lineal foot.	\$ <u>3.75</u>
Unit Price #30 Provide and install 3" Class 200 PVC pipe per lineal foot.	\$ <u>4.50</u>
Unit Price #31 Provide and install 4" Class 200 PVC pipe per lineal foot.	\$ <u>6.00</u>
Unit Price #32 Provide and install 3" HDPE DR13.5 4710 pipe per lin. ft.	\$ <u>6.00</u>
Unit Price #33 Provide and install 4" HDPE DR13.5 4710 pipe per lin. ft.	\$ <u>8.00</u>
Unit Price #34 Provide and install 6" HDPE DR13.5 4710 pipe per lin. ft.	\$ <u>12.00</u>
Unit Price #35 Provide and install 8" HDPE DR13.5 4710 pipe per lin. ft.	\$ <u>16.00</u>
Unit Price #36 Provide and install 2" AVK resilient wedge HDPE Stub-out isolation valve as specified per each.	\$ <u>600.00</u>
Unit Price #37 Provide and install 3" AVK resilient wedge HDPE Stub-out isolation valve as specified per each.	\$ <u>750.00</u>
Unit Price #38 Provide and install 4" AVK resilient wedge HDPE Stub-out isolation valve as specified per each.	\$ <u>850.00</u>
Unit Price #39 Provide and install 6" AVK resilient wedge HDPE Stub-out isolation valve as specified per each.	\$ <u>1,100.00</u>
Unit Price #40 Provide and install 8" AVK resilient wedge HDPE Stub-out isolation valve as specified per each.	\$ <u>1,650.00</u>
Unit Price #41 Provide and install 10" AVK resilient wedge HDPE Stub-out isolation valve as specified per each.	\$ <u>2,450.00</u>
Unit Price #42 Provide and install 12" AVK resilient wedge HDPE Stub-out isolation valve as specified per each.	\$ <u>3,200.00</u>

In submitting this bid, it is understood that the right is reserved by the Owner to reject any or all bids and waive informalities, and it is agreed that this bid may not be withdrawn for a period of at least 60 days after bid opening.

The undersigned submits herewith the bid security required by the Instruction to Bidders.

Respectfully submitted,

Company Name: Landscapes Unlimited, LLC

By:  its Assistant Manager

Address: 1201 Aries Drive

Lincoln, NE 68512

Phone: (402)423-6653 Fax: (402)423-4487

Similar Experience Past Five Years

Project	City	State	Scope	Description	Final Contract Amount	Completion Date	Owner Name	Owner Contact Name	Owner Phone
Crane Creek Country Club	Boise	ID	Golf - Renovation	Scope: Front 9 renovations	\$698,675.60	11/7/2014	Crane Creek Country Club Inc	Ben Hay, GM	208-344-6529
Hogan Park Golf Course	Midland	TX	Golf - Renovation	Scope: Tee shaping & construction, bunker shaping & construction, fairway shaping and grassing. New irrigation pump station and minor irrigation work.	\$1,857,126.83	10/31/2014	City of Midland	City of Midland	432-685-7430
Tradition Golf Club	La Quinta	CA	Golf - Renovation	Scope: September 2014 storm damage T & M work	\$924,050.00	10/22/2014	Tradition Golf Club	Ty Broadhead	760-564-3355
Olympic Hills Golf Club	Eden Prairie	MN	Golf - Renovation	Scope: New greens, tees, bunkers, irrigation, cart path, drainage, pond excavation and fairway grading on 18 hole course	\$6,043,159.15	9/19/2014	Olympic Hills Corporation	Peter Eaton	952-941-6262
Lonnie Poole Golf Course	Raleigh	NC	Golf - Renovation	Scope: Bunker renovation	\$874,161.05	9/9/2014	North Carolina State Centennial Development, LLC	Brian Green	919-877-2622
Scottsdale National Golf Club	Scottsdale	AZ	Golf - Renovation	Scope: Hole 15 and 18 enhancements	\$1,389,891.58	9/6/2014	Scottsdale National Golf Club	Anne O'Moore	480-443-8868
Rookery at Marco	Marco Island	FL	Golf - Renovation	Scope: Golf course renovations to include greens, tee, bunkers, grassing and irrigation	\$2,096,470.67	8/31/2014	Massachusetts Mutual Life Insurance Co	Will Sneed Sr. Project Mgr	239-389-9675
Carolina Country Club	Raleigh	NC	Golf - Renovation	Scope: DR tee and fairway reshaping/renovation with new drainage and irrigation	\$361,948.82	8/30/2014	Carolina Country Club Company	Jack Slaughter, GM	919-787-5795
Saddlebrook Resort	Wesley Chapel	FL	Golf - Renovation	Scope: Practice range renovation	\$340,202.65	8/7/2014	Saddlebrook Resort	Chuck Rodgers	813-907-4686
Elmwood Golf Course Phase I	Sioux Falls	SD	Golf - Renovation	Scope: Complete renovation of the East 9 course, including construction of 9 sand based putting greens, tees, fairway grading/regrassing, subsurface golf course drainage, tree removal, irrigation & cart path construction	\$1,710,908.79	7/15/2014	Sioux Falls Regional Airport Authority	Dan Letellier, Exec Dir	605-336-0762
Independence Golf Club	Midlothian	VA	Golf - Renovation	Scope: Strip existing sod from bunkers and greens; bunker shape and subgrade prep; drainage install and better Billy Bunker System installed	\$344,728.60	6/27/2014	Independence Golf Club	Independence Golf Club	804-897-8641
Hawk's Landing Golf Club @ Blue Skies	Yucca Valley	CA	Golf - Renovation	Scope: 12 hole golf course renovation	\$3,302,239.68	6/13/2014	WJB Golf, LLC	Bill Brehm, Sr	858-451-1757
Salisbury Country Club	Midlothian	VA	Golf - Renovation	Scope: Bunker renovation on 27 holes and new irrigation system on 18 holes	\$1,409,616.35	5/14/2014	Salisbury Country Club	Jeff Holliday	804-794-8389
Huntington Park Golf Course	Shreveport	LA	Golf - Renovation	Scope: Rebuild all the tees, greens and irrigate the entire course.	\$1,900,464.47	2/25/2014	City of Shreveport	R. Baxter Spann, Architect	281-496-4300
Shoreacres Golf Club	Lake Bluff	IL	Golf - Renovation	Scope: Fairway re-grassing, bunker renovation, tee renovation	\$605,675.25	12/11/2013	Shoreacres	Fred Wacker, President	847-234-1470--clubhouse 515-440-7500
Des Moines Golf and Country Club	West Des Moines	IA	Golf - Renovation	Scope: Nine Hole Golf Course Remodel Project	\$1,135,437.16	12/3/2013	Des Moines Golf & Country Club	Jim Cutter, GM	
Seagate Country Club	Delray Beach	FL	Golf - Renovation	Scope: Golf renovation	\$2,195,215.88	11/22/2013	The Seagate Country Club	The Seagate Country Club	561-498-7600
Disney's Palm Golf Course	Lake Buena Vista	FL	Golf - Renovation	Scope: Renovation of Greens, Tees, And Bunkers	\$760,483.73	10/17/2013	Century Golf Partners / Arnold Palmer Golf Management	Chris Hamill	407-808-4999
Desert Forest Golf Club	Carefree	AZ	Golf - Renovation	Scope: Ren greens, bunkers, tee modifications, and conversion of rough grass	\$1,982,516.51	9/16/2013	Troon Golf	Ron Despain & Jeff Poling	480-606-1000
Oakridge Golf Course at The Landings Club	Savannah	GA	Golf - Renovation	Scope: Golf renovation	\$1,158,881.84	8/30/2013	The Landings Club Inc	Chris Steigelman	912-598-8050
Texas A&M - The Campus Course	College Station	TX	Golf - Renovation	Scope: Golf Course Renovation	\$3,265,663.49	7/26/2013	Texas A&M University	Rene Rangel	713-553-8388

Similar Experience Past Five Years

Project	City	State	Scope	Description	Final Contract Amount	Completion Date	Owner Name	Owner Contact Name	Owner Phone
Trump National Golf Club - Charlotte	Mooreville	NC	Golf - Renovation	Scope: Maintenance, repair and replacements to the entire golf course, including reconstructing tees, bunkers, greens, driving range, practice facilities, and cart oaths.	\$1,036,653.84	6/28/2013	TNGC Charlotte LLC	James Sowers	704-799-7300
Old Town Club	Winston Salem	NC	Golf - Renovation	Scope: Golf Course Modifications	\$307,857.06	6/15/2013	Old Town Club	O'Neil Crouch	336-723-5533
Country Club of Colorado	Colorado Springs	CO	Golf - Renovation	Scope: Golf renovation	\$2,386,439.61	5/24/2013	Cornerstone Real Estate Advisers LLC	Scott Spurlock	860-368-2805
Ridge Golf Club	West Valley City	UT	Golf - Renovation	Scope: Demolition and removal of existing golf course and facilities including cart paths, irrigation system, restroom, paving, sod, trees, etc. Reconstruction including tees, greens, fairways, bunkers, & rough. Reconstruction of irrigation system, pumping station, concrete cart paths, fencing, etc.	\$11,674,765.83	10/26/2012	West Valley City Corporation	John Brubaker	801-509-1964
Baltimore Country Club	Lutherville - Timonium	MD	Golf - Renovation	Scope: West Course at Five Farms - Maintenance and Repairs	\$1,072,104.12	9/8/2012	Baltimore Country Club	Michael Stott, General Manager	410-889-4400 ext 1334
Westwood Country Club	Vienna	VA	Golf - Renovation	Scope: Repair, Maintenance and Renovation	\$7,492,013.32	4/27/2012	Westwood Country Club	Paul Flood	703-938-3472
Country Club of Virginia - Tuckahoe Creek Course	Richmond	VA	Irrigation - Golf	Scope: Irrigation Installation on existing course	\$1,539,712.00	3/7/2012	The Country Club of Virginia - Tuckahoe Creek Course	Christian Sain	804-287-1464
Loch Lloyd Country Club	Village of Loch Lloyd	MO	Golf - Renovation	Scope: Center 9 Renovation	\$3,229,358.17	12/5/2011	The Country Club at Loch Lloyd, LLC	Tony Borchers	816-777-2277
Shores Country Club	Rockwall	TX	Golf - Renovation	Scope: New Greens, Bunkers, New Irrigation Lake and Pumpstation	\$1,338,034.00	11/18/2011	The Shores Country Club, LLC	John Dunn	402-627-9598
Ross Rogers Municipal Golf Course - Old Course	Amarillo	TX	Golf - Renovation	Scope: Complete 18 Hole Renovation with Irrigation Project	\$3,288,072.89	11/9/2011	City of Amarillo	Larry Offerdahl	806-378-4290
EagleVail Golf Club	Avon	CO	Golf - Renovation	Scope: Golf Renovation (Bunkers, Tees and Greens)	\$1,159,236.40	11/5/2011	Eagle-Vail Metro District	Steven Barber	970-949-5686
Lakeside Golf Club	Burbank	CA	Golf - Renovation	Scope: Golf Course & Irrigation Renovation	\$3,328,083.62	9/30/2011	Lakeside Golf Club	Robert Hertzling	818-763-1292
Sanctuary Golf Course at Westworld	Scottsdale	AZ	Golf - Renovation	Scope: Golf Course Renovation, Tee boxes, Drainage bunkers, cart paths, landscape areas, irrigation, grassing	\$966,692.18	9/3/2011	The City of Scottsdale and Bureau of Reclamation	Annett Grove	480-312-2399
Firethorne Country Club	Marvin	NC	Golf - Renovation	Scope of work: Bunker, Cart Path, Sod modifications	\$357,819.33	7/8/2011	Firethorne Country Club	Chad Tullock	704-762-0791
Stockdale Country Club	Bakersfield	CA	Golf - Renovation	Scope: Golf Course Improvements for 18 Holes	\$592,746.54	3/18/2011	Stockdale Country Club	Dale Siemens	661-832-0310
Army Navy Country Club	Fairfax	VA	Golf - Renovation	Scope: Renovation	\$1,641,130.92	10/31/2010	Army Navy Country Club, Inc.	Greg Scott	703-979-5826
Phoenician	Scottsdale	AZ	Golf - Renovation	Scope: Golf and Landscapes Construction and Irrigation Installation	\$1,125,398.23	10/26/2010	Starwood Phoenician CMBS I, LLC	Ron Despain	480-606-1000
Erin Hills Golf Course	Erin	WI	Golf - Renovation	Scope: Driving range and short game center	\$1,004,251.00	9/10/2010	Erin Hills Golf Course	Andrew Ziegler	866-724-8822
University Club	Baton Rouge	LA	Golf - Renovation	Scope: Greens, Tees, Bunkers and some Fairway renovation	\$1,912,334.00	6/30/2010	Tiger Athletic Foundation	Rick Perry	228-519-8481
Grandfather Golf & Country Club	Linville	NC	Irrigation - Golf	Scope: New irrigation system	\$245,000.00	4/25/2010	Grandfather Golf & Country Club	Grandfather Golf & Country Club	828-898-4700
Shary Municipal Golf Course	Mission	TX	Irrigation - Golf	Scope: New Irrigation System	\$1,350,389.80	4/12/2010	City of Mission	City of Mission	956-585-4528
Army Navy Country Club	Fairfax	VA	Golf - Renovation	Scope: Nine Hole Renovation. Scope included Earthwork, Greens, Tees, Bunkers, New Irrigation, Cart Path and Grassing	\$1,902,333.91	10/23/2009	Army Navy Country Club, Inc.	Greg Scott	703-979-5826

Similar Experience Past Five Years

Project	City	State	Scope	Description	Final Contract Amount	Completion Date	Owner Name	Owner Contact Name	Owner Phone
Wake Forest University Golf Practice Facility	Winston-Salem	NC	Golf - Renovation	Scope: Build New Practice Facility for University Golf Team. Scope included Earthwork, Greens, Tees, Bunkers, New Irrigation, and Grassing	\$756,441.00	9/30/2009	Wake Forest University	Rebecca Ward	336-758-5919
Bay Hill Club & Lodge	Orlando	FL	Golf - Renovation	Scope: Bunker, tee, and green renovation	\$1,061,725.00	8/14/2009	TBHC, Inc dba Bay Hill Club & Lodge	Roy Saunders	407-876-2429
Fort Hood - Courses of Clear Creek	Fort Hood	TX	Golf - Renovation	Scope: Cart Path Renovation	\$1,434,000.00	7/25/2009	IMCOM-West NAF Contracting Office	Wayne Lutz	254-287-1460

Contracts on Hand

Project Status	Project	City	State	Architect	Irrigation Designer	Scope	Estimated Contract Amount	Scheduled Start Date	Scheduled Finish Date	Owner Name	Owner Contact Name	Owner Phone
In-Progress	Oxbow Country Club	Oxbow	ND	Robert Trent Jones II, LLC	EC Design Group Ltd.	Golf - Renovation	\$9,763,941.30	10/15/2014	8/31/2018	Oxbow Country Club	Joel Livingood, GM	701-588-4666
In-Progress	Elmwood Golf Course Phase II and III	Sioux Falls	SD	Herfort Norby Golf Course Architects	EC Design Group Ltd.	Golf - Renovation	\$3,698,050.00	8/11/2014	6/17/2016	Sioux Falls Regional Airport Authority	Dan Letellier, Exec Dir	605-336-0762
In-Progress	Trinity Forest Golf Course - Construction	Dallas	TX	Coore & Crenshaw	EC Design Group Ltd.	Turn-Key - Golf	\$14,060,203.42		12/1/2015	The Company of Trinity Forest Golfers, Inc.	Jim Barger, ONCORE	214-302-0080
In-Progress	Ballantyne Country Club	Charlotte	NC	Rees Jones, Inc	N/A	Golf - Renovation	\$3,267,190.00	10/15/2014	8/15/2015	Ballantyne Country Club	Jill Philmon, GM and Scott Cochran, Supt	Allan Gill 303-335-4736
In-Progress	Coal Creek Golf Course	Louisville	CO	Herfort Norby Golf Course Architects	Irrigation Technologies	Golf - Renovation	\$633,206.06	8/1/2014	6/30/2015	City of Louisville, CO	Allan Gill	303-335-4736
In-Progress	Firethorn Golf Club	Lincoln	NE	N/A	N/A	Golf - Renovation	\$350,000.00	10/6/2014	6/1/2015	Firethorn Country Club	Mark Wible	402-488-6467
In-Progress	Davenport Country Club	Pleasant Valley	IA	Forse Design, Inc.	N/A	Golf - Renovation	\$1,244,075.24	8/1/2014	5/1/2015	Davenport Country Club	Dean Sparks	563-332-4050
In-Progress	LakeRidge Country Club	Lubbock	TX	N/A	EC Design Group Ltd.	Irrigation - Golf	\$928,567.00	9/8/2014	3/31/2015	Eagle Golf Construction	Ed Easley	909-919-5420
In-Progress	Poolesville Golf Course	Poolesville	MD	N/A	Hydro Designs, Inc.	Irrigation - Golf	\$853,780.00	11/3/2014	3/30/2015	Montgomery County Revenue Authority	Jon Lobensteine	301-983-9465
In-Progress	Adena Golf and Country Club	Ocala	FL			Golf - New	\$109,218.75	12/1/2014	1/22/2015	Ocala Meadows Farms LTD	John Grady	352-351-9900
Not Started	Derryfield Country Club	Manchester	NH	McFarland Johnson	N/A	Golf - Renovation	\$2,917,000.00	TBD	12/1/2015	City of Manchester	Andy Vachon	603-624-6444
Not Started	Scottsdale Road Highway Landscaping	Scottsdale	AZ	Smithgroup JJR		Landscape	\$861,773.52	12/8/2014	6/8/2017	City of Scottsdale	Elaine Mercado	480-312-7985
Not Started	Boulders Golf Club	Carefree	AZ	N/A		Golf - Renovation	\$653,453.16	5/26/2015	8/15/2015	The Boulders Club	Tom McCahan, Director of Golf Operations	480-488-7348



Memorandum

To: Ross Bintner, City of Edina
From: Janna Kieffer and Fred Rozumalski
Subject: Braemar Executive Course Water Quality and Natural Resources Management Recommendations
Date: December 2, 2014
Project: 23271398.00 PH1
c: Ann Kattreh, City of Edina
Kevin Norby, Herfort Norby
Deric Deuschle, SEH Inc.

The City of Edina is in the process of redesigning the Executive Course of the Braemar Golf Course. As part of this effort, the City asked Barr to provide information to the golf course architect and design engineers regarding floodplain restrictions, and provide recommendations for stormwater treatment and management of the natural areas, with special emphasis on buffer management. This memo summarizes the stormwater treatment opportunities identified by Barr in and near the Executive Course and a buffer management strategy for the course.

Stormwater Treatment Recommendations

Redesign and construction of the Executive Course presents an opportunity to provide additional treatment of stormwater from the golf course and adjacent roadways and residential areas prior to the stormwater reaching downstream wetlands and the South Fork of Nine Mile Creek. Currently, stormwater from approximately 52 acres of residential area northeast of the course is conveyed via the trunk storm sewer along Gleason Road to a small wetland on the northeast edge of the executive course (north of Braemar Boulevard), then to the long, narrow pond within subwatershed NMSB_85b (see Figure 1). Pond NMSB_85b also receives flows from NMSB_7, which has a large tributary drainage area. An additional 16 acres of residential area to the east of the Executive Course is currently conveyed to the wetland located south of Braemar Boulevard and east of John Harris Drive (subwatershed NMSB_57, Figure 1).

Since stormwater from the nearby residential areas east of the course receives no treatment prior to discharge to the Braemar wetlands, the focus of our assessment was to identify opportunities to provide additional treatment of runoff from these areas. Our stormwater treatment recommendations are summarized below.

Option A: NMSB_85 Pond Expansion

Currently, the NMSB_85b pond is quite shallow and the permanent pool volume (volume below the outlet) is well below suggested stormwater pond design guidance based on the tributary drainage area, which reduces the water quality treatment achieved. The City of Edina Comprehensive Water Resources Management Plan (CWRMP) recommends that the pond in subwatershed NMSB_85 be expanded to provide additional sedimentation and phosphorus removal. Modeling conducted for the CWRMP was based on an assumption that the pond has an average of four feet of depth, with a permanent pool volume of 1.3 acre feet. However, observations from our site visit indicate that the pond is much shallower. We recommend that the permanent pool of the NMSB_85b pond be expanded, preferably with some larger and deeper pools to promote sedimentation.

The MPCA’s Protecting Water Quality in Urban Areas (March 2000) recommends sizing the permanent pool of a stormwater pond to capture and store the runoff from a 2.5-year storm event. Based on this sizing guidance and the tributary drainage area (subwatershed NMSB_85), the permanent pool volume of the NMSB_85 pond should be 2.5 acre-feet. However, recognizing that the golf course layout may pose a significant design constraint, we evaluated a range of permanent pool volumes for the NMSB_85 pond. We modified the P8 model originally developed for the 2003 CWRMP to reflect a range in permanent pool volumes, with each volume scenario assuming an average depth of four feet. The predicted pollutant removals for the range of permanent pool volumes based on a 30 year simulation (1977 – 2007) are summarized in Table 1. The treatment removal efficiency percentages shown in Table 1 are somewhat lower than expected given the large, untreated tributary drainage area to the NMSB_85b pond. The removal efficiencies reported reflect that runoff conveyed to NMSB_85b from NMSB_7 and its large tributary drainage area receives substantial treatment prior to conveyance through NMSB_85b, so the remaining pollutants flowing in from NMSB_7 are primarily very fine sediments or phosphorus in the dissolved form. The estimated total phosphorus removal efficiencies from the untreated NMSB_85 subwatershed (includes NMSB_85a and NMSB_85b) range from 30% to 42% for 1.3 acre-feet to 2.5 acre-feet, respectively.

Table 1. Summary of Total Phosphorus (TP) and Total Suspended Solids (TSS) Removals from NMSB_85 Pond for a Range of Permanent Pool Volumes

Permanent Pool Volume (acre-feet)	Average Annual TP Removal (lbs)	Average TP Removal (%)	Average TSS Removal (%)
1.3	14	24%	55%
1.7	15	26%	57%
2	16	27%	59%
2.5	17	29%	61%

Option B: Low-flow Diversion Swale + Infiltration/Filtration Feature

Stormwater from the 52-acre NMSB_85a subwatershed is currently conveyed via the trunk storm sewer along Gleason Road to the small wetland on the northeast edge of the executive course (north of Braemar Boulevard), then to the long, narrow pond within subwatershed NMSB_85b. As an alternative to expanding the NMSB_85b pond, or in addition to the expansion, we recommend installing a low-flow diversion pipe that ties into the existing 36-inch storm sewer just west of the intersection of Gleason Avenue and Schey Drive and diverts flows from smaller storms southward to a grassed swale, ultimately reaching a shallow infiltration or filtration feature at the corner of Gleason Road and Dewey Hill Road (see Figures 2 and 3). The pollutant removal efficiency of the combined grassed swale and infiltration/filtration feature was estimated using the P8 model, with the low-flow diversion sized to divert runoff from up to a 1/2-inch rainfall from the tributary drainage area, the grassed swale sized with a four-foot bottom width and 4:1 side slopes, and a 0.3 acre infiltration/filtration feature with a one foot average depth. For modeling purposes, it was assumed that the soils are conducive for infiltration (infiltration rates based on hydrologic soil group C). If field tests indicate soils are not conducive for infiltration, the treatment system could be designed as a shallow vegetated filtration basin/garden. The estimated pollutant removals for the diverted water based on infiltration are summarized in Table 2. If infiltration is not feasible, construction of a filtration feature will likely result in reduced total phosphorus removals, unless the filtration system is enhanced to target removal of dissolved phosphorus.

Table 2. Summary of Total Phosphorus (TP) and Total Suspended Solids (TSS) Removals

Option	Scenario	Treated Subwatersheds	Average Annual TP Removal (lbs)	Average Annual TP Removal (%)	Average Annual TSS Removal (%)
A	Pond Expansion	NMSB_85a, NMSB_85b, NMSB_7 (and upstream tributary subwatersheds)	14 - 17	24% - 29%	55% - 61%
B	Swale + Infiltration/Filtration	NMSB_85a	12	52%	67%
C	Shallow Wet Prairie	NMSB_57a	6	82%	91%

Option C: Shallow Wet Prairie

Stormwater from the 16.5-acre NMSB_57a subwatershed is currently collected at the intersection of Dewey Hill Road and Gleason Road and conveyed to the wetland located south of Braemar Boulevard and east of John Harris Drive (subwatershed NMSB_57b, Figure 1) via storm sewer. Based on a wetland assessment conducted in 2012, the NMSB_57b wetland is considered to be a Medium Value wetland per the Nine Mile Creek Watershed District (NMCWD) Rules. Currently, stormwater from subwatershed NMSB_57a does not receive treatment prior to discharging to the wetland. To provide water quality treatment prior to discharging to the NMSB_57b wetland, we recommend considering construction of a shallow wet prairie infiltration/filtration feature upstream of the wetland. As identified in Figures 2 and 3, the shallow infiltration/filtration feature could be located in the open space area on the northeast side of the existing wetland. This area currently serves as a "no mow" area, with tall grasses and numerous bird houses providing habitat. The proposed shallow wet prairie could be planted with diverse plantings, including grasses and pollinator species, so this area can continue to provide wildlife habitat.

The pollutant removal efficiency of the shallow wet prairie was estimated using the P8 model, with the infiltration/filtration area sized to capture 1.1 inches of runoff from the impervious surfaces of the tributary watershed (0.3 acre footprint, one foot average depth). For modeling purposes, it was assumed that the soils are conducive for infiltration (infiltration rates based on hydrologic soil group C). If field tests indicate soils are not conducive for infiltration, the feature could be designed as a vegetated filtration system. The estimated pollutant removals based on infiltration are summarized in Table 2. If infiltration is not feasible, construction of a filtration feature will likely result in reduced total phosphorus removals, unless the filtration system is enhanced to target removal of dissolved phosphorus.

Other Stormwater Considerations

The CWRMP recommended expansion of several other waterbodies within the Braemar Golf Course to improve water quality treatment, including the wetland in subwatershed NMSB_7. Given that the NMSB_7 wetland receives minimal direct, "untreated" stormwater runoff from impervious surfaces and much of the incoming stormwater has received some level of treatment prior to reaching NMSB_7, expansion of the NMSB_7 wetland is not specifically recommended. However, should the proposed golf course lay out be conducive for expansion of the NMSB_7 wetland, some additional pollutant removal benefit may be achieved.

There are several wetlands that receive runoff from Braemar Boulevard or golf cart trails. Where opportunities arise, the Executive Course redesign should incorporate vegetated swales to provide pretreatment of runoff from the adjacent roadways and/or trails prior to discharge into the wetlands.

Buffer Management Strategy

Currently, wetland buffers within Braemar Golf Course are generally either mowed turf grass or invasive species such as reed canary grass. Restoring and creating broader wetland buffers is recommended as part of the Executive Course improvements, as well as throughout the progression of the golf course renovation. A recommended strategy for buffer restoration and management is provided below.

Buffering Strategy

1. **Eliminate Invasive Species.** The first step in creating/restoring wetland buffers is to eliminate the turf grass and/or invasive species to allow for the establishment of native plants. This is typically done through the use of herbicides. To save maintenance efforts in the future this step must be carefully executed to achieve thorough elimination of undesirable plants. If vestiges of these plants remain they will rapidly recolonize and increase the need for maintenance efforts and associated dollars. Some desirable native plants exist within the buffer areas of wetlands within the park. These could be left undisturbed.
2. **Plant Native Species.** After undesirable vegetation has been eliminated, native plants should be planted. They can be planted as live plants or seed depending on the conditions of the site. Two different approaches are suggested: 1) plant a diversity of species with a focus on pollinator species (wildflowers), and 2) plant a simpler palette of plants with a focus on native sedges and grasses. Species should be selected during the design process of specific buffer restoration projects.
 - a. **Planting a diversity of pollinator species fortifies the ecosystem.** Native insect habitat is created by planting wildflowers which in turn support species up the food web. These plantings can be more expensive to maintain than sedges and grasses, so their use may be preferred in areas where people can experience the beautiful wildflowers and insects up close; in selected areas. And they look great too.
 - b. **Planting native sedges and grasses provides a low, beautiful groundcover that can be somewhat simple to maintain.** Because of the lack of diversity, it is easier to manage this plant community through the use of mowing and herbicides.



Native sedges in Braemar.



An example of a diverse planting of pollinator species.

- 3. Manage Buffer Restorations.** Providing regular maintenance is critical to the success of restored wetland buffers. This cannot be stressed enough. If management cannot occur, investing resources to establish a native buffer may not be worthwhile. The seed of invasive species blows, floats or is transported into restored buffers through the movement of animals. It is relatively inexpensive to keep invasive species out of restored buffers through monthly site visits by maintenance crews if done from the start. This will prevent their establishment. Once invasive species establish it becomes much more expensive to eliminate them from a buffer.
- 4. Demarcation.** To preserve the extent of the buffers and prevent accidental mowing it may be best to mark the edges of the buffer zones with a simple marker that signals mower operators not to cut within the buffer and that marks for management crews the extent of their work. These markers can be simple or complex. A few examples are shown below.

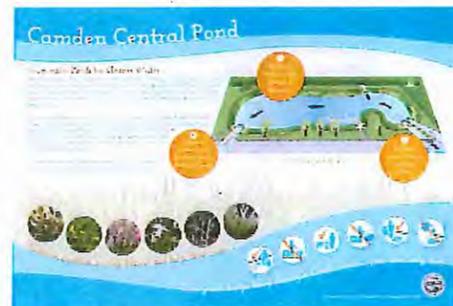


Simple markers.

- 5. Education.** In certain areas where people have close and frequent access to wetland buffers, educational signage may be posted. These could be very simple labels stating – Restored Wetland Buffer, or much more involved describing, for example, the purpose of the buffer or describing some interesting element such as a plant or animal species that resides within the buffer. Education can also be conducted through programs that allow students to tour and explore the buffers, or classes that sample or inventory species within the buffers. There are many possibilities.



A simple sign.



An interpretive sign.



Barr Footer: ArcGIS 10.1, 2014-11-17 09:13 File: I:\Projects\23271398\Figures\Implementation_Options\11_17_2014\Braemar_Figure1_ExistingConditions.mxd User: mbm

- Treatment Subwatersheds
- Existing Storm Structure
- Existing Storm Sewer

Feet
0 250 500
1 inch = 500 feet



Figure 1

BRAEMAR EXECUTIVE COURSE:
EXISTING CONDITIONS
City of Edina, Minnesota
11/17/14

Bar Footer: ArcGIS 10.1, 2014-11-17 10:08 File: I:\Projects\23271398\Figures\Implementation_Options\1_17_2014\Braemar_Figure2_ProjectArea.mxd User: mbm



SWS ID: NMSB_85b
Area: 14.7 acres

SWS ID: NMSB_85a
Area: 51.9 acres
Impervious Area: 7.9 acres

SWS ID: NMSB_57a
Area: 16.5 acres
Impervious Area: 3.3 acres

-  Swale + Infiltration/Filtration Feature
-  Infiltration/Filtration Feature
-  Pond Expansion
-  Treatment Subwatersheds
-  Existing Storm Structure
-  Existing Storm Sewer
-  Proposed Storm Sewer

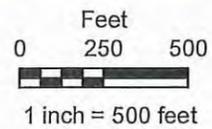
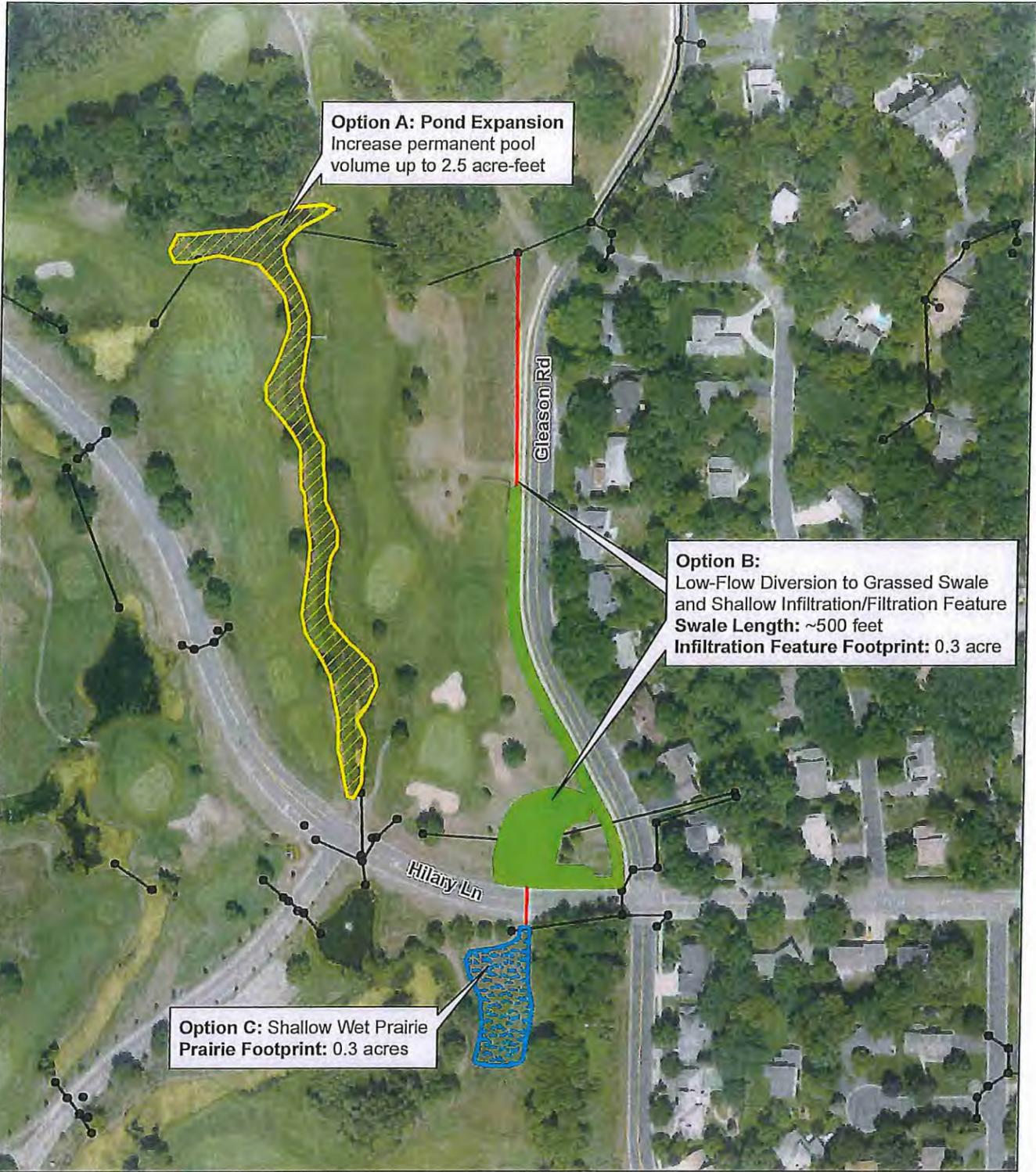


Figure 2

BRAEMAR EXECUTIVE COURSE:
PROPOSED TREATMENT AREAS
City of Edina, Minnesota
11/17/14

Barr Footer: ArcGIS 10.1, 2014-11-17 09:22 File: I:\Projects\23271395\Implementation_Options\11_17_2014\Braemar_Figures3_TreatmentOptions.mxd User: mbr



Option A: Pond Expansion
 Increase permanent pool
 volume up to 2.5 acre-feet

Option B:
 Low-Flow Diversion to Grassed Swale
 and Shallow Infiltration/Filtration Feature
Swale Length: ~500 feet
Infiltration Feature Footprint: 0.3 acre

Option C: Shallow Wet Prairie
Prairie Footprint: 0.3 acres

- Swale + Infiltration/Filtration Feature
- Infiltration/Filtration Feature
- Pond Expansion
- Existing Storm Structure
- Existing Storm Sewer
- Proposed Storm Sewer

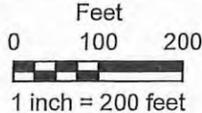
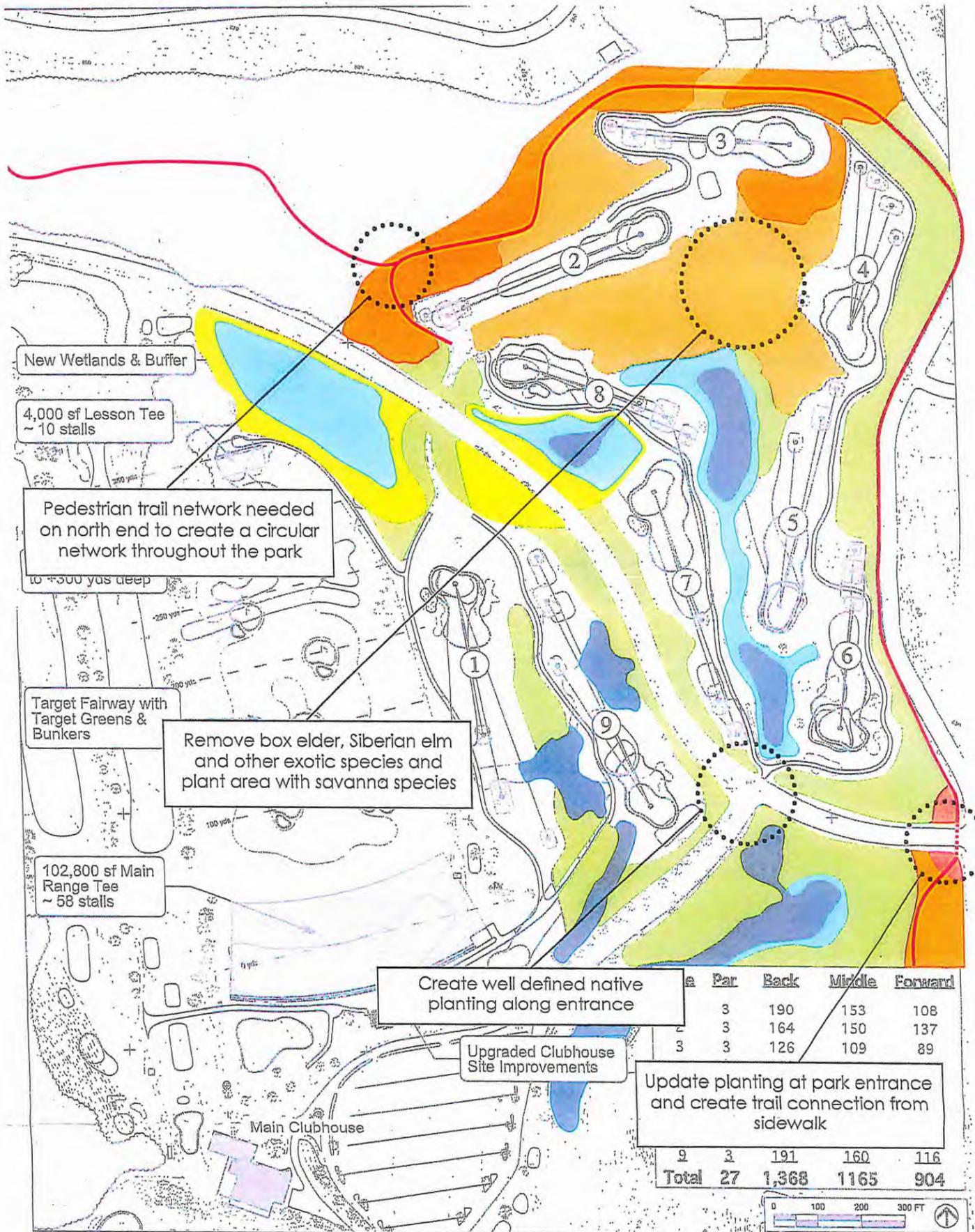


Figure 3

BRAEMAR EXECUTIVE COURSE:
 STORMWATER TREATMENT
 CONCEPTUAL PLAN
 City of Edina, Minnesota
 11/17/14

Natural Area Concept Development

- **Pedestrian Trail**
 - Connect to existing trails
- **Oak Savanna**
 - Remove buckthorn, box elder and Siberian elm
 - Plant savanna wildflowers and grasses
- **Wetland**
 - Plant native wildflowers, sedges, and grasses
- **Wet Meadow**
 - Plant native wildflowers, sedges, and grasses
- **Oak Woodland**
 - Remove buckthorn, Siberian elm
 - Plant native ferns, wildflowers, and sedges
- **Open Water**
 - Manage against cattail colonization
- **Entrance Planting**
 - Update main entrance planting
- **Prairie**
 - Remove lawn
 - Plant native wildflowers, and grasses





To: Ann Kattreh and Eric Roggeman, City of Edina
From: Nick Anhut and Mark Ruff, Ehlers
Date: February 26, 2015
Re: Braemar Golf Pro Forma Review

The City of Edina Parks Department and Finance Department have requested that Ehlers review pro forma financial assumptions for the City of Edina's Golf Enterprise (the "Enterprise") as prepared by City staff and offer comments regarding the financial projections. The basis for our comments are actual historical revenue and expense results for the Enterprise, review of planning documents from peer municipally managed golf courses, and our experience with budgets for municipal recreational enterprises. Generally, we find the City's projections to be based upon reasonable assumptions with the caveats and clarifications raised below.

General Pro Forma Models

In preparation for reviewing various capital investments proposed within the Braemar Golf Course Master Plan, City staff prepared baseline annual financial projections through 2020 to update the City's 2014 Golf Operations Study to incorporate recent changes to the Enterprise with the closing of Fred Richards and new contract with Tin Fish. City staff included reductions in revenues related to concessions and greens fees, with more modest adjustments to reflect streamlined expenditures within retail operations, commodities, personnel and contractual services. The City then created three additional models to incorporate the impact of selected Master Plan changes to the course:

- Adding \$2.4 million course, driving range and par 3 renovations in 2015,
- \$8.4 million 27-hole course renovation with the new driving range and par 3, and
- \$6.4 million 18 hole full course renovation in 2017 with the new driving range and par 3.

It should be noted that these models do not assume any substantial price or fee increases and do not include any cash transfer support from external funds. Our evaluation also does not incorporate review of the proposed construction costs, related contingencies, or time horizons.

Status Quo Model

The status quo model's projected revenues for 2015 of just over \$2.9 million are adjusted from recent history for the closure of Fred Richards and outsourced grill operations with Tin Fish. Revenues for concessions and alcohol sales are conservatively reduced to reflect the contract in effect starting in the summer of 2015 which shows lower revenues but also lower expenditures. Green Fees revenue in 2015 reflects a onetime modest increase in number of rounds of 10% for 9-hole rounds and 25% for executive course rounds to offset the closure of Fred Richards. These baseline revenues assume no change to current pricing levels. In general, 2016 to 2020 year-over-year projected general revenues assume 3% growth in combined pricing/usage and green fee and range utilization revenues assume a 1% growth, which are reasonable assumptions. See the detailed chart below which also shows a baseline comparison to recent historical operating performance:



Status Quo Model			
Revenues	2011-2014 Compiled	2015 Proposed	2020 Stabilized
Concessions/Sales	\$ 580,974	\$ 303,075	\$ 260,760
Golf Dome	\$ 326,276	\$ 332,801	\$ 385,808
Green Fees	\$ 1,534,510	\$ 1,468,535	\$ 1,543,445
Driving Range	\$ 243,625	\$ 246,061	\$ 258,613
Miscellaneous	\$ 559,437	\$ 582,000	\$ 632,178
Total Revenue	\$ 3,244,821	\$ 2,932,472	\$ 3,080,804
Expenditures	2011-2014 Compiled	2015 Proposed	2020 Stabilized
Cost of Goods Sold	\$ 313,477	\$ 180,024	\$ 171,700
Personal Services	\$ 1,521,625	\$ 1,340,175	\$ 1,553,630
Contractual Services	\$ 544,356	\$ 493,703	\$ 545,088
Commodities	\$ 337,851	\$ 288,945	\$ 319,018
Capital Outlay	\$ 3,355	\$ 3,422	\$ 3,778
Central Services	\$ 134,809	\$ 137,505	\$ 151,817
Depreciation	\$ 411,470	\$ 456,000	\$ 556,000
Total Expenditures	\$ 3,266,942	\$ 2,899,773	\$ 3,301,031
Operating Income (Loss)	\$ (22,121)	\$ 32,699	\$ (220,227)

Excluding debt service and non-recurring capital expenditures, the status quo projected 2015 budget for expenditures is over \$360,000 less than recent historical levels. This is primarily due to reductions in commodities, staffing, and contractual services spending related to Fred Richards, along with contracting with Tin Fish for operation of the Grill. Including 2015, the City's projected expenditures include 2% inflationary factor for all line items except for personal services at 3% to be consistent with the City's budgetary practices for other departments. The City's 2015 status quo budget has a sound basis given the City's experience and is in line with the level of expenditures of similar municipal golf enterprises within the metro area.

Despite the projection of a slight positive operating performance in 2015, aging of the course will likely create larger negative cash flows in the short term prior to payment of non-operating expenditures like existing debt and capital replacement needs. For example, the status quo scenario will require at least \$2,000,000 in irrigation improvements by 2017 plus annual improvements of over \$200,000 per year which exceed projections for depreciation expense.

Status Quo	2015	2016	2017	2018	2019	2020
Revenues	\$ 2,932,472	\$ 2,897,815	\$ 2,942,181	\$ 2,987,452	\$ 3,033,652	\$ 3,080,804
Expenditures	\$(2,899,773)	\$(2,937,050)	\$(3,000,475)	\$(3,165,583)	\$(3,232,419)	\$(3,301,031)
Operating Income	\$ 32,699	\$ (39,236)	\$ (58,294)	\$ (178,130)	\$ (198,767)	\$ (220,227)
Add: Depreciation	\$ 456,000	\$ 456,000	\$ 456,000	\$ 556,000	\$ 556,000	\$ 556,000
Less: Existing Debt	\$ (84,215)	\$ (97,490)	\$ (95,540)	\$ (93,590)	\$ (96,565)	\$ (94,465)
Capital Expense	\$ (849,500)	\$ (191,000)	\$(2,208,000)	\$ (298,000)	\$ (293,000)	\$ (200,000)
New Debt	\$ -	\$ -	\$ 2,000,000	\$ (158,400)	\$ (158,400)	\$ (158,400)
Annual Cash Flow	\$ (445,016)	\$ 128,274	\$ 94,166	\$ (172,120)	\$ (190,732)	\$ (117,092)

Driving Range and Par 3 Improvement Model

Projections for revenues adding the impact of improvements to the range and par 3 during the summer of 2015 build upon the status quo model. Key differences are the impacts of proposed construction starting in July, 2015. This event is expected to limit utilization of the range and executive course for the remainder of the season. Upon completion, staff expects increased driving range and par 3 stabilized revenues, and modest increases in membership revenue due to improved amenities. The proforma anticipates range revenues nearly doubling from historical levels once stabilized after construction, and Par 3 green fees recovering by 2017 to a stabilized level 14% higher than the status quo projections. Conservatively, the model does not assume any increase in 9-hole or 18-hole regulation course utilization during Par 3 construction, nor any increases above status quo levels afterward.

New Driving Range & Par 3 Model		
Revenues	2015 Proposed	Stabilized 2020
Concessions/Sales	\$ 303,075	\$ 260,760
Golf Dome	\$ 383,953	\$ 385,808
Green Fees	\$ 1,300,489	\$ 1,577,118
Driving Range	\$ 77,960	\$ 433,740
Miscellaneous	\$ 582,000	\$ 641,636
Total Revenue	\$ 2,647,477	\$ 3,299,062
Expenditures	2015 Proposed	Stabilized 2020
Cost of Goods Sold	\$ 180,024	\$ 171,700
Personal Services	\$ 1,297,597	\$ 1,552,192
Contractual Services	\$ 493,703	\$ 545,088
Commodities	\$ 272,515	\$ 318,662
Capital Outlay	\$ 3,422	\$ 3,778
Central Services	\$ 137,505	\$ 151,817
Depreciation	\$ 456,000	\$ 676,000
Total Expenditures	\$ 2,840,765	\$ 3,419,238
Operating Income (Loss)	\$ (193,289)	\$ (120,176)

Expenditures are expected to decline slightly in 2015 compared to the Status Quo model due to reorganization and temporary closure of the range and Par 3 during construction. However, City staff expects to carry forward this level of expenditures with only inflationary adjustments mentioned above, as well as a projected \$120,000 increase in an accounting depreciation expense directly related to the new capital improvements. Not including depreciation, the projections for total operating expenditures are at or below Status Quo projections.

Range/Par 3	2015	2016	2017	2018	2019	2020
Revenues	\$ 2,647,477	\$ 2,961,655	\$ 3,148,405	\$ 3,197,592	\$ 3,247,803	\$ 3,299,062
Expenditures	\$ (2,840,765)	\$ (2,995,444)	\$ (3,118,824)	\$ (3,283,886)	\$ (3,350,674)	\$ (3,419,238)
Operating Income	\$ (193,289)	\$ (33,789)	\$ 29,580	\$ (86,293)	\$ (102,872)	\$ (120,176)
Add: Depreciation	\$ 456,000	\$ 516,000	\$ 576,000	\$ 676,000	\$ 676,000	\$ 676,000
Less: Existing Debt	\$ (84,215)	\$ (97,490)	\$ (95,540)	\$ (93,590)	\$ (96,565)	\$ (94,465)
Capital Expense	\$ (2,649,500)	\$ (191,000)	\$ (2,208,000)	\$ (298,000)	\$ (293,000)	\$ (200,000)
New Debt	\$ 2,400,000	\$ (190,000)	\$ 1,810,000	\$ (348,400)	\$ (348,400)	\$ (348,400)
Annual Cash Flow	\$ (71,004)	\$ 3,721	\$ 112,040	\$ (150,283)	\$ (164,837)	\$ (87,041)

27-hole Regulation Course Renovation Model

The next model builds upon the range and Par 3 improvements, and includes projections for revenues assuming 27-hole renovation to occur in three 9-hole phases from 2017-2019 to allow for continuous 18-hole operations during construction. City staff expects green fee, cart rental and retail revenues to temporarily decline due to 33% reduction in utilization during the construction period. Revenues return to stabilized levels in 2020, with green fee revenues recovering to a level 5.7% higher than the status quo projections. Membership revenue also declines during course renovation, but does not fully recover to stabilized levels immediately afterward. Similar to the previous model, the model conservatively does not assume any increased utilization of the Par 3 course during construction of the 27-hole regulation course.

27 Hole w/ New Driving Range & Par 3		
Revenues	2015 Proposed	Stabilized 2020
Concessions/Sales	\$ 303,075	\$ 260,760
Golf Dome	\$ 383,953	\$ 385,808
Green Fees	\$ 1,300,489	\$ 1,651,666
Driving Range	\$ 77,960	\$ 433,740
Miscellaneous	\$ 582,000	\$ 653,188
Total Revenue	\$ 2,647,477	\$ 3,385,161
Expenditures	2015 Proposed	Stabilized 2020
Cost of Goods Sold	\$ 180,024	\$ 171,700
Personal Services	\$ 1,297,597	\$ 1,552,192
Contractual Services	\$ 493,703	\$ 545,088
Commodities	\$ 272,515	\$ 318,662
Capital Outlay	\$ 3,422	\$ 3,778
Central Services	\$ 137,505	\$ 151,817
Depreciation	\$ 456,000	\$ 976,000
Total Expenditures	\$ 2,840,765	\$ 3,719,238
Operating Income (Loss)	\$ (193,289)	\$ (334,076)

The proposed 27-hole renovation model builds in reduced operating expenditures related to limited operations during the 2017-2019 phased construction, however stabilized expenditures are expected to be identical to previous models save for the added depreciation expense related to the over \$8 million project.

27-Hole Ren.	2015	2016	2017	2018	2019	2020
Revenues	\$ 2,647,477	\$ 2,961,655	\$ 2,513,014	\$ 2,553,771	\$ 2,595,405	\$ 3,385,161
Expenditures	\$(2,840,765)	\$(2,995,444)	\$(2,570,558)	\$(2,771,482)	\$(2,973,756)	\$(3,719,238)
Operating Income	\$ (193,289)	\$ (33,789)	\$ (57,545)	\$ (217,711)	\$ (378,351)	\$ (334,076)
Add: Depreciation	\$ 456,000	\$ 516,000	\$ 576,000	\$ 726,000	\$ 876,000	\$ 976,000
Less: Existing Debt	\$ (84,215)	\$ (97,490)	\$ (95,540)	\$ (93,590)	\$ (96,565)	\$ (94,465)
Capital Expense	\$(2,649,500)	\$ (191,000)	\$(8,556,383)	\$ (98,000)	\$ (93,000)	\$ -
New Debt	\$ 2,400,000	\$ (190,000)	\$ 8,158,383	\$ (864,000)	\$ (864,000)	\$ (864,000)
Annual Cash Flow	\$ (71,004)	\$ 3,721	\$ 24,915	\$ (547,301)	\$ (555,916)	\$ (316,541)

18-Hole Regulation Course Renovation Model

The final revenue model exchanges the 27-hole renovation for an 18-hole renovation that includes the elimination of 9 holes from the golf facility. Construction is expected to occur in 2017 and cause a full shutdown of the regulation course that year. In addition to zero 18 or 9-hole green fee revenue, City staff expect 90% reductions to rental and retail revenues during the year-long construction period. Revenues return to stabilized levels 2018, with green fee revenues recovering to a level 7.8% higher than the status quo projections. Membership revenue also declines during course renovation, but stabilizes immediately afterward with modest increases. As with prior models, the pro forma conservatively does not assume any increased utilization of the Par 3 course during construction of the regulation course.

18 Hole w/ New Driving Range & Par 3		
Revenues	2015 Proposed	Stabilized 2020
Concessions/Sales	\$ 303,075	\$ 260,760
Golf Dome	\$ 383,953	\$ 385,808
Green Fees	\$ 1,300,489	\$ 1,679,416
Driving Range	\$ 77,960	\$ 429,445
Miscellaneous	\$ 582,000	\$ 670,508
Total Revenue	\$ 2,647,477	\$ 3,425,937
Expenditures	2015 Proposed	Stabilized 2020
Cost of Goods Sold	\$ 180,024	\$ 171,700
Personal Services	\$ 1,297,597	\$ 1,241,754
Contractual Services	\$ 493,703	\$ 436,070
Commodities	\$ 272,515	\$ 254,930
Capital Outlay	\$ 3,422	\$ 3,778
Central Services	\$ 137,505	\$ 151,817
Depreciation	\$ 456,000	\$ 891,000
Total Expenditures	\$ 2,840,765	\$ 3,151,049
Operating Income (Loss)	\$ (193,289)	\$ 274,888

The proposed 18-hole renovation model also assumes reductions in expenditures related to the regulation course closure in 2017 for construction. Upon reopening in 2018, City staff expects a reduction in stabilized expenditures related to personnel, maintenance and commodities attributed to the

elimination of 9 regulation holes. The leaner operating budget is estimated to be \$480,000 less than that of the 27-hole models prior to inclusion of depreciation.

18-Hole Ren.	2015	2016	2017	2018	2019	2020
Revenues	\$ 2,647,477	\$ 2,961,655	\$ 1,136,974	\$ 3,321,826	\$ 3,373,349	\$ 3,425,937
Expenditures	\$(2,840,765)	\$(2,995,444)	\$(1,408,805)	\$(2,882,726)	\$(3,094,915)	\$(3,151,049)
Operating Income	\$ (193,289)	\$ (33,789)	\$ (271,831)	\$ 439,101	\$ 278,435	\$ 274,888
Add: Depreciation	\$ 456,000	\$ 516,000	\$ 576,000	\$ 733,500	\$ 891,000	\$ 891,000
Less: Existing Debt	\$ (84,215)	\$ (97,490)	\$ (95,540)	\$ (93,590)	\$ (96,565)	\$ (94,465)
Capital Expense	\$(2,649,500)	\$(191,000)	\$(6,566,179)	\$ (98,000)	\$ (93,000)	\$ -
New Debt	\$ 2,400,000	\$ (190,000)	\$ 6,168,179	\$ (704,000)	\$ (704,000)	\$ (704,000)
Annual Cash Flow	\$ (71,004)	\$ 3,721	\$ (189,371)	\$ 277,011	\$ 275,870	\$ 367,423

Revenue Considerations:

Coupled with national trends in declining golf participation, the marketplace for golf in the metropolitan area during the limited spring, summer and fall seasons is fairly competitive with the majority of pressure coming from alternative recreational activities. Regional weather patterns also induce volatility into annual golf enterprise revenue performance. While price is an important factor, the most significant a risk of flight from core users is to a superior product because of limited supply with recent course closures throughout the metro area. Within its relative control, maintaining Enterprise revenue levels will primarily depend upon the ability of the City to provide a competitive product to maintain a variety of core golf users and successfully market the product to ultimately grow utilization.

It is our understanding that the majority of miscellaneous and sales revenue projections also reflect limited year round use of the golf amenities. The City expects to explore opportunities to promote more year round use of the facilities in the future. Also, it is assumed Golf Dome revenues will stabilize at current levels due to recent improvements and performance.

We are relying on statements from staff that there is capacity available within all models to support current utilization levels while reducing from a 27 to 18-hole regulation course. However, the City should consider its reliance on increases to green fees revenue within the renovation models. While it may be reasonable to set an expectation of no drop off in rounds purchased once operations are stabilized, it is inconsistent with the City's overall conservative approach to rely on the higher levels of projected revenue within the 18-hole model without engaging in a more detailed market analysis to validate it.

Expenditure Considerations

While the City models project a reduced operating footprint from historical levels, it is reasonable to assume a sustainable level of reductions can be obtained due to recent changes within the golf enterprise. The pro forma also includes a 3% inflation on personnel costs, despite its reliance on part-time and seasonal labor whose costs may not historically increase at that rate. One consideration is decoupling when reductions in operating costs will occur relative to reductions in course use during periods of construction. It is absolutely reasonable to assume that commodity, goods, some personnel and maintenance expense will be reduced during these time frames, however a cash flow consideration

should be given to whether a lag will exist between when reductions in revenues and expenditures are realized.

Non-Operating Pro Forma Considerations

In addition to the operating assumptions, City staff has also anticipated non-operating expenditures for existing debt on the Braemar Golf Dome, new debt service related to the proposed Master Plan improvements, and planned capital outlays to evaluate annual cash flow activity. The City has incorporated a long-term plan for capital improvements for the golf enterprise within its 5-year Capital Improvement Plan. The plan includes detailed line item expenses identified for equipment replacement, repairs and facility renovations. Prior to any renovation, the status quo capital outlays average \$674,000 per year primarily identifying major irrigation upgrades needed within the 3-5 year horizon.

Under a special legislative authority, the City has considered the issuance of General Obligation Bonds to finance major capital improvements to selected recreational enterprises like the Golf Dome and Braemar Ice Arena. This debt requires a pledge of existing enterprise revenues, but is backed by the City's levy authority which ensures low interest costs relative to other forms of debt. The City's existing golf debt service averages \$94,000 per year. Using current market "AAA" rates inflated by half a percent, Ehlers estimates annual debt service at \$190,000 for the range improvements, \$674,000 for the 27-hole renovation, and \$514,000 for the 18-hole renovation. These estimates are based on a 15-year term of repayment.

The City has utilized options to pay for operating deficits, capital and non-operating expenses using operating cash, capital reserves, Braemar Memorial Funds and transfers from either of Liquor or General Fund surpluses. These projections do not assume any income related to transfers or potential interest earning, and are included for illustrative purposes. The City should consider funding long-term capital improvements through use of a capital reserve for the Enterprise. Future capital costs are difficult to predict, but additional attention should be placed on maximizing revenues and/or reducing operating expenses in order to accrue additional funding for this Enterprise's capital reserve.

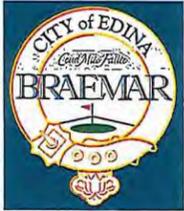
Comparison to Peer Municipal Golf Operations

When comparing the Enterprise to similar municipal golf operations, the total projected revenues are achievable but are on the higher end of what we see within the metro area. Comparable golf facilities operated by municipalities in the metropolitan area perform in the range of \$2.0 to \$2.8 million in annual gross revenues. However, Edina's Golf Enterprise is larger than most due to operating a domed golf practice facility, driving range and 36-hole golf course. Other like municipally operated facilities typically contain only a single 18 to 27-hole course and outdoor range. Operation of the Golf Dome alone enables Edina's revenues to be potentially \$300,000 higher than a typical municipal golf operation. We have no reason today to doubt the ability of the City to achieve \$3.0 to 3.4 million per year revenues for its operation, but we believe that examining revenues from other facilities is helpful to provide context for risk and sensitivity analysis.

Likewise, comparable golf enterprises share recent history of operating expenditures at or exceeding operating revenues. Typical operating margins range from levels of -10% to 4% of revenues due primarily to reduction in rounds purchased and the inability to adjust costs commensurate with reduced utilization.

Background on Ehlers

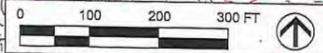
Ehlers is a financial advisory firm experienced in assisting local governments with the financing of a variety of assets, including recreational facilities. Ehlers is not an accounting firm nor was this report prepared by certified public accountants or according to general accepted accounting principles. This report is not intended to be construed as an appraisal, a feasibility study, nor as a review of the City's capacity/business plan for the Braemar Golf Improvements. We are engaged in a limited scope primarily to raise questions about the proposed operating and capital budget, and offer insights given our experience with the City's finances generally and with operating budgets for other recreation enterprises.



Practice Range and 9-Hole Par 3 Golf Course Improvements



Hole	Par	Back	Middle	Forward
1	3	190	153	108
2	3	164	150	136
3	3	117	98	80
4	3	120	105	75
5	3	158	136	115
6	3	127	111	88
7	3	178	152	95
8	3	123	103	84
9	3	189	160	116
Total	27	1,366	1168	897



Braemar Golf Course
 6364 John Harris Drive
 Edina, Minnesota 55439
 (952) 903-5750
 City of Edina
 Parks & Recreation Department
 4801 W. 50th Street
 Edina, Minnesota 55424

Golf Course Architect:
HERFORD & NABBY
 Golf Course Architects
 100 East Second Street, Suite 200
 Chaska, MN 55318
 (952) 351-2544
 www.herfordnabby.com

I hereby specify that this plan, specification, or report was prepared by me or under my direct supervision and that I am a duly registered Landscape Architect under the laws of the State of Minnesota.
 Date: 12/03/14 Registration #: 20144

Date: December 29, 2014
 Designed by: KN & JS
 Drawn by: JS
 Revisions:

© This plan and the concepts represented herein are the property of Herford Nabby Golf Course Architects. Use of this plan shall require prior written approval by Herford Nabby Golf Course Architects.

Routing Plan