

golfers.

Mr. Juliar understands the construction of the course, turf management needs, and the irrigation system. He will hire and be responsible for his staff, purchasing of chemicals and supplies, and oversee environmental issues. RWMGC will lease equipment from major used equipment suppliers with his advice.

Driving Range

Driving Range revenue included in golf revenue is \$28,000 annually which is based on prior year's revenue. Driving range responsibilities will be shared between the Golf Pro and the Superintendent. Driving range staffing for ball and token retrieval, and scheduling of special events will be the responsibility of the professional. The Superintendent will be responsible for the maintenance of the grounds and equipment.

Golf Pro

Golf is our core business. RWMGC will hire a qualified Golf Pro that will be responsible for all clubhouse operations. Responsibilities include ordering merchandise, food and beverages; point of sale operations, reservations, and carts.

Golf Pro responsibilities also include yield management, non-grounds staffing, lessons, leagues, and special events.

Management of the golf carts includes preparation, storage, energy supply, and operation condition also falls under the scope of the professional. RWMGC's intent is to provide the Golf Pro with incentive pay above a base salary for superior performance.

Food and Beverage and Banquet Services

Food & Beverage Revenue					
Food Revenue	\$25,000	\$25,500	\$26,010	\$26,530	\$27,061
Beverage Revenue	\$75,000	\$76,500	\$78,030	\$79,591	\$81,182
Total Food & Beverage Revenue	\$100,000	\$102,000	\$104,040	\$106,121	\$108,243
Cost of Golf Merchandise Revenue	\$81,250	\$82,875	\$84,533	\$86,223	\$87,948
Cost of Food Revenue	\$12,500	\$12,700	\$12,903	\$13,110	\$13,319
Cost of Beverage Revenue	\$20,250	\$20,574	\$20,903	\$21,238	\$21,577
Total Cost of Food & Beverage Revenue	\$32,750	\$33,274	\$33,806	\$34,347	\$34,897
Income From Catering Service	\$12,000	\$14,400	\$16,800	\$19,200	\$21,600

Kitchen and banquet facilities will be leased to a catering service. In order to provide banquet services the kitchen and dining area will require appropriate equipment. We have compiled a list of this equipment for review by the city of Red Wing. RWMGC's plan is to collect lease payments from the catering service. Rates are expected to be minimized in year one and increase annually throughout the term as this portion of the business grows.

RWMGC will apply for a liquor license through a person with previous experience with MNGL and who has knowledge of this aspect of the business. The plan is to have the golf professional be responsible for the beverage operations.

Our estimates do not include volunteers. RWMGC will reserve a portion of the net profits toward future capital needs.

	Year 1	Year 2	Year 3	Year 4	Year 5
Sales Revenue					
Pro Shop Revenue					
Golf Revenues	\$741,400	\$756,228	\$771,353	\$786,780	\$802,515
Merchandise Revenue	\$125,000	\$127,500	\$130,050	\$132,651	\$135,304
Total Pro Shop Revenue	\$866,400	\$883,728	\$901,403	\$919,431	\$937,819
Food & Beverage Revenue					
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Total Cost of Sales	\$114,000	\$116,149	\$118,339	\$120,570	\$122,844
Gross Margin	\$852,400	\$869,579	\$887,104	\$904,981	\$923,218
Grounds Expenses	\$370,000	\$381,100	\$392,533	\$404,309	\$416,438
Payroll Expenses					
Golf Shop Payroll	\$130,939	\$133,034	\$135,163	\$137,325	\$139,522
Food & Beverage Payroll	\$27,279	\$27,715	\$28,159	\$28,609	\$29,067
Payroll Taxes	\$12,104	\$12,297	\$12,494	\$12,694	\$12,897
Total Payroll Expenses	\$170,322	\$173,047	\$175,816	\$178,629	\$181,487
Other Expenses					
Utilities	\$27,000	\$27,432	\$27,871	\$28,317	\$28,770
Insurance	\$26,650	\$27,076	\$27,510	\$27,950	\$28,397
Property Taxes	\$-	\$0	\$0	\$0	\$0
Payroll & Accounting Fees	\$25,503	\$25,911	\$26,326	\$26,747	\$27,175
Advertising & Promotions	\$15,375	\$15,621	\$15,871	\$16,125	\$16,383
Other	\$20,532	\$20,861	\$21,194	\$21,533	\$21,878
Total Other	\$115,060	\$116,901	\$118,771	\$120,672	\$122,602
Income From Catering Service	\$12,000	\$14,400	\$16,800	\$19,200	\$21,600
Margin Before Leases & Capital Expenditures	\$209,018	\$212,931	\$216,784	\$220,572	\$224,291
Cart Lease	\$69,000	\$69,000	\$69,000	\$69,000	\$69,000
Equipment Lease	\$112,000	\$112,000	\$112,000	\$112,000	\$112,000
Net Income	\$28,018	\$31,931	\$35,784	\$39,572	\$43,291

Sec. P Community Outreach/Citizen Involvement

The Mississippi National Golf Links site contains nearly 425 acres representing beautiful and unique features such as the bluffs, ponds, and valleys suitable for a variety of outdoor activities, including golf. The 36 hole golf course, the driving range, the wells and irrigation system and the buildings belong to the citizens of Red Wing. It is a valuable asset.

The members of the RWMGC Board have the interest and are enthusiastic and supportive of golfing and multiple uses of the facility to expand recreational, educational and social opportunities for the residents as well as the visitors. We will facilitate programs through collaborative arrangements with the different community organizations. We will promote golf as an individual and group life time sport, which can contribute to healthful physical and social well-being for participants. Accordingly, we have met with representatives and leaders of the following community organizations whose members will be invited to become users of the facility.

1. **The Red Wing School District.** Physical education classes, recreational golf and interscholastic golf will be made available to students. Red Wing High School interscholastic golf participants have ranked among the top competitors in the state for several decades. Numerous graduates have won college scholarships and have earned degrees in many fields of study.

The high school sports team needs a full service home golf course on which to train to be successful. According to the high school golf coach the number of participants has declined since the closing of MNGL. Over 100 boys and girls have participated in the high school program per year before the closing, with half that number since the closing.

Instruction and recreation for elementary and secondary level students, not involved in interscholastic sports, can be accommodated with the 36 hole format and will be encouraged by RWMGC.

Other high school sports such as cross country running and skiing and even the historic ski jumping could be made available if the interest and support increases.

2. **City of Red Wing Recreation:** Collaboration between the City Recreation program and the staff of RWMGC can plan and implement summer and winter recreational activities such as golfing, hiking, rock climbing, biking, skiing, sliding, archery and lawn games. Other activities can be developed based on interest. Skeet tournaments at the driving range and bow arrow hunting in the Highlands for disabled veterans are two of the possibilities.
3. **Red Wing Environmental Learning Center (ELC):** In the past the Red Wing ELC has used the MNGL facility for cross country skiing and snow shoeing during the winter and morel mushroom and scavenger hunts in the spring and summer. Participants also have learned about orienteering and geocaching. The ELC staff believed the wide variety of flora and different biomes provide numerous educational experiences. Plant identification, pond studies, camping and survival programs are additional options. The RWMGC relishes the opportunity to provide the golf course site as an outdoor classroom for the Red Wing ELC.
4. **The Audubon Society** Mississippi National Golf links represents a ready-made natural ecosystem that provides habitat for a variety of birds and wildlife. We will cooperate with the Red Wing chapter of the Audubon society to facilitate their educational programs.
5. **Friends of the Bluff:** The Mississippi River Bluffs make our community a destination for observation, hiking, photography and a variety of summer and winter activities. We need to preserve this as it is for future generations.
6. **Aurora Ski Club:** Cross country skiing has been a popular winter sport on the many picturesque trails available on the golf course site. Cooperative efforts with the Aurora Ski Club and RWMGC will enhance participation and make the course available for all.
7. **United States Ski Jumping Hall of Fame:** The history of the birthplace on Red Wing Bluffs by early American immigrants needs to be enhanced and celebrated.
8. **Business and Professional Entities:** "Stay and Play" at hotels, motels and bed and breakfasts will be renewed and will be part of the RWMGC marketing plan. Special leagues will be organized, similar to Monday Night League to encourage physical and social activity. Restaurants can be added to the marketing plan. A common incentive is to present your golf score card to receive a discount on your food and beverage bill.

9. **Southeast Technical College:** Recreation and social programs can become an entertaining outlet for several hundred students who attend the Red Wing Campus. Currently there are few activities available to students during the time attending school here.
10. **Veterans:** Several hundred military veterans make their home with their families in the Red Wing community. The men and women who made a commitment to protect and fight for their country deserve recognition as valued members of the community. If the Red Wing Municipal Golf Corporation is selected to manage and operate the Mississippi National Golf links, we will work with the Veteran's Organization to sponsor special events for Veteran's groups including fund raisers for disabled veterans and college scholarships for family members of veterans.
11. **Red Wing Residents:** 150-200 former MNGL members (both men and women) from Red Wing and the surrounding areas have become members of out of town golf clubs after the closing of MNGL. We need to bring them back especially the golf leagues that have found other homes.

Sec. Q. Experience with Capital Improvements

RWMGC members Chris Crider, Marv Kesti, and Jim Clark have considerable experience with capital projects. These include planning, prioritizing, soliciting quotes, comparing competitive bids, purchasing, implementing, and auditing capital projects. Primarily these experiences involved heavy and light industrial experiences. Experiences included buildings, standard and specialized manual and automated equipment, equipment rebuilding, redesigns and renovations.

Randy Juliar has 25 years experience with golf course construction and their unique capital requirements.

Combined the three board members have 75 years of experience with capital and expense related project management.

Recommended Capital Improvement Plan

We propose a portion of net profit, to be negotiated with the city, be reserved for capital improvement projects during the term of the agreement. Going forward capital improvements are planned to made to the golf course from the irrigation pumps exit through the entire 36 holes of golf experience. These are considered to be the responsibility of RWMGC.

Project Description/Timing	Year 1	Year 2	Year 3	Year 4	Year 5
Modify sand traps - Minimize Maintenance		8K	10K	10K	10K
**Purchase aerating equipment (plug)	9K	10K			
2.5 ton lift		4K			
*Irrigation parts/as needed.	2K	2K	2K	2K	2K
*Tools and misc equipment - compressor, wrenches, chain saws, weed eaters, etc.-post negotiations/ 3-2014 through 5-2014	11K				
*Misc small course equipment - cups, flags, flag poles, ball washers, garbage cans, rakes, benches and tee materials, etc./ 3-2014 through 5-2014	15K				
*Major Equipment Repair			10K	10K	15K
*Bar area tables, chairs, silverware, glass ware, and dishes (100) people,	11K				

patio tables and chairs (plastic)/ 3-2014 through 5-2014					
Point of sale software, entry stations and computer/ 11-2014 through 1-2014	15K				
Total Capital	63K	24K*	22K	22K	27K

*RWMGC may choose to expense these items.

** These items may be rolled into the lease agreement.

Sec. R Projected Initial Capital Improvements

City of Red Wing responsibilities:

- 1- Remove cart paths, prepare and install new base material and asphalt for cart paths. Repair retaining walls and level and replant edges and ends of cart paths for smooth transitions to landscape.
- 2 - Appropriately maintain and prepare the golf course for opening during January through April, 2014.
- 3 - Bring clubhouse facilities and out buildings up to current legal building codes before opening of April, 2014.
- 4 - Purchase and install appropriate kitchen facilities to serve daily food and beverage for the golf traffic business by opening of April, 2014
- 5 - Purchase and install appropriate kitchen and serving facilities to accommodate catering service for banquet and special events before opening of April, 2014.
- 6 - Maintain buildings and facilities going forward in time.
- 7 - Scarify and replace blacktop in parking lots.
- 8 - If RWMGC is selected to manage MNGL for The city of Red Wing, we would tour and inspect the golf course in cooperation with city employees with the intent of identifying all specific needs that should be addressed before opening the course.

S. Amenities Beyond Golf

Thinking “Beyond Golf” is part of our vision.

Where Golf is played.

This wonderful space, that the people of Minnesota and the generous citizens of Red Wing have entrusted to us all, is much more than a golf course. True, it is a place where people play golf. But it's not just a golf course, Trails, Hiking, Cross-Country Skiing, Special Events, and Field Classrooms should all be a vital part of this space.

The possibilities for special events include Spring Bird Migration Seminars, Summer Solstice Concerts, 4th of July Fireworks, Romantic Dinners on the Bluffs, and Harvest Moon Highland Hay-rides.

Thinking “Beyond Golf”, we see us creating broad community interest, support, and participation; from students, to non-golfers, all wanting to be involved in projects such as Audubon Certification, Solar Energy, etc. These projects and special events will pay dividends to the community for many years, in many ways.

RWMGC provides the best opportunity to realize the full potential of this wonderful space. We welcome an operating agreement that addresses these issues. Our staff and key personnel will understand that our vision extends “Beyond Golf” and part of their job will be to help us realize that vision.

T. Alternative Scenarios

Our proposal is to open the 2014 season with 36 holes. The budgetary impact of reducing the course to 27 holes is easiest to calculate on the expense side. However, the impact is virtually impossible to predict on the revenue side when dropping to 27 holes, given that the typical golfer playing The Highlands is a non-resident.

18 Holes

At MNGL, 27 holes are marginally more expensive to operate than 18 holes, yet would bring significantly more revenue than 18 holes. Both 27 and 36 holes offer more flexibility with tournaments, high school play, unexpected demand, etc. With any configuration, clubhouse issues remain, and the oldest cart paths and most of the oldest components of the irrigation system are on the original 18 holes.

27 Holes

It is very difficult to predict the impact on out-of-town golfers if only 9 holes are offered on The Highlands. Will they still come to Red Wing? By a high percentage these golfers come to play The Highlands, and they make up a large majority of rounds played on The Highlands.

Factors to Consider

Differential Demand Across Tee Times - (Prime time) MNGL is typical of most courses in that demand for tee times is concentrated on weekends as opposed to evenly spread throughout the week. The high demand tee times are Friday, Saturday, Sunday, and holidays, from 7:00 a.m. until 10:00 a.m. Demand from out-of-town golfers is especially strong on weekends during these tee times. These prime tee times fetch full rack rates as they are seldom discounted. Closing holes reduces the ability to serve prime time demand. The Highlands would see a 50% reduction in prime tee times which also might result in a policy of limiting member play during these prime tee times.

Capacity - Going to 27 holes would result in 25% fewer holes of golf, but yield 18.2% less capacity by starting golfers on holes 1, 10, and 19 when necessary.¹

Pace of Play - Pace of play is an important factor for golfers when selecting where to play. Consequently, the impact on pace of play if the course is reduced to 27 holes must

¹ Nov. 2008 NGF Feasibility Study, Ft. Belvoir, VA.

be considered. How will the golfers coming off The Highlands flow into the rest of the course? A reduction in holes could result in additional labor costs to manage pace of play during peak tee times. The importance of this issue should not be minimized, as it is part of the overall golf experience.

Golf Cart Rentals - To play The Highlands a cart is required, a significant source of revenue that could be negatively impacted by a reduction to 27 holes. Fewer golf carts will be rented if fewer rounds are played. Consequently, lower profit.

Operational Expenses - We'd expect little change outside of maintenance expenses. Most labor costs would remain the same, and we don't see any particular operational efficiency in downsizing.

Food & Beverage - We'd expect a loss of Food & Beverage sales commensurate with decreased rounds.

Pro Shop - Same impact as Food & Beverage.

Maintenance Factors - With 27 holes we'd still have practice green, driving range, and clubhouse grounds to maintain. A reduction of 9 holes does not translate into a 25% reduction in maintenance costs.

Capital Costs – See discussion elsewhere in this proposal.

Flexibility - 36 holes offers the most flexibility in handling unexpected demand, tournament play, and special events such as fundraisers, youth and high school golf. Some flexibility would be lost going to 27 holes, about 18% capacity. We'd also have to consider the impact on season members and daily fee players in accommodating events, etc.

Break-Even Analysis

Issue

Would the Red Wing Municipal Golf Course be more profitable operating with 27 holes rather than 36 holes?

Analysis

Our analysis is based upon this golf course, not a generic 36-hole course. It is virtually impossible to predict how much revenue² would be lost due to downsizing the course, so we've instead calculated how much revenue can be lost before a 27 hole operation becomes less profitable than a 36 hole operation, what would be the break-even point. We project an operating expense reduction of \$135,000³ from dropping to 27 holes, which is equal to 14% of total revenue. (*\$135,000 divided by total revenue of \$966,400*) A 14% reduction in revenue would be the break-even point whereby any further loss of total revenue would result in 27 holes being less profitable than 36 holes.

By removing season pass and season cart revenue, as those items would likely not change by dropping to 27 holes, we have \$836,400 in non-season revenue.⁴ Thus, we'd see a break-even point of 16%.⁵

Conclusion

We conclude that a 16% reduction in non-season revenue is a conservative break-even point whereby any further loss of revenue would result in a 27-hole operation being less profitable than 36 holes.

Proposal for 2014

We propose that the 2014 golf season opens with 36 holes. During the season we would study customers, especially those playing The Highlands. For our study we'd use point of sale (POS) data, customer interviews, and surveys, etc. At the close of the 2014 season we'd be in a much better position to make an informed recommendation to the City on whether to reduce the course to 27 holes.

² Revenue includes Green Fees, Golf Cart Rental, Driving Range, Food & Beverage (F & B), and Pro Shop.

³ \$25K in annual equipment lease cost reduction, \$110,00 in annual maintenance expense reduction. No reduction in golf cart expense, as carts are required for The Highlands. Other operational expenses would remain relatively unchanged.

⁴ This analysis does not include a calculation of potential revenue decline due to the loss of prime tee times, nor does it take into account having less flexibility in addressing course demand from tournaments, high school play, etc.

⁵ A reduction in F & B, and Pro Shop revenue results in lower F & B and Pro Shop Cost of Goods Sold (GOGC).

If MNGL opened in 2014 with only 27 holes, the city would be locked into that configuration unless it would mothball 9 holes that could be brought back online if demand so required. Closing 9 holes may also have legal implications.

We strongly believe from a business perspective that the prudent course of action is to open MNGL with 36 holes in 2014. Simply put, it would be easier to go down to 27 holes the following year than it would be to increase to 36 holes.

We did not favor one scenario over another in preparing this analysis. We reviewed past MNGL financial statements, our current financial projections, studied expert analysis on the financial impact of downsizing golf courses, and held detailed discussions with Randy Juliar and others.

Office of the Minnesota Secretary of State Certificate of Incorporation

I, Mark Ritchie, Secretary of State of Minnesota, do certify that: The following business entity has duly complied with the relevant provisions of Minnesota Statutes listed below, and is formed or authorized to do business in Minnesota on and after this date with all the powers, rights and privileges, and subject to the limitations, duties and restrictions, set forth in that chapter.

The business entity is now legally registered under the laws of Minnesota.

Name: Red Wing Municipal Golf Corporation

File Number: 614270400024

Minnesota Statutes, Chapter: 317A

This certificate has been issued on: 08/17/2012



Mark Ritchie

Mark Ritchie
Secretary of State
State of Minnesota

Office of the Minnesota Secretary of State
Minnesota Nonprofit Corporation/Articles of Incorporation
Minnesota Statutes, 317A



The individual(s) listed below who is (are each) 18 years of age or older, hereby adopt(s) the following Articles of Incorporation:

Article 1 CORPORATE NAME:

Red Wing Municipal Golf Corporation

Article 2 REGISTERED OFFICE AND AGENT(S), IF ANY AT THAT OFFICE:

Name

Address:

Chris Crider

1401 East Avenue Red Wing MN 55066 USA

Article 3 INCORPORATOR(S):

Name:

Address:

Chris Crider

1401 East Avenue Red Wing MN 55066

DURATION: **PERPETUAL**

If you submit an attachment, it will be incorporated into this document. If the attachment conflicts with the information specifically set forth in this document, this document supersedes the data referenced in the attachment.

By typing my name, I, the undersigned, certify that I am signing this document as the person whose signature is required, or as agent of the person(s) whose signature would be required who has authorized me to sign this document on his/her behalf, or in both capacities. I further certify that I have completed all required fields, and that the information in this document is true and correct and in compliance with the applicable chapter of Minnesota Statutes. I understand that by signing this document I am subject to the penalties of perjury as set forth in Section 609.48 as if I had signed this document under oath.

SIGNED BY: **Chris Crider**

MAILING ADDRESS:

None Provided

EMAIL FOR OFFICIAL NOTICES:

ccrider2@charter.net

Articles of Incorporation of Red Wing Municipal Golf Corporation

The undersigned, a majority of whom are citizens of the United States, desiring to form a Non-Profit Corporation under the Non-Profit Corporation Law of Minnesota, do hereby certify:

First: The name of the Corporation shall be **Red Wing Municipal Golf Corporation**.

Second: The place in this state where the principal office of the Corporation is to be located is the City of Red Wing, Goodhue County, Minnesota.

Third: Said corporation is organized exclusively for charitable, religious, educational, and scientific purposes, including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code.

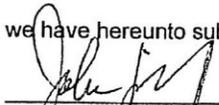
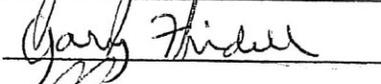
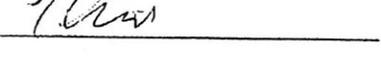
Fourth: The names and addresses of the persons who are the initial trustees of the corporation are as follows:

<u>Name</u>	<u>Address</u>
John Kjolhaug	725 Featherstone Road, Red Wing, MN 55066
Gary Fridell	503 Summit Avenue, Red Wing, MN 55066
Chris Crider	1401 East Avenue, Red Wing, MN 55066
Joan Collinge	726 Pioneer Road, Red Wing, Mn 55066

Fifth: No part of the net earnings of the corporation shall inure to the benefit of, or be distributable to its members, trustees, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article Third hereof. No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office. Notwithstanding any other provision of these articles, the corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, or (b) by a corporation, contributions to which are deductible under section 170(c)(2) of the Internal Revenue Code, or the corresponding section of any future federal tax code.

Sixth: Upon the dissolution of the corporation, assets shall be distributed for one or more exempt purposes within the meaning of section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for a public purpose. Any such assets not so disposed of shall be disposed of by a Court of Competent Jurisdiction of the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

In witness whereof, we have hereunto subscribed our names this 17th day of August, 2012.

John Kjolhaug	
Gary Fridell	
Chris Crider	
Joan Collinge	_____



Work Item 614270400024
Original File Number 614270400024

STATE OF MINNESOTA
OFFICE OF THE SECRETARY OF STATE
FILED
08/17/2012 11:59 PM

Mark Ritchie

Mark Ritchie
Secretary of State

CONSENT

The undersigned acknowledges that under Minnesota Statutes § 13.591 data submitted as part of a response to a request for proposals may be private or non-public for certain period(s) of time. The undersigned, per the terms of the City of Red Wing's Request for Proposals for Golf Course Management and Maintenance for Mississippi National Golf Links, hereby consents, on behalf of the proposer, to the proposal contents becoming public upon submission of the proposal. This consent shall not apply to trade secret data as defined in Minnesota Statute § 13.37.

Dated: 9/26/13 by: RED WING MUNICIPAL GOLF CORPORATION



Robb Rutledge
President
Red Wing Municipal Golf Corporation

Sept 23, 2013

As the owners of Josephsons Clothing store, at 215 Bush St, here in downtown Red Wing, We would like to see MNGL reopened.

With people coming from all areas we can prove the lost of business this past year.

From the purchase of our men's summer clothing, to the rental of our formalwear for weddings at MNGL.

We did have inquiries from at least 6 weddings that were thinking of having a destination wedding at MNGL.

There has been an economic loss because of the fact that MNGL was closed this past season. Please consider reopening the golf course.

Thomas & Denise Wilbur
owners of Josephsons Clothing

UFFDA Shop

Fine Scandinavian Gifts



Corner Main & Bush Street • Downtown Red Wing • 388-8436

To whom it may concern:

When Mississippi National Golf Links was open, our business would see these golfers on a regular basis. It was a regional draw for golfers. Demographically they tend to be affluent and spend money in stores, restaurants, gas stations and hotels. Mississippi National was definitely good for business.

Please do your best to see that Mississippi National is open next year.

Regards,

ARNE & SARA SKYBERG

Arne & Sara Skyberg

Uffda Shop

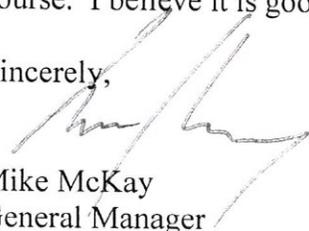
September 17, 2013

To Whom It May Concern:

In the past, we have successfully worked with the Mississippi National Golf Links with our "Play and Stay" packages here at the St. James Hotel. We have had many stays in our hotel directly related to golfers playing there in the past, and of course, this year we have not had that particular business.

We would look forward to working again with a successfully run golf course. I believe it is good for our community, as well as our business.

Sincerely,



Mike McKay
General Manager
St. James Hotel



ST. JAMES HOTEL
RED WING

Directors

John Kjolhaug earned a Bachelor of Science in Animal Science from North Dakota State University. He has worked in Technical Services and is presently a District Sales and Marketing Manager, providing management consultation to dairy producers and computer/software training to dealer staff. He has coached Red Wing Little League baseball and chaperoned church youth groups to Texas/Mexico and to the Southeast U. S. to build houses.

Chris Crider earned a B. S. in Accounting from the University of Minnesota. He has been Tax Manager for the Red Wing Shoe Company since 1995. He has over 30 years of experience in tax and financial accounting with Lend Lease Trucks, U. S. Bank, Kraft Foods, and United Health Care. He is a member of Tax Executives Institute. He played a large role in the setup of Red Wing's participation in the Minnesota Youth Soccer Association, sitting on the Board for 7 years, including one year as President. He has been a mentor in the Red Wing YMCA Y Pals program, served on his church's Council, and on a Joint Powers Board for youth recreation.

Joan Collinge graduated from Red Wing High School, then earned a degree in Computer Programming/Operations from the Red Wing/Winona Technical College. She was a small business owner for 25 years, a Customer Service Professional at Jostens, and an Assistant Manager at Thrifty White Pharmacy in Red Wing. She has extensive experience with tax, payroll, accounting, bookkeeping, and business management. She is currently retired and is a volunteer for the Fairview Hospital Auxiliary and the Heart Association.

Kent D. Laugen earned a B.A. from the University of Minnesota and a Juris Doctorate from William Mitchell College of Law. He was a computer technician in the U.S. Army, and managed a large suburban law practice prior to attending law school. He is a member of Red Wing Downtown Main Street, and the Minnesota Council of Nonprofits.

Jim Clark earned a Bachelor of Mechanical Engineering from the University of Minnesota. He was a Manufacturing Engineer and Manager, involved with capital project sponsorship and implementation and equipment rebuilding, and was responsible for planning and plan implementation in a foundry plant of 350 to 650 employees. He served on the plant management Board of Directors for many years.

Judith Kjome graduated from Red Wing High School and attended Winona State College. She worked for 28 years for Sorenson Broadcasting Corporation, responsible for accounting, advertising commercials, community events, and public relations. She has served as Treasurer for the Fairview Red Wing Auxiliary and P. E. O., a philanthropic educational organization. She was a leader in establishing a girls' competitive swim program at Red Wing High School, and has extensive community involvement: Red Wing Area Food Shelf, Red Wing Area Seniors, Faith in Action, church, fundraiser for the Mississippi Shuffle Cancer Walk.

Robert W. Tjossem earned an A. A. degree from Worthington Community College, a B. A. and a DDS from the University of Minnesota, and a Small Community Water Operator's Certificate from the University of California. After practicing dentistry in Crookston, Minnesota for 27 years, he became the Manager/Operator of a small community utility system in Idaho for 5 years. In Crookston, he was President of the Jaycees, a member and Chair of the Board of Riverside Hospital, and a School Board member. In Idaho, he was a Fire District Commissioner and a volunteer firefighter.

Jan Pinsonneault earned a B. A. in Computer Systems and a B. A. in Business Administration from the University of Wisconsin, and has completed the coursework for an MBA. She has many years of experience as Senior Database Administrator, and is currently the Senior Database Administrator for Accenture, performing computer support for Xcel Energy's large systems. She has also been the Supervisor of Information Systems at the Prairie Island Nuclear Plant. She has volunteered as a Girl Scout troop leader, Neighborhood Representative for her church, and worked with the League of Women Voters.

Marv Kesti

Marv is a twenty-seven year resident of Red Wing. Marv works in engineering at the Red Wing Shoe Company. He has held positions in engineering management, project engineering and maintenance management. A past member of the MNGL Monday Night Men's Golf League, Marv enjoys playing golf with his family.

Dan Mjolsness

Dan has been Superintendent of Schools in Red Wing and the Vocational Technical Institute during capital improvement projects spanning 1969 to 1986. He is a current board member of two non-profit organizations. He is the first president and co-founder of the Red Wing Environmental Learning Center and he supervised the construction and development of the Red Wing Energy Education Center, now the Anderson Center.

Kay Trulen

Born and raised in Red Wing, MN and graduated from Central High School. I graduated from St. Cloud State University with Bachelor and Master of Science degrees and proceeded to teach in a variety of settings for several years. Post teaching, I worked in sales until 1990 when I became a realtor. I am licensed in Minnesota and Wisconsin.