



City of Red Wing
Mississippi National Golf Courses
Lowlands and Highlands
Insights and Perspectives

June 17, 2019



JJKeegan+
SMART PROFITABLE INSIGHTS

DID YOU
KNOW

WHO



J. J. KEEGAN: MY PASSION

CREATE VALUE FOR GOLFERS

ON A FOUNDATION THAT ENHANCES THE FINANCIAL PERFORMANCE OF A GOLF COURSE.



◆ Golf Strategist – 15 years including 7 months as GM operating golf course for client

◆ 17/18/19 Client Engagements:

Municipalities - Cities of Albuquerque, Arlington, Baltimore, Brookings, Chalk Mountain, Chattanooga, Enid, Gardner, Golden, Grand Junction, Kent, Lancaster, Lexington, Louisville, Mecklenburg County, Minneapolis Park Board, Round Rock, New Braunfels, Noblesville, Palo Alto, Salt Lake City, South Bend, Spokane, Superior, Toms River, Town of Yarmouth

Daily Fee – Arroyo Trabuco, Cutter Creek, Cypresswood, Plum Creek, Oconee Country Club, Old Works, Silver Creek, San Vicente, Sun City, Summerlin, Timberline

Private Clubs – Canyon Lake, Cold Springs, Craigowan, Eagle's Bluff, Green Meadow, Ravenna

Resorts – Kokanee Springs, Prairie Club

◆ Webinar Series: 20 golf course management teams operating 60 golf courses through a strategic planning process including: Baltimore, Bloomington, Brooklyn Park, Charlotte, Cedar Rapids, Columbus, Crystal Mountain Resort, Fort Worth, Oak Creek/Pelican Hills, Pine Meadow, San Antonio, Virginia Beach, participated.

◆ CEO - Fairway Systems: Golf Management Software – 1989 to 2005 (450 golf courses, 7 countries)

◆ Memberships: GCSAA. Formerly member of NGF, NGCOA and CMAA.

◆ Speaker: NGCOA, NGCOA – Canada, Michigan Golf Course Owners, New England Golf Course Owners, Golf Course Superintendents Association, NRPA, Golf Course Builders, PGA Sections including Wisconsin

◆ Professor: Clemson University, Keiser University – College of Golf, Holland College, Golf Academy, Professional Golfers Career College, University of Incarnate Word

◆ Golf Magazine Panelist: **Visited 5,000+ golf courses** in 54 of the 247 countries, **played 1,750+** of the world's 34,011 courses

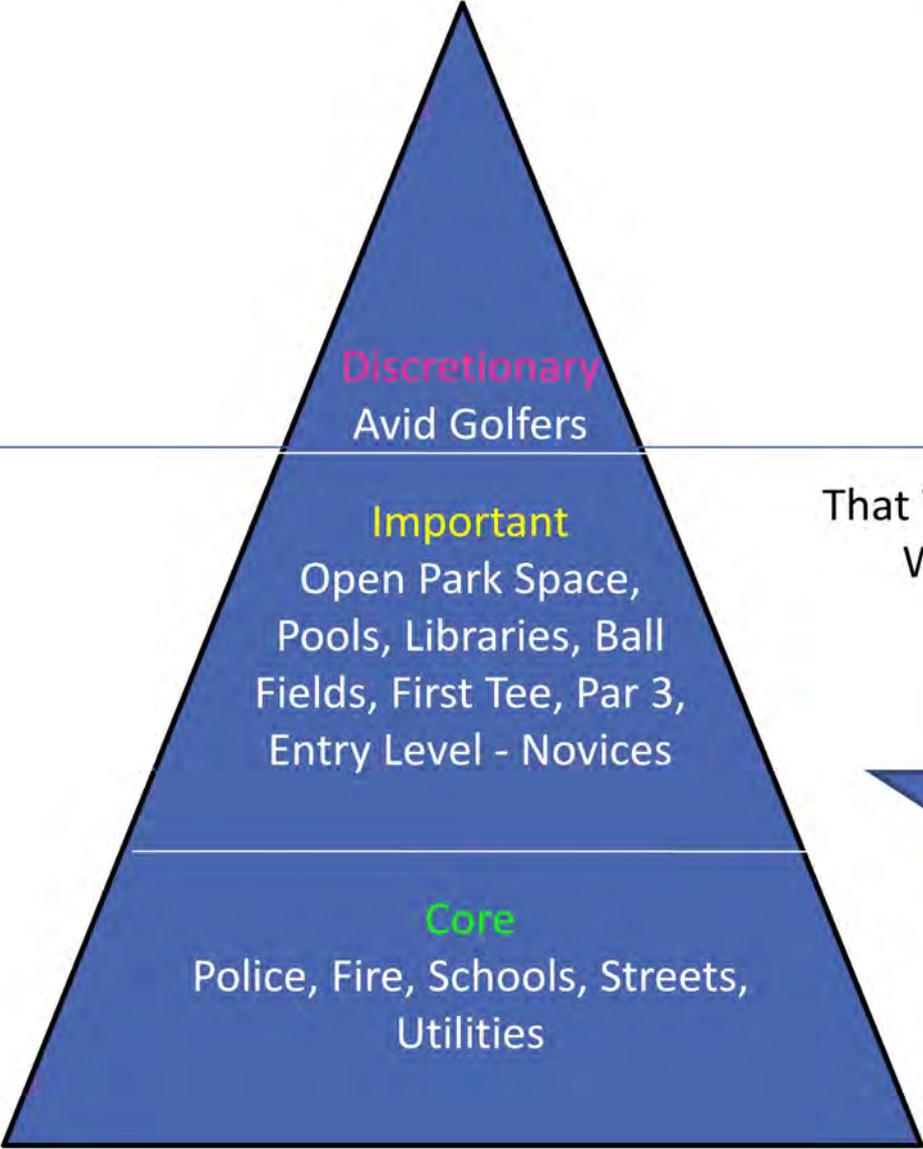
◆ Education & Licensing: BBA – TCU, MBA – University of Michigan, CPA – Inactive, Caddie Scholar

Lessons to Be Learned

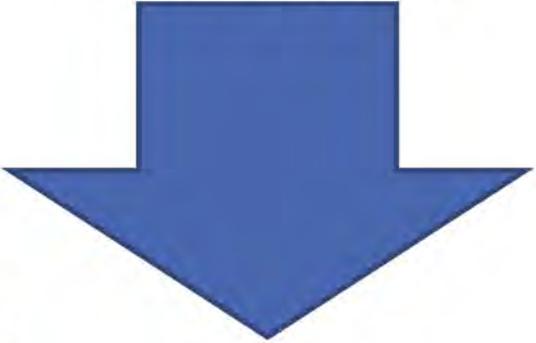
Red Wing Municipal Golf Corporation

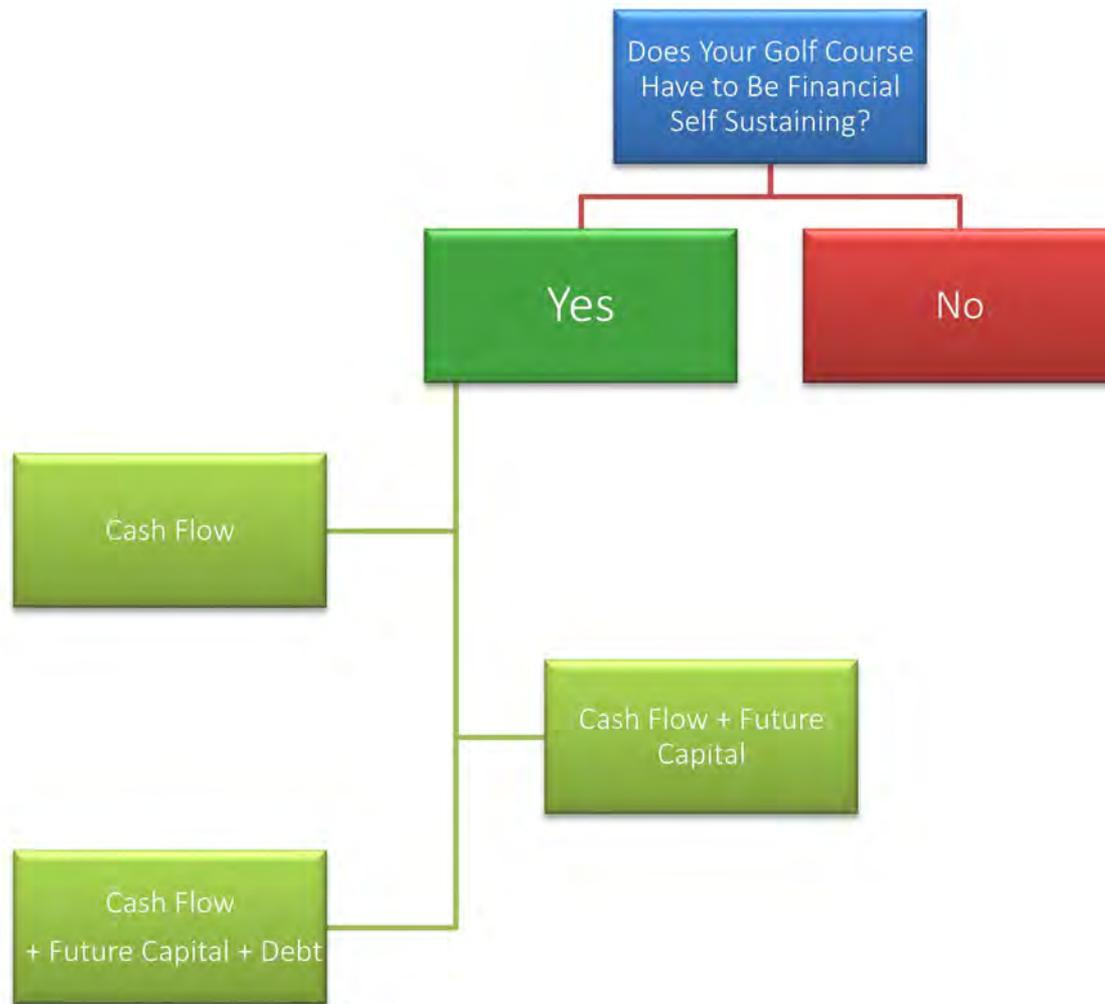


Allocation of City of Resources



That Which Private Enterprise
Would Not Engage In



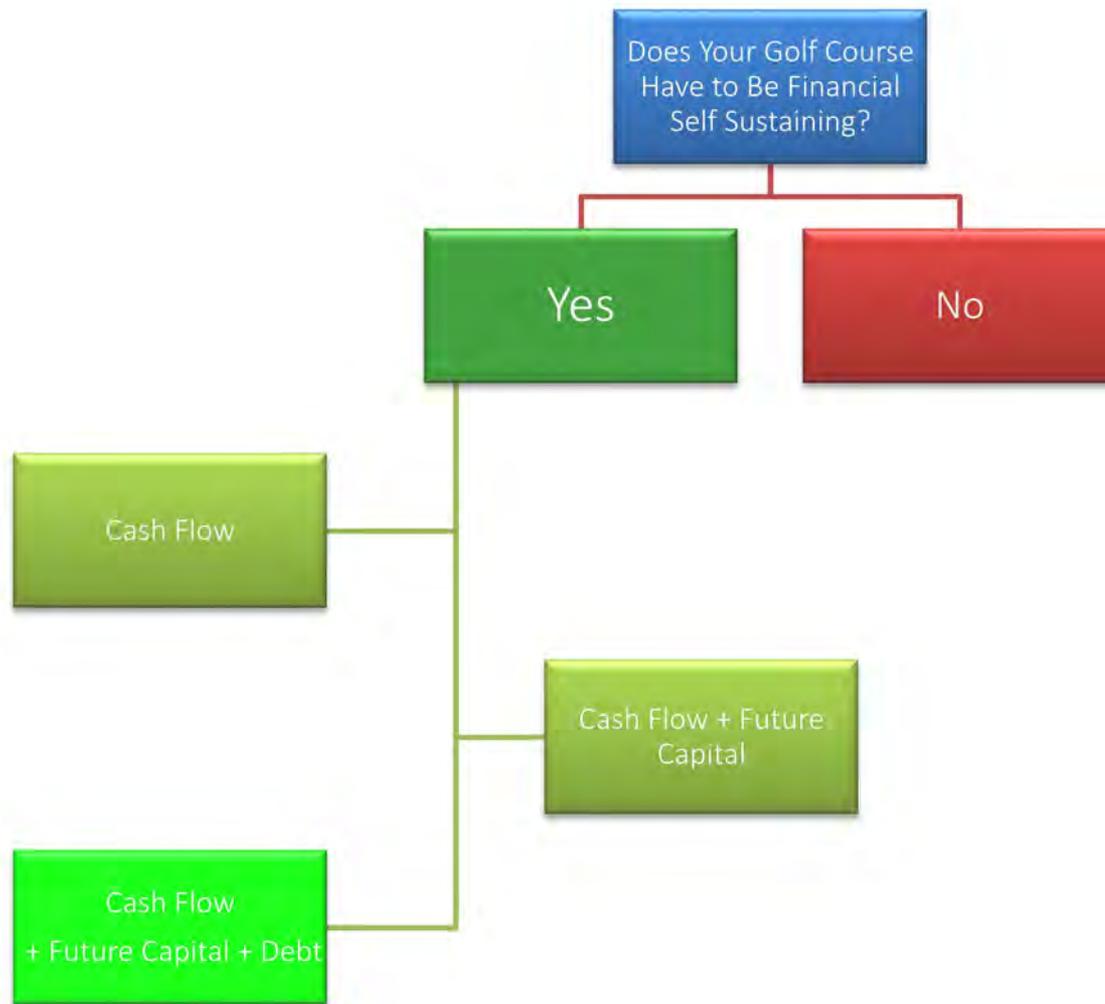


A Community Asset or a Business Enterprise?



Qualitative Importance: The Benefits of a Golf Course

- A healthy recreational outlet for residents and enhancement to the overall quality of life.
- Promoting a game which inculcates in its participants life skills: courtesy, judgment, honesty, integrity, sportsmanship, respect, confidence, responsibility, and perseverance.
- A venue to attract visitors and prospective residents.
- A good reflection on the image/brand of the city and community.
- Enhancement to local property values.
- Golf-related jobs and income to the community through purchases, wages, and taxes.
- An exceptional venue for scholastic use in practice rounds and tournaments.
- A venue for hosting charity tournaments and other fundraising activities.
- A positive use for storm water retention and city effluent water.
- An office for those retired



Dark Clouds Hang Over Golf With Unanswered Questions

- Can the US Ski Federation Raise \$12.5 Million based on a letter of intent from the City to build a Ski Jump that is spectator sport?
- What is the City's appetite for capital investment for golf or other recreational assets? To undertake a comprehensive renovation, it would require a capital investment of \$3,459,500 for Lowlands and \$3,245,000 for Highlands
- What is the Red Wing Municipal Golf Corporation's desire to continue to manage the golf course through largely volunteer labor? Capital raised \$400,000 is close to being exhausted.

Cliff Notes – The Challenges

1. There is 0% probability that both golf courses can generate sufficient cash flow to fund operations, capital investment and any associated debt service.
2. There are fundamental issues with the infrastructure that are adversely impacting revenue: cart paths, drainage problems.
3. There is a dichotomy of interest – residents prefer the Lowlands, the tourists prefer the Highlands, specifically holes 2, 3, 13, 14, 15, 16, 17.
4. The Highlands has spectacular vistas, some quirky holes, treacherous cart parts and excessively long driving distances from 4 to 5 and 12 to 13.
5. The golf course comprises 225 acres, all but 40 acres are under deed restrictions that preclude the use other than for recreational purposes.
6. It estimated to cost \$100,000 annually to maintain 150 acres of open park space.
7. The concept of alternative recreational activities, i.e., Ski Jump, is impractical to the extent the Highland 2 or 13 holes are “in play.”
8. The bloom is off the rose for Mississippi National due to uncontrollable factors.

Pure Data

- There are 453 golf courses in Minnesota
- Mississippi National Golf Links was the 306 course built in the state
- Of the 147 golf courses built subsequently, 25 are municipally owned, 118 are open for daily fee and 5 are private clubs.
- 41 of these 142 public golf courses provide a better golf experience, if using a higher price is the sole criterion
- Of the Top 25, 20 have a greater probability of financial success than Mississippi National Golf Links based on their location and demographics in the area.
- The desire to travel from the MSP/St. Paul to play MNGL has waned.

Pure Data – Courses Built Since Mississippi National Open That Provide A More Compelling Experience

Ranking	Course Name	Zip Code	Type of Course	Date Opened	Rack Rate	Predictive Index
1	Rush Creek Golf Club	55311-4305	DF	1996	144	1,518
2	Deacons Lodge Golf Course	56472-3784	DF	1999	119	8,334
3	Legacy Courses At Craguns	56401	DF	1998	105	12,426
4	StoneRidge Golf Club	55082-1906	DF	2000	105	3,677
5	The Wilderness At Fortune Bay	55790-8111	DF	2004	99	7,137
6	Legends Club	55372-9174	DF	2001	95	1,452
7	The Wilds Golf Club	55372-3247	DF	1995	93	1,861
8	Giants Ridge Golf & Ski Resort	55708	DF	1997	89	12,652
9	Golden Eagle Golf Club	56448	DF	2001	88	3,712
10	The Jewel Golf Club	55041-9203	DF	2005	88	10,538
11	Chaska Town Course	55318-3406	MU	1997	77	2,022
12	Edinburgh USA	55443-1935	MU	1987	75	856
13	Superior National at Lutsen	55612	MU	1991	69	7,137
14	Dacotah Ridge Golf Club	56270	DF	2000	68	12,254
15	Willinger Golf Club	55057-4965	DF	1992	66	5,846
16	Thumper Pond Golf Course	56571-7037	DF	2001	65	9,496
17	Black Bear Golf Course	55718-8161	DF	2003	65	11,084
18	Geneva Golf Club	56308-8927	DF	2000	61	10,164
19	The Refuge Golf Club	55011-9446	DF	2001	61	5,218
20	The Links At Northfork	55303-4705	DF	1992	60	2,608
21	Longbow Golf Club	56484-2291	DF	1998	60	8,863
22	Victory Links Golf Course	55449-5454	DF	2004	60	453
23	Wild Marsh Golf Club	55313-4477	MU	1995	60	5,107
24	Ridges At Sand Creek	55352-9713	DF	2000	59	6,874
25	Wedgewood Cove Golf Club	56007-1311	DF	2009	59	11,806
26	Mississippi National Golf Links	55066-6186	MU	1987	52	10,730



City of Red Wing

HARBOR
PLACE

Cliff Notes: The Path Forward

- Step 1: Adjust rates effective immediately eliminating pervasive discounting
- Step 2: Operate 27 holes closing Highland holes 4 -12 effective upon the conclusion of scheduled tournaments (September 15, 2019?) through the conclusion of the Red Wing Municipal Golf Link agreement
- Step 3: Sell the Highlands holes 4 – 12
- Step 4: Increase season pass prices in 2020
- Step 5: Integrate the POS and Web Based Reservation and Enhance Data Input Accuracy in 2020
- Step 6: Reinvest proceeds in Mississippi National for cart paths and drainage on Lowlands holes 2, 3, 7, 10 and 11.
- Step 7: Reduce holes in 2021 to 18 holes if the net operating loss is greater than the cost of maintaining open park space.
- Step 8: Evaluate adding a “theme” recreational park that enables all residents to participate in a physical outdoor activities.

Part 1 -
Golf Course Trends and
Market Place Realities:

DID YOU
KNOW



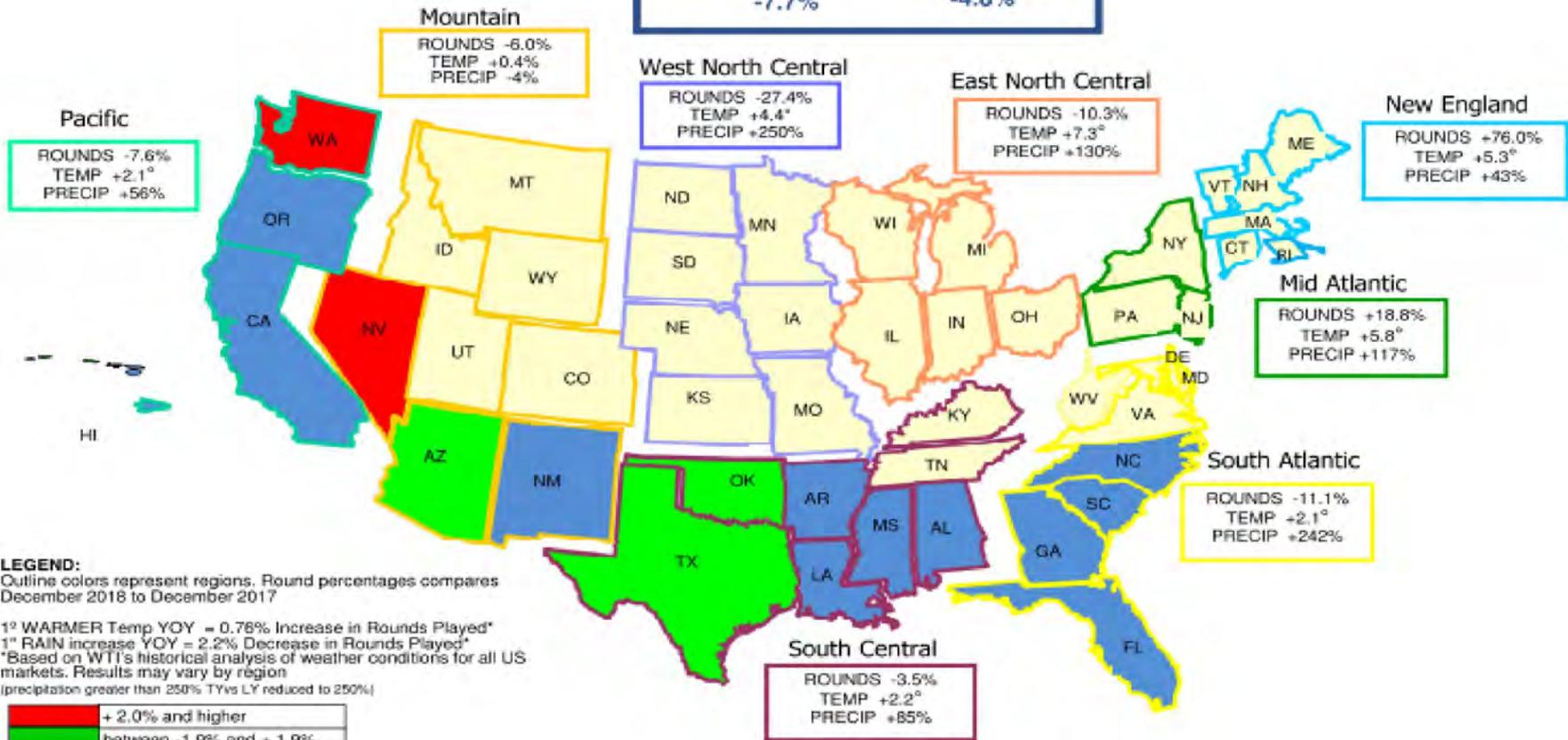
National Industry



GOLF
Datatech

National Golf Rounds Played Report

U.S. TOTAL	
DECEMBER '18	YTD '18
-7.7%	-4.8%



LEGEND:
 Outlines colors represent regions. Round percentages compares December 2018 to December 2017

1° WARMER Temp YOY = 0.76% Increase in Rounds Played*
 1" RAIN increase YOY = 2.2% Decrease in Rounds Played*
 *Based on WTI's historical analysis of weather conditions for all US markets. Results may vary by region
 (precipitation greater than 250% TYvs LY reduced to 250%)

Red	+ 2.0% and higher
Green	between -1.9% and +1.9%
Blue	- 2.0% and lower
Yellow	Off Season



Uncontrollable Challenges In Creating a Valued Experience

Supply

Nationally - Supply Exceeds Demand. Competitive Forces control the prices

Weather

Rain, Snow, Sleet, Wind: Unpredictable Variability

Technology

Internet & Social Media of endless improvements and update mandates have changed in a marketplace of endless choices in an experience based economy

Time Crunched Culture

Lifestyle integration of home, work, commuting and a child centered focus on the wants, needs and desires have transferred to millennials seeking high intensity activities of short duration.

Expenses

Water, Electricity, Fertilizer, Labor, Benefits



15K
GOLF FACILITIES

24MM
GOLFERS

450MM
ROUNDS PLAYED

206

Closures in 2017



The Wynn Golf Club

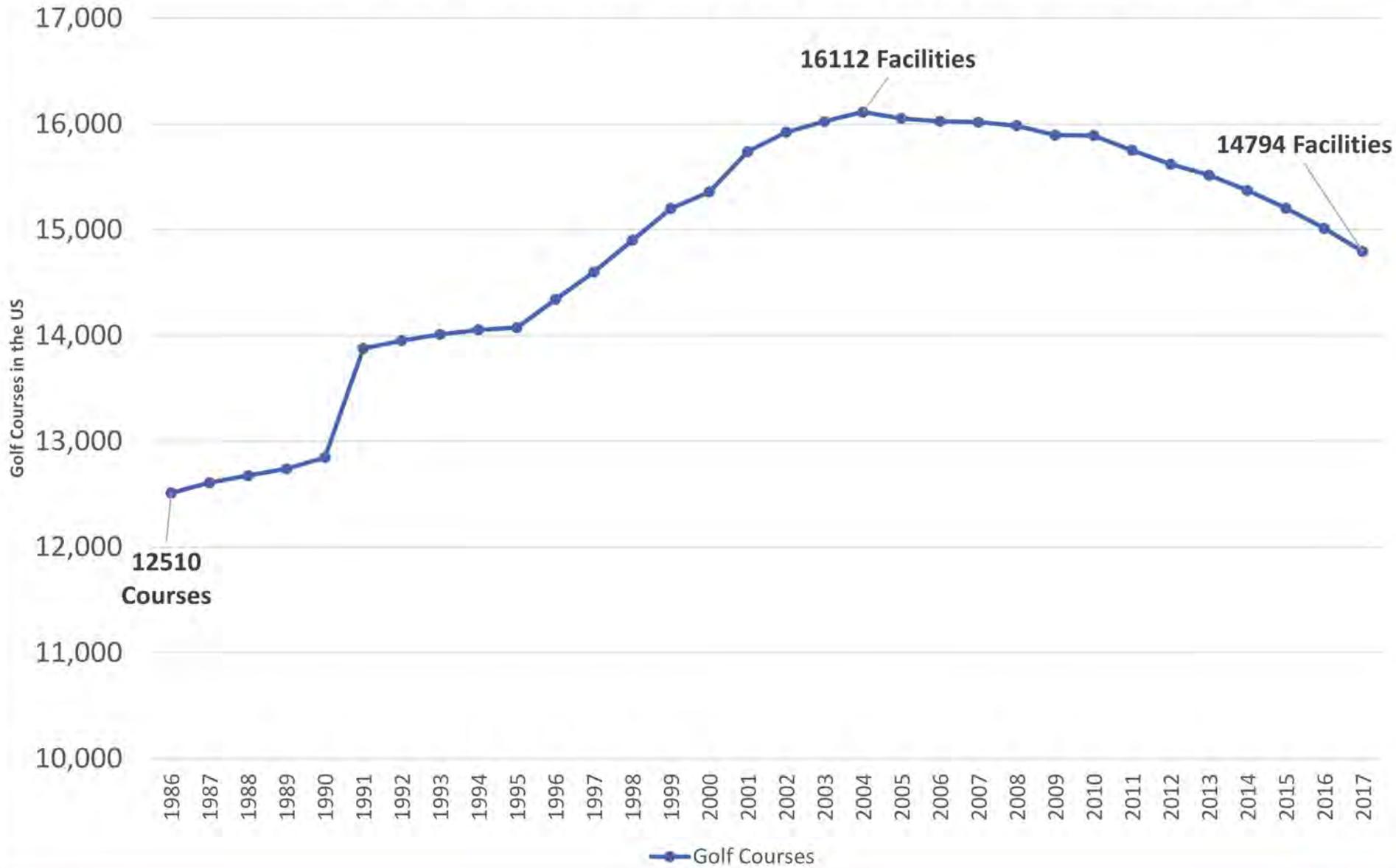
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Openings in 2017



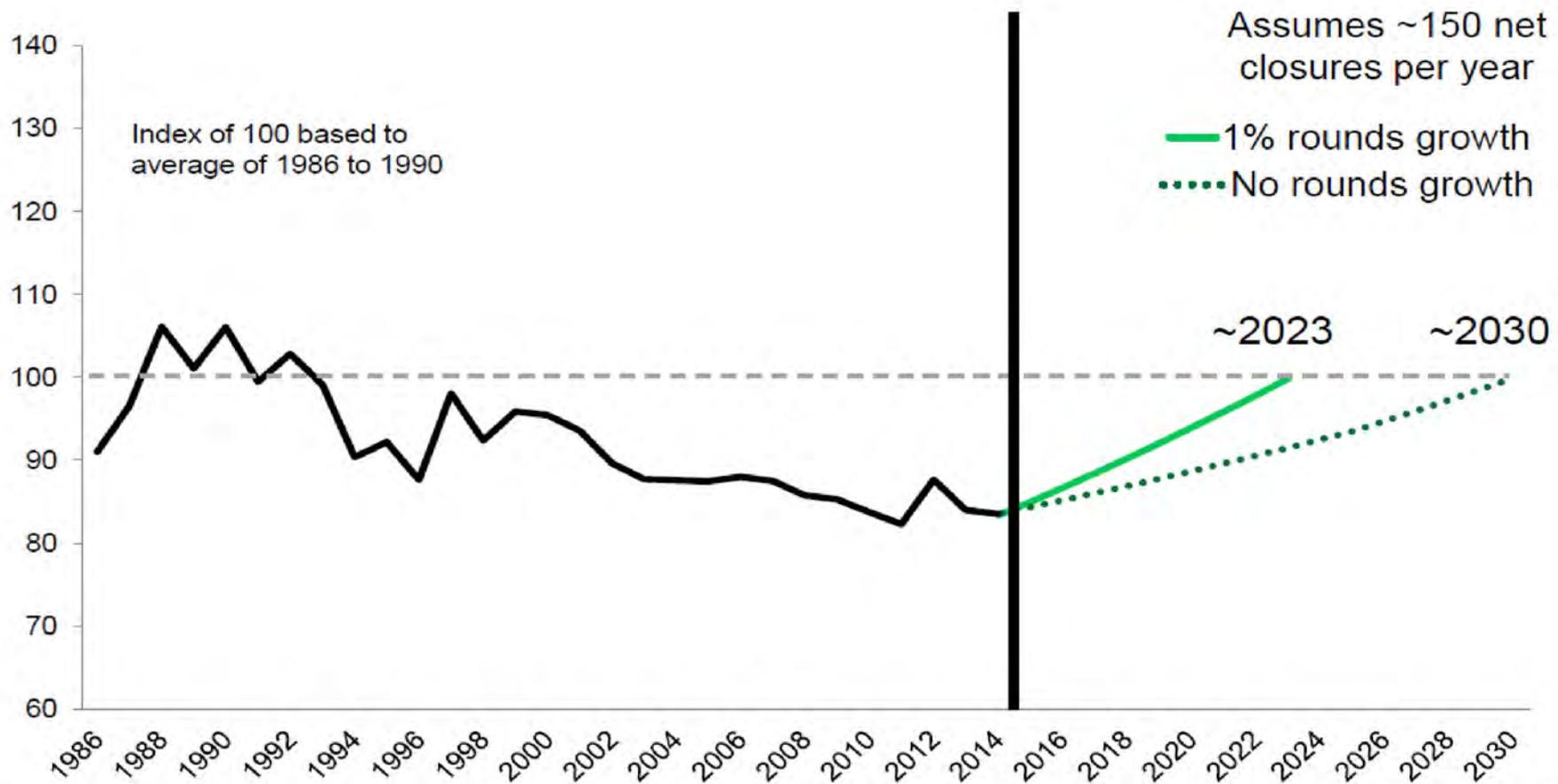
Streamsong Black

Golf Facilities in the United States - 1986 to 2017



Projecting Market Equilibrium

When will rounds played per 18HEQ return to “normal”?



Source: NGF

NGF

AVID

CASUAL

FRINGE

Household income

\$96K

\$92K

\$94K

Average age

43

45

40

% Female

15%

24%

36%

Is There Any Hope?



EARLY 90'S
MID 10'S*



* Includes off-course participation

2.7MM

YOUTH PARTICIPATION ON-COURSE

Today

20 years ago

Today

20 years ago



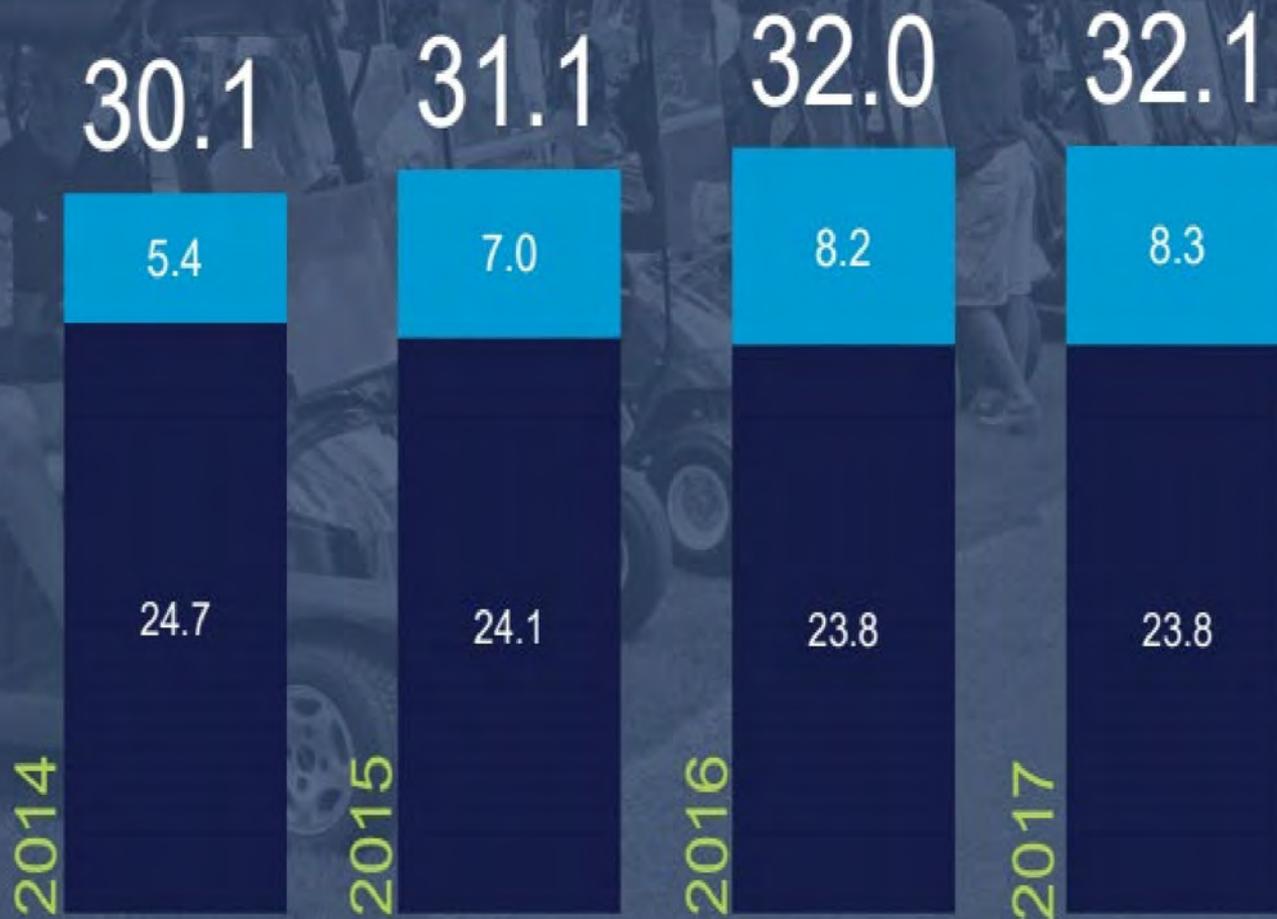


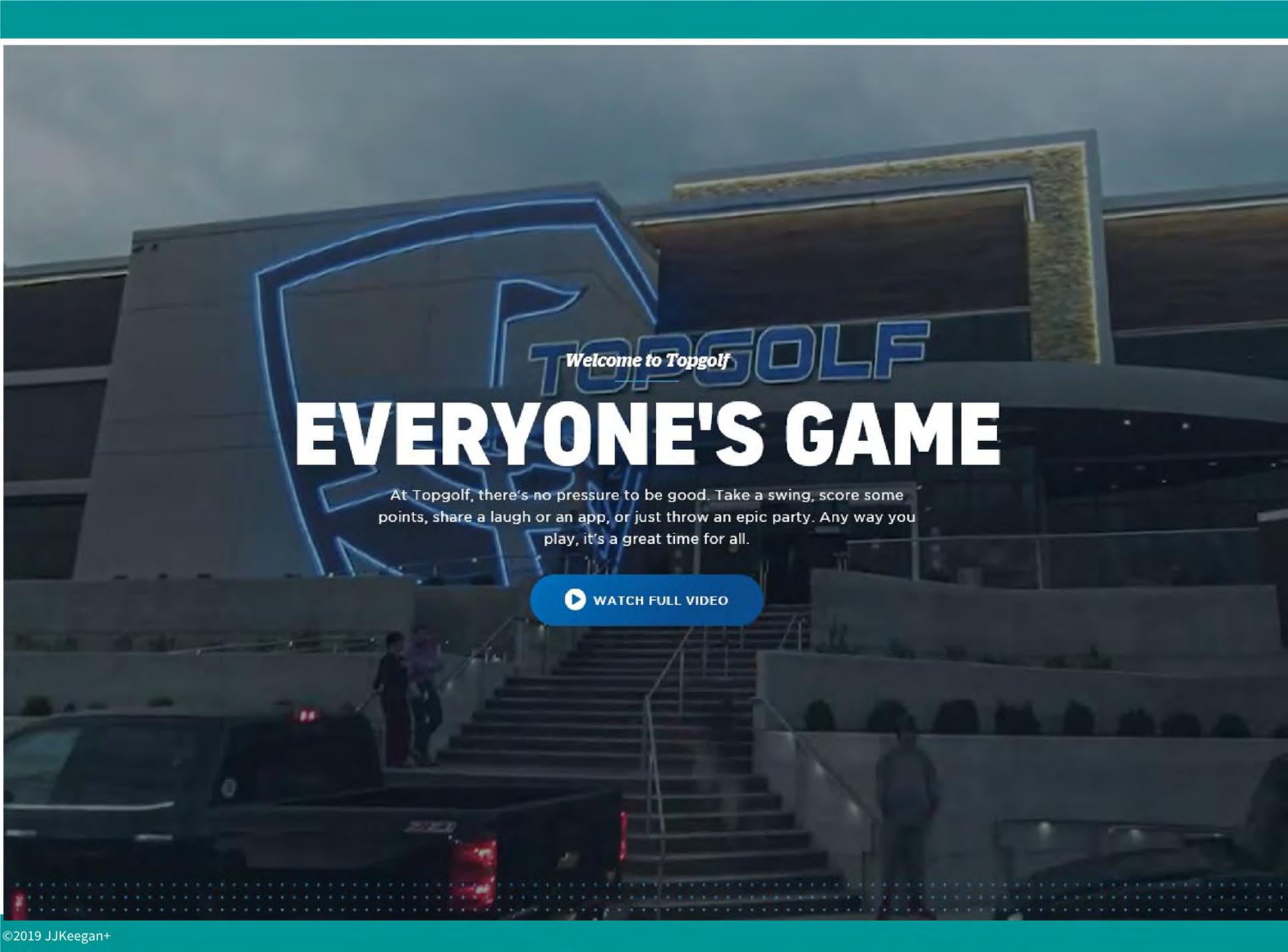
400K more golfers age 65+ in 2017

2/3 of Baby Boomers yet to reach that milestone

Total Golf Participation (MM)

■ On-course ■ Off-course only



A photograph of a Topgolf building at night. The building's facade is lit up with a large, glowing blue outline of the Topgolf logo. The word "TOPGOLF" is written in large, blue, block letters across the middle of the building. In the foreground, a wide set of concrete stairs leads up to the entrance. A few people are visible on the stairs and near the entrance. The sky is dark and overcast.

Welcome to Topgolf

EVERYONE'S GAME

At Topgolf, there's no pressure to be good. Take a swing, score some points, share a laugh or an app, or just throw an epic party. Any way you play, it's a great time for all.



WATCH FULL VIDEO

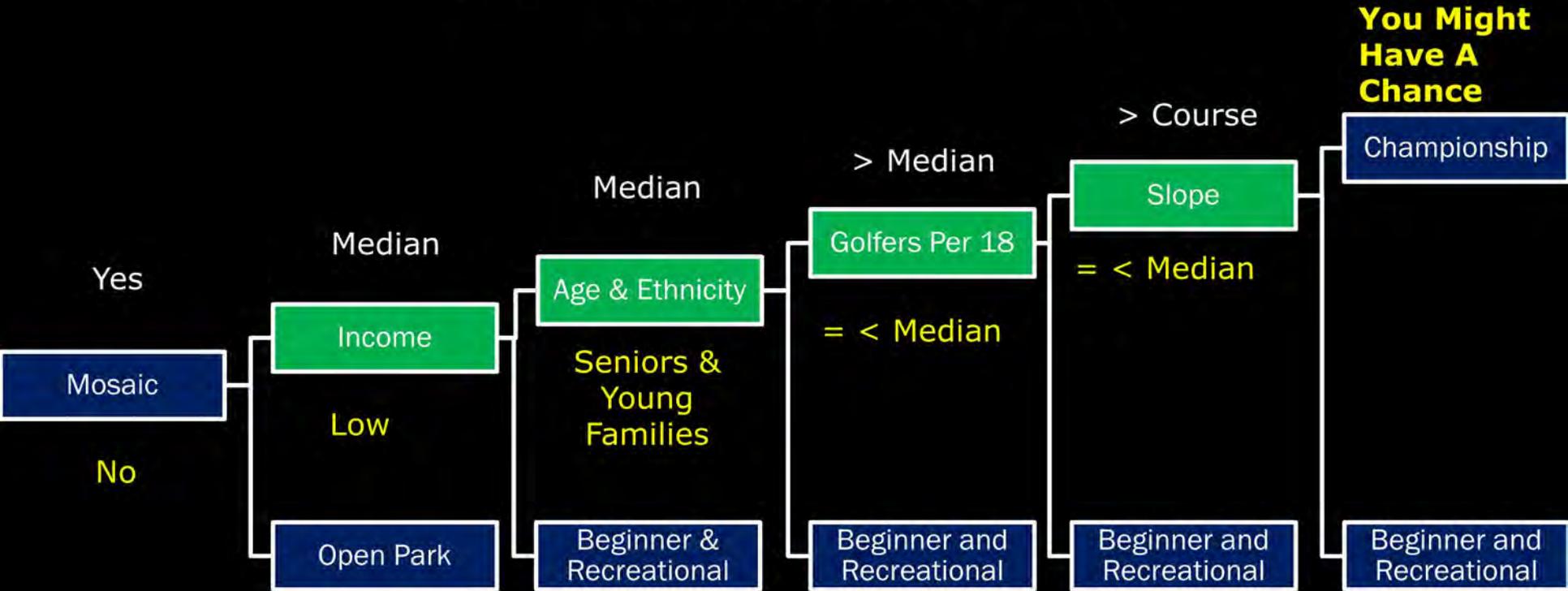


1

Six Numbers
Define the Potential
of Your Golf Facility

The Critical Path

The Barriers to A Fiscally Sustainable Championship Golf Course



You Might Have A Chance

Championship

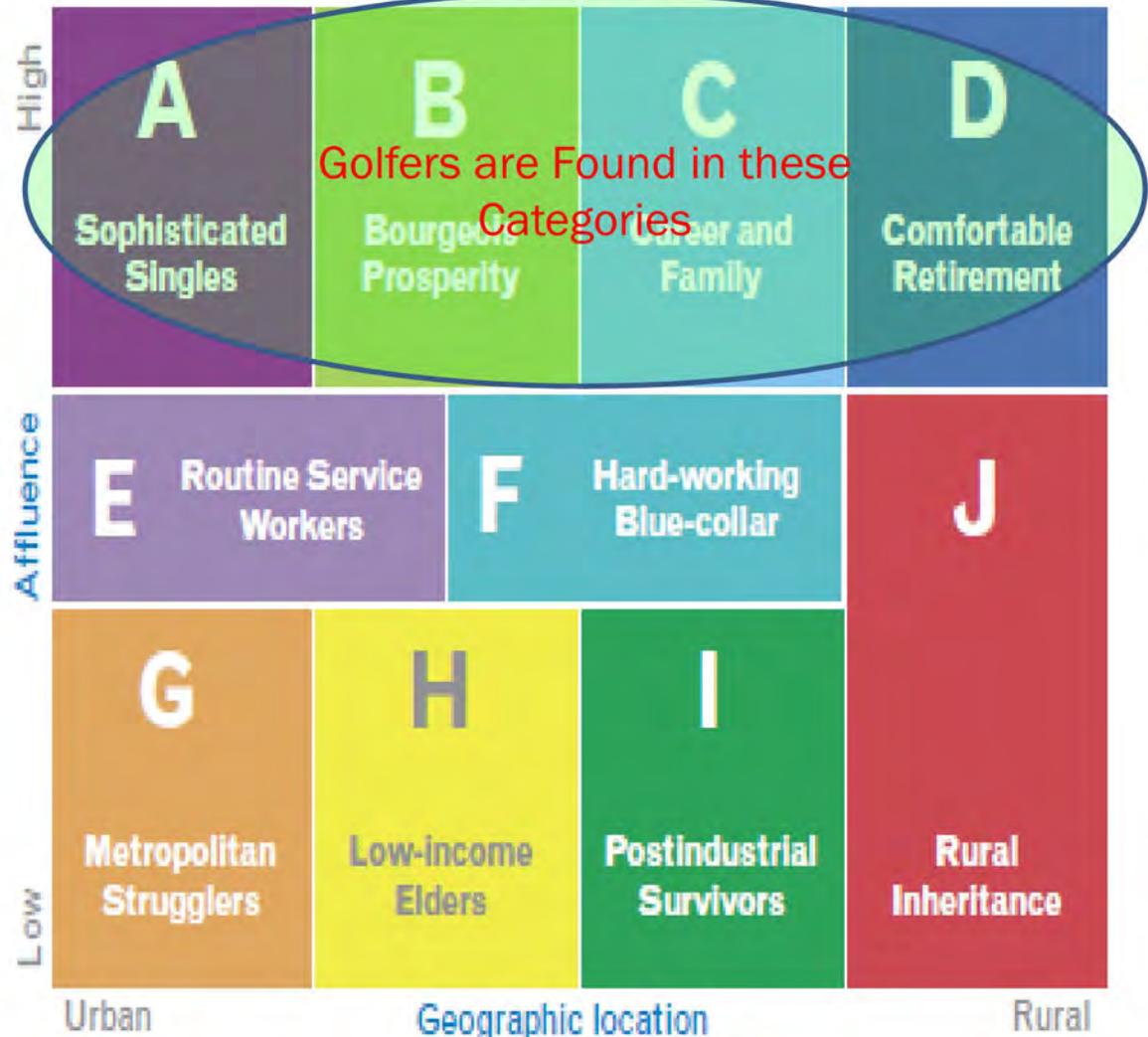
Beginner and Recreational

Mosaic Global

Mosaic USA is part of a global segmentation network that classifies more than 1 billion people worldwide. Organizations leverage the Mosaic Global network of more than 30 countries to unify consumer definitions around a common customer language.

Experian Marketing Services enables marketers to tap into Mosaic Global's 10 distinct groups, which share common characteristics, motivations and consumer preferences. Using highly localized statistics and the simple proposition that the world's cities share common patterns of residential segregation, the 10 Mosaic Global groups are consistent across countries.

The Mosaic Global groups are mapped against two dimensions: affluence and geographic location.



Predictive Index

	Radial Trade Area, 10 miles		
	Number	Percent	
			1.37%
Sophisticated Singles	26	0.10%	-2.60%
Bourgeois Prosperity	4,389	16.85%	1.15%
Career and Family	2,571	9.87%	-3.53%
Comfortable Retirement	3,789	14.55%	6.35%
Routine Service Workers	6,789	26.07%	8.87%
Hard Working Blue Collar	3,559	13.66%	3.26%
Metropolitan Strugglers	894	3.43%	-13.67%
Low Income Elders	1,037	3.98%	1.28%
Post Industrial Survivors	1,582	6.08%	-0.52%
Rural Inheritance	1,409	5.41%	-0.49%
Total	26,046	100.00%	

Predictive Index

MOSAIC Profile	110	115	120	125	130	135	140	145	150
>40	0	0	1	3	4	5	5	5	5
40	0	0	1	3	4	5	5	5	5
35	0	0	2	4	5	5	4	4	4
30	0	0	2	4	5	4	4	3	3
25	0	1	3	5	4	3	3	3	2
20	0	2	4	5	3	3	2	2	1
15	0	3	5	4	3	2	2	1	0
10	1	4	5	3	2	2	1	0	0
5	2	5	4	3	1	1	0	0	0
0	3	5	3	2	1	0	0	0	0
-5	4	4	3	2	0	0	0	0	0
-10	5	4	2	1	0	0	0	0	0
-15	5	3	2	1	0	0	0	0	0
-20	5	3	1	0	0	0	0	0	0
-25	5	4	1	0	0	0	0	0	0
-30	5	4	0	0	0	0	0	0	0
<-30	5	4	0	0	0	0	0	0	0
Slope Rating	110	115	120	125	130	135	140	145	150

Mississippi National

Probability of Financial Success for Golf Course Based on Residents with 10 Mile Radius

- 5 Excellent
- 4 Good
- 3 Fair
- 2 Below Average
- 1 Very Challenged
- 0 Little Chance

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City of Red Wing Demographic Data

Demographics: Tactician Data - May 10, 2019				
	Mississippi National	100 CBSA	U.S.	Data Source
Total Population >19	19,349	163,348,511	244,607,406	Population > 18
Population > 19%	74%	75%	75%	Calculated
Population	26,022	218,645,308	326,955,948	<i>Demographic Trend Report</i>
Households	11,050	82,405,870	125,541,798	<i>Demographic Trend Report</i>
Population/Household	2.35	2.65	2.60	Calculated
Age (Median)	44.10	37.80	38.20	<i>Demographic Trend Report</i>
Age (Median)	115	99	100	Calculated
Income (Med Hhld)	\$62,464	\$66,598	\$60,523	<i>Demographic Trend Report</i>
Income (Median)	103	110	100	Calculated
Likely Golfer Household Income	\$99,126	\$105,687	\$96,046	<i>JJ Keegan+ Estimate</i>
Income (Median)	100	116	100	Calculated
Ethnicity (% Cauc.)	92.30%	65.60%	70.10%	<i>Demographic Trend Report</i>
Ethnicity Index	132	94	100	Calculated
Hispanic	3.50%	20.50%	17.60%	<i>Demographic Trend Report</i>
Hispanic Index	20	116	100	Calculated
African American	1.90%	15.10%	13.40%	<i>Demographic Trend Report</i>
Black Index	14	113	100	Calculated
Asian American	0.80%	7.60%	5.80%	<i>Demographic Trend Report</i>
Asian Index	14	131	100	Calculated

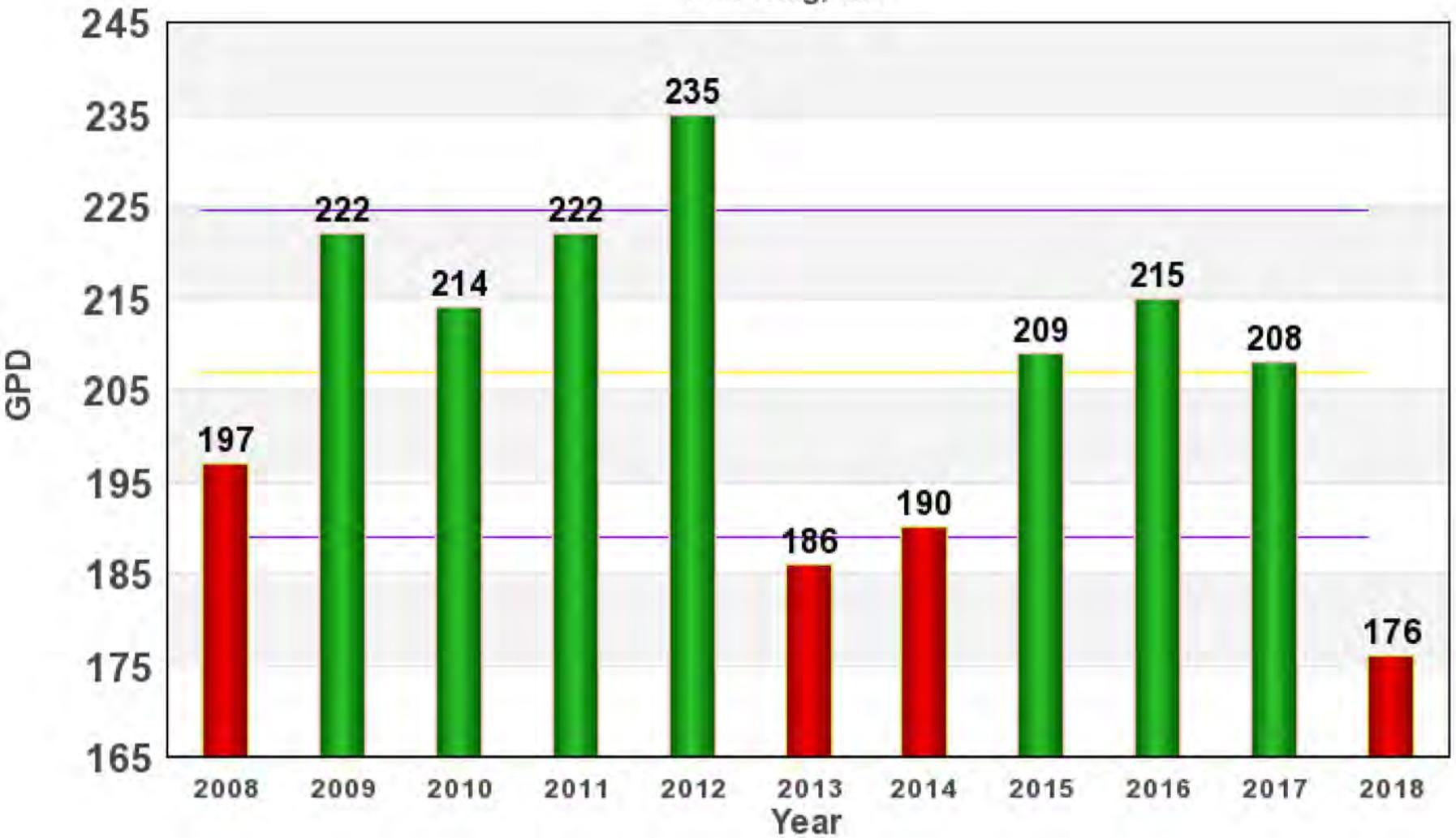
Golf Demand and Supply Data: National Golf Foundation - 2016 to 2019

Demand	Mississippi National	100 CBSA	U.S.	
Avid Golfers	928	4,420,367	6,479,050	Calculated by 26.8% of Golfers
Total Golfers	3,463	16,493,905	24,175,558	Calculated by 1.415 Golfing Households
Golfing Households	2,447	11,656,470	17,085,200	<i>NGF Demand Report</i>
Rounds Played	73,187	288,126,400	434,000,000	<i>NGF Demand Report</i>
Estimated Course Rounds - Market Supply	158,380	236,397,100	434,000,000	<i>NGF Demand Report</i>
Demand Index	46.21%	121.88%	100.00%	Calculated
Rounds Per Course	18,297	39,968	29,336	Calculated
Rounds Played Per Golfer	21.14	17.47	17.95	Calculated
Golf Participation - Household	22.33%	14.15%	13.61%	<i>NGF Demand Report</i>
Golfers per 18 Holes	658	2,283	1,717	Calculated
Green Fee Carts/18	465,140	N/A	1,416,063	<i>Predictive Index Data</i>
Annual Spending	566	N/A	866	Calculated
Cost Per Round	25.42	N/A	48.27	Calculated



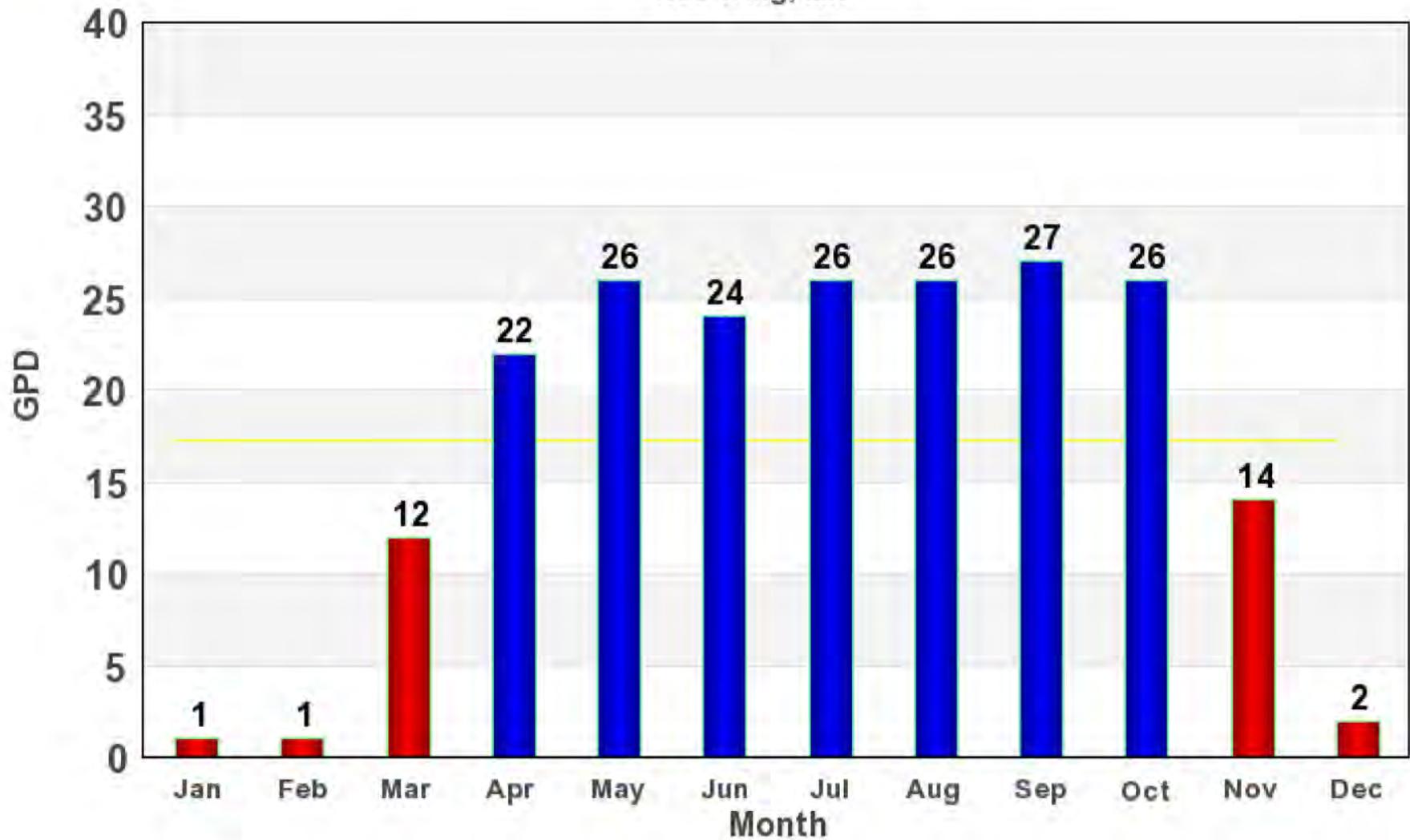
Golf Playable Days

Red Wing, MN



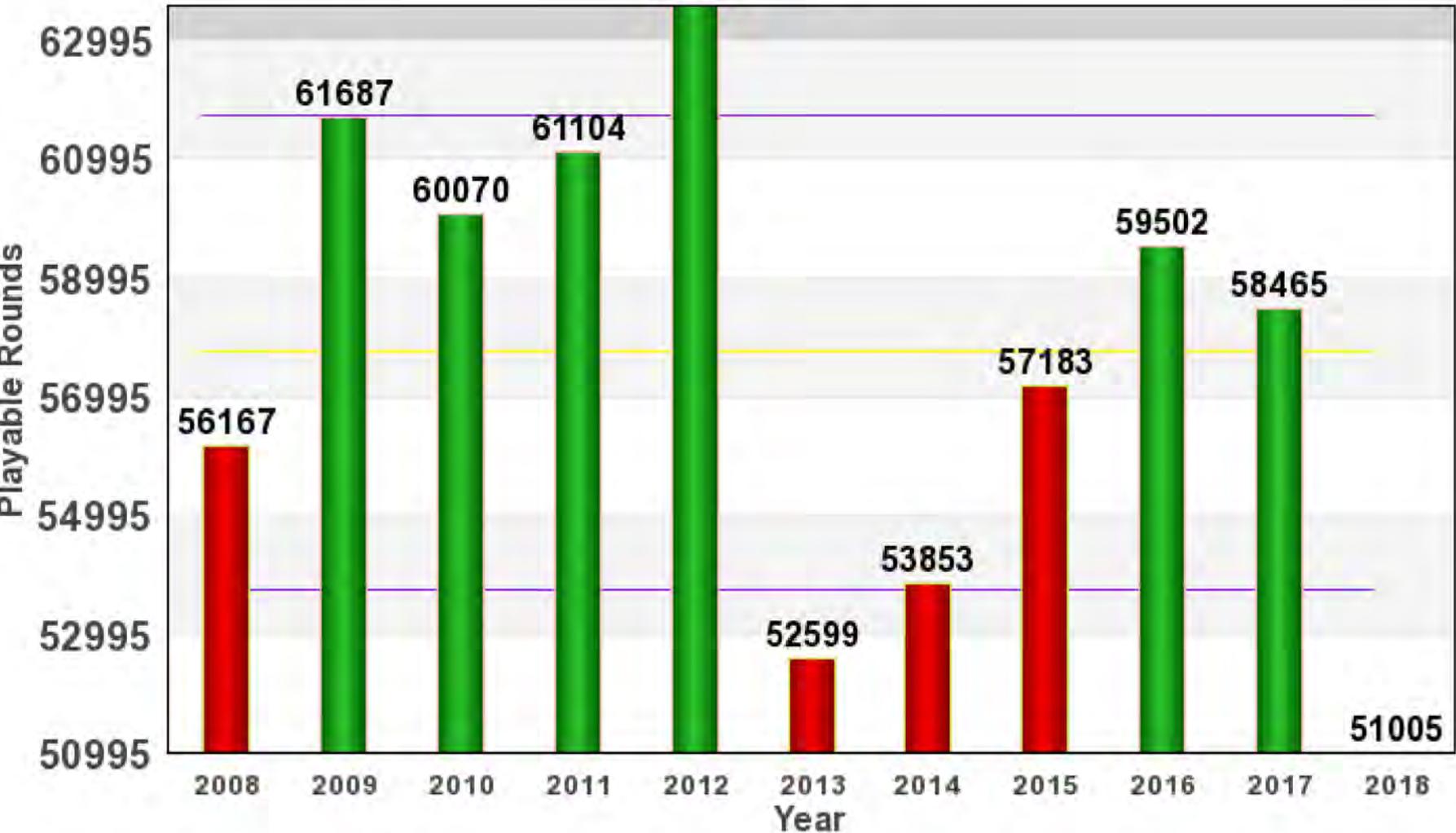
Average Golf Playable Days by Month

Red Wing, MN



Yearly Playable Rounds

63551 Wing, MN



	Unlimited Pass - Walking - Nationally	Unlimited Pass Walking - Lowlands	Unlimited Pass With Cart - Lowlands	Unlimited Pass Cart - Highlands
6				
7	Transferable	No	Yes	Yes
8	Holes	18	18	18
9	Playable Days	260	206	220
10	Playing Frequency	32%	25%	25%
11	Rounds Played	83	52	55
12	Rate Rack	\$ 45.00	\$ 35.00	\$ 49.00
13	Frequency Discount	30%	30%	30%
14	Proper Annual Fee	2,621	1,262	1,887
15	Current Annual Fee		750	1,600
16	Variance		512	287

17

18 Note 1: Playable Days in from Weather Trends International 10 year history

19 Note 2: Playing frequency is from National Survey JJKeegan Conducted in 2016

20 Note 3: Frequency Discount is from National Survey JJ Keegan Conducted in 2016

21

Season Passes Are Price Way Too Low

The Two Golf Courses Will Continue to
Be Financially Challenged

Part Two
Land Use Possibilities
/Diversification

DID YOU
KNOW



Can Ski Jump, Zip line or
Summer/winter tubing co-exist?

YES





Hawatha Daley Baptist Church

Heath Island Park

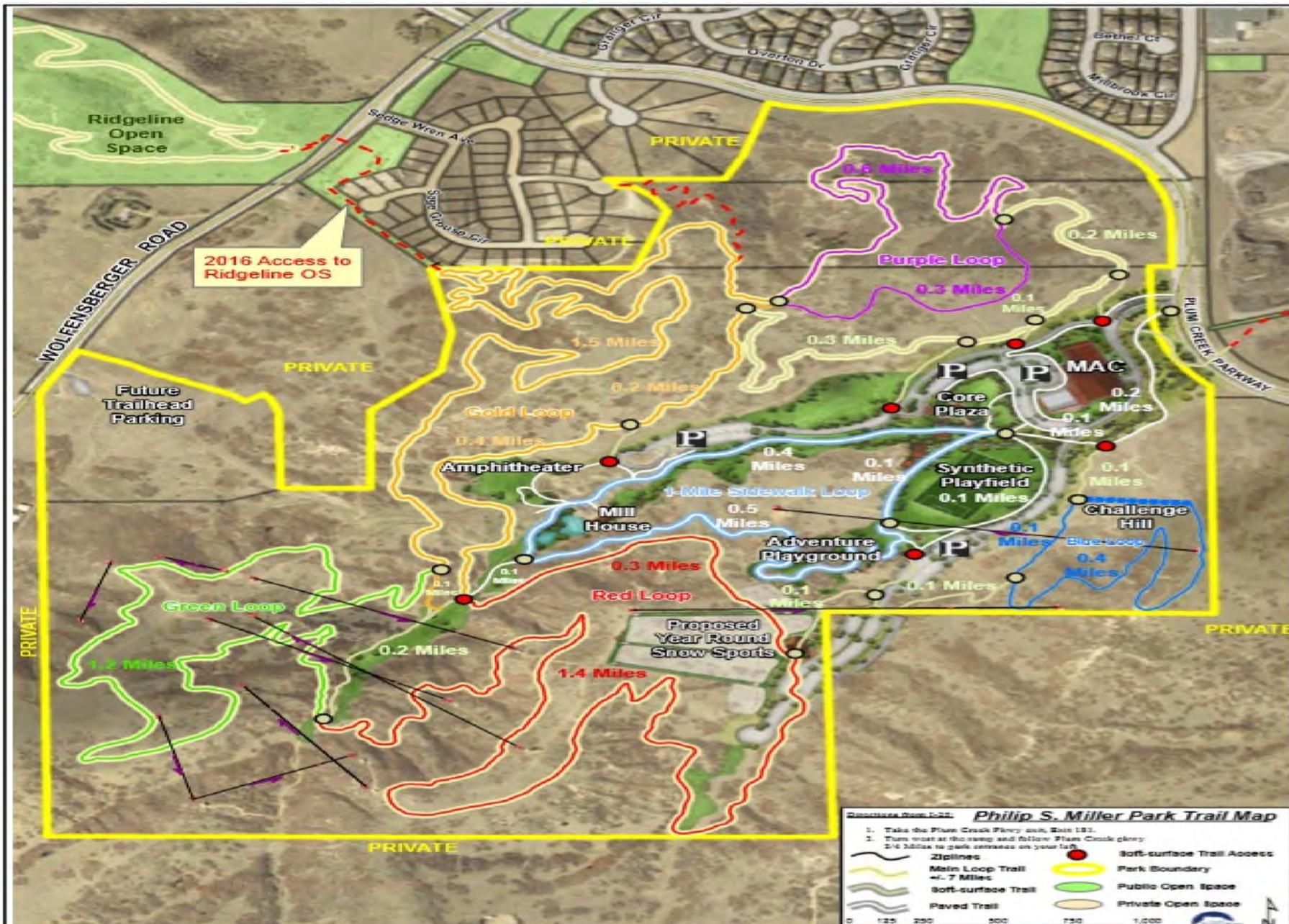
Bowling Island

Mississippi National Golf Links

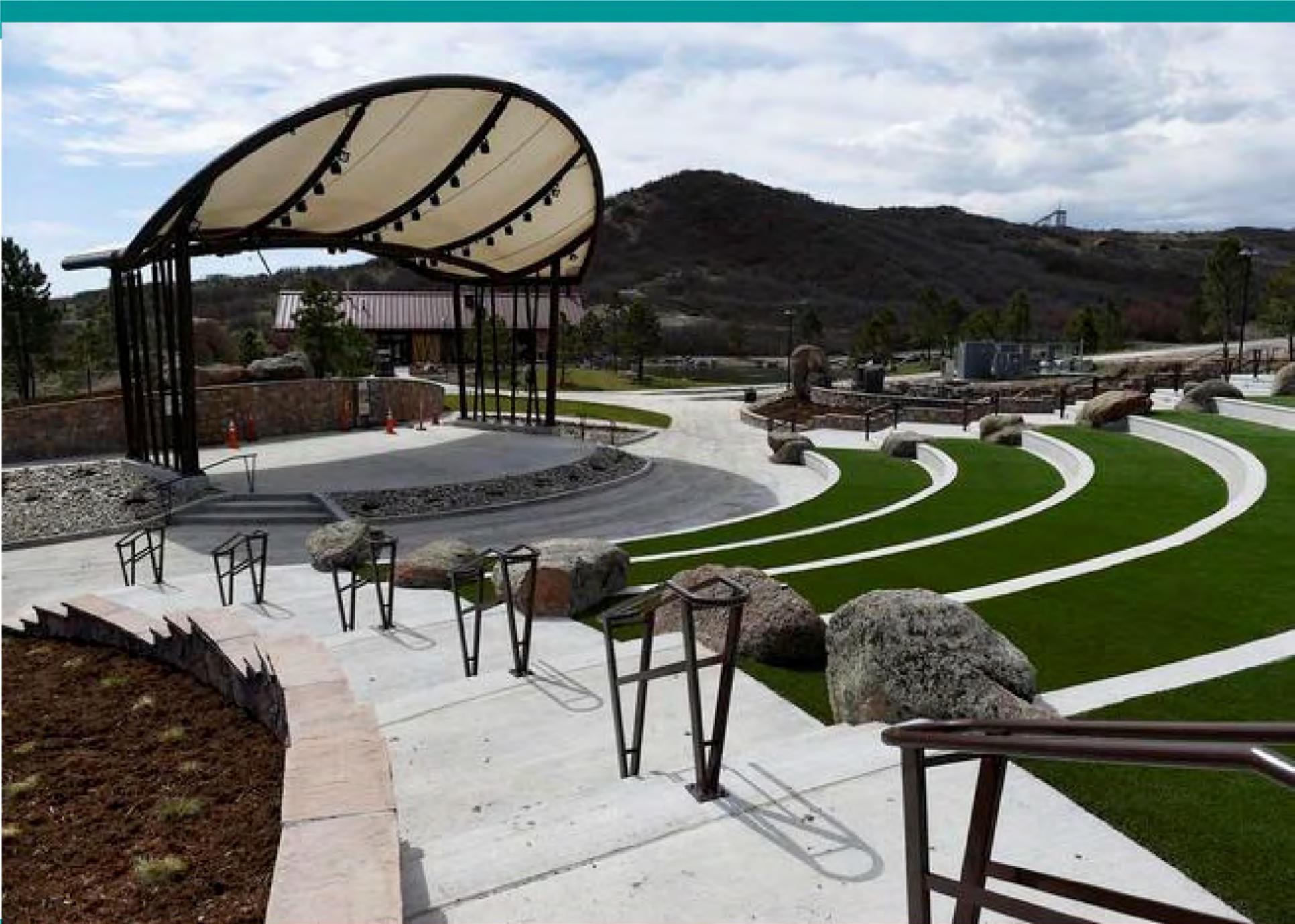
Club Facility

Google

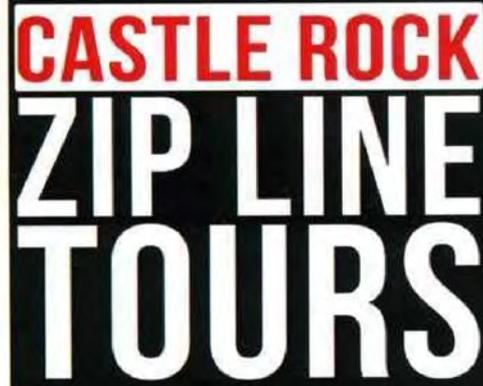
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ANTICIPATED OPENING WINTER 2015



CASTLE ROCK
ZIP LINE
TOURS

10 AMAZING LINES COVERING OVER
1.5 MILES OF CABLE
OVER 1/4 MILE DUAL RACE LINE FINALE
SPEEDS OVER 50MPH

ZIP LINES AVERAGE OVER 830 FT
LONGEST ZIP LINE OVER 1,500 FT

LOCATED 30 MINUTES SOUTH OF DENVER IN CASTLE ROCK
PHILLIP S. MILLER PARK

\$89 Per Person

**\$59 for Castle Rock
Residents**

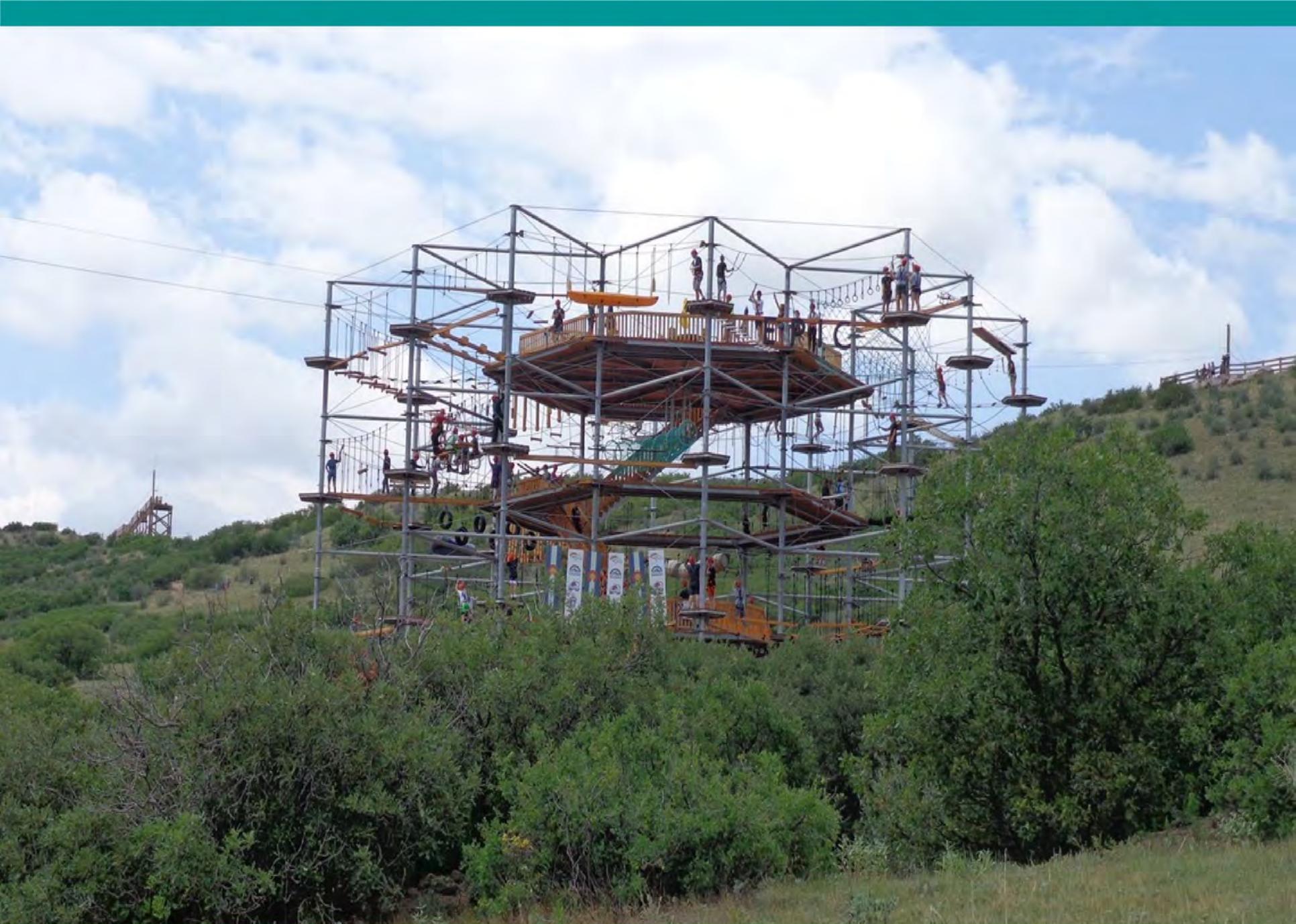
1375 West Plum Creek Parkway, Castle Rock CO 80109
CastleRockZipLineTours.com 303-419-6782



Castle Rock Zip Line Tours

- ★ You are standing next to the "Grand Finale"
- ★ This Zip is the LONGEST, FASTEST, HIGHEST
- ★ Dual Race line in COLORADO !!!1500' long 100' in the air
- ★ Race your friends over the soccer fields to the finish line
- ★ 10 zip lines covering 1.5miles of cable.
- ★ Fly up to 100' off the ground and up to 50mph!
- ★ \$59 for Castle Rock residents for the 2.5hr tour.

www.CastleRockZipLineTours.com









City of Castle Rock Charges from \$29 to \$149 (All Day Pass)
And They Are Absolutely A Key Focal Attraction in the Center

While Beyond the Scope of this Review, A Park and Recreation Master
Planner Should be Retained to Determine the Viability of the Concept

Economic Sustainability for 36
Holes

**DID YOU
KNOW**





Category	Department	2017	2018	2019
Revenue	Membership Fees	180,417	157,602	175,000
	Green Fees	366,052	362,333	381,000
	Carts	14,310	29,648	30,000
	Food and Beverage	173,704	143,498	178,000
	Citizen Donations	43,866	29,526	35,000
	Other	85,740	112,660	131,150
	Total Revenue	864,089	835,269	930,150
Cost of Goods Sold		54,875	52,152	65,000
		809,214	783,117	865,150
Expenses	Payroll	367,046	374,957	370,000
	Maintenance Expenses	335,218	314,424	350,000
	Cart Lease	71,049	86,565	72,000
	Administration and Other	99,344	60,368	67,410
	Total Expenses	872,657	836,314	859,410
Net Income (Loss)		(63,443)	(53,197)	5,740





PGA MUNICIPAL COURSES

2018 Facility Operations Scorecard (Data For 2017)

[Click Here for Detailed View](#)

Average 18-Hole Facility

Facility Type:

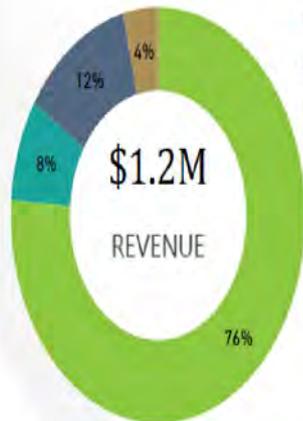
Private Golf Clubs

Daily Fee/Semi-Private

Golf Resorts

Non-Green Grass

Year: 2017
 Total Holes: 18



How is your Facility's Overall Financial Health?

*Self-reported, on a scale of 0-10



AVG. PEAK GREENS FEE



IS YOUR FACILITY ON PAR?

©2018 The PGA of America



PGA MUNICIPAL COURSES - DETAILED VIEW

Facility Operations Scorecard

[Click Here for Infographic View](#)

Facility Type:

Private Courses

Daily Fee/Semi-Private

Golf Resorts

Non-Green Grass

Comparison 1

PGA Section: All

Total Holes: All

Rounds Played: 1,500 / 272,507

State: All

Peak Season Published ...: \$10 / \$195

Year: 2017

Revenue	\$1,122,800
Operating Expenses	\$1,000,000
Days Open	319
Rounds Played	31,314

Comparison 2

PGA Section: All

Total Holes: All

Rounds Played: 1,500 / 272,507

State: MN

Peak Season Published ...: \$10 / \$195

Year: 2017

Revenue	\$1,000,000
Operating Expenses	\$900,500
Days Open	209
Rounds Played	32,089

Comparison 3

PGA Section: Minnesota

Total Holes: All

Rounds Played: 1,500 / 272,507

State: All

Peak Season Published ...: \$10 / \$195

Year: 2017

Revenue	\$966,733
Operating Expenses	\$899,648
Days Open	208
Rounds Played	27,371

IS YOUR FACILITY ON PAR?

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PGA MUNICIPAL COURSES - DETAILED VIEW

Facility Operations Scorecard

[Click Here for Infographic View](#)

Facility Type:

Private Courses

Daily Fee/Semi-Private

Golf Resorts

Non-Green Grass

Comparison 1

PGA Section: All

Total Holes: All

Rounds Played: 1,500 / 272,507

State: All

Peak Season Published ...: \$10 / \$195

Year: 2017

Comparison 2

PGA Section: All

Total Holes: All

Rounds Played: 1,500 / 272,507

State: MN

Peak Season Published ...: \$10 / \$195

Year: 2017

Comparison 3

PGA Section: Minnesota

Total Holes: All

Rounds Played: 1,500 / 272,507

State: All

Peak Season Published ...: \$10 / \$195

Year: 2017

Revenue	\$1,122,800	\$1,000,000	\$966,733
Operating Expenses	\$1,000,000	\$900,500	\$899,648
Payroll and Benefits	\$500,000	\$504,375	\$475,000
Golf Course Maintenance...	\$250,000	\$213,762	\$200,000
Golf Operations	\$107,054	\$56,355	\$32,709
Food & Beverage	\$74,974	\$72,500	\$45,000

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The Two Golf Courses Generate
Revenue That is Comparable to 2/3 of a
Single Facility.

Members Pay \$11.25 per round with cart

Public Pays \$35.62 per round with cart

REVPAR = \$21.98 per round

Cost to Produce Round: \$33.45 per round

Accounting for Golf Courses
Does Not Facilitate Meaningful Analysis
for Many Reasons including Member
Rounds are Not Accurately Tracked and
There is No Departmental
Allocations of Salary

We Have Severe Reservations that the
2019 Budget Will Be Achieved.

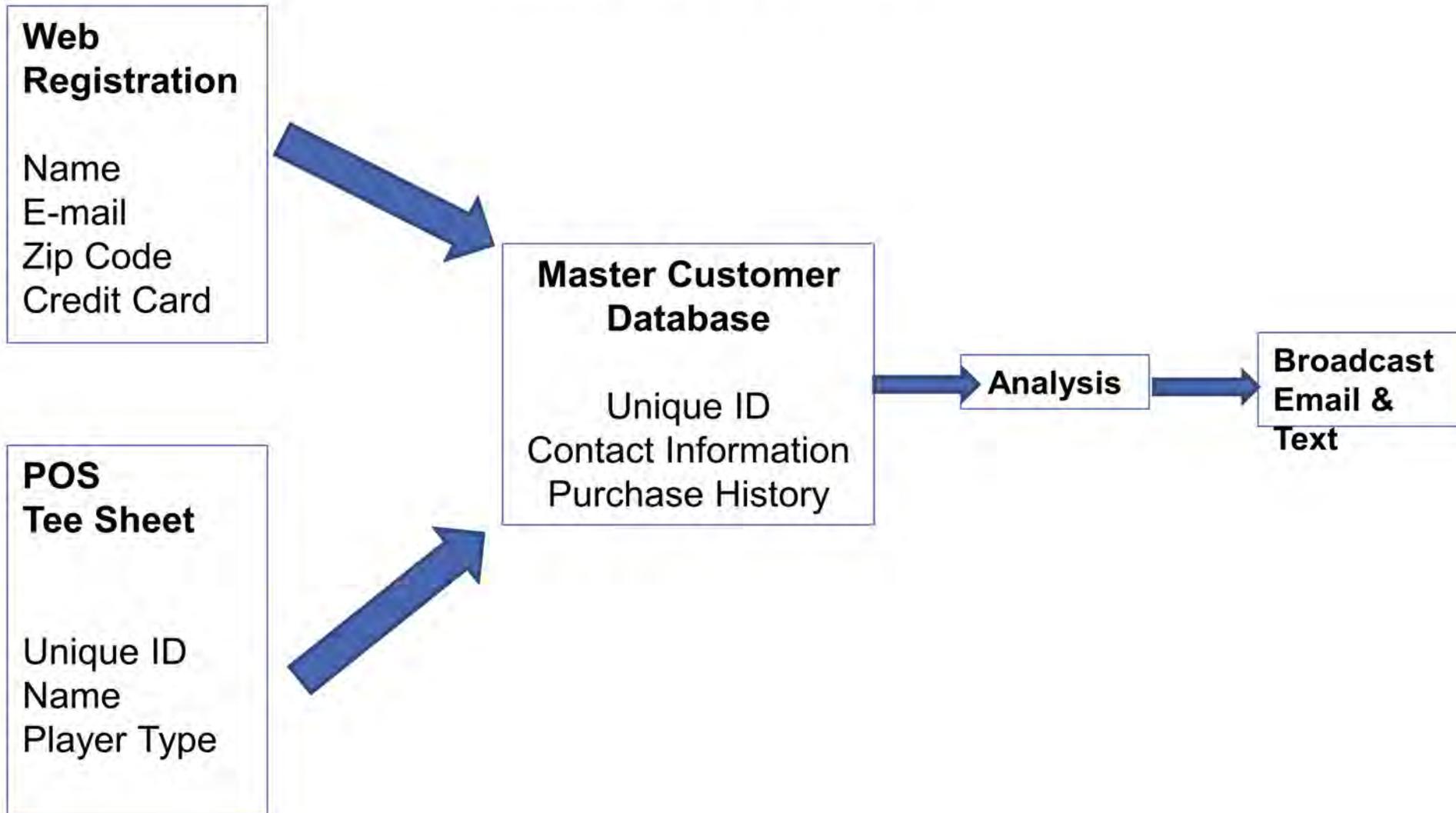
Internal Operations:
Marketing, Promotional
Programs & Restaurant
Operations

DID YOU
KNOW

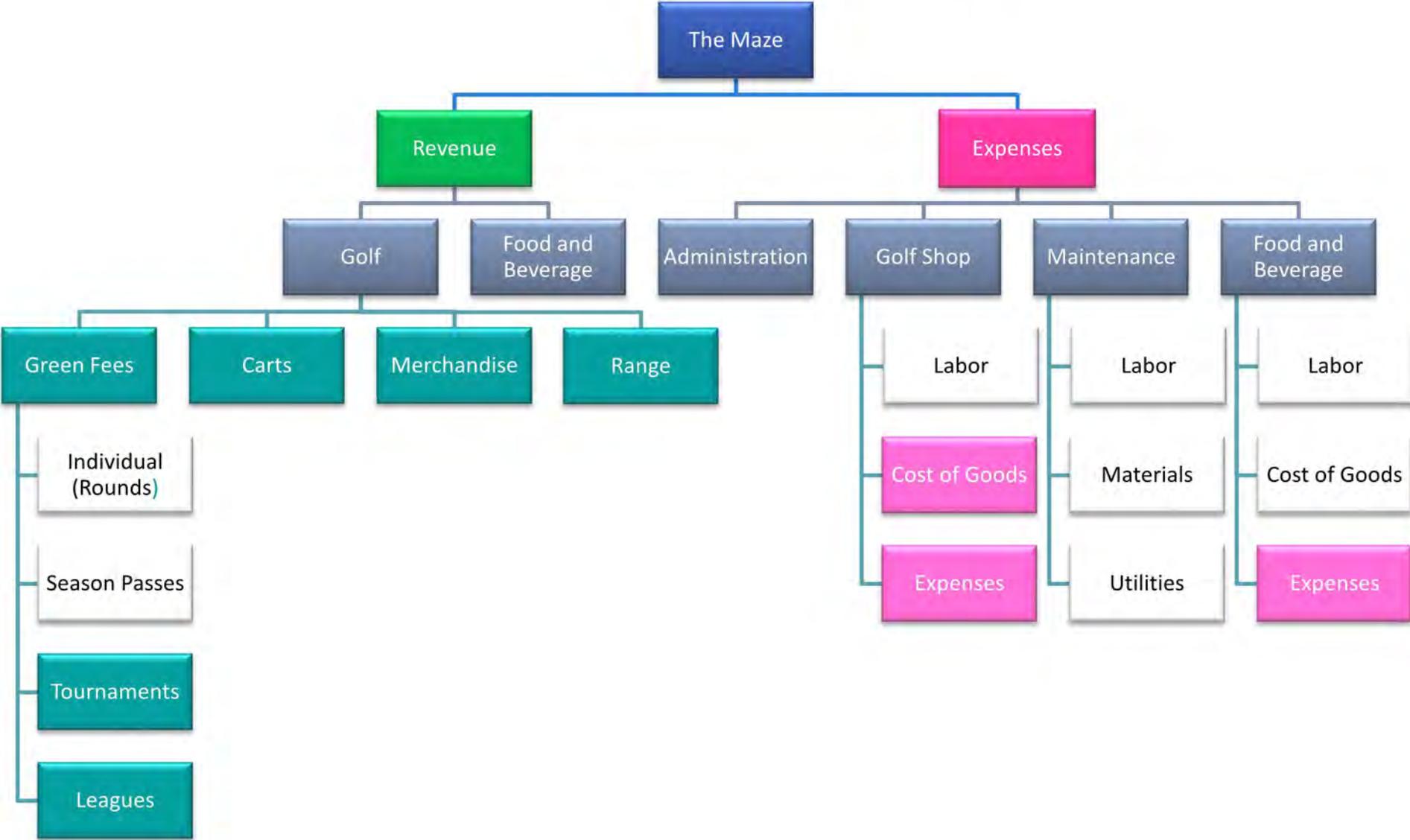




Ideal Data Flow



The Key Financial Centers





foreUP
All-In-One Golf Management Software

Golf's Original Tee Sheet & Point of Sale

Get frustrated at your game. Not your software.

[Learn More](#)

It's time for a better experience.

Put a little relaxation back into your golf life.

Public or Private, big or small, your course will fall in love with our carefully crafted, cloud-based golf course software.

It's been intuitively designed, to give you powerful capabilities without sacrificing an enjoyable, easy-to-use experience.



"We have been beyond impressed with the relationships we have built with the team at foreUP. It is obvious they really care about us and our success, which is refreshing in this industry. They are always available to us and work to enhance their software every day. We couldn't be happier with it!"

Michael C. Jones, PGA
Torrey Pines Golf Course

Don't believe it? We'd love to show you. Maybe we can help you get back to enjoying life on the green.

[WEB ADMIN LOGIN](#)

[WEBMAIL LOGIN](#)

24/7 CLIENT SUPPORT: 1.888.99.LINKS
TEE TIMES: 1.855.303.3653



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[SCHEDULE A DEMO](#)

OUR PRODUCTS



GOLF COURSE
MANAGEMENT



PRIVATE CLUB
TECHNOLOGY



TEE TIME
DISTRIBUTION



SOCIAL MEDIA
MANAGEMENT

The POS and TTRS System Should be Integrated



**MISSISSIPPI
NATIONAL**
GOLF LINKS

[Special Rates](#) [Golf](#) [Online Store](#) [Weddings & Banquets](#) [Restaurant](#) [Contact Us](#)

New Member Special >

Join Today!

36 Holes of Amazing Golf in Red Wing, MN

[Course Flyover](#)

New Member Special

Limited to first 30 purchases

Unlimited Golf with Cart on all 36 holes in 2019!

Single: \$999; Couple: \$1599

Must be purchased by January 1, 2019.

Available to those who haven't been members in 2017 or 2018.



Mississippi National Golf Links
409 Golf Links Drive
Red Wing, MN 55066
www.GolfRedWing.com
(651) 388-1874

Daily Rates

[BOOK TEE TIMES ONLINE](#)

For most current & lowest rate, book online

Lowlands 18

Highlands 18

Weekday (Cart Included)

Adult
Senior
Junior (Walking)
Adult Walking

9 Holes	18 Holes
\$25.00	\$39.00
\$22.00	\$35.00
\$10.00	\$17.00
\$15.00	\$25.00

Weekday (Cart Included)

Adult
Senior
Junior

18 Holes
\$45.00
\$39.00
\$30.00

\$20.00

\$32.00

\$32.00

Monday-Wednesday Special

Weekend (Cart Included)

Adult
Junior Walking
Adult Walking

9 Holes	18 Holes
\$29.00	\$49.00
\$15.00	\$25.00
\$20.00	\$29.00

Weekend (Cart Included)

Adult
Junior

18 Holes
\$55.00
\$35.00

Twilight Rate (4:00 pm)

\$20.00

\$30.00

Twilight Rate (4:00 pm)

\$30.00

Resident Value Pack

\$325.00

10 rounds with cart on either course

Driving Range Token (50 Balls)

\$5.00

Pull Cart Rental

\$5.00

To Learn more about our Patron Card program [Click Here](#)

Please circle your selection(s) below

Unlimited Golf with Cart*

(Valid anytime, 7 days a week)

<u>Adults (Ages 35-59)</u>	<u>2019 Rates</u>
Single	\$1600
Couple	\$2550

Young Adult (Ages 18-34)

Young Adult	\$1300
Young Adult Couple	\$2250

Seniors (Ages 60 & older)

Senior Single	\$1500
Senior Couple	\$2300

Walking Membership Options

<u>Weekday Pass (Monday-Friday)</u>	<u>2019 Rates</u>
Single	\$500
Couple	\$750

Unlimited Pass (Monday-Sunday)

Single	\$750
Couple	\$1200

Student (Monday-Sunday) \$250

New Member Special

Unlimited Golf & Cart. Available to those who weren't members in 2017 or 2018.

Single: \$999

Couple: \$1600

Additional Add-Ons

Extended Cart Membership	\$100
Driving Range Membership	\$200
GHIN Handicap	\$30

Monthly Payment Plans Available

*Unlimited Cart Memberships expire October 21, 2019. Cart fees after expiration are \$10 per round unless the extended cart membership is purchased.

I have enclosed a check in the amount of \$ _____ in payment for my membership.

**Please make checks payable to Mississippi National Golf Links and mail to:
Mississippi National Golf Links**

Membership at Mississippi National Golf Links – 2019

Mississippi National offers a unique golf experience unlike any golf facility in the area with two 18 hole courses, driving range & clubhouse with banquet facility. Both courses offer unique challenges, beautiful bluff county views & top notch conditions.

Our first 18 hole course, The Lowlands opened for play in 1986. It features rolling terrain that wraps around the base of the bluffs. "The Lows" is known as our tournament course because it has hosted top level tournaments for local, state & professional golfers. The Highlands originally started as 9 holes and opened for play in 1990 but was expanded in 1999 to 18 holes due to the popularity. "The Highs" are known for unique landscaping, elevation changes and breathtaking views of the Mississippi River Valley. Both courses are a par 71 and feature four sets of tees to suit golfers of all abilities.

Mississippi National Golf Links is Southeast Minnesota's premier golf facility. Our membership includes the following benefits:

- Unlimited Play on both courses.
- Guest Discounts.
- Member pricing on tournaments and club events.
- Access to Driving Range membership.
- Reciprocal agreements with area courses.

New Member Special

Unlimited Golf for 2019 on both of our courses. New members will receive all the benefits of our current members at special rate for the first year. Available to those who weren't members in 2017 or 2018. Price available to the first 30 new members.

Single: \$999

Couple: \$1599

[Membership Form & Pricing](#)

MNGL Patron Card

Looking for a way to support Mississippi National but aren't sure you'll golf enough to warrant a membership? Consider becoming a Mississippi National Patron Card Holder. Patron card holders receive the following:

Valid for use anytime.

Cost: \$99.00 per year

- 18 holes with cart: \$30.00
- 9 holes with cart \$20.00
- \$5.00 off all walking rates
- Buy one, get one free on all Driving Range token purchases.

Non-Resident Season Pass

Who Qualifies?

- Available to anyone living at least 20 miles from Mississippi National.
- See map below: Available to anyone outside blue area.

Details

- Access 36 Holes of beautiful scenic golf.
- Golf Cart usage not included.
- 30 day advanced tee times.
- No tee time restrictions.

Options

- 5 Day: Available for use Monday-Friday, \$179.00 + Tax
- 7 Day: Available for use Monday-Sunday, \$279.00 + Tax

Current prices limited to first 100 entrants.

Special Rates

A Day at the Links: Includes golf, cart, range & lunch (Available Monday-Friday)

18 holes – \$49

36 holes – \$69

Early Week Special: Monday-Wednesday – Golf & Cart \$32

Cart Fee Fridays: Every Friday from 12:00 to dark. Free Green Fee with Rental of Cart on the Lowlands Course.

Twilight Golf – Everyday after 4:00 pm, \$30 per player. Unlimited Golf, fee includes cart.

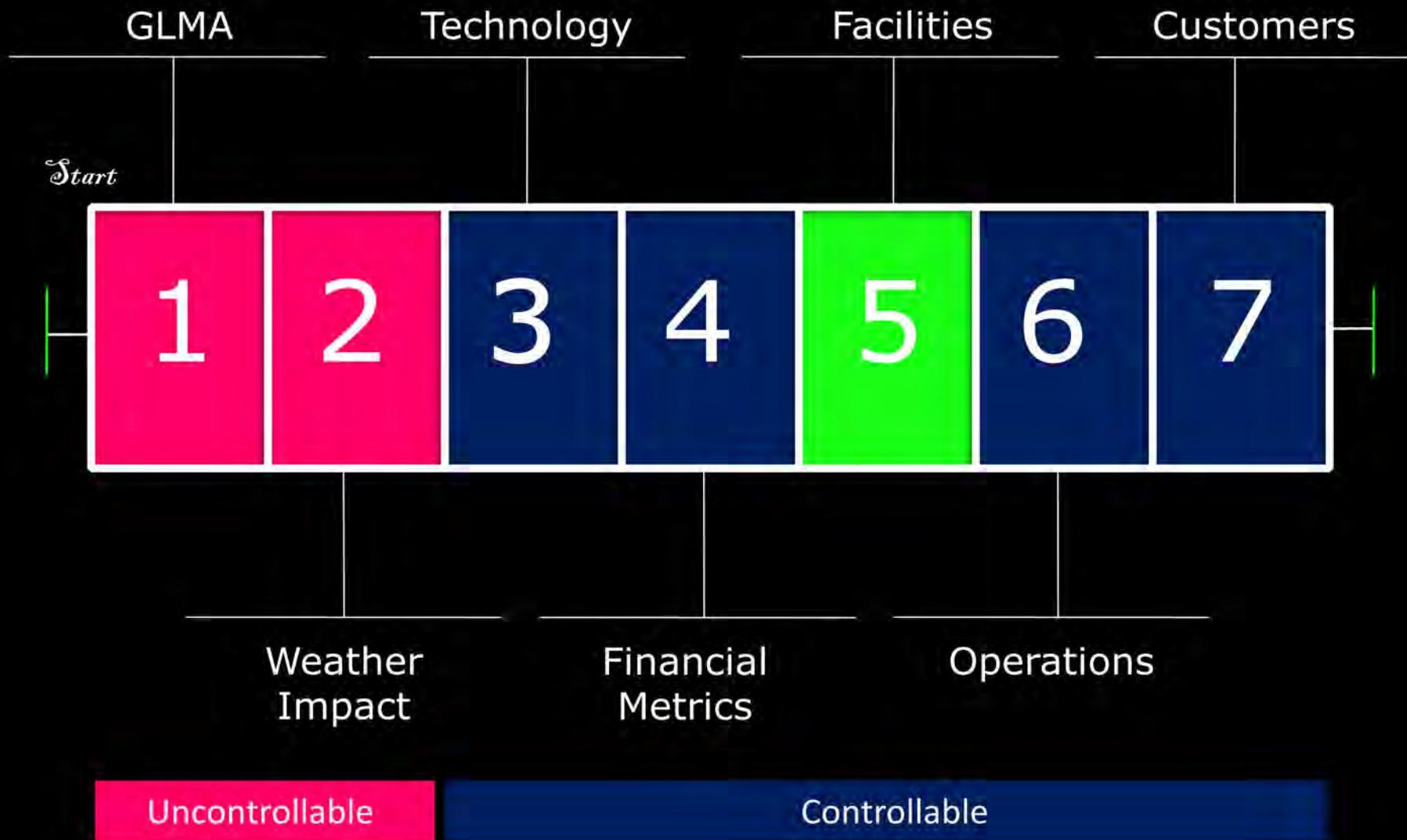
Military Appreciation – All active and retired military personnel receive \$5 off all 18 hole green fees with cart rental.

Kids golf Free: Saturday & Sunday afternoons after 3:00 pm, must be accompanied by a paid adult.

For group and tournament rates please call the Golf Shop at [\(651\) 388-1874](tel:6513881874).

Rate Structure Should be Simplified
Discounting Eliminated

The Website Should be Completely
Redesigned With POS, Yield
Management and Social Media
Integrated



Capital Requirements Are Large

Item	Lowlands	Highlands
Critical	1,130,000	1,100,000
Competitive	1,470,000	1,530,000
Comprehensive	365,000	320,000
Subtotal	3,145,500	2,950,000
Contingency	314,500	295,000
Total	3,459,500	3,245,000

































\$250,000 should be budgeted annually for agronomic investment for the Lowlands and Highland Golf Courses.



Experienced Based – Lowlands: Prime Time With Cart



EXECUTIVE GOLF MANAGEMENT SYSTEM

\$49.52

FAIR MARKET VALUE FOR GREEN FEE, BASED ON CUSTOMER EXPERIENCE DERIVED.

Select

Course Type

Municipal

Brainerd	Description	Weight	Raw Score	Weighted Score
ASSEMBLY LINE				
Step 1	Slope	60%	117.00	70.20
Step 2	Strategy	5%	6.50	0.33
Step 3	Conditioning	5%	-26.00	-1.30
Step 4	Turf Texture	5%	13.00	0.65
Step 5	Ambience	20%	10.00	17.00
Step 6	Amenities	5%	0.00	0.00
	Subtotal Green Fee Experience		86.88	
Step 7	Demand Adjustment		60%	
	Recommended Demand Based Green Fee		\$52.13	
Step 8	MOSAIC Profile		95%	
	Calculated Green Fee based on MOSAIC Locale		\$49.52	
	Course' Current Green Fee	Prime Time With Cart	\$49.00	
	Variance		\$0.52	

Step 1 - Slope	Description
	Under 113
	114 - 116
	117 - 119
	120 - 122
	123 - 125
	126 - 128
	129 - 131
	132 - 134
	135 - 137
	136 - 138
	139 - 141
	142 - 144
	145 - 147
	Over 147

Select Slope Rating for Your Course from the Back Tees (Select Only One)

Experienced Based – Highlands: Prime Time With Cart



EXECUTIVE GOLF MANAGEMENT SYSTEM

\$52.16		FAIR MARKET VALUE FOR GREEN FEE, BASED ON CUSTOMER EXPERIENCE DERIVED.		Select	Course Type Municipal
Brainerd	ASSEMBLY LINE	Description	Weight	Raw Score	Weighted Score
Step 1		Slope	60%	117.00	70.20
Step 2		Strategy	5%	39.00	1.95
Step 3		Conditioning	5%	-26.00	-1.30
Step 4		Turf Texture	5%	13.00	0.65
Step 5		Ambience	20%	25.00	20.00
Step 6		Amenities	5%	0.00	0.00
		Subtotal Green Fee Experience		91.50	
Step 7		Demand Adjustment		60%	
		Recommended Demand Based Green Fee		\$54.90	
Step 8		MOSAIC Profile		95%	
		Calculated Green Fee based on MOSAIC Locale		\$52.16	
		Course' Current Green Fee	Prime Time With Cart	\$49.00	
		Variance		\$3.16	
		Step 1 - Slope	Description		
		Select Slope Rating for Your Course from the Back Tees (Select Only One)	Under 113		
			114 - 116		
			117 - 119		
			120 - 122		
			123 - 125		
			126 - 128		
			129 - 131		
			132 - 134		
			135 - 137		
			136 - 138		
			139 - 141		
			142 - 144		
			145 - 147		
			Over 147		

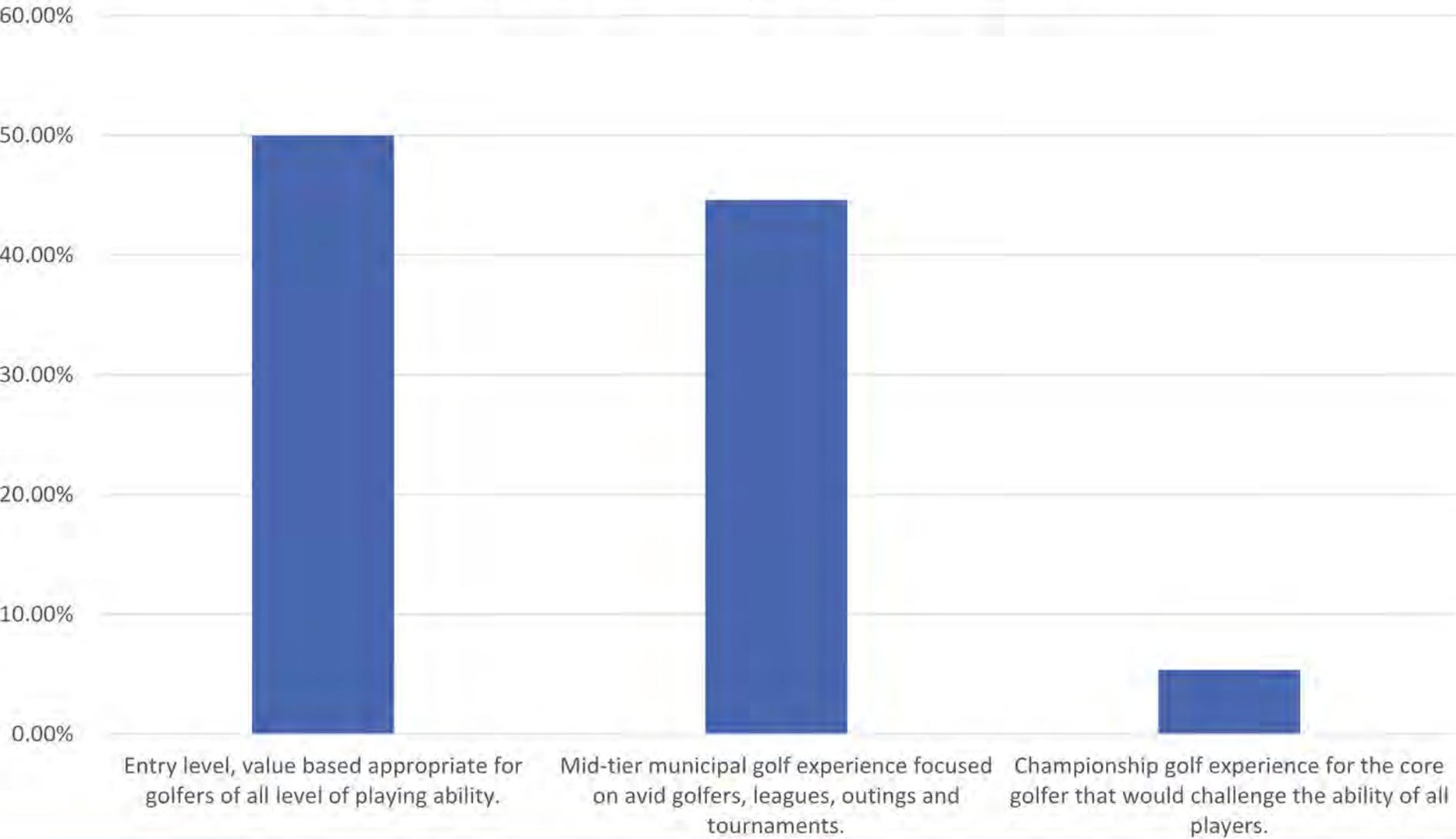
Catch 22 = Rates Are Correct, Experience is Poor, So
Discounting is Required



	Residents	All
Respondents	209	679
Male	69%	81%
Age	60.9	60.5
Income	82,593	88,568
Ethnicity – Caucasian	99.04%	97.60%
Courses Played Annually	4.7	10.2
Money Obstacle	8.67%	11.07%

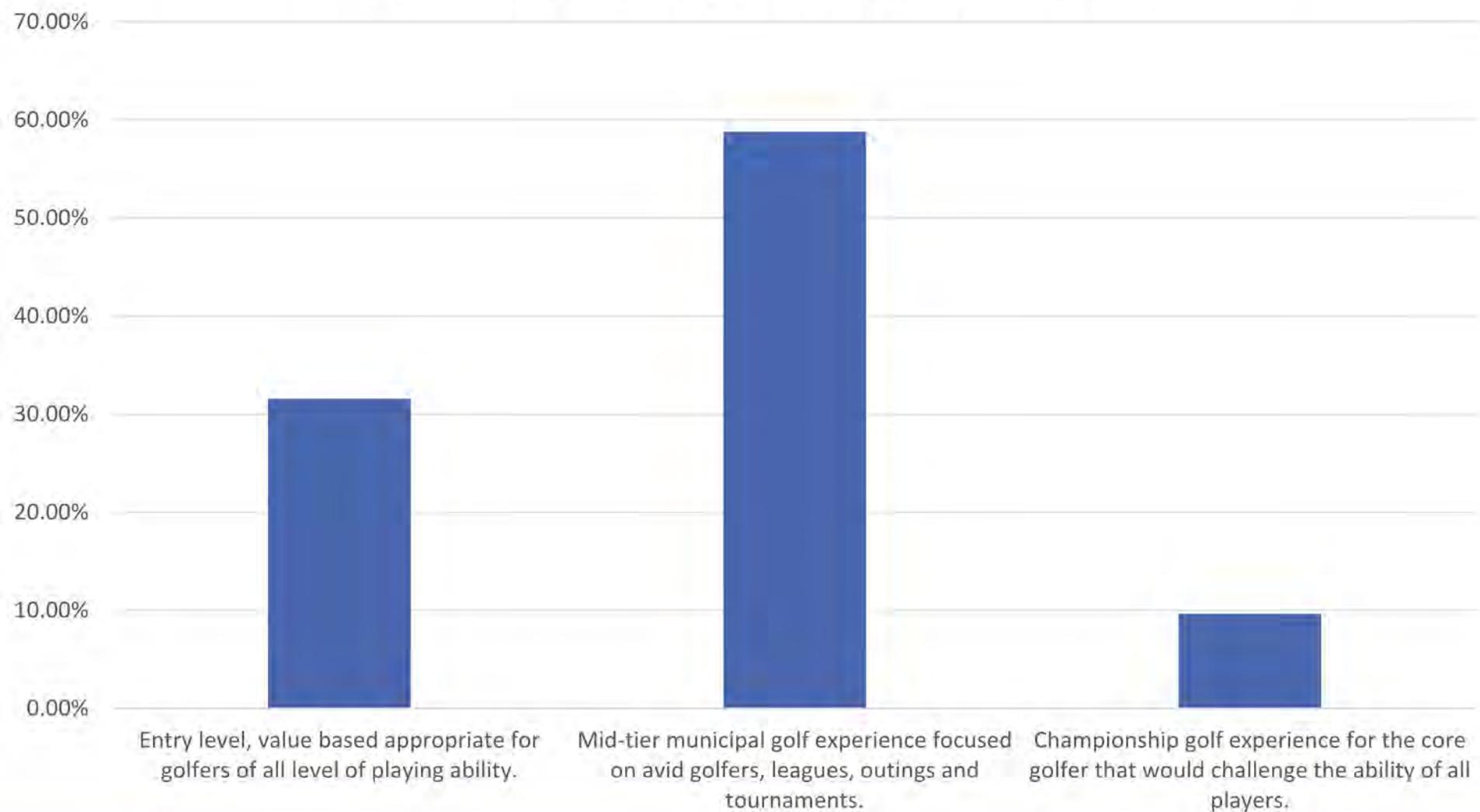
Residents

What type golf experience do you believe the City of Red Wing should provide at Mississippi National Golf Links?



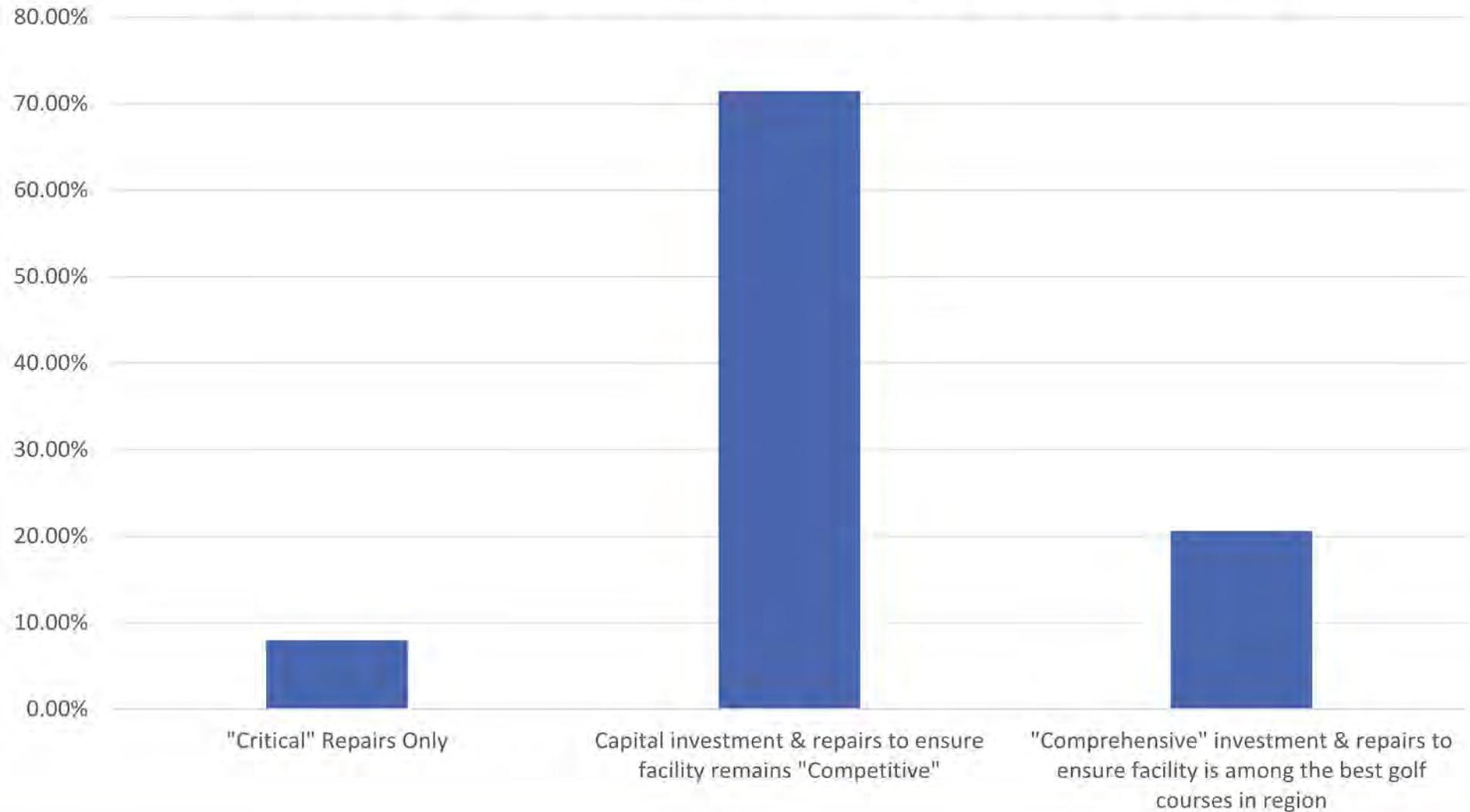
All

What type golf experience do you believe the City of Red Wing should provide at Mississippi National Golf Links?



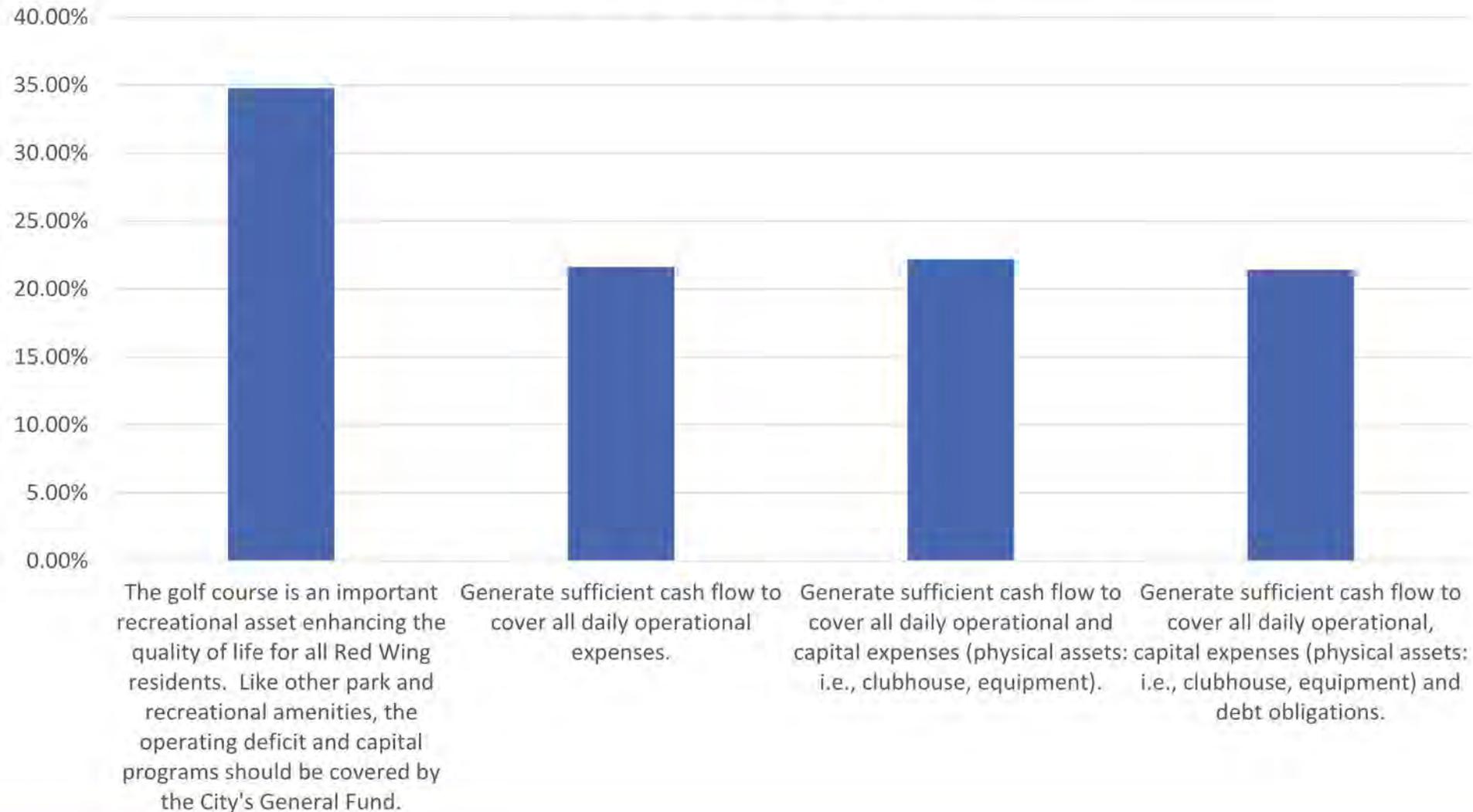
All

At what level should the City of Red Wing invest in capital improvements and repairs for the Mississippi National Golf Links?



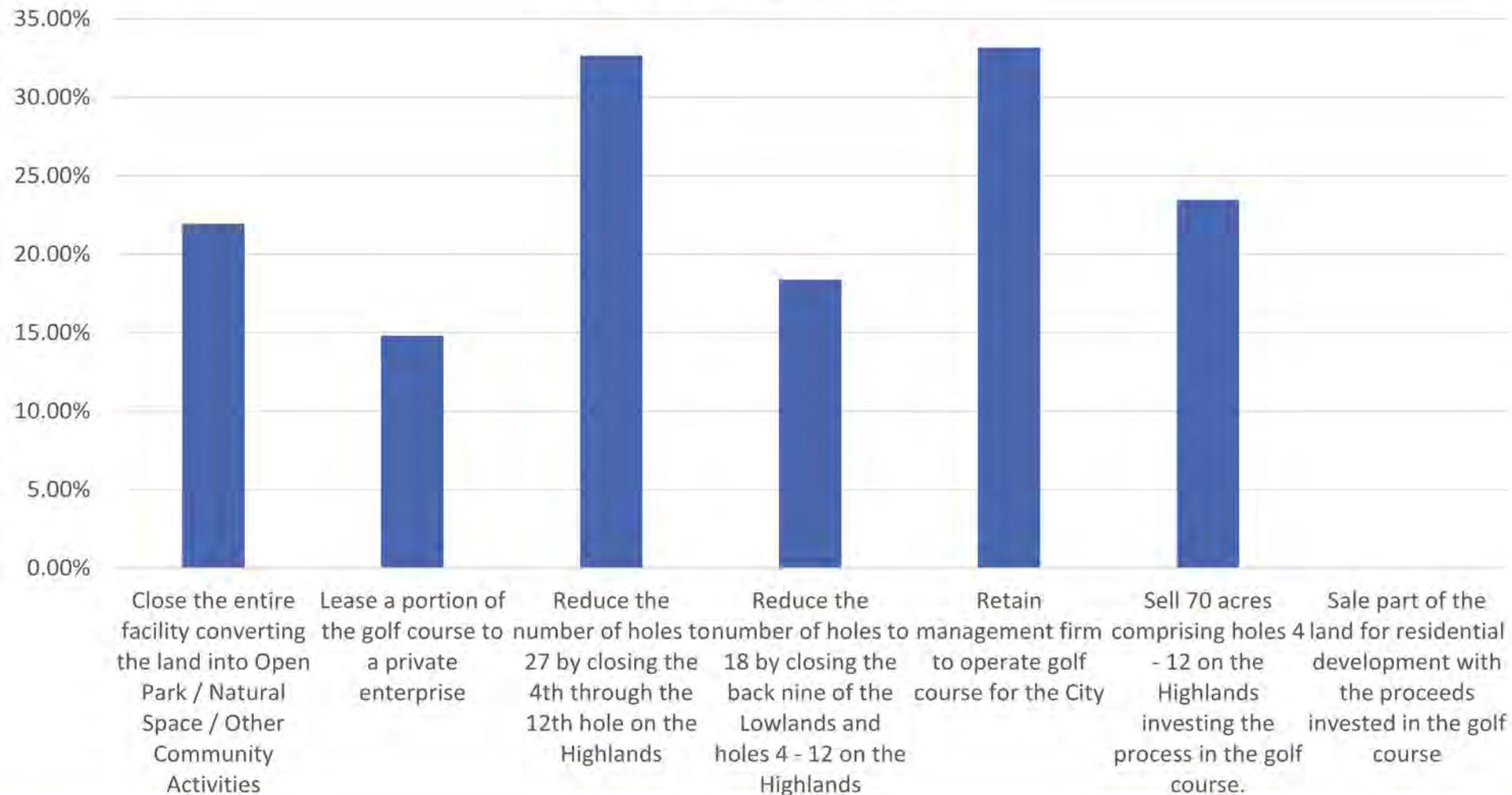
All

To what financial benchmark should the City of Red Wing's Mississippi National Golf Links be held?



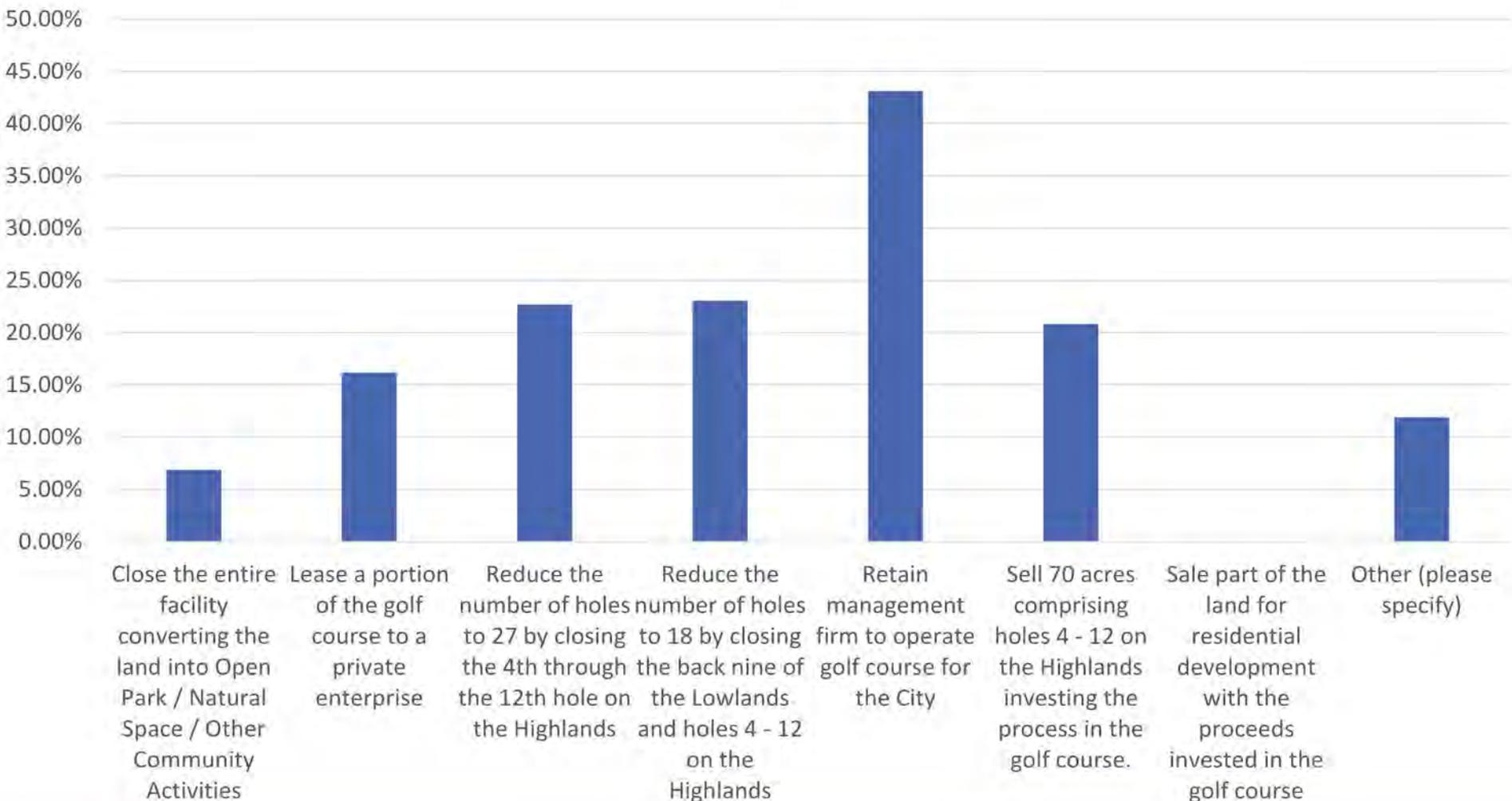
Residents—

If the City of Red Wing decided that Mississippi National Golf Links were an unsustainable financial burden, which alternative would you prefer they select?



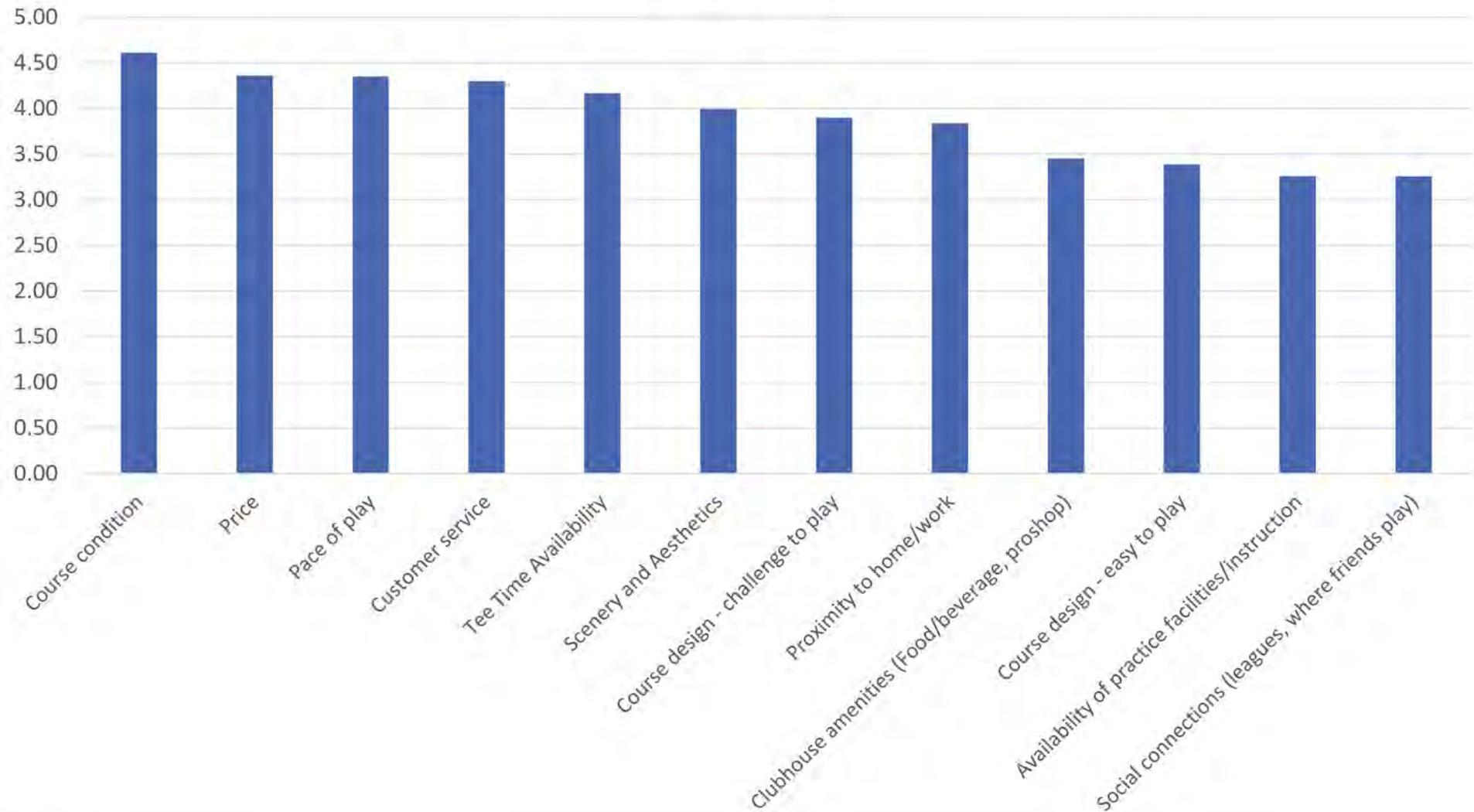
ALL –

If the City of Red Wing decided that Mississippi National Golf Links were an unsustainable financial burden, which alternative would you prefer they select? Please check all options that you deem viable.



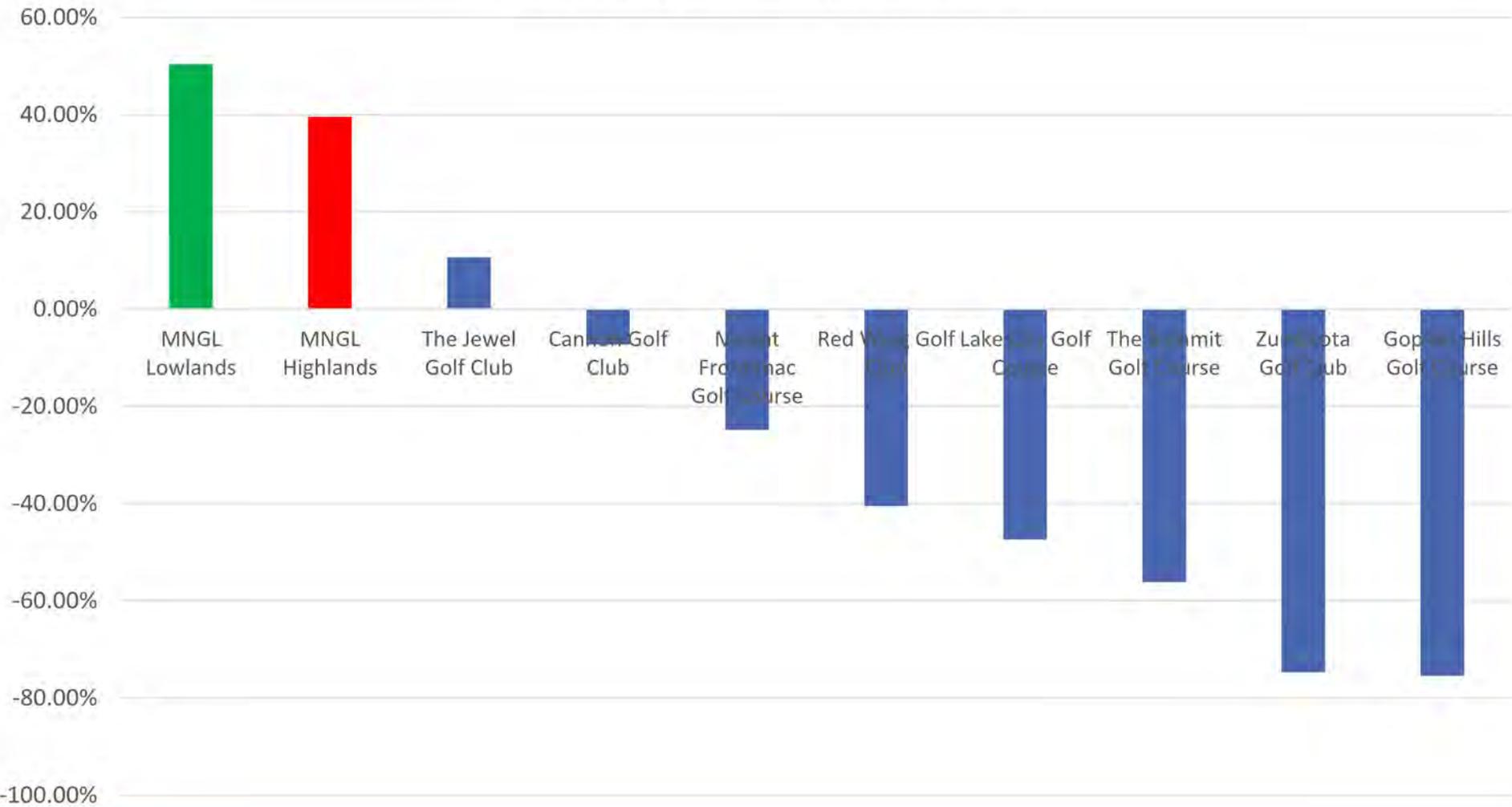
ALL

What factors are important to you in selecting one course over another?



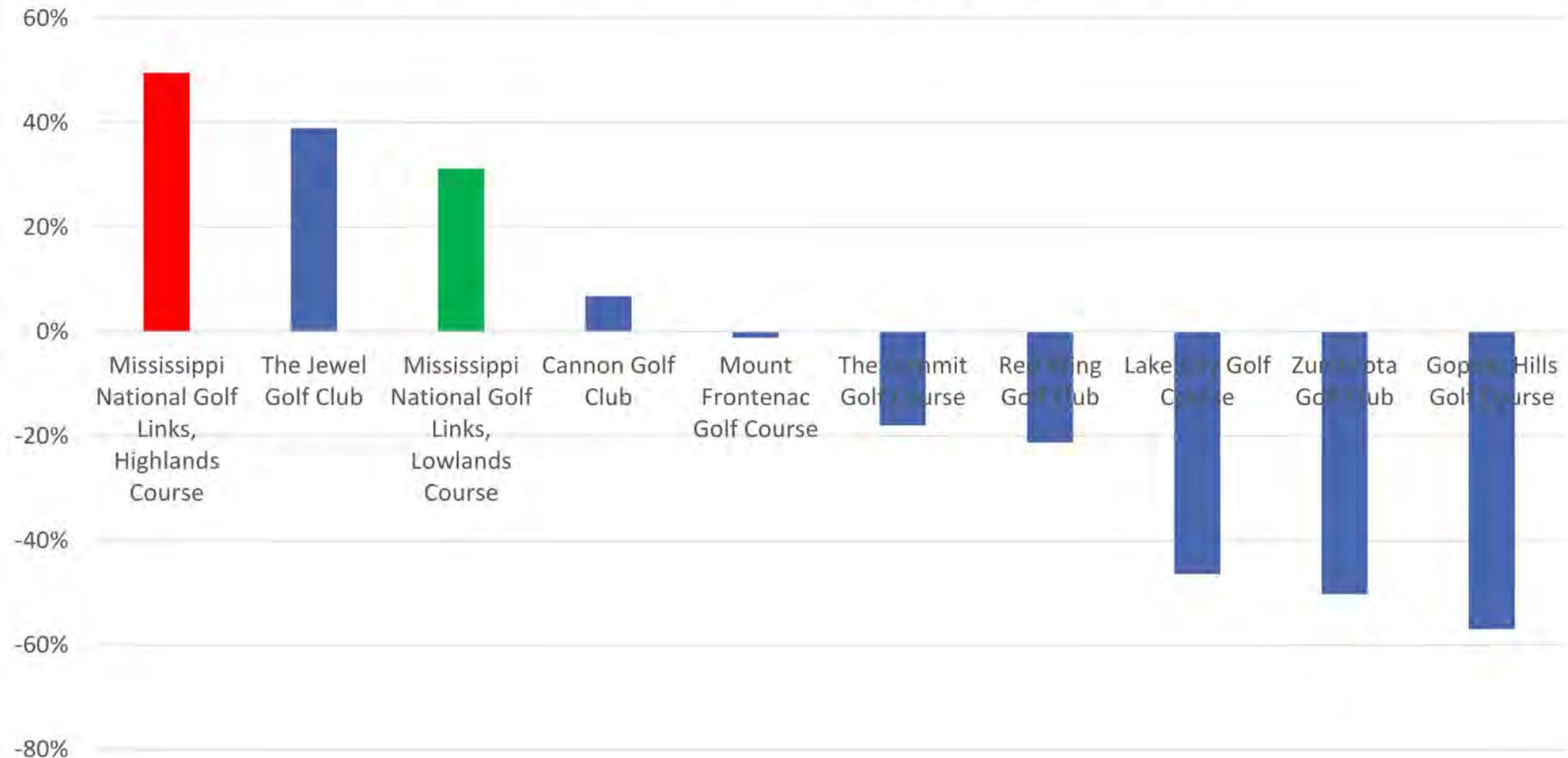
Residents

Based on your playing experience over the last 24 months, how likely is it that you would recommend the following courses to a friend, colleague, or family member?



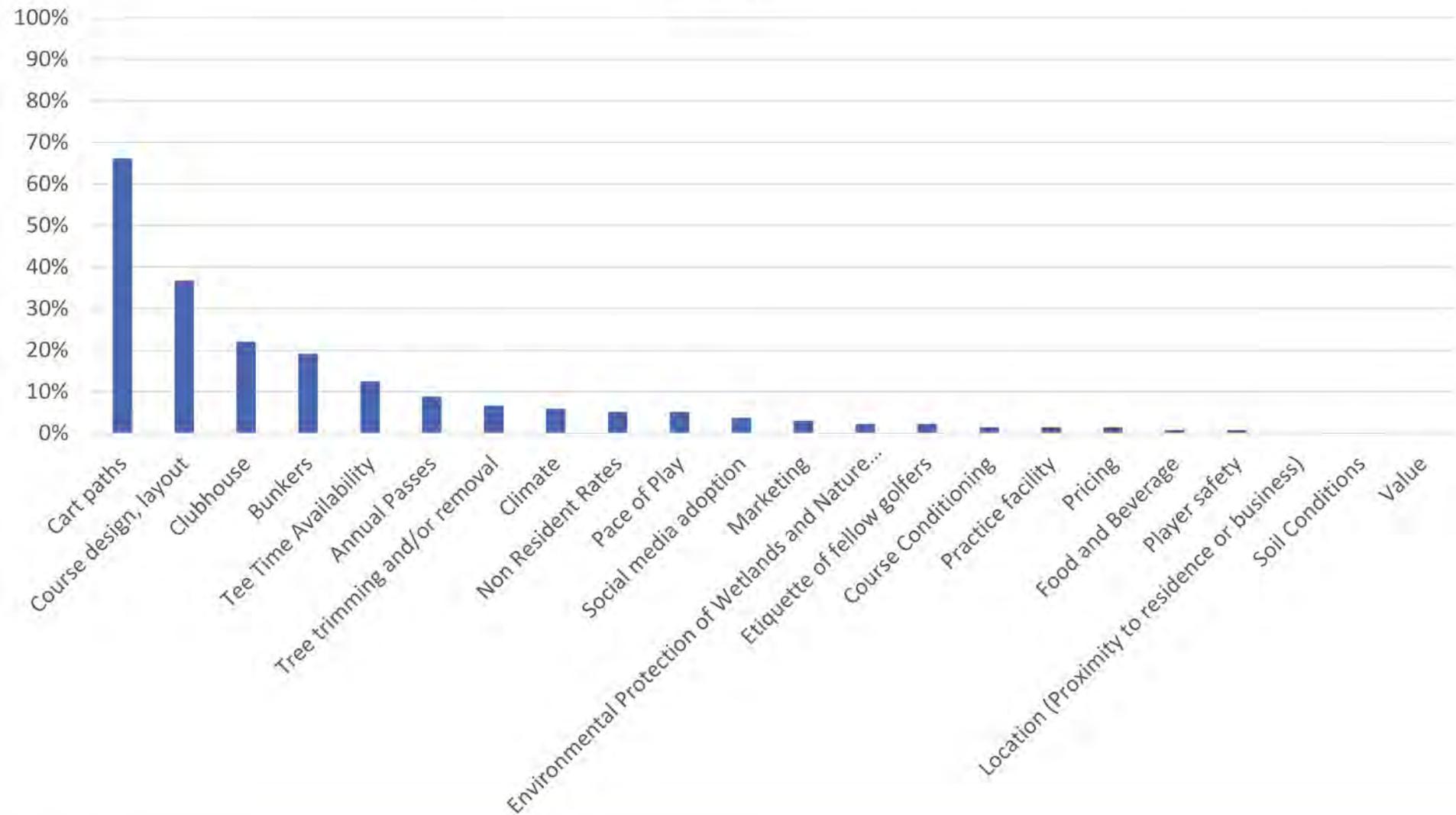
All

Based on your playing experience over the last 24 months, how likely is it that you would recommend the following courses to a friend, colleague, or family member? (Rate your likelihood to recommend on a scale of 0 to 10 with “10” being “Extremely Likely”)



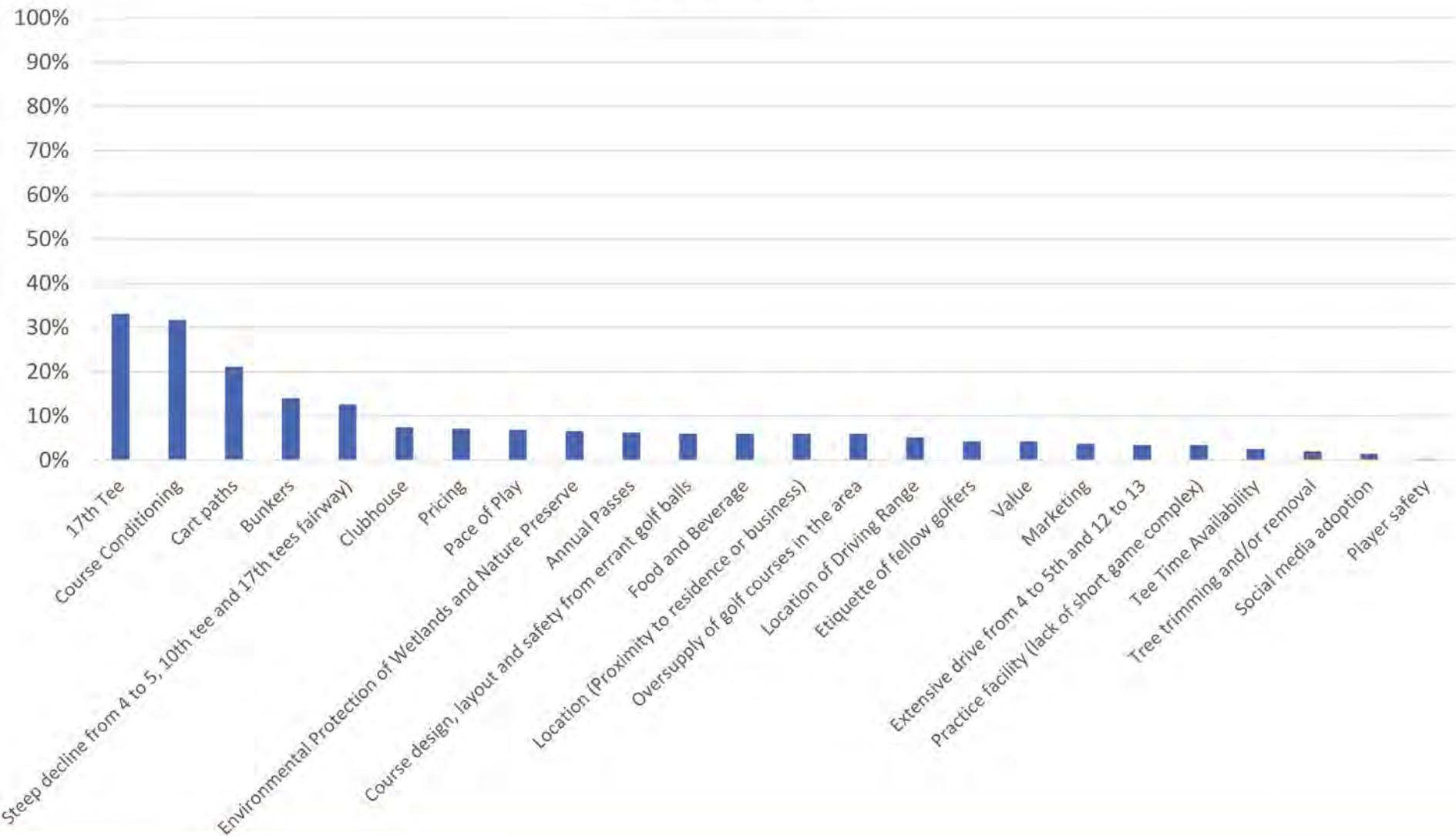
Residents

What do you believe is the biggest challenge facing the Lowlands Golf Course?



Residents

What do you believe is the biggest challenge facing the Highlands Golf Course?



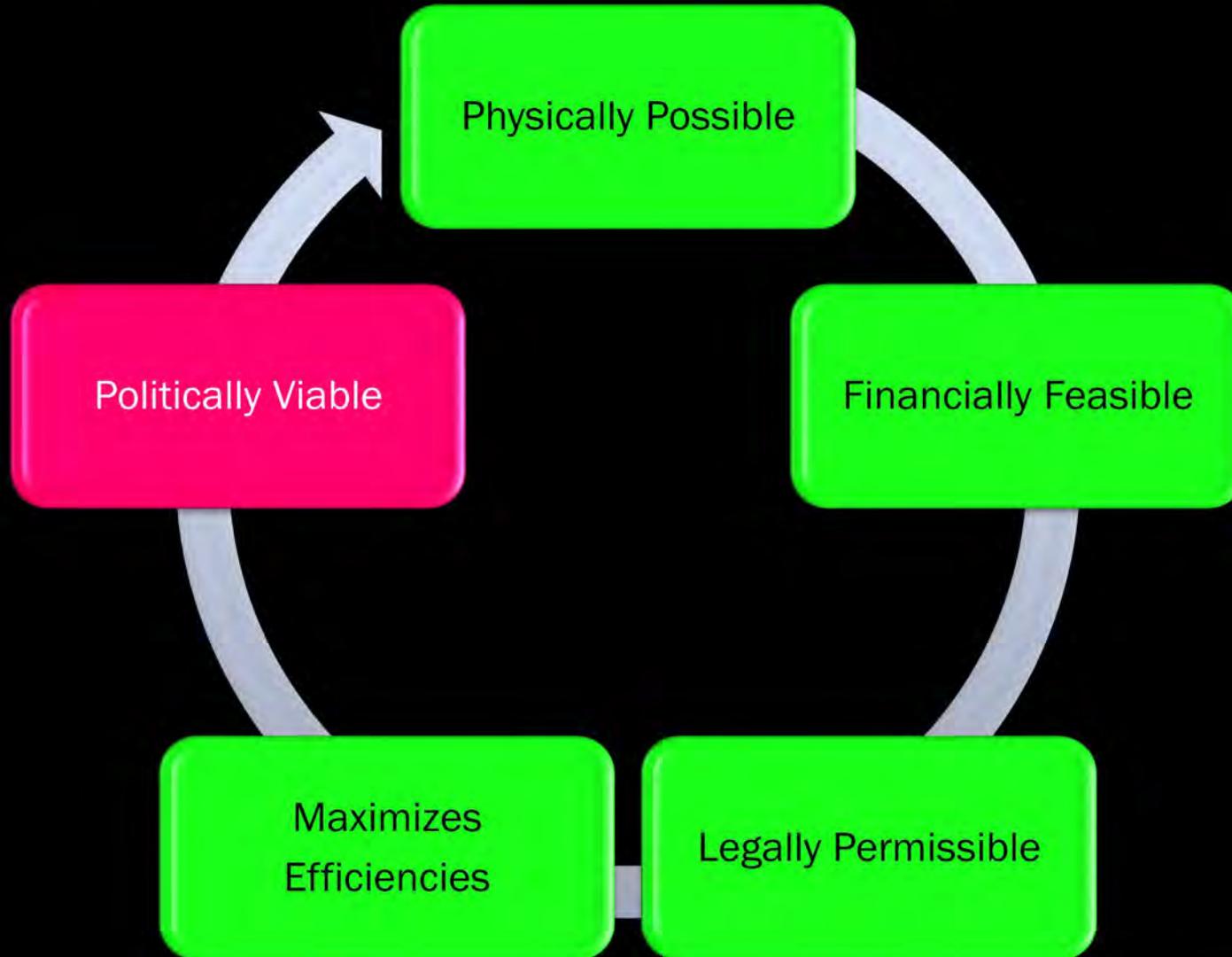
City of Red Wing's Golf Course Are Well Liked by Golfers but Believe Capital Investment is Required

So, what does it all mean?





The Solution Must Contain These Vital Elements



Matrix of Decisions	Self Manage	Management	Lease
Risk	Full Risk	Full Risk	No Risk
Capital Investment	Full Capital	Full Capital	No Capital, unless negotiated.
Profits	Full Profits	Full Profits less a management fee	No Profits other than "rent", Capital and Profit sharing in very rare circumstances

A Management Company under the Typical Third Party Contract is
Not Viable

You Might Lease the Course to a Benevolent Entity That Has Initial Philanthropic Interests Hoping for a Long Term Economic Return

Cliff Notes: The Path Forward

- Step 1: Adjust rates effective immediately eliminating pervasive discounting
- Step 2: Operate 27 holes closing Highland holes 4 -12 effective upon the conclusion of scheduled tournaments (September 15, 2019?) through the conclusion of the Red Wing Municipal Golf Link agreement
- Step 3: Sell the Highlands holes 4 – 12
- Step 4: Increase season pass prices in 2020
- Step 5: Integrate the POS and Web Based Reservation and Enhance Data Input Accuracy in 2020
- Step 6: Reinvest proceeds in Mississippi National for cart paths and drainage on Lowlands holes 2, 3, 7, 10 and 11.
- Step 7: Reduce holes in 2021 to 18 holes if the net operating loss is greater than the cost of maintaining open park space.
- Step 8: Evaluate adding a “theme” recreational park that enables all residents to participate in a physical outdoor activities.



Got Any



Thank you



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W hat's I mportant N ow



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