

THE OAK HILLS PARK AUTHORITY MASTER PLAN

JUNE 19, 2014





THE OAK HILLS PARK AUTHORITY

TABLE OF CONTENTS

SECTION	TITLE	PAGE
1	PURPOSE <ul style="list-style-type: none">• 1999 PRIOR PROPOSED MASTER PLAN• OAK HILLS MASTER PLAN 2014• GOALS	4 4-5 5 5-6
2	NORWALK RECREATIONAL AREAS AND OPEN SPACE <ul style="list-style-type: none">• A CITY COMMITMENT• RECREATIONAL INVENTORY• A FINANCIAL COMMITMENT	7 7-8 8-10 10-11
3	OAK HILLS PARK MASTER PLANNING <ul style="list-style-type: none">• MISSION STATEMENT• CONDITIONS OF OHPA LEASE• LEGAL REQUIREMENTS• NEEDS ASSESSMENTS	12 12 12-13 13 14-15
4	OAK HILLS PARK TODAY <ul style="list-style-type: none">• ARCHITECTURAL AND HISTORICAL SIGNIFICANCE• PHYSICAL IMPROVEMENTS• ZONING• PLANNING STANDARDS	16 16-17 17-19 19-20 20-21
5	MASTER PLAN <ul style="list-style-type: none">• PROPOSAL• MASTER PLAN COMPONENTS<ul style="list-style-type: none">• OAK HILLS GOLF LEARNING CENTER• OAK HILLS PARK NATURE LEARNING CENTER• OAK HILLS PARK TENNIS AND FITNESS CENTER• OAK HILLS PARK WELCOME CENTER• INFRASTRUCTURE UPGRADES AND IMPROVEMENTS• COST AND PHASING	22 22 22 22-23 23 23-24 24 24 24-25
6	OAK HILLS PARK GOLF LEARNING CENTER <ul style="list-style-type: none">• SOURCE DATA• ECONOMICS AND INDUSTRY OUTLOOK• GOLF PARTICIPATION• ROUND PLAY• GOLF COURSE SUPPLY• PUBLIC GOLF COURSES• MUNICIPAL GOLF• REVENUE EXPECTATIONS• PRODUCT OVERVIEW<ul style="list-style-type: none">• VALUE PROPOSITION• TARGET MARKET• COMPETITION• BENEFITS• PROPOSED SITE PLAN• CONSTRUCTION• COST	26 26 26-27 27-29 29-30 30-31 31 31-32 32 32-33 33 33-35 35-36 37 37-38 39-40 40



THE OAK HILLS PARK AUTHORITY

7	OAK HILLS PARK NATURE LEARNING AND FITNESS CENTERS	41
	<ul style="list-style-type: none">• ANALYSIS• COST	41-42 42
8	OAK HILLS PARK WELCOME CENTER	43
	<ul style="list-style-type: none">• ANALYSIS• COST	43 43
9	INFRASTRUCTURE UPGRADES AND IMPROVEMENTS	44
	<ul style="list-style-type: none">• TOTAL COST• BY HOLE ANALYSIS• GENERAL IMPROVEMENTS	44 45-58 58
10	ECONOMIC ANALYSIS	59
	<ul style="list-style-type: none">• PRO FORMA ANALYSIS AND METHODOLOGY• GENERAL ASSUMPTIONS<ul style="list-style-type: none">• DEBT HISTORY OF OAK HILLS• FORECAST GOLF CONSULTING RADIUS STUDY• COMPARABLE RANGE FACILITY ANALYSIS• REVENUE AND EXPENSE ASSUMPTIONS• CASH FLOW PROJECTIONS<ul style="list-style-type: none">• BASE CASE WITH METRICS• OPTIMISTIC CASE WITH METRICS• WORSE CASE WITH METRICS• TDRS PROJECTIONS WITH METRICS• ACCRETIVE ANALYSIS• PROPOSED DEBT STRUCTURE	60 61-73
11	PLAN IMPLEMENTATION AND MARKETING PLAN	74
	<ul style="list-style-type: none">• MARKETING OBJECTIVES• MARKETING STRATEGY	74 75-76
12	MANAGEMENT TEAM	77
	ADDENDUM	78-136
	<ul style="list-style-type: none">• CREDENTIALS OF UNPAID CONSULTANTS• PUBLIC HEARING MINUTES• PLANNING AND ZONING DIRECTOR COMMENTS• SUBMITTED COMMENTS AND NOTES FROM STAKEHOLDERS• EXISTING MASTER PLAN	



THE OAK HILLS PARK AUTHORITY

PURPOSE

The OHPA has undergone a dramatic transformation over the past two years. Steps were taken by the OHPA in 2012 and 2013 to stabilize and improve operations including hiring a new management team consisting of a new Executive Administrator, a golf-pro and course superintendent. The playing experience at Oak Hills is greatly improved and the OHPA has gotten better expense and accounting controls in place.

In December of 2013 new leadership of the OHPA began to take the group into a new direction as it became obvious that the status quo at the park was not acceptable. Despite short term improvements physically and financially, changing demographics and needs of golfers have changed since the inception of the Authority in 1998. It became obvious that with the decline in rounds over the previous few years a more aggressive approach to marketing and management was needed. We also recognized that significant upgrades to the infrastructure of the park were needed to allow Oak Hills to better compete in its market segment and allow the OHPA to substantially improve over overall finances of the park. The success of Sterling Farms in Stamford and its \$6 million renovation is proof of that premise. This effort culminated with the release of Oak Hills Draft Park Strategic Plan in February of 2014.

1999 PRIOR PROPOSED MASTER PLAN

In May of 1998, the OHPA hired the firm, Concept Golf Consultants, LLC (CGC) at significant expense, to undertake a Master Plan study and report its findings to the Master Plan Committee. That plan was submitted in March 1999 but was never approved for reasons unknown (See Exhibit Addendum for copy of that Plan).

Findings from that plan included the following:

- The physical characteristics of the park present both significant opportunities and constraints to the expansion of other non-golf and tennis related recreational uses for the public.
- The site is characterized by its abundant rock outcroppings and several areas of standing water or marshy grounds. While such natural features add to the beauty of the landscape, they also appreciably limit the available options for rearrangement and reassignment of uses for much of the park acreage in a manner that would be cost effective and ecologically responsible. This includes reducing the course from 18 to 9 holes.
- In contrast to the prevalence of such scenic natural attributes, Oak Hills Park has had to contend with the formidable presence of the CL&P 80 foot wide transmission corridor which bisects the back ten holes of the course. Easement limitations on use within this corridor and the physical obstacles of tall transmission towers will continue to play a major role in the evolution of the site.
- At 144 acres the park with an 18-hole golf course is compact and unused open land is limited. The marginal amount of open space that does exist is predominately either rock ledge or wetlands.



THE OAK HILLS PARK AUTHORITY

Despite its physical limitations, the park provided the citizens of Norwalk with an enjoyable recreational facility that predominately centered on the 18-hole golf course with its secondary use an 8 court tennis center.

There was reportedly an attempt in 2003-2004 to develop a master plan but there is no public record of any document being drafted or submitted any governmental authority for either review or approval.

OAK HILLS MASTER PLAN 2014

The purpose of this document is to update and enhance the prior proposed master plan for Oak Hills Park and suggest improvements that will make Oak Hills Park THE public recreational asset in the region. That 1999 plan was developed by a previous OHPA at a significant cost. In general, that Master Plan proposed to incorporate a wider variety of uses for the park throughout the year and recommended ways in which the park may be improved to better serve the public. There was significant public input at that time. Those uses as well as others are addressed in this Master Plan.

Representatives of Total Driving Range Solutions, LLC ("TDRS") the vendor chosen by the OHPA to design and develop the Oak Hills Golf Learning Center, assisted us in developing this master plan as that is part of our agreement when they were designated as developer of the practice facility. Their team consists of Golf Course and Landscape Architects, building architects and development professionals. Credentials of team members are attached in the Addendum.

In addition to TDRS, our Superintendent, Golf Professional, and Executive Director also participated to help further refine elements of the renovation to the existing Oak Hills Park infrastructure.

GOALS

The goals of the OHPA Master Plan Committee for this document are as follows:

- I. Discuss the City of Norwalk's Commitment to recreational areas and open space including a discussion of parks and their recreational uses, The City's planning goals with respect to its parks, and the financial commitment of the city to parks and recreation. Most citizens do not realize that parks and recreation is a \$6-8 million annual business in the City (including Oak Hills) and is a large part of the fabric of the community.
- II. Provide a detailed discussion of Oak Hills Park to better educate the community about Oak Hills and the OHPA. This includes a discussion of the master plan requirements to the City under our lease, a discussion of the legal requirements, and a discussion of the existing Master Plan.
- III. Provide for a detailed discussion of Oak Hills Park including its uses.
- IV. The existing Master Plan for Oak Hills, which serves as the basis for this plan, suggested that long range strategic considerations needed to be reevaluated on a regular basis – preferably every ten years. This was due to an inevitable change in



THE OAK HILLS PARK AUTHORITY

area demographics and as the popularity of particular sports fluctuates over time. This master plan discusses needed infrastructure improvements to Oak Hills to reposition it as the finest municipal daily fee course in the region. Improvements would also be provided for non-golf users.

- V. Discuss the marketing plan for the OHPA that will be developed and used to implement this Master Plan.

A public meeting regarding this plan was held on May 22, 2014. Minutes and comments from that meeting are attached in the Addendum. Responses to comments made can be found in the body of the Master Plan where applicable.

MASTER PLAN



THE OAK HILLS PARK AUTHORITY

NORWALK RECREATIONAL AREAS AND OPEN SPACE

A CITY COMMITMENT

The City of Norwalk is in the recreation business. We as a community have made major commitments to our Recreational and Open space assets in terms of both expenditures on maintenance and capital improvements to those assets as well as our community wide planning.

Norwalk has an enviable inventory of high quality park and recreational opportunities. The City's Recreation and Parks Division maintains over 1,050 acres of public park land, including 2 public beaches on Long Island Sound, 238 acres of open space at Cranbury Park, 70 acres of waterfront park land at Veteran's Park and Calf Pasture Beach, Mathews Park, Heritage Park, Fodor Farm, and several neighborhood parks. Parks and Rec also maintains numerous athletic fields, tennis and basketball courts, and playgrounds located throughout the city including school properties. It also sponsors a full array of active and passive recreational programs.

The City also funds the Historical Commission, which operates and maintains publicly owned historical buildings, including Lockwood-Mathews Mansion, the Norwalk Museum and Mill Hill Park Museum; and the Norwalk Public Library, which operates two branches within Norwalk. In addition, the City owns an 18-hole golf course located at Oak Hills Park and leases the property to the Oak Hills Park Authority, which manages in its entirety the operations of the golf course and park.

Open Space and recreational areas are also cornerstones of The Plan of Conservation and Development of the City of Norwalk. (The current plan became effective on July 3, 2008. According to opening paragraph in Section C – Open Space and Recreation, "Open spaces, parks, and recreational areas should be viewed as components of a connected system, not as isolated features. People are increasingly attracted to walking trails, bike paths, linear parks, and natural corridors—signs of a kinetic, outdoors oriented, 21st century lifestyle. The natural links between ecosystems— wildlife corridors, aquifers and wetlands, relationships of food chains, etc.—provide a model for integrated relationships between open space and user-friendly passive and active recreation. The combination of Open Space and Recreation in this report underlines the importance of an overall approach to both providing and connecting these diverse resources."

Section C.3 of the plan is devoted to recreational uses in the city. Section C3.1 specifically states that the main goal is to provide a greater diversity of recreation facilities and programs to meet the needs of all user groups, including new facilities for supervised recreation for young people.

The plan lays-out in detail seven steps to achieve this goal:

- C.3.1.1 Consider the construction of a municipal golf driving range by examining sites in which such a facility would be in keeping with the integrity of the surrounding



THE OAK HILLS PARK AUTHORITY

neighborhood and its environmental conditions while recognizing the need to preserve public park open space to the greatest extent possible

- C.3.1.2 Provide a fishing pier and picnic tables at Veterans Park
- C.3.1.3 Provide additional areas/opportunities for walking
- C.3.1.4 Provide an improved recreational experience to South Norwalk residents beyond that currently available at Ryan Park; refurbish Ryan Park to suit residents' needs and establish park constituency
- C.3.1.5 Examine the potential for a skating rink in the City of Norwalk by private parties to augment recreational opportunities available to residents
- C.3.1.6 Examine the potential for an indoor swimming pool in the City of Norwalk to augment recreational opportunities available to residents
- C.3.1.7 Inventory necessary public amenity upgrades at existing neighborhood parks. Public amenities such as restroom facilities, lighting, and seating areas should be deemed as necessary."

RECREATIONAL INVENTORY

Major parks and their recreational opportunities include:

Cranbury Park is located in the northeast part of the city in the Cranbury section of the city. Its expansive 227 acres features the Gallagher Mansion building and offers a series of wooded trails and a dog friendly environment in the orchard. The Great Lawn presents a dramatic backdrop to wedding parties and festivals all year long. The park also features



- An 18-hole Disc Golf Course that winds in and out of the woods
- Pavilion
- Picnic Areas
- Playground
- Sculpture Garden

Calf Pasture Beach / Shady Beach / Taylor Farm are located in East Norwalk adjacent to Long Island Sound. The features of the parks include

- Picnic areas, beaches,
- Baseball/softball and volleyball,
- A skate park, playground, sun and sand sports,
- A sailing school,
- Bocce and basketball courts,
- And 3/4 of a mile of open coast line with tremendous





THE OAK HILLS PARK AUTHORITY

views.

- There are also special events scheduled all season long; from car shows to concerts
- Taylor Farm Park is rated by Bringfido.com as one of the Top 10 Off-Leash Dog Parks in Connecticut

Fodor Farm is an 8-acre parcel of land whose agricultural use dates back to the settlement of Norwalk in the mid-1600s. The park is located near the intersection of Scribner Avenue and Flax Hill Road. It is the newest park in the city. Fodor Farm was going to be developed as a single family residential neighborhood until the environmental and preservation community convinced city officials that open space was a better use. It was acquired by the city in the mid -1990s for \$4.5 million.



- Today, Fodor Farm is literally an environmental classroom featuring 300 working sustainable gardens, an orchard, bee hives, green houses, tool sheds and currently in development, a new tree farm.
- The new facilities now provide a home for the demonstration and hosting of events to promote healthy eating.

Mathews Park is located on West Avenue in central Norwalk. It is adjacent to I-95 and the two major redevelopment areas of the city: Reed Putnam and Waypointe. The park features include:



- The Matthews Mansion Museum and Stepping Stones Museum,
- an arts center,
- a playground, tennis courts, and picnic areas,
- A historic cemetery.

Veteran's Memorial Park and Marina is situated on 35 acres of land immediately across the Stroffolino Bridge from Washington Street and the area of town generally referred to as SONO. Park features include

- marina and boat launch site,
- A concession stand,
- A playground, bicycle and jogging paths,
- Basketball courts,
- Soccer, hockey, and football, and lacrosse fields and baseball diamonds,
- Visitor docks with full power available,
- A boating center and marina.
- The park also includes a walk esplanade overlooking scenic Norwalk Harbor.





THE OAK HILLS PARK AUTHORITY

Island Parks of Norwalk include Grassy, Shea (Ram), and Chimon islands. They are designated carry-in, carry-out recreation areas with overnight camping available in designated areas.

Oak Hills Park Golf Course is Norwalk's second largest recreational facility and was conceived, designed and built and operated as an 18-hole golf course and tennis facility since it was opened in 1969. Oak Hills was originally built under a park and infrastructure and improvement grant likely under the Community Development and Block Grant Program (or its 1969 equivalent). It has been operated by the Oak Hills Park Authority since March 1, 1998.



A FINANCIAL COMMITMENT

Norwalk's financial commitment to its parks is enviable. A review of the Approved City of Norwalk Operating Budget for FYE 2014 for Parks and Rec (Table below) shows that the approved budget for Park Maintenance alone for the city is approximately \$2.5 million and \$3.8 million in total when all expenditures are considered. In addition, their most recent capital budget was \$2,392,000, which represented 11.5% of the gross capital budget (2012/2013) for the city. That amount is projected to be over \$1.1 million annually over the next few years.

FUNDING SUMMARY

EXPENDITURES

<u>Budget By Activity</u>	2010-11 Actual	2011-12 Actual	2012-13 Approved	2013-14 Approved	Variance	% Change
Administration	\$488,599	\$562,234	\$569,429	\$651,143	\$81,714	14.35 %
Recreation	\$549,037	\$488,928	\$595,088	\$586,077	(\$9,011)	(1.51%)
Park Maintenance	\$2,271,070	\$2,553,023	\$2,350,292	\$2,492,350	\$142,058	6.04 %
Building Maintenance	\$78,095	\$70,850	\$86,733	\$72,015	(\$14,718)	(16.97%)
Grants	\$21,517	\$13,809	\$14,602	\$14,352	(\$250)	(1.71%)
Total	\$3,408,319	\$3,688,845	\$3,616,144	\$3,815,937	\$199,793	5.53 %

The department charges fees as an offset to the costs of its budget. These include fees charged for specific recreation programs such as soccer, softball and swimming. Other fees received include fees from beach parking and special events such as the Norwalk Boat Show. A summary of those fees are in the table below.



THE OAK HILLS PARK AUTHORITY

SERVICE CHARGES

	Audited Actual 2010-11	Audited Actual 2011-12	Budget 2012-13	Budget 2013-14	Change
Recreation & Parks	898,250	888,311	927,100	922,300	(4,800)

At a total net operating cost of \$2.9 million for the current fiscal year and over \$4 million to \$5 million per year including capital costs, our great parks and recreational opportunities are on account of the citizens of Norwalk willingness to pay for the maintenance and upkeep and capital improvements to our parks.

It should be noted that there is no direct tax payer funding of the OHPA out of the City of Norwalk Operating Budget. It was created as a self-sufficient authority in 1998 with its income based on "user fees". As is the case with other authority entities in the city (WPCA, and Parking) funded loans from the capital budget are fully collateralized from specific revenue streams.



THE OAK HILLS PARK AUTHORITY

OAK HILLS PARK MASTER PLANNING

The Oak Hills Park Authority is an autonomous body was created by the Common Council of the City of Norwalk, in accordance with Section 7-130a through 7-130w of the Connecticut General Statutes. The Authority legislation can be found in the Chapter 73 of City of Norwalk Code. It operates the park under a lease agreement that commenced on March 1, 1998 and expires in February 2018.

The OHPA was formed for the purpose of acquiring, constructing, operating, maintaining and managing the Oak Hills Park, including the golf course, tennis courts and related recreational facilities currently located therein and any related project(s) as defined. Other defined uses include a restaurant and a driving range. The Authority was also charged to maximize the recreation and park use of Oak Hills Park.

The primary mission of the OHPA is:

TO PROMOTE, MAINTAIN, AND ENHANCE THE ASSETS, ACTIVITIES, AND FACILITIES, ENTRUSTED TO OUR CARE, WHILE MAINTAINING FINANCIAL STABILITY FOR THE BENEFIT OF ALL PARK USERS AND RESIDENTS OF NORWALK.

Our goal is to become the recognized market leader in providing high quality golf rounds, and practice and golf lesson services to its target markets. Those markets consist first of the City of Norwalk, and secondarily the surrounding Towns of Westport, Wilton, New Canaan, and Darien. Its secondary mission it to provide City of Norwalk residents alternative recreational uses in the non-golf areas of Oak Hills Park. Current uses include a multi-court tennis facility. Potential uses could include walking trails and nature learning area, and non-park sanctioned winter sports such as cross country skiing, sledding, and ice skating.

Based on statistics maintained by the OHPA, over 600,000 rounds of golf have been played at Oak Hills since 2000. Coupled with other park uses such as tennis and the restaurant, we believe that more than 700,000 people have enjoyed the use of the Oak Hills in the past 14 years. **At over \$1.45 million in annual gross revenue, Oak Hills generates almost 60% more in total revenue than the other city parks combined.** Norwalk's largest recreational revenue generator is Norwalk's Hidden Gem!

CONDITIONS OF OHPA LEASE

The operating lease for Oak Hills provides for several actions to occur on the part of the Authority and the City of Norwalk with regard to the creation of a Master Plan of Development. Specific lease articles include

- **Article 1(g) MASTER PLAN:** The term "MASTER PLAN" refers to the written overall plan of development for the PARK as prepared by the AUTHORITY and approved by the CITY's Zoning Commission, Planning Commission, Common Council and Mayor. The approval process shall include a public hearing and, in addition, shall follow the procedure set out in Section 8-24 of the Connecticut General Statutes. The Master Plan shall identify in



THE OAK HILLS PARK AUTHORITY

detail the financing, phasing, time tables, planning, marketing, construction and other PARK development issues. The final, approved MASTER PLAN will be attached hereto and incorporated herein as Exhibit B.

- **Article 3.01 USE OF PREMISES:** The AUTHORITY shall be entitled to use the DEMISED PREMISES solely for the construction, operation, management, and maintenance of the PARK as a public park and a public recreational facility. The existing IMPROVEMENTS will be utilized and/or demolished and reconstructed in accordance with the MASTER PLAN approved by the CITY according to the terms of this LEASE. The parties understand that the AUTHORITY shall have IMPROVEMENTS constructed on and in the PARK consisting of, but not necessarily limited to, a golf course and related golfing facilities, tennis courts, a restaurant, and other recreational and parking facilities for public use. Any future construction or development of the PARK not identified in the MASTER PLAN shall be subject to the prior approval process by the CITY, as set out in Section 1.01 (g).

LEGAL REQUIREMENTS

We have researched the legal requirements required for the approval of the Oak Hills Master Plan. According to a May 13, 1998 letter prepared by Diane Beltz-Jacobson, Assistant Corporation Counsel, and (Attached in the Addendum as Exhibit B) to Ralph A. DePanfilis, then Chairman of the Master Plan Committee for the OHPA. In that letter she states,

"The Master Plan, as conceived by the Lease, is the written overall plan of development for the Park. The Plan shall include a driving range, restaurant "and related facilities", which are designated as the "Phase I IMPROVEMENTS". The complete Master Plan for the Park shall identify the detailed financing, phasing timetables, planning, marketing, construction programs "and other PARK development issues." The final Master Plan must be submitted to the city "no later than one (1) year from the date of [the] LEASE" and shall thereafter undergo the approval process set out in the Lease.

Your question was whether the development of the Phase I IMPROVEMENTS are tied to the submission and approval of the Master Plan, or may the Authority commence development of the restaurant and driving range prior to the Plan's submission and approval. The Lease specifically addresses this issue in Article 6, Paragraph 6.01. It states that "the AUTHORITY may commence construction of the PHASE ONE IMPROVEMENTS under separate approval from the CITY, prior to the submission and approval of the MASTER PLAN." This must be done, however, "under separate approval from the CITY, according to the process set out in Article 1, paragraph 1.01(g)" of the Lease. This paragraph provides that such approval must be given by the City's Zoning Commission, Planning Commission, Common Council and Mayor. The approval process shall include a public hearing and shall follow the procedure required by Connecticut General Statutes §8-24.

The §8-24 procedure requires that the proposal be brought to the municipal Planning Commission for a report and recommendation. The Planning Commission has thirty-five (35) days from the date of official submission of the proposal to it to make its report. The Commission's failure to report within this time line "shall be taken as an approval of the proposal". If the Commission disapproves of the proposal, it shall record its reasons therefore and transmit the same to the Common Council. Any disapproved proposal must be approved by a two-thirds (2/3) vote of the Common Council if it is to survive and gain acceptance by the city. Any proposal approved by the Planning Commission is also sent to the Common Council, but requires only a simple majority of the members present and voting in order to survive.



THE OAK HILLS PARK AUTHORITY

NEEDS ASSESSMENT

Oak Hills Park was originally conceived in the early 1960s by a group of local civic leaders who envisioned a municipal park predominately used as a golf course and tennis facility with minimal passive uses such as walking trails and cross country skiing during non-golf months. The park is located in a residential neighborhood in the West Norwalk section of the city and has traditionally been enjoyed by the public most frequently during non-winter months.

The Prior Proposed Master Plan for Oak Hills suggested that long range strategic considerations needed to be reevaluated on a regular basis – preferably every ten years. This was due to an inevitable change in area demographics and as the popularity of particular sports fluctuates over time.

The OHPA recently issued its Draft Strategic Plan for Oak Hills. The goal of that report was to do a strategic review of current assets and suggest changes that would maximize use of the facility. This included

- Addressing the changes that have occurred in the economy and in the golf industry since the formation of the OHPA and suggest changes that address the “desire lines” created by park users and
- Address items C.3.1.1, C.3.1.3, C.3.1.5, and C.3.1.7 of the City’s Plan of Conservation and Development.

According to the American Society of Golf Course Architects (ASGCA), a “golf course master plan” is simply the common term for a renovation or improvement program to an existing golf course – an overall plan of development. This definition will be used as it applies to the Golf Course use, which is over 90 of the 144 acres of land at Oak Hills.

Generally speaking the plan is the culmination of informational between the course users (or members) the governing board of the course, a long-range planning committee such as our Master Plan Committee and the golf course architect.

The reasons why a golf course master plan should be developed vary (**and all are applicable here**). These include

- A desire to restore or enhance the character of a classic course or a need to establish uniform playing conditions.
- A desire to create a high-quality practice facility.
- Create a separate set of tees for seniors
- Redesign of specific areas to fit the needs and conditions of the golf course to adapt to recent changes in the game of golf (i.e. better equipment, new rules, remedies to slow play)

The physical characteristics of the park present both significant opportunities and constraints to the expansion of uses for the public. The site is characterized by its abundant rock outcroppings and several areas of standing water or marshy grounds. In addition, Oak Hills Park also has to contend with the formidable presence of the CL&P



THE OAK HILLS PARK AUTHORITY

80 foot wide transmission corridor which bisects the back ten holes of the course. In addition, at 144 acres the park with an 18-hole golf course is compact and unused open land is limited.

The marginal amount of open space that does exist is predominately either rock ledge or wetlands. The facts appreciably limit the available options for new uses for much of the park acreage in a manner that would be cost effective and ecologically responsible.

Over the past several months we have researched the existing uses and infrastructure at the park and have developed suggested solutions that are outlined in detail in a draft strategic plan. These recommendations were developed through the input of the Oak Hills Park Authority members, the staff of Oak Hills that included the Superintendent, the Pro, and the Executive Director, TDRS, and public input at our regular scheduled meetings and at our strategic planning meeting.

The centerpiece of the OHPA Strategic Plan is the creation and co-location of three teaching facilities at Oak Hills; a Golf Learning Center located on vacant land between the sixth green and second tee, and a Nature Learning located on vacant wooded land behind the 18th hole, and an outdoor Tennis and Fitness Center collectively located on wooded and open vacant land behind the existing restaurant and at the existing Tennis Center on Fillow Street. In addition to these learning centers we are proposing significant park improvements that collectively make Oak Hills Norwalk's finest recreational facility.

All of the current and proposed uses in this Master Plan are as of right in accordance with current zoning requirements. The Golf School element has been included in the last two Plans of Conservation and Development for Norwalk. The location chosen has taken an already partially developed area of the park and provided the use without disrupting the rest of the park or the neighborhood. We understand that the proposed plan would need to be reviewed by the Conservation Commission staff since it includes work near wetlands/watercourses. Its location is on a hill above those water courses and it should have no impact whatsoever.



THE OAK HILLS PARK AUTHORITY

OAK HILLS PARK TODAY

The centerpiece of the 144-acre Oak Hills Park Golf Course and Tennis center is an 18-hole golf course that was designed by Alfred Horace Tull. Opened in 1969, the course features 6,407 yards of golf from the longest (blue) tees for a par of 71. The course rating from the blue tees is 70.3 and it has a slope rating of 133 on Rye grass.



ARCHITECTURAL AND HISTORICAL SIGNIFICANCE

According to many golf historians Alfred Tull was a well-known and respected golf course architect during his day. It is often forgotten that he developed some of the most well-known golf facilities in the region giving Oak Hills a special design heritage that many municipal courses cannot claim.

Tull was born in England and immigrated with his family to Canada in 1907. He came to the United States in 1914. He began his career with his brother William in a firm that supervised the construction of the golf courses designed by design greats Walter Travis, A.W. Tillinghast, and Devereux Emmet. During this period, the Tull brothers designed a few golf courses on their own.

In 1924, Tull joined Devereux Emmet (1862-1934) as a design associate. He became a full partner with Emmet in 1929 establishing him as a respected professional golf course architect. Tull continued the practice on his own after the death of Emmet in 1934. Tull became Member No. 33 of the American Society of Golf Course Architects in 1963 and a Fellow of the society in 1967.

Tull was responsible for the design, renovation and construction of nearly 100 golf courses throughout a career that spanned 5 decades including over 50 courses in the New York Metropolitan Area. His work included courses from Newfoundland, Canada to Arkansas. During his time with Emmet, Tull helped with the design or redesign of



THE OAK HILLS PARK AUTHORITY

Huntington Country Club and Nassau Country Club on Long Island, and Bedford Golf and Tennis Club in Westchester County. On his own, Tull designed the Country Club of Darien, Rolling Hills Country Club in Wilton, New Canaan Country Club in New Canaan, Silvermine Country Club and Oak Hills Park in Norwalk. In addition he did the Muttontown Club, Indian Hills Country Club and the Yellow Course at Bethpage State Park on Long Island; and Mendham Golf and Tennis Club in New Jersey.

Tull had the ability to walk the land and envision the routing and holes without the aid of a map. Once finished, Tull would transfer the course from his mind to topography maps, which were then used by the construction crew in building the course

PHYSICAL IMPROVEMENTS

In addition to golf, Oak Hills improvements includes two practice green areas, a short game area used for golf lessons, eight tennis courts, and a public restaurant located on the premises with banquet facilities. There are also walking trails located behind the restaurant that are minimally used by residents.

Oak Hills was conceived and designed to be used as a golf course and tennis facility with supporting amenities. It is a valuable asset to the community and is an important part of the City's recreational offerings.

The tennis facility is leased to a third party operator for \$30,000 per tennis season with annual rent increases of \$5,000 per annum over its five year term. That lease commenced in 2012 and triple net to the OHPA in that there is no continuing operating expense obligations. The center is opened in season and no other revenue is available to us typically after November 1st.



A 125 seat restaurant was approved in 2004 and later opened in 2006. It was constructed at a cost of \$2.2 million, not including leasehold improvements made by the former operator for fixtures and equipment. The building does not include a full bar, a pro shop and administrative offices or any amenities for golfers in general. The restaurant has been a marginally profitable operation at best since its opening largely because reported sales have not been sufficient

to justify the construction cost which exceeded its original budget by \$1.0 million.



THE OAK HILLS PARK AUTHORITY

The actual business is primarily a catering and events facility for 125 persons, and a full-service, family style public restaurant mostly located in the grille room. This facility was not what was envisioned by the OHPA in 2001. More importantly, its rent structure initially only provided for 50% debt coverage to total debt service. This fact required the restaurant debt to be secured with a pledge of net revenue from golf cart rentals.

The Authority leases the restaurant facility. The term of the lease is for five years through January 2018 and grants the lessee an option to extend the term of the lease for two periods of five years. During the year ended June 30, 2013 rent income was \$102,975.

A new operator was put in place in early 2013 in an effort to better provide services to golfers and the community at large. That operator has had mixed success due to a variety of issues including local economic and demographics, the restaurant industry in general, and lack of use by golfers. We believe the lack of golfer use is by virtue of its secondary location away from the golf check-in area. The OHPA is in the process of modifying the restaurant lease to reflect the economic realities of the facility, which will result in a significant rent reduction with future increases based on a percent of sales for the facility.

In addition to the recreation assets there is a small residential building located behind the 15th green and a two story stone house located immediately to north of the 6th green. One of those units is leased to third party residents and is projected to provide income of \$11,000 per annum to the OHPA. The other unit will be occupied by the Assistant Superintendent as part of his/her compensation. The stone house is occupied by the golf course Superintendent and his family and is part of his overall compensation package.

A **practice range** was planned for construction of two occasions; first in the area around the 16th and 17th fairways in 1998 and then again in 2001 on the eventual location of the restaurant. Both locations were abandoned due to heavy opposition from a group of neighbors who believed such a facility would be a detriment. The idea of a range was abandoned 2002 when the decision to build the restaurant only was made thus eviscerating the second largest potential revenue stream behind golf at Oak Hills.

The **environmental and physical condition** of Oak Hills is being addressed with the city as that was not properly addressed by either party at the formation of the OHPA. There were three known underground oil storage tanks that were removed in 2013. One was located near the duplex house located adjacent to the 15th green and one directly south and adjacent to the existing Pro Shop / Administration Building, and one at the maintenance facility. The tank removal was done in accordance with applicable guidelines however the soil will need remediation on account of leaking that has occurred. Evidence and environmental protocol indicates that the tanks should have been removed at the end of their 30 year useful life (Circa 1998) but they were not. The cost and remediation is being addressed by our Executive Director, Superintendent, and the Public Works Department.



THE OAK HILLS PARK AUTHORITY

The physical condition of the course has been addressed by our Superintendent as part of our capital budgeting for the course. He identified improvements that should be made to the course and infrastructure. Though none are addressed in order of priority suffice to say it is work that needs to be completed as part of our overall business strategy to remake Oak Hills as the best public golf experience in Fairfield County. The actual work will be addressed later in this report.

ZONING

Oak Hills Park is located in an AAA residence zone. According to the Norwalk Zoning Code, (**§ 118-310. AAA Residence Zones. amended effective 3-28-03, 2-26-2007, 9-24-2010**) it is the purpose of this zone to provide areas for single-family dwellings and other compatible uses on large lots. In addition, it is proposed that certain other uses, consistent with the low-density nature of this zone, be permitted by Special Permit.

Permitted uses and structures include:

- Single-family detached dwelling.
- Parks and playgrounds.
- Farms, truck gardens and nurseries provided that all produce is cultivated on the premises and other conditions
- Neighborhood clubhouses per the code.

General Zoning requirements for uses in this zone include:

- **Height:** 2 1/2 stories & 35 feet, maximum of 40 feet to peak; except for structures located in flood zones A or V, where one (1) additional foot in height shall be permitted to the midpoint and to the peak.
- **Minimum Lot size:** 43,560 sq ft lot size with 150 ft of frontage and 40 feet frontage
- **Side Yard:** 15% need not exceed 30 feet side yard, 30% need not exceed 60 feet in aggregate and 30% need not exceed 30 feet in rear yard.
- **Building area:** 25%
- **Driveway:** 8 feet
- **Parking:** For a restaurant use it is 1 space per 45 square feet of active commercial floor area, 5 parking spaces per court for a tennis facility, and a parking space per 4 members for a club. Specific parking requirement for a golf course are not mentioned except reasonable and appropriate off-street requirements for buildings and uses not specifically provided for in the code with be determined by the Zoning Inspector upon consideration of all factors entering into the parking needs of such use. There are also credits for mixed uses of up to 50%.

Special Permit uses and structures as they relate to Oak Hills include:

- A full-service, all-season restaurant shall be permitted in a public park having one hundred twenty-five (125) acres or more and which has a standard eighteen-hole golf course by Special Permit
- Golf clubs.



THE OAK HILLS PARK AUTHORITY

- Accessory uses and structures. Accessory uses and structures, which are incidental to and customarily associated with the principal use of the premises, shall be permitted, subject to the provisions of § 118-910. These include a golf driving range and practice facilities.

Any of the proposed new uses will be required to meet all City of Norwalk Zoning requirements.

PLANNING STANDARDS

The National Recreation and Park Association (NRPA) recognize the importance of establishing and using park and recreation standards as:

- A national expression of minimum acceptable facilities for the citizens of urban and rural communities.
- A guideline to determine land requirements for various kinds of park and recreation areas and facilities.
- A basis for relating recreational needs to spatial analysis within a community-wide system of parks and open space areas.
- One of the major structuring elements that can be used to guide and assist regional development.
- A means to justify the need for parks and open space within the overall land-use pattern of a region or community.

The purpose of these guidelines is to present park and recreation space standards that are applicable nationwide for planning, acquisition, and development of park, recreation, and open space lands, primarily at the community level. These standards should be viewed as a guide. They address minimum, not maximum, goals to be achieved. The standards are interpreted according to the particular situation to which they are applied and specific local needs.

The guidelines for the uses at Oak Hills Park based on its current and proposed uses are in the table below. Oak Hills generally meets the prescribed guidelines.

ACTIVITY/ FACILITY	RECOMMENDED SPACE REQUIREMENTS	RECOMMENDED SIZE AND DIMENSIONS	RECOMMENDED ORIENTATION	NO. OF UNITS PER POPULATION	SERVICE RADIUS	LOCATION NOTES
Golf 1. Par 3 (18 hole) 2. 9-hole standard 3. 18-hole standard	50-60 A	Average length vary 600-2700 yd.	Majority of holes on north-south axis	--	½ to 1 hour travel time	9 hole course can accommodate 350 people/day.
	Minimum 50 A	Average length – 2250 yards		1/25,000		18 hole course can accommodate 500-550 people/day.
	Minimum 110 A	Average length 6500 yards		1/50,000		Course may be located in community or district park, but should not be over 20 miles from population center.



THE OAK HILLS PARK AUTHORITY

Tennis	Minimum of 7,200 sq. ft. single court (2 acres for complex)	36'x78'. 12' clearance on both sides; 21' clearance on both ends.	Long axis north – south	1 court per 2000	¼-1/2 mile	Best in batteries of 2-4. Located in neighborhood/community park or adjacent to school
Golf-driving Range	13.5 A for minimum of 25 tees	900'x690' wide. Add 12' width for each additional tee.	Long axis south-west-northeast with golfer driving toward northeast.	1 per 50,000	30 minutes travel time.	Part of a golf course complex. As separate unit may be privately owned.
Trails	N/A	Well defined head maximum 10' width, maximum average grade is 5% not to exceed 15%. Capacity rural trails – 40 hikers/day/mile. Urban trails – 90 hikers/day/mile.	N/A	1 system per region	N/A	
Multiple Recreation Court (basketball, volleyball, tennis)	9, 840 sq. ft.	120' x 80'	Long axis of courts with <i>primary</i> use is north-south	1 per 10,000	1-2 miles.	

Reference: Lancaster, R.A. (Ed.). (1990). Recreation, Park, and Open Space Standards and Guidelines. Ashburn, VA: National Recreation and Park Association.



THE OAK HILLS PARK AUTHORITY

MASTER PLAN

PROPOSAL

On February 19th the Oak Hills Park Authority held a special meeting outlining its Strategic Plan for the renovation and improvement plan for Oak Hills Park. In addition, another Special Meeting was held on March 29 which consisted of an on-site walking tour for residents to see the affected areas. Subsequent to those meetings this Master Plan was developed from our Strategic Planning meetings. The Master Plan was presented in Public hearing on May 22, 2014 at City Hall.

The centerpiece of the plan is the creation and co-location of three teaching facilities at Oak Hills

- The Oak Hills Park Golf Learning Center located on vacant land between the sixth green to the east, the second tee to the north, the first fairway to the west, and the current practice area to the north.
- The Oak Hills Park Nature Learning Center located on land to the east of the 18th fairway and,
- The Oak Hills Park Tennis and Fitness Center collectively located on vacant open land behind the restaurant and at the existing tennis center located on Fallow Street just east of the 11th Tee.

In addition to these learning centers we are proposing needed park, course and infrastructure improvements.

Overall plan components are described in the paragraphs that follow.

OAK HILLS GOLF LEARNING CENTER

- Construct a 36-bay and 270 yard long practice area in an existing teaching area generally bounded by the existing cart barn, the first fairway, the second tee area, the woods along the existing teaching area, and the 6th green. This facility would include a state of the art golf performance center and be the center of the Oak Hills Park Golf Learning Center.
- Construction of a service building that would be used to sell driving range golf balls and provide for three restrooms (one handicapped) for public use.
- Demolish the existing Pro-shop and Administration building, provide for soil remediation where need, and replace with a new 5,000 square foot putting practice area viewable from the veranda of the restaurant building.
- Construct new cart barn behind the current employee parking area. Our goal is to make this building energy self-sufficient utilizing solar power where feasible.



THE OAK HILLS PARK AUTHORITY

- Remove the practice area that is located immediately east of the existing Pro Shop and Administration building and add a paved and lighted tree lined Colonnade with utilities, lighting, pavers, benches as an area for golfers and non-golfers to enjoy and stage events.
- Upgrade cart paths in affected areas as needed to accommodate the new range and the relocated first and second tees.
- Provide for tee box relocations on the First and Second Holes enhancing the speed of play at the course.
- Provide for practice area upgrades in between restaurant building and 7th tee that would include a new sand trap and chipping area. The green could also be used for putting during peak times.

OAK HILLS PARK NATURE LEARNING CENTER

- Construct a Nature Learning Center on the wooded land behind the restaurant and give real purpose to this land. This will include walking paths, adequate trail signage, and signage for flora and fauna that is in the dedicated area that educates people of all ages of the environmental diversity the center has to offer. As part of this, we would propose restoring a rose garden and fountain area that existed in the past further enhancing the area. As part of the planning of this learning center we have invited the local environmental community to assist us in formally designing and executing this part of the plan.
- Take steps to incorporate the National Audubon Society recommendations for sustainability practices for golf courses and the park in general where feasible and cost efficient.

OAK HILLS PARK TENNIS AND FITNESS CENTER

- Create a fitness area on vacant land north of the woods and the nature center. The fitness area is envisioned to function as a "great lawn" outdoor area for classes such as Yoga, Pilates, and Tai Chi, Badminton, Volley Ball etc. The area could also be used for outdoor events.
- There is also an abandoned outdoor Rose Garden and Fountain that can be restored to add to the flora of this area.
- In addition, other uses could include Bocce courts. In the vicinity of the tennis courts there is an open level area which could easily accommodate two or more 15' x 85' bocce ball courts. Development of these courts should include adequate seating areas and shading. Noise from the adjacent tennis courts should not be an appreciable detriment for either use.
- Renovate the existing tennis building that will be used in season for tennis.



THE OAK HILLS PARK AUTHORITY

- Develop non-seasonal uses in the park that includes cross country skiing trail located on the holes near the tennis center building. A Nordic type center for recreation that could include warm beverages on the weekends.

OAK HILLS PARK WELCOME CENTER

- Construct a new 900 square foot Welcome Center (Pro Shop and Admin office) adjacent to north deck of restaurant building. The design will be complementary to the existing restaurant design. The center would be the focus of golfers and users entering into the facility and its location adjacent to the restaurant should allow significant throughput in the restaurant building. Also will include a continental breakfast area to service the golfers efficiently on those early morning tee times.

INFRASTRUCTURE UPGRADES AND IMPROVEMENTS

- Create continuous cart paths for the entire course to allow for daily cart use in any weather. Currently the park loses golf cart and green fee revenues on wet days due to the lack of continuous cart paths.
- This would include relocating the cart path near the third green and fourth tee to around both allowing for better golfer movement and faster play, and adding full cart paths along 7th, 8th, 9th, 10th, 11, and 12th fairways, and adding new paving and curbs and paths in the tennis area to allow for full park access for both uses.
- Expand and modify existing tees located on holes 4, 5, 7, and 15.
- Renovate bunkers and tees and course drainage throughout the course.
- General Park Improvements as needed including, siding and painting and boiler replacement for existing buildings

COST AND PHASING

Obviously completing the Master Plan all at once would be the ideal scenario for a several reasons that include economics for the park, aesthetics, cost, etc. The plan could be completed in two phases as highlighted in the table below.

Phase I would be the construction of the Oak Hills Park Golf school and Welcome Center including the necessary demolition and environmental remediation of the existing Pro shop / Admin office, construction of practice areas, and construction of the colonnade. This phase is the most expensive but will drive additional revenues of over \$500,000 per year when stabilized.

Phase II are the other park improvements that include the Nature and Fitness centers and course and infrastructure improvements.



THE OAK HILLS PARK AUTHORITY

OAK HILLS PARK MASTER PLAN COST - BY PHASE

PROJECT COST ESTIMATE	Amount	Per Unit
PHASE I Cost		
Oak Hills Park Golf School	\$2,511,000	\$69,750 Per Stall
Welcome Center	\$225,000	\$250.00 Per SF
Start Up Costs	\$115,000	\$8,214 Per Stall
Oak Hills Park Tennis and Fitness Center with Great Lawn	\$80,000	\$10,000 Per Court
General Conditions, CM, and Fees	\$376,650	15.0% Of School Cost
Subtotal	\$3,307,650	\$91,879 Per Stall
Contingency	\$142,550	5.0% Of Cost
TOTAL COST PHASE I	\$3,450,000	\$95,833 Per Stall
Phase II Cost		
Oak Hills Park Nature Center	\$50,000	\$6,250 Per Hole
Continuous Cart Paths and Cart Path Renovation	\$310,000	\$17,222 Per Hole
Wash/Mix Maintenance Facility	\$37,000	\$2,056 Per Hole
Bunkers, Tees, and Drainage	\$480,000	\$26,667 Per Hole
Capital Improvements - Buildings	\$75,500	\$9,438 Per Hole
Subtotal	\$952,500	\$119,063 Per Court
Contingency	\$47,625	5.0% Of Cost
TOTAL COST PHASE II	\$1,000,125	\$55,563 Per Hole
TOTAL MASTER PLAN COST	\$4,450,000	\$247,222 Per Hole
By Category		
Oak Hills Park Golf School	\$2,511,000	\$69,750 Per Stall
Oak Hills Park Nature Center	\$50,000	\$2,778 Per Hole
Oak Hills Park Tennis and Fitness Center with Great Lawn	\$80,000	\$10,000 Per Court
Oak Hills Park Welcome Center	\$225,000	\$250 Per SF
Course and Infrastructure Improvements	\$902,500	\$50,139 Per Hole
Start-up Costs	\$115,000	\$3,194 Per Stall
General Conditions, CM, and Fees	\$376,650	\$10,463 Per Stall
Contingency	\$190,175	\$10,565 Per Hole
TOTAL COST	\$4,450,000	\$247,222 Per Hole



THE OAK HILLS PARK AUTHORITY

OAK HILLS GOLF LEARNING CENTER

MARKET ANALYSIS

SOURCE DATA

As a business member of the National Golf Foundation (NGF) the latest in annual golf demographic and market research reports available golf industry professionals were available to the OHPA as part of our research for this Strategic Plan. Reports include Golf Participation Rate and Golf Participation Summaries, State of the Industry Reports, Golf Course Supply Reports, and specialized topical reports relating to marketing, etc. These 2013 reports are available to NGF members however as a subscription service they are not readily available to the public.

In addition to the NGF, other demographic, market, and economic data information was obtained from Forecast Golf Group, a Practice Range consulting company headquartered in Glen Allen, VA, and the Golf Range Association of America through data provided by TDRS.

ECONOMIC AND INDUSTRY OUTLOOK

GOLF PARTICIPATION – NATIONAL AND REGIONAL

The National Golf Foundation (NGF) research indicates that the average number of rounds played per 18-hole golf course has declined from a peak of 30 million rounds in 2005 to 25.3 million rounds in 2012. That amount is similar to total rounds played in 1995.

As the chart below from the NGF indicates, the number of golfers remained essentially steady in 2012 at 25.3 million compared to the 25.7 million recorded in 2011. The NGF believes the estimated drop of 400K golfers is within the range of any sampling error that might occur in any survey.

GOLF PARTICIPATION IN THE U.S. - 2013 EDITION

Number of Golfers in the U.S. (Millions)										
	Annual Rounds	Age	1985	1990*	1995	2000	2005	2010	2011	2012
TOTAL	1+	6+	19.5	24.2	24.7	28.8	30.0	26.1	25.7	25.3
Occasional	1-7	6+	6.1	8.3	8.3	9.1	12.0	11.3	11.3	11.6
Core	8+	6+	13.4	15.9	16.4	19.7	18.0	14.8	14.4	13.7
Avid (incl. in Core)	25+	6+	6.9	8.3	8.4	10.2	9.1	7.0	6.8	6.4
Junior	1+	6-17	2.0	2.3	2.8	3.0	3.8	2.5	2.4	2.7
Female	1+	6+	4.1	5.0	5.0	5.4	7.0	5.4	5.1	5.0
Beginner	1+	6+	1.3	1.8	1.4	2.4	1.8	1.5	1.5	1.9
Non-Caucasian**	1+	6+						5.5	5.4	4.9

*Average of 1989 and 1991 **Includes African American, Asian-American and Hispanic

The New England Region (which includes Connecticut) statistics are shown in the Table below.



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	Participation Rate	Number of Golfers (000)	Percent of Golfers	Average Annual Rounds	Total Annual Rounds (mm)
New England	9.0%	1,258	5.0%	17.3	21.7
Total (in millions)	8.8%	25,280	100.0%	19.4	489.5

For purposes of NGF research, a golfer is defined as a person age 6 or above who plays at least one round of golf in a given year. While the number of Core golfers (age 6+, eight or more rounds a year) fell 4.9%, to 13.7 million, the number of Occasional golfers (age 6+, one to seven rounds a year) increased by 2.7% to 11.6 million. Similar increases were seen in both the junior golfers (age 6 to 17, one or more rounds a year) and in the Beginner golfers (first-time ever golf on a golf course). Junior golfers increased from 2.4 million to 2.7 million. Beginner golfers increased from 1.5 million to 1.9 million. This indicates that youth programs started by the PGA and First Tee may now be paying dividends.

In addition to the first-time beginners (1.9 million), there were also 1.8 million returning former golfers for a total gain of 3.7 million golfers. That gain for the sport was offset by 4.1 million "lost golfers" who played in 2011 but not in 2012.

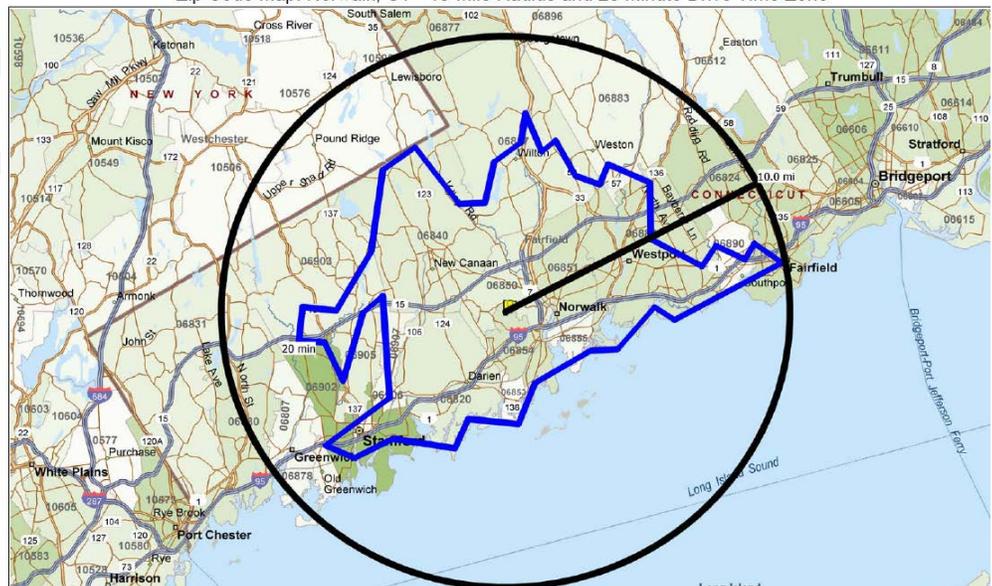
Considering the severity of the recent (2009-2012) economic downturn and its effects on both discretionary income and time, the NGF believes that golf has held up rather well. Multiple NGF studies of golfers since 2008 would attribute the gradual decline in golfers and rounds primarily to the impact of lower job security and concern over personal finances, not waning appeal for the game.

GOLF PARTICIPATION - LOCAL

The table that follows is a summary of the golfing attributes of the communities located within a 10-mile radius or 20 Minutes driving time of Oak Hills.

Golf Population Figures and golf participation rates were obtained from Forecast Golf Group under a study that was prepared for the OHPA authority in 2012 from proprietary data maintained by

Zip Code Map: Norwalk, CT - 10-Mile Radius and 20 Minute Drive Time Zone





THE OAK HILLS PARK AUTHORITY

the firm. Since they are a golf driving range consulting firm, this data is used in economic modeling done for prospective range developers.

FORECAST GOLF 10 MILE RADIUS STUDY



*Stamford includes the City of Stamford, Pound Ridge, and South Salem

*Norwalk includes the City of Norwalk, Towns of Westport, Wilton, New Canaan and Darien. Norwalk Golf Participation is 8,540 rounds

*Fairfield includes the Town of Fairfield and Weston

No.	Facility	Bays	EST Population - 2011	EST Golf Population	Est 2013 Golf Rounds	Golf Partc. Rate	Rounds Per Golfer	Balls per stall @ Regional Average Cost per stall	Estimated Range Patrons	Forecast Fair Share by Stall	Market Penetration Rate
1	Stamford	46	136,519	13,600	56,000	10.0%	4.1	136,483	7,530	53.5%	148.0%
2	Greenwich	15	61,782	8,544	40,000	13.8%	4.7	50,125	4,729	17.4%	54.3%
3	Fairfield	25	70,242	8,679	40,749	12.4%	4.7	36,090	4,804	29.1%	39.1%
4	Norwalk	36	155,595	20,492	34,219	13.2%	1.7		11,342		
3	Existing Ranges	86	268,543	30,823	136,749	11.5%	4.4	74,233	17,063	70.5%	100.0%
1	Norwalk	36	155,595	20,492	34,219	13.2%	1.7	0	11,342	29.5%	0.0%
		122	424,138	51,315	170,968	12.1%		74,233	28,405	100.0%	100.0%
2	Western Fairfield	61	353,896	42,636	96,000	12.0%	3.7	93,304	23,601	70.9%	124.9%
1	Eastern Fairfield	25	70,242	8,679	40,749	12.4%	1.7	36,090	4,804	29.1%	39.1%

Oak Hills is ideally situated at the center of one of the most affluent demographic rings in the United States. The data indicates that the golf population for Greater Norwalk is 50% more than the City of Stamford and its environs and is a strong indicator that as well as one that has a very high participation rate relative to regional and national averages.

GOLF PARTICIPATION: THE MILLENNIAL GOLFER

Obviously the golf participation by the millennial generation is important to the viability of the sport over the next 25 years. Golf Digest recently released a 27-question survey of 1,020 male golfers of all ages that was conducted in late 2013. Their research helps to paint a picture of the preferences, habits and desires of the millennial golfer. Their results indicate the following:

- Millennials generally view the golf experience as a nine-hole round or a visit to a driving range and are less likely to play an 18-hole round, the staple of older golfers. Most of that has to do with self-imposed time constraints.
- Younger golfers are less inclined to take lessons but consider practice more important than older golfers do. They also smoke more cigars and drink more alcohol (not beer) on the course than other golfers do. By a nearly 3-to-1 ratio, they want music available in the midst of a golf round.
- Younger golfers are not nearly as attracted to playing at a highly rated premier course as older golfers are. They would rather play near home with friends. As with



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all other age groups, more than 80 percent of Millennials play golf at public facilities, not private clubs.

The research also contained some interesting facts about Millennials.

Some 29 percent of Golfers older than 55 said they wore jeans or denim on the course. 13 percent of golfers 18 to 34 did the same. The younger golfers were also more likely to be against wearing cargo shorts on the course. Millennials indicated that dressing up is part golf's appeal.

More importantly 94 percent said they followed the rules closely when they played, 69 percent called golf the best sport for advancing a business career, and 77 percent considered golf as much of a sport as basketball or soccer.

Finally, 51 percent of Millennials said country club membership was a lifetime goal, suggesting that many nonconforming newcomers aspire to a home in the most traditional of golf settings and 18 hole rounds.

Public/Municipal courses like Oak Hills serve all age segments, demographics and increasingly, higher income demographics, as private club members shift to less expensive venues. They are obviously attractive to Millennials. These all support the premise that Oak Hills can become the finest municipal daily fee golf facility in the region.

ROUND PLAY

According to NGF data base, average rounds per 18-hole municipal golf course was around 36,000 in 2005 and just over 33,500 rounds in 2009. As demonstrated in the table below Oak Hills has generally compared favorably largely because the golf participation rate in Norwalk is around 11% of the population compared to 9.0% for New England. Including the communities that border Norwalk the participation rate increases to over 13%.

Round Play

11 Year CYE Round Play History - Oak Hills Park

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Avg Rounds
TOTAL	41,134	43,771	45,778	45,616	44,450	45,475	42,413	40,176	34,159	32,953	34,219	40,973

Obviously Oak Hills had a significant drop in rounds for the period of 2010 through 2012. Sterling Farms has had little or no drop off during the same period where they have over 50,000 rounds per year. Smith Richardson in Fairfield has had over 40,000 rounds per year for the same period with a peak of 43,600 rounds in FYE 2009 and a low of 40,054 in FYE 2011. IN FYE 2013 total rounds were 40,749. 30% of their rounds are from non-resident golfers.



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SMITH RICHARDSON ROUNDS: FYE 2010-2013
RESIDENT, NON-RESIDENT, AND TOTAL ROUNDS
SOURCE: TOWN OF FAIRFIELD GOLF COMMISSION

Fiscal Year 2009 -2010	Fiscal Year 2010 -2011	Fiscal Year 2011 -2012	Fiscal Year 2012 -2013
29,822	27,686	30,307	29,598
14,135	12,368	12,578	11,151
43,957	40,054	42,885	40,749

GOLF COURSE SUPPLY

According to the NGF, golf demand has grown at a rate of about 4% per year over the past 50 years while facility supply grew at about 2% per year during the same time frame. Since 1990, the situation has reversed – demand has grown at 0.5% per year while facility supply has grown at 1.4% per year. With the increase in supply has come a marked increase in competition, with supply exceeding demand in some markets.

In addition to increased competition, other factors have contributed to a decline in the number of rounds per course nationally from 2002 to 2012. In the NGF’s most recent survey of core golfers conducted in September 2011, they found that fearful financial outlooks, weak consumer confidence, and negative golfer attitudes have also played a role. The combination of these has caused many golf facilities to become distressed, particularly those that have a high debt load because of higher construction costs and the perceived need to build high-end courses.

The number of golf course closings quadrupled from an annual average of 24 courses per year in the period 1993-2001 to more than 100 courses in 2005. In 2006, there was negative net growth in golf facilities for the first time in six decades, with 146 18-hole equivalents closing and 119.5 opening. In 2007, there were 113 openings and 121.5 closures, and in 2008, 72 golf course openings and 106 closures. In 2009, 49.5 openings minus 139.5 closures equated to a net loss of 90 18-hole equivalents. Net growth in supply has been negative now for four consecutive years, with the largest drop of 90 courses in 2009.

U.S. openings averaged 200+ (net) for 20 years, and total 18-hole equivalent supply is up 5% since 2000, indicating a slow market correction is underway. As of December 2011, NGF reported 2011 net growth of negative 138.5 (openings minus closings). The figures do not consider private club conversions to public courses, a growing trend since 2009.

There is no denying a significant drop in golfers, but it appears to be mainly economically driven and therefore we can expect some post-recession recovery. The long-term view remains moderately favorable, due to population growth, latent demand, and baby boomers retiring.



THE OAK HILLS PARK AUTHORITY

According to the NGF research, openings are likely to stay in the range of 30-50 per year and closures are expected to continue in the 100-150 range.

PUBLIC GOLF COURSES

In a 2010 research paper prepared for the NGF by Joseph F. Beditz, PH.D. and James R. Kass, entitled "The Future of Public Golf in America," affordable public golf grows in America for two reasons:

- "Pied Pipers" such as Bobby Jones (and later Arnie and Jack, and Tiger and Phil),
- The introduction of very affordable public supply (yes, they built them and they did come).

They further state that whereas private golf is about homogeneity (members from similar social strata join private clubs that share a general standard of quality and exclusivity), public golf is about diversity and variety. Diversity of golfers in terms of income, occupation, race, age, etc... and variety in terms of course quality and price point... from a ten-dollar 9-hole muni in Nebraska to Pebble Beach Golf Links at \$495 for 18 holes.

There are at present 11,581 public golf facilities in the U.S., including 9,132 daily fee (privately owned) and 2,449 municipal (owned by a tax-supported entity such as a city or county). There were three construction booms—the 1920s, 1960s/70s and 1990s—and about 70% of all existing public golf facilities were built from 1920-1990 and 30% in the past 20+ years.

MUNICIPAL GOLF

Municipalities were largely responsible for helping bring golf to the masses by creating affordable golf courses for their citizens. Courses like Oak Hills were developed to provide a source of recreation for its citizens.

The role of municipal golf has changed over the past 30 years primarily due to daily fee golf course construction, as demographics have changed as have recreational opportunities offered by communities to its citizens. Municipalities still recognize the value of offering affordable golf to their residents because of the many benefits that a golf facility brings to a community. According to the NGF these benefits include:

- A healthy recreational outlet for its residents
- An outlet for youth with golf programs that includes offering organized junior golf programs and free golf for local high schools, discounted, or even free, programs for lower-income and/or at-risk youth.
- An enhancement of the overall quality of life in the City
- A good reflection on the image/brand of the City
- Enhanced real estate values, leading to enhanced tax base
- Creation of golf-related jobs and income to the community through purchases, wages, and taxes

Municipal Golf courses in the Oak Hills market region include Sterling Farms in Stamford, Longshore in Westport, Smith Richardson in Fairfield, Fairchild Wheeler in



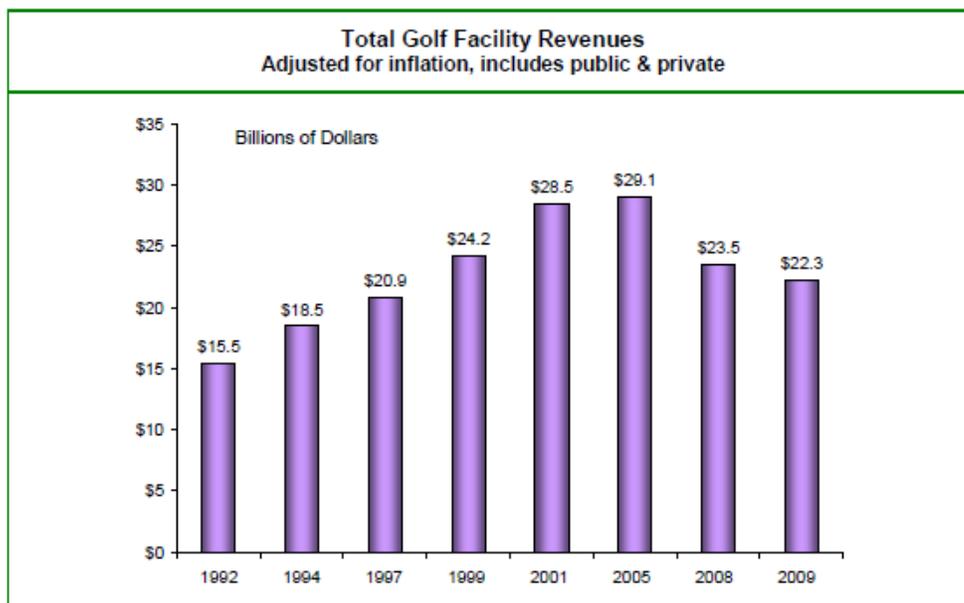
THE OAK HILLS PARK AUTHORITY

Bridgeport, and Tashua Knolls in Trumbull. By far the most successful is Sterling Farms with annual round play in excess of 50,000 rounds per year, even thru the recession. It is the belief of the OHPA that rounds lost by Oak Hills were lost to that course.

PUBLIC GOLF FACILITY REVENUE EXPECTATIONS

The NGF prepares a bi-annual survey on golf courses and publishes its findings in the National Golf Foundation publication, *Operating & Financial Performance Profiles of 18-hole Golf Facilities*. The 2012 report is not yet published but the 2010 report is available.

NGF research indicates that the total of all golf facility revenues in the U.S. represents a \$22.3 billion industry, down from a peak of \$29.1 billion in 2005. The table below shows the NGF estimate for total golf facility revenue (public and private combined) in the United States for selected years since 1992.



The NGF also estimates in that report that total revenue per golf facility in the U.S. now stands at \$1.5 million for daily fees, \$1.3 million for municipals, and \$3.4 million for private clubs. Again, this is a full aggregate of all golf facilities in the U.S., inclusive of all climatic regions and facility types. Review of Oak Hills Financial Statements indicates that its gross revenues for the past two years are generally 5% to 10% higher than the average muni indicating that financial condition at the park is not as bleak as some opponents would lead people to believe.

PRODUCT OVERVIEW

According to a study prepared by TDRS, there are over 11,758 golf courses and golf driving ranges, both for profit and not-for-profit that operate within the United States. Each year these businesses aggregate generate more than \$14 billion dollars a year of revenue, and provide jobs for more than 300,000 people. Average annual payrolls have exceeded \$5 billion dollars in each of the last five years.



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Today's range experience is essentially unchanged from the days when the concept was initially introduced decades ago. The business is highly fragmented and is generally classified in three categories: Standalone, Private Club and Public/Municipal.

- In a study done by the Golf Range Association of America (GRAA) there are 1,000 +/- Standalone driving ranges in the United States. Standalone ranges are generally privately owned and operated. Due to upfront costs, land etc., this category of ranges is not increasing in major metropolitan areas.
- Among stand-alone ranges in the U.S, they are changing in terms of the amenities offered (video games, full service bars, etc.) But the range itself as well as the driving bays generally has not been updated.
- Private Club driving ranges are an amenity for the members and are not a revenue generating entity. The cost of membership and annual dues continues to make private clubs exclusive, restricting access to a large percentage of golfers.
- Public/Municipal ranges are located at public and municipal golf courses and are a source of revenue for the course operators. The municipal market is underdeveloped and underserved and generally have range facilities that are outdated and in need of renovation.

Value Proposition

The OHPA seeks to upgrade the entire golf experience for Oak Hills Park golfers. Public/Municipal courses serve all age segment demographics and increasingly, higher income demographics, as private club members' shift to less expensive venues as some courses have become less affordable.

Oak Hills' actual location in the midst of one of the highest income demographic areas in the United States underscores this fact. Co-location of a practice and teaching facility at Oak Hills with a strong supply of golfers that goes to the park on a daily basis translates into buckets of balls hit and increased round play.

For Oak Hills the value proposition is based on the following:

- First and foremost, a source of incremental revenues to the OHPA
- An upgraded golf course to drive increased rounds
- An enhanced platform for golf lessons for the OHPA teaching pros
- Additional restaurant use

For the golfer, the value proposition includes:

- A convenient, easy to reach practice range
- An enhanced, more varied and more realistic practice experience
- An automated, easier to use facility
- An enhanced venue for play and for lessons

Target Market

The table below is from the NGF Golf Participation Report – 2013 edition prepared by the NGF.I



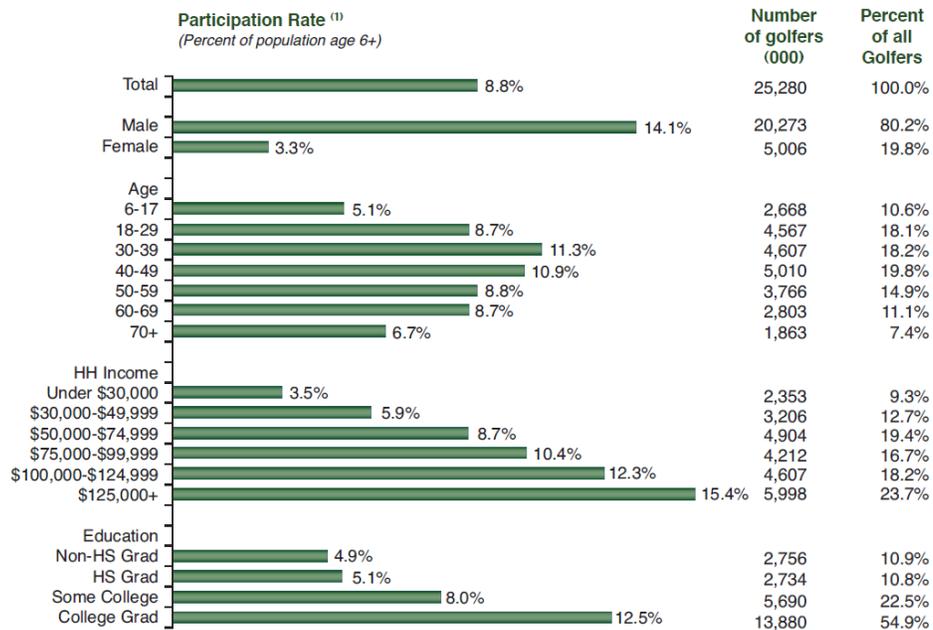
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ALL U.S. GOLFERS

Number	1985	1990*	1995	2000	2005	2010	2011	2012
All golfers age 6+ (in millions)	19.5	24.2	24.7	28.8	30.0	26.1	25.7	25.3

* Average of 1989 and 1991

Averages	Male	Female	Total
All golfers age 6+			
Age	42.1	39.9	41.7
HH income	\$92,500	\$96,400	\$93,300
Annual rounds	20.2	15.9	19.4



(1) Percentage of individuals within a given population or demographic segment who played golf at least once during the survey year.

The NGF estimates that there are approximately 25.3 million golfers in the U.S. Golf and that it remains a predominantly male sport.

- Over 80% of golfers are male.
- Men played over 409,700,000 rounds of golf in 2012, while women played 79,800,000 rounds

The traditional segmentation of the Golfing market breaks Golfers into five age categories:

- Juniors (6-17),
- Early Career (18-34),
- Mid-Career (35-54),
- Late Career (55-64)
- Seniors (65+).



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According to the PGA golf demographics and characteristics in 2012 were as follows.

Of note though only comprising 24.5% of all golfers, the late career and senior segments are the “power use” segments accounting for 42% for all rounds played at 32.3 and 43.5 rounds per year respectively.

Based on an analysis that was done by TDRS, they expect the customer profile use for the practice facility at Oak Hills to exhibit the following characteristics.

Golfer demographics and characteristics - 2012

	Juniors	Early Career	Mid-Career	Late Career	Seniors
Number of Golfers (M)	3.00	6.83	8.59	3.21	2.77
% of Golfers	12.3%	28.0%	35.2%	13.2%	11.3%
Rounds played (M)/Yr	42.9	105.6	153.1	103.9	120.4
Rounds played/ Golfer/Yr	14.3	15.5	17.8	32.3	43.5
% of Rounds played	8.1%	20.0%	29.0%	19.6%	22.8%

Source: PGA

Practicing Golfer Segment	Percent of total balls hit
1. Pre-round warm up users	15%
2. Early and mid-career golfers	35%
3. Late career and senior golfers	20%
4. Student teams	15%
5. Occasional golfer (all ages)	5%
6. Kids programs - First Tee	5%
7. Kids programs - PGA Academy	5%

Competition

According to Forecast Golf Group, Inc., the typical market area for a golf practice range encompasses a 10-mile radius, which usually equates to approximately twenty minutes driving time. Beyond that distance, sales potential diminishes. However, there are circumstances that can mitigate this effect, such as lack of competition.

There are four competitive practice ranges in this area. These include Smith Richardson in Fairfield, Long Shore in Westport, Sterling Farms in Stamford, and Griff Harris in Greenwich. Public Information was available on three ranges and is summarized in the table below.

Facility	Holes	Bays	Indoor	Heat	Lights	length	Prices/balls	Overhead	Ownership
Sterling Farms (Stamford)	18	46	YES	YES	NO	230	\$8/60 and \$11/100	\$156,400	City
Griff Harris (Greenwich)	18	15	NO	NO	NO	250	\$12/90 and \$6/45	\$20,000	City
Smith Richardson (Fairfield)	18	25	NO	NO	NO	300	\$5/40	\$110,000	City



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Discussions with local participants by our Golf Professional at these ranges indicated that with the exception of Sterling Farms, operations at Smith Richardson and Griff Harris have impacted by the economy because the facilities were not large enough to offer amenities and the cost of doing business was high due to poor maintenance of equipment. At Sterling Farms, the average revenue from the range for the past three calendar years was approximately \$805,000 based on audited financial statements and that is generally the average for the past 6 years based on discussions with one of our potential range vendors. Actual range numbers are reported are in the table below.

No.	Facility	Bays	2013 Golf Rounds	2013 Revenue	Fair Share Bays	Fair Share Range Revenue	Market Penetration	Avg Balls Offered	Average Price per Ball	Estimated Buckets@Avg Offered	\$ per round	Buckets Per Round	\$ per mat
1	Sterling Farms (Stamford)	46	56,000	\$795,500	53.49%	77.81%	145.47%	80	\$0.122	81,729	\$14.21	1.46	\$17,293
2	Griff Harris (Greenwich)	15	40,000	\$100,000	17.44%	9.78%	56.08%	68	\$0.133	11,111	\$2.50	0.28	\$6,667
3	Smith Richardson (Fairfield)	25	40,749	\$126,898	29.07%	12.41%	42.70%	40	\$0.125	25,380	\$3.11	0.62	\$5,076
Total Survey		86	136,749	\$1,022,398	100.00%	100.00%		70.2	\$0.1231	118,220	\$7.48	0.86	\$11,888
2 Western Fairfield		61	96,000	\$895,500	70.93%	87.59%	123.49%	74	\$0.128	92,841	\$9.33	0.97	\$14,680
1 Eastern Fairfield		25	40,749	\$126,898	29.07%	12.41%	42.70%	40	\$0.125	25,380	\$3.11	0.62	\$5,076

Average Balls offered assumes have a large buckets and half are small buckets

Revenue Figures were obtain from applicable town golf commission financial information for Stamford and Fairfield. Greenwich based on phone survey

Forecast Golf also did projections in its report and those are summarized in the table below. They indicated that the vast majority of range patrons would come from the Greater Norwalk market area.

No.	Facility	Bays	Forecasted Rev/yr by Zip code	Forecasted Rev/yr by Stall	Actual Rev/YR	Forecast Rev by Zip Code Per Golfer	Forecast Rev by Zip Code Per Range Patron	Forecast Rev / Yr/ Stall	Forecast Rev Per Yr/ Round Played	Actual Rev Per Golfer	Actual Rev Per Range Patron	Actual Per Stall
1	Stamford	46	\$330,949	\$670,447	\$835,000	\$24.33	\$43.95	\$14,575	\$11.97	\$61.40	\$44.25	\$18,152
2	Greenwich	15	\$208,971	\$218,624	\$100,000	\$24.46	\$44.19	\$14,575	\$5.47	\$11.70	\$21.15	\$6,667
3	Fairfield	25	\$212,307	\$364,374	\$120,000	\$24.46	\$44.19	\$14,575	\$3.04	\$13.83	\$24.98	\$4,800
4	Norwalk	36	\$501,218			\$24.46	\$44.19		\$14.65		Incl with Stamford	
Existing Ranges		86	\$752,227	\$1,253,445	\$1,055,000	\$24.40	\$44.09	\$14,575	\$9.17	\$20.56	\$37.14	\$12,267
Norwalk		36	\$501,218	\$0	\$0	\$24.46	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0
		122	\$1,253,445	\$1,253,445	\$1,055,000		\$44.13		\$9.17	\$20.56	\$37.14	\$12,267
2	Western Fairfield	61	\$539,920	\$889,071	\$935,000	\$12.66	\$22.88	\$14,575	\$9.26	\$21.93	\$39.62	\$15,328
1	Eastern Fairfield	25	\$212,307	\$364,374	\$120,000	\$24.46	\$44.19	\$14,575	\$8.94	\$13.83	\$24.98	\$4,800



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BENEFITS

The proposed facility upgrade is integral to the long term success of Oak Hills Park.

There are several economic and public benefits:

- The primary revenue center for the business will come from the ongoing use of the OHPA 36 bay 270 yard long outdoor driving range, 33 are utilized as 3 are exclusively used by the Golf Professional as a year round golf teaching area. Our business plan assumes that we will average gross sales of \$490,000 by the second year of operation derived from daily bucket sales, and frequent range use membership fees that are to be determined. It is our intention to make the purchase of balls a fully automated process similar to that of the subway card in New York City.
- The secondary revenue center for the business will come from the increased sale of onsite lessons that will be provided by our Golf Professional and his staff. Because the OHPA will have a state of the art learning center, we expect that our Golf Professional will be able to create a golf academy that could be operational immediately after opening. The revenue is not included in our analysis.
- The third revenue center for the OHPA will come from the increased play at the park on account of the facility. While incrementally measuring this benefit is speculative at best most of the professionals indicated that additional rounds will be added on account of more people coming to the park because of the practice facility and the increased visibility of the course as a whole. Coupled with improvement in service and maintenance on the golf course, the goal of the OHPA is to increase round play to its long term average of 41,000 rounds.
- The fourth benefit is the creation of a Nature Learning Center located on land adjacent to the 18th fairway. It is an ideal location for a relatively passive recreational use. Comprised of hills and wetlands, this area has remained largely untouched by the park development to date and affords a scenic backdrop for an instructional nature walk and fitness trails.
- The fifth benefit is improvements to the Tennis Center and the creation of an outdoor Fitness Center.
- The sixth benefit is increased restaurant use due to the creation of all of these new recreational uses.

PROPOSED SITE PLAN

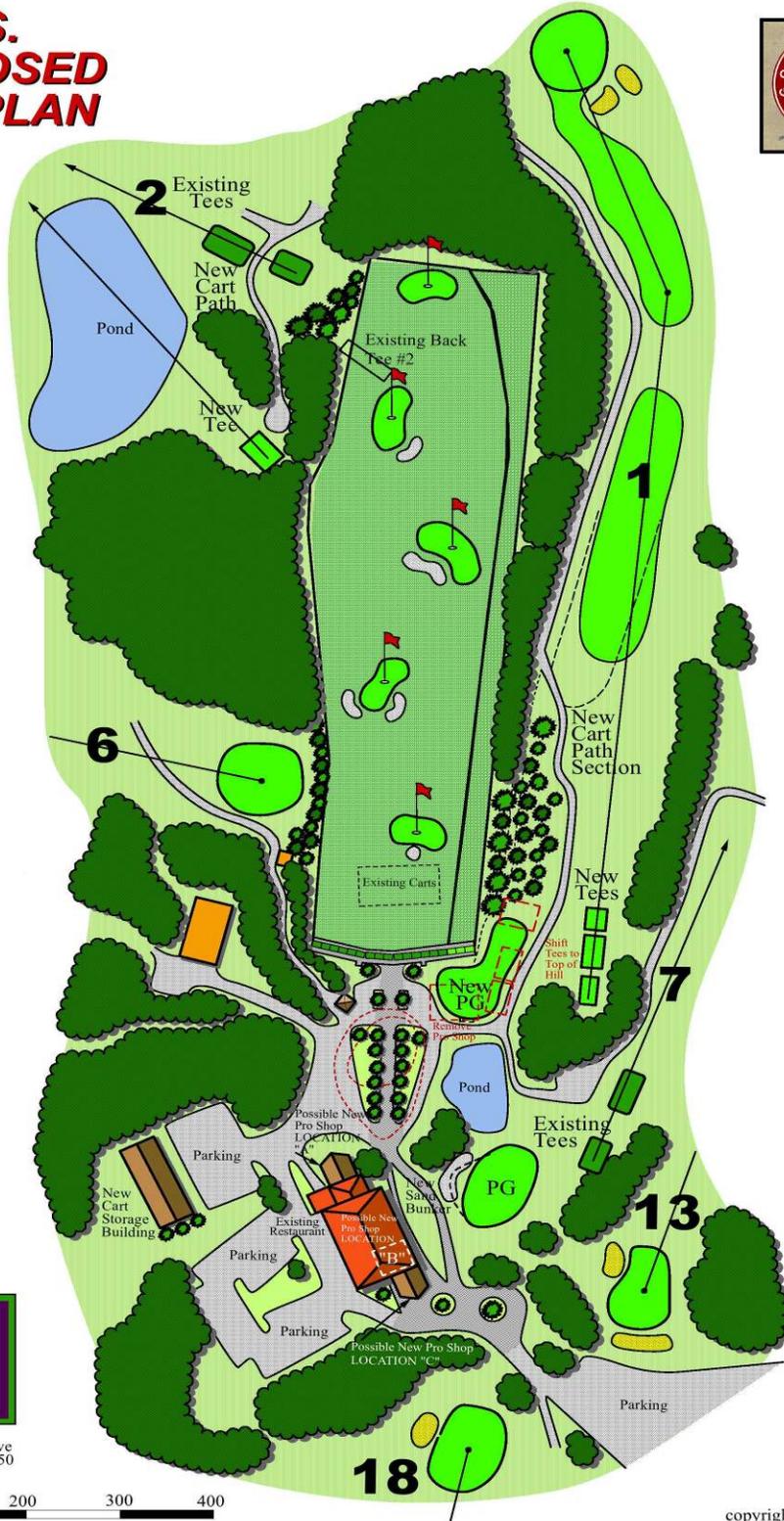
The site plan as developed by Total Driving Range Solutions is in the page that follows. The centerpiece of the plan is the creation and co-location of two new teaching facilities at Oak Hills; a Golf Learning Center located on vacant land between the sixth green and second tee, and a Nature Learning Center located on vacant land behind the restaurant.

In addition to these learning centers we are proposing significant park improvements to that collectively make Oak Hills Norwalk's finest recreational facility



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T.D.R.S. PROPOSED SITE PLAN



**TOTAL
DRIVING
RANGE
SOLUTIONS**

176 Silvermine Ave
Norwalk, CT 06850

0 100 200 300 400

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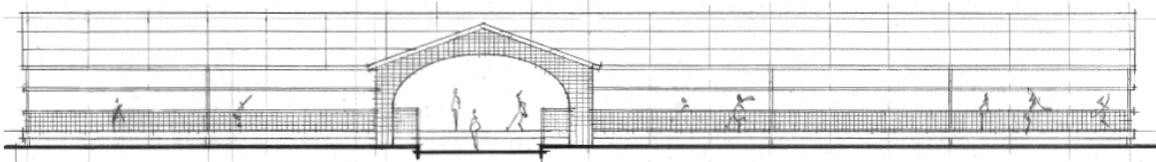


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CONSTRUCTION

The facility upgrade includes the following:

- The construction a 36 bay and 270 yard long practice and teaching facility in an existing teaching area generally bounded by the existing cart barn, the first fairway, the second tee area, the woods along the existing teaching area, and the 6th green. The building would generally be two stories in height. 18 bays would be heated for year round use including 3 dedicated for a golf performance center for year round teaching. Ball dispensing and tee service would be fully automatic to maximize throughput. This facility would include a state of the art golf performance center and be the center of the Oak Hills Golf Learning.
- As is evident in the site plan above the construction is multi-faceted and requires relocating the blue tee on No. 2, relocating the cart barn behind the existing employee parking in the "open field", and constructing cart paths, landscaping where needed, and a new building for the ball machine and bathrooms.
- The site plan would also provide for tee box relocations and upgrades on the First and Second Tees to improve golfer flow and site lines and speed of play.
- The new range building would be reminiscent of a greenhouse clad in both a metal mesh material and plastic glass material with louvered windows and gambrel roof. Coupled with the main arch leading into the building the range design gives the feeling of a park similar Central Park. Because of the operable windows the building can be used year round as it would be sheltered by the elements on its north side.



- Demolish the existing Pro-shop and Administration building and replace with new 5,000 square foot practice area for putting.
- Upgrade cart paths to accommodate the new range and the relocated first tee.
- Provide for practice area upgrades in between restaurant building and 7th tee that would include a new 1,000 square foot sand trap and chipping area. The green could also be used for putting during peak times.
- Construct a service building that would be used to sell driving range golf balls and provide for three bathrooms for public use (one handicap).





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- Remove the practice area that is immediately east of the existing Pro Shop and administration building and add a paved and lighted tree lined Colonnade with utilities, lighting, pavers etc.

COST

The cost budget was developed from information obtained from TDRS who has worked with the OHPA to develop the renovation plan. In addition, course and park improvement costs were developed by the OHPA Superintendent at the request of the Authority. We are confident that our cost estimate is reasonable and the entire redevelopment and renovation can be completed for the figure shown, including a contingency is 5% of total cost. We expect we can develop cost savings once value engineering is completed for entire proposal.

1	TEEING AREA		
	TEE	BAYS	
	PGA		
	TEE Floor 1	18	
	Tee Floor 2	18	
	No. of HOLES	18	
	Restaurant GLA	5,900	
	Pro Shop /ADMIN GLA	900	
	TOTAL BAYS	36	
		AMOUNT	UNIT COST
2	STRUCTURE	\$660,000	\$18,333
3	TURF	\$385,000	\$10,694
4	LANDING AREA - TRAPS, GREENS, ETC	\$550,000	\$15,278
5	RANGE HOUSE AND BATHROOMS(3)	\$82,000	\$2,278
6	NETS AND POLES	\$360,000	\$10,000
7	CART BARN REPLACEMENT	\$100,000	\$2,778
8	CART PATHS NEAR RANGE	\$47,000	\$1,306
9	RELOCATION OF 2 TEE BOXES, NEW PRACTICE GREEN / PRACTICE AREA, TREES	\$162,000	\$9,000
10	RANGE EQUIPMENT AND GOLF SCHOOL EQUIPMENT	\$165,000	\$4,583
11	TOTAL CONSTRUCTION COST	\$2,511,000	\$69,750
12	START UP COSTS	\$115,000	\$3,194
13	CONTINGENCY	\$125,550	5.0%
14	GENERAL CONDITIONS, CM, AND FEES	\$376,650	15.0%
		\$3,128,200	
	GRAND TOTAL CONSTRUCTION COSTS	Say \$3,130,000	



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OAK HILLS PARK NATURE LEARNING AND TENNIS AND FITNESS CENTERS

Our plan is to construct a Nature Learning Center on the wooded land that in the past was proposed as a driving range. The center would consist of walking paths, adequate trail signage, and signage for flora and fauna that is in the dedicated area that educates



people of all ages of the environmental diversity the center reportedly has to offer.

A local Boy Scout has received our permission to do his "Eagle Project" which is to begin implementation of this idea. Our goal would be to enhance his efforts and to provide for other ideas the community at large has to develop this community park asset.

In addition to the nature paths there is an abandoned rose garden and fountain in the vicinity of the restaurant parking field near the

open field and trail head. We propose working with our superintendent and local horticulturists to see if a public rose garden can be created to further enhance the nature center.

As the key new element in this part of Oak Hills Park, the Authority suggest the formation of a committee to work through specific details for the area, the creation of programs and a priority for expenditures - including applications for matching grants the expand the value of committed funds.

(The aerial above shows the location for the nature center, great lawn and rose garden, cart barn and welcome center.)

Our other idea is to create an outdoor fitness area on vacant land south of the woods and behind the restaurant lot as shown in the photo. We envision that this Fitness Center would be a Great Lawn dedicated to outdoor recreational, health and social activities geared towards group exercise such as Tai Chi, Pilates, and Yoga, or other yet to be defined activities and sports. Our intent is to accommodate both the serious athlete and the casual recreational user and to develop classes in conjunction with local service providers.



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The social component is an important secondary function of the Fitness Center and is represented by elements that support the fitness goals but also encourage social interaction. The location of this facility immediately behind the Oak Hills Restaurant is potentially a new customer for that facility

In addition, other athletic uses could include **BOCCE COURTS, VOLLEYBALL AND BADMINTON**. In the vicinity of the tennis courts there is an open level area which could easily accommodate two or more 15' x 85' bocce ball courts or volleyball or badminton. Development of these courts should include adequate seating areas and shading. Noise from the adjacent tennis courts should not be an appreciable detriment for either use.



We also need to develop non-seasonal uses in the park that includes cross country skiing trial located on the holes near the tennis center building (8, 9, 10, and 11).

As part of this development we propose to renovate the existing tennis building that will be used in season for tennis and out of season such as a Nordic Center and connect the tennis center with the cart path system of Oak Hills.

COST

With the exception of the Tennis, we do not envision this as a profit making venture. The proposed uses are additional recreational opportunities for the community. **The total expected to cost of this work is expected to be \$130,000.**



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OAK HILLS PARK WELCOME CENTER

A new 900 square foot Oak Hills park Welcome Center that will include the Pro Shop and Administrative offices is proposed to be built adjacent to north deck of restaurant building overlooking both the 18th green to the north, the existing bag drop area to the west and the restaurant building to the south. The design will be complementary to the existing restaurant design.



The center would be the focus of golfers and users of the park entering into the facility and allow both the Pro and the Executive Director greater control over the flow of users at the facility. In addition to the new shop the architect has designed an outdoor sitting area at the main entrance for park users to enjoy morning coffee. The roof will be three feet above the existing outdoor deck of the restaurant and the restaurant operator will not have a 900 square foot area for outdoor use by the golfers for lunch and dinner and drinks. Because of the size of the facility, we expect to have a "breakfast" nook set up in the center that will allow early morning park users the opportunity to purchase a "coffee and a bagel" before teeing off.



The construction of this element will take approximately 6 months from start to finish according to the architect.

COST

Obviously this is not a profit making venture but a support facility to the course. **The total expected to cost of this work is expected to be \$225,000 or \$250 per square foot.**



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INFRASTRUCTURE UPGRADES AND IMPROVEMENTS

The plan for course upgrades and improvements centers on:

- Creating continuous cart paths,
- Modify existing tees,
- Renovating all bunkers and tees,
- Improve course drainage where needed throughout the course.
- General Park Improvements as needed includes, siding and painting and boiler replacement for existing buildings.

Construction work for this would take approximately 3-5 months after commencement and would generally be done currently by contractors/

Continuous cart paths for the entire course will allow for daily cart use in any weather and increase speed of play. This change alone would allow us to increase cart revenue. Despite increased round play there have been many days during fiscal year 2014 that we have had to not allow carts on account of wet conditions. This work would include relocating the cart path near the third green and fourth tee to around both allowing for better golfer movement and faster play, and adding full cart paths along 7th, 8th, 9th, 10th, 11, and 12th fairways, and adding new paving and curbs and paths in the tennis area to allow for full park access for both uses. In addition, we would expand and modify existing tees located on holes 4, 5, 7, and 15.

Costs are in the table below. Actual costs per hole are not finalized as working drawings have not been developed. Cost estimates are from industry guides, vendor discussions, and actual experience.

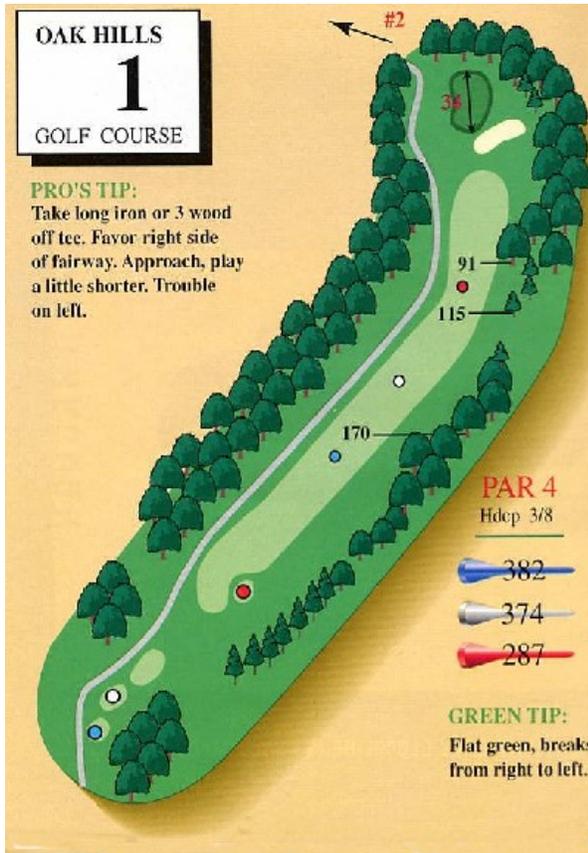
1 TEEING AREA			
	TEE	BAYS	
	PGA		
	TEE Floor 1	18	
	Tee Floor 2	18	
	No. of HOLES	18	
	Restaurant GLA	5,900	
	Pro Shop /ADMIN GLA	900	
	TOTAL BAYS	36	
		AMOUNT	PER HOLE
2	COURSE AND GENERAL PARK IMPROVEMENTS	\$902,500	\$50,139
	Continuous Cart Paths and Cart Path Renovation	\$310,000	
	Wash/Mix Maintenance Facility	\$37,000	
	Painting and Siding Park Existing Park Buildings	\$55,500	
	Boilers - Duplex and Restaurant	\$20,000	
	Bunkers - Golf Course	\$180,000	
	Tees - Golf Course	\$150,000	
	Drainage	\$150,000	
3	CONTINGENCY	\$45,125	5.0%
	GRAND TOTAL CONSTRUCTION COSTS	Say \$950,000	\$52,778



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HOLE ONE:

The first hole is a Par 4 slight dog left of 382 yards in length from the Blue Tees. It is rated as the No. 3 handicap hole on the course. Proposed improvements include:



- Relocate tee to top of hill adjacent to existing tee to accommodate range and speed play by removing blind tee shot.



- Renovate white tee and renovate one greenside bunker.
- Drainage where needed at 75 yard mark



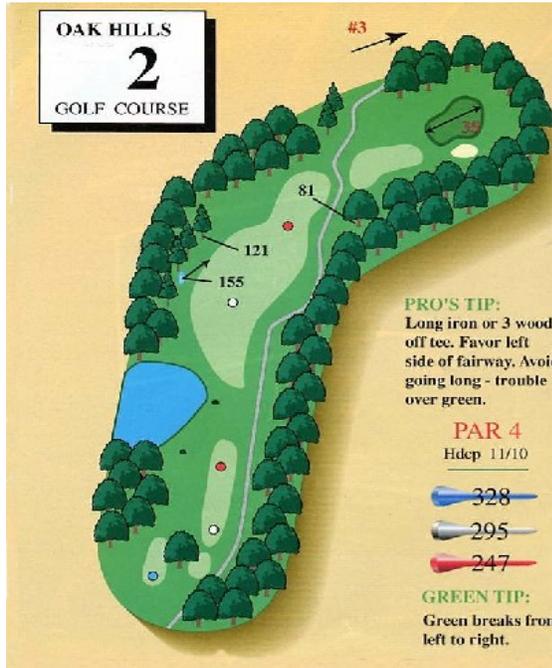


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HOLE TWO:

The Second hole is a Par 4 slight dog leg right of 328 yards in length from the Blue Tees. It has a blind second shot. It is rated as the No. 11 handicap hole on the course.

Proposed improvements include:



- Relocate Blue Tee on account of the range construction in the wooded area behind the pond to speed play.



- Renovate white tee area and renovate one greenside bunker.

• Add topsoil on left at 150 yard area to grow grass thicker for better rough to stop balls to speed play as errant tee shots go into woods.



- Drainage where needed near the start of the fairway and at the 75 yard mark
- Removal of the mound located on the right side of the hole at the 90 yard area to speed play.
- Modification of cart path for continuous use near green area.

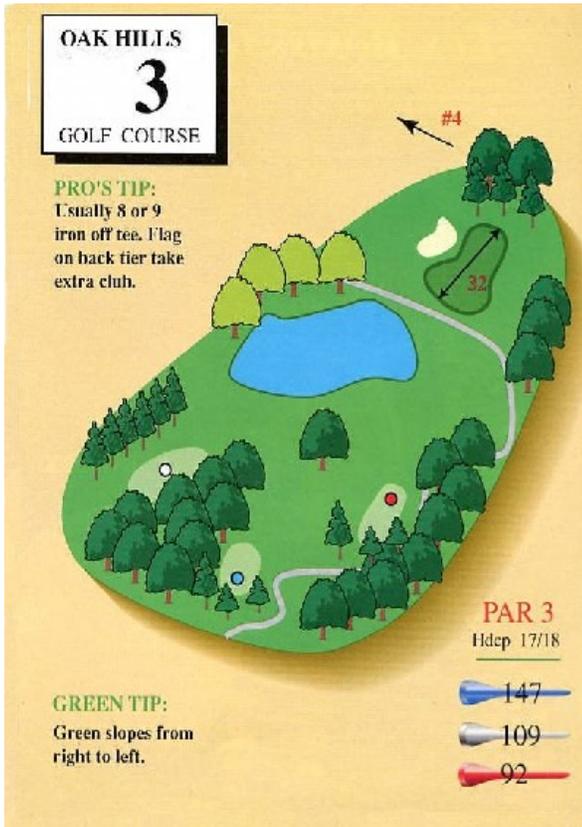


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HOLE THREE:

The Third hole is a downhill Par 3 of 147 yards in length from the Blue Tees. It is rated as the No. 17 handicap hole on the course. Proposed improvements include:

- Relocate cart path from in front of green and running it along west side of green and around up to the fourth tee box as shown.
- Renovate one greenside bunker and White tee. Blue Tee area was renovated in 2013 (below).
- Repair or replace stairs leading to fourth blue and white tees





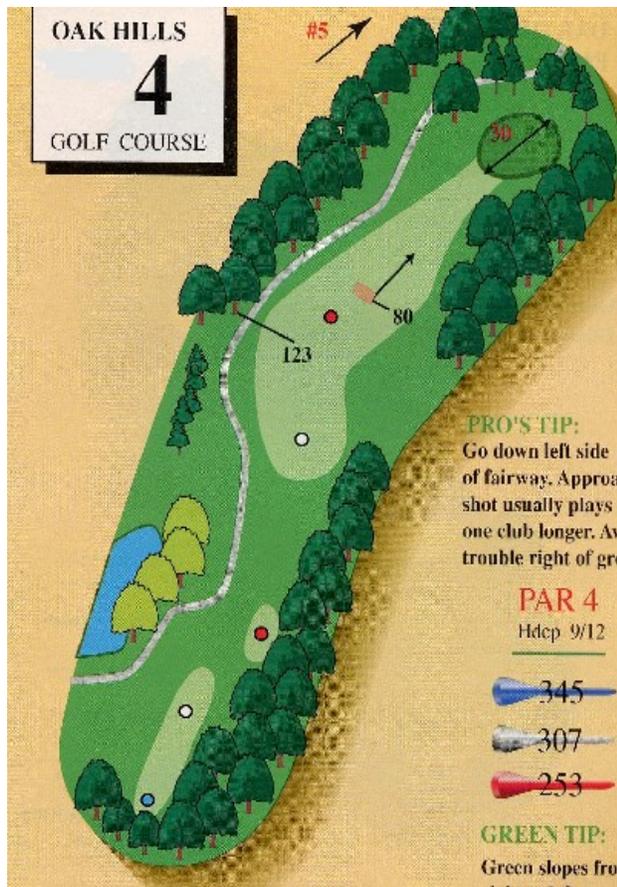
THE OAK HILLS PARK AUTHORITY

HOLE FOUR:

Hole Number four is a downhill Par 4 to a level fairway and elevated green of 345 yards in length from the Blue Tees. It is rated as the No. 9 handicap hole on the course.

Proposed improvements include:

- Renovate tee areas
- Renovate two greenside bunkers
- Drainage improvements at 100 yard mark
- Relocate cart path for continuous use around back of blue tee and along property boundary
- Repair cart paths were needed



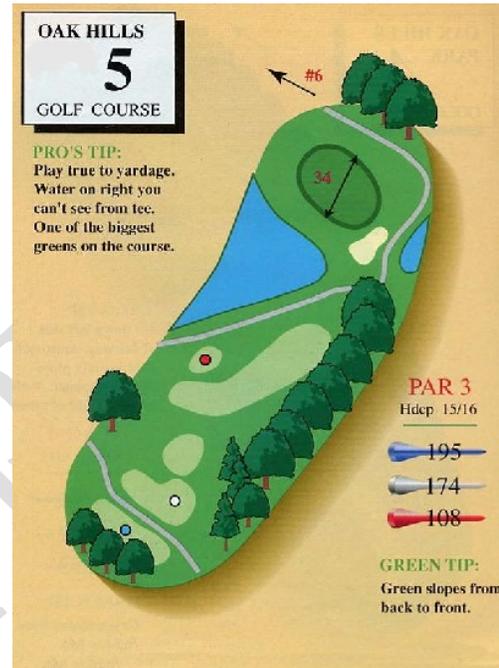


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HOLE FIVE:

Hole Number Five is a downhill Par 3 over water to a up sloping green with a bunker located to the short right of the green. The hole is 195 yards in length from the Blue Tees. It is rated as the No. 15 handicap hole on the course. Proposed improvements include:

- Renovate the tee areas
- Renovate one greenside bunker.
- Improvements to the drop zone area.
- Repair cart paths where needed.

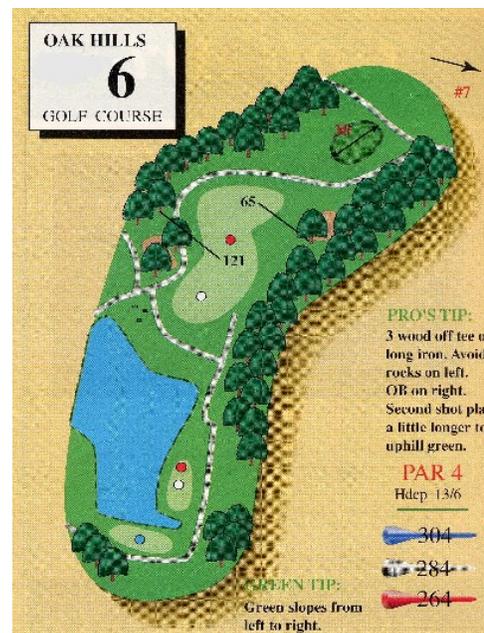


HOLE SIX:

Hole Number Six is a Par 4 over water to an elevated green. There are no bunkers. The hole is located immediately adjacent to the Golf Learning Center. The hole is 304 yards in length from the Blue Tees. It is rated as the No. 13 handicap hole on the course.

Proposed improvements include:

- Drainage improvements near the 150 yard marker.
- The tee boxes were renovated in 2013.

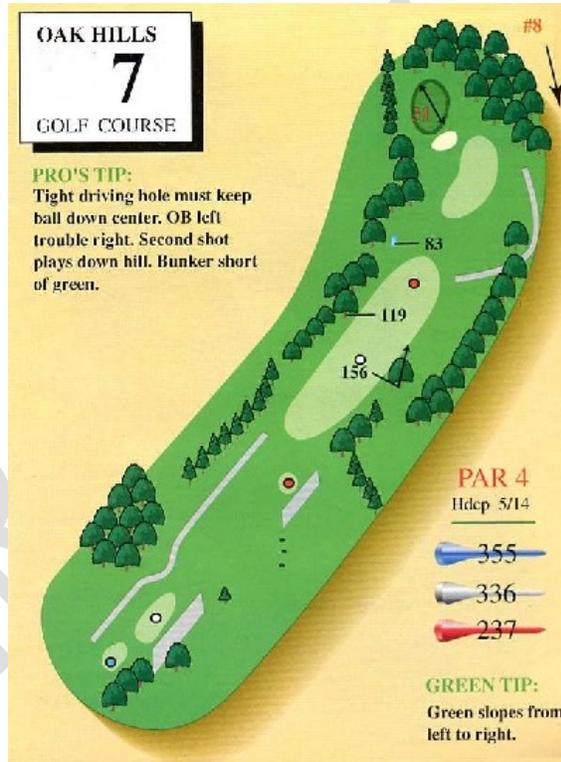




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HOLE SEVEN:

Hole Number Seven is an uphill tee shot Par 4 to a level fairway then downhill to an up sloping green. Both tee shot and second shot are blind. The hole is 355 yards in length from the Blue Tee. There are no bunkers. The hole is located immediately adjacent to the relocated first tee and the 13th tee. It is rated as the No. 5 handicap hole on the course.



Proposed improvements include:

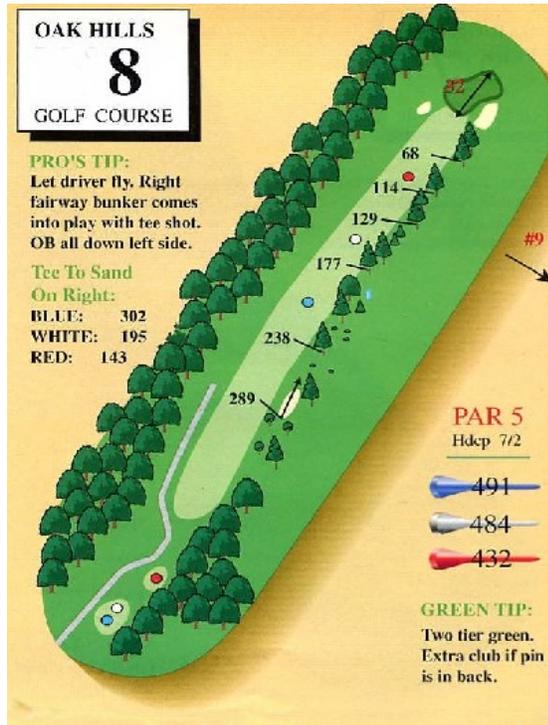
- Drainage improvements near the white tee.
- Renovate both tee boxes
- Continuous cart path and cart part repairs where needed.



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HOLE EIGHT:

Hole Number Eight is a short Par 5 as it is 495 yards in length from the Blue Tee. There are two greenside bunkers and one fairway bunker. The hole is rated as the No. 7 handicap hole on the course. Proposed improvements include:



- Renovate and expand tee boxes
- Construct continuous cart paths and repair existing paths where needed.
- Renovate fairway bunker at 259 yard marker
- Renovate three greenside bunkers
- Improve and add drainage under power lines and on right side of fairway from 175 yard mark to green.

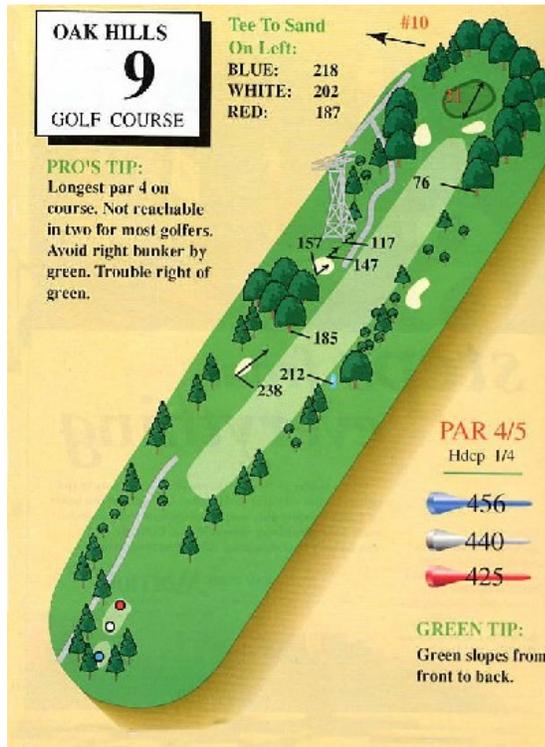
HOLE NINE:

Hole Number Nine is a long Par 4 to an elevated green. The hole is 456 yards in length from the Blue Tee. There is one greenside bunkers and one fairway bunker. The hole is rated as the No. 1 handicap hole on the course. Proposed improvements include:

- Renovate tee boxes
- Drainage improvements from to 150 yards, from tee the entire width of hole and immediately in front of the green / bunker.
- Continuous cart paths and repair existing path where needed.
- Renovate fairway bunkers near 228, 147, and 76 yard markers and one greenside bunker.

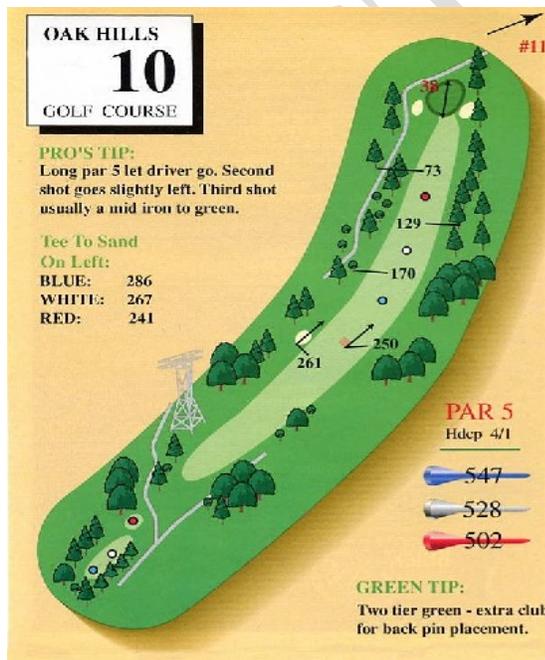


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HOLE TEN:

Hole Number Ten is a Par 5. The hole is 547 yards in length from the Blue Tee. There are two greenside bunkers and one fairway bunker. The hole is rated as the No. 4 handicap hole on the course.





THE OAK HILLS PARK AUTHORITY

Proposed improvements include:

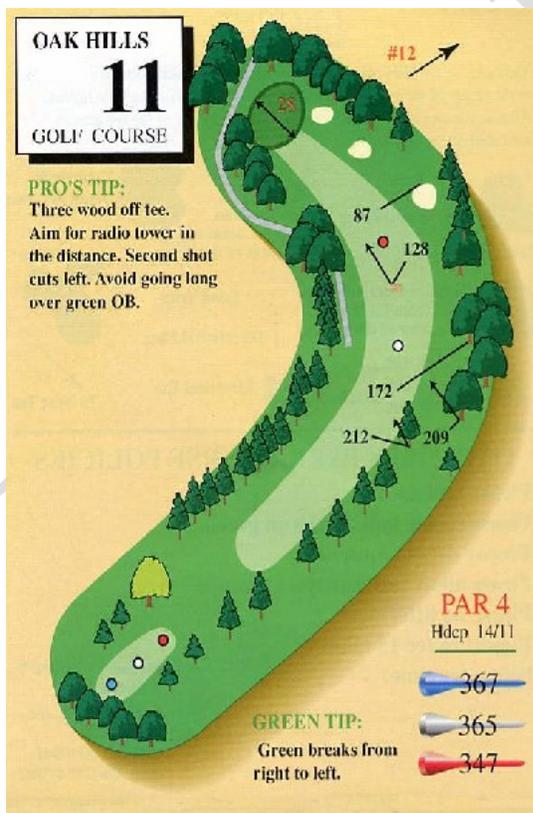
- Renovate tee boxes
- Continuous cart paths
- Renovate fairway bunkers near 261 yard marker and two greenside bunkers.
- Drainage on left under / past power lines; and on left of approach area near the green.



HOLE ELEVEN:

Hole Number Eleven is a Par 4 dog leg left. The hole is 367 yards in length from the Blue Tee. There two fairway bunkers and one greenside bunker. The hole is rated as the No. 14 handicap hole on the course. Proposed improvements include:

- Renovate tee boxes and expand if possible
- Continuous cart paths and repair existing path where needed.
- Renovate fairway bunkers near the 87 yard marker and 30 yard marker and one greenside bunker.
- Drainage where needed.



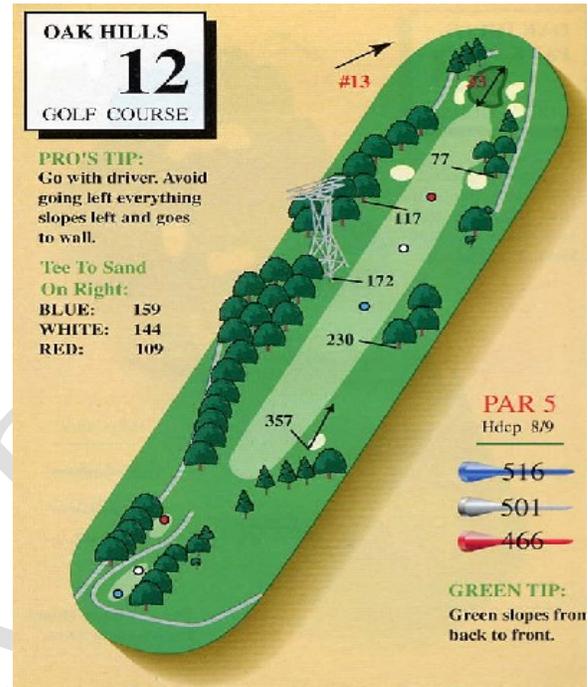


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HOLE TWELVE:

Hole Number Twelve is a Par 5 with an uphill tee shot to a level fairway. The hole is 516 yards in length from the Blue Tee and is rated the number 8 handicap hole on the course. There are three fairway bunkers and three greenside bunkers. Proposed improvements include:

- Renovate tee boxes
- Continuous cart paths
- Renovate fairway bunkers near the 100 yard marker and 77 yard marker
- Renovate three greenside bunkers.
- Drainage where needed.



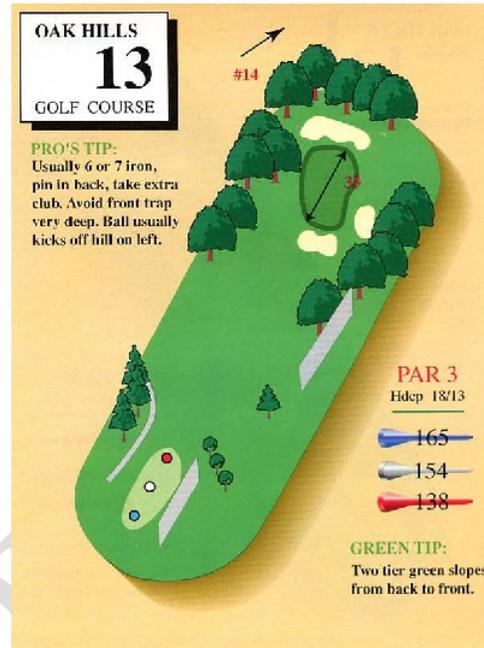
HOLE THIRTEEN:

Hole Number Thirteen is a downhill Par 3 with three greenside bunkers. The hole is 165 yards in length from the Blue Tee and is rated the number 18 handicap hole on the course. There three greenside bunkers. The 13th tee was expanded in 2013 with the addition of a forward tee. Proposed improvements include:



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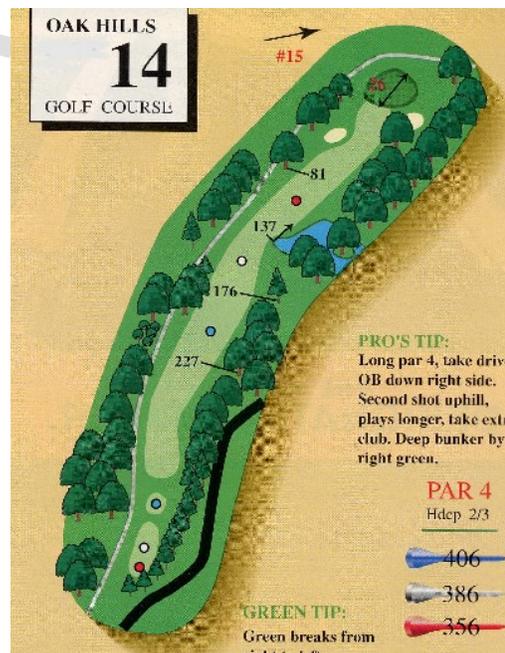
- Repair cart path
- Renovate three greenside bunkers.
- Drainage where needed.
- Renovate main tee box,



HOLE FOURTEEN:

Hole Number Fourteen is a Par 4 with one greenside bunker that protects an elevated green. There is also a fairway bunker. The hole is 406 yards in length from the Blue Tee and is rated the number 2 handicap hole on the course. Proposed improvements include:

- Repair cart path
- Renovate tee boxes
- Renovate greenside bunker and fairway bunker
- Drainage where needed



HOLE FIFTEEN:

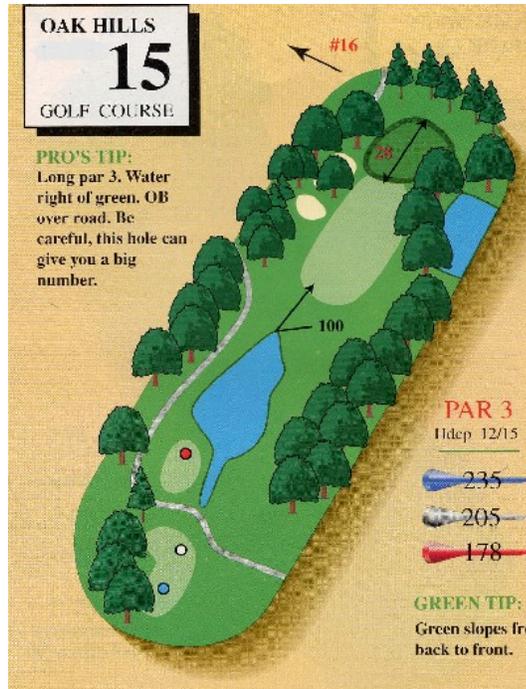
Hole Number Fifteen is a Par 3 with a tee shot over water to a gently up sloping green that is protected with a greenside bunkers and a false front. The hole is 235 yards in length from the Blue Tee and is rated the number 12 handicap hole on the course.



THE OAK HILLS PARK AUTHORITY

There is one fairway bunker and one greenside bunker. Proposed improvements include:

- Renovate and expand tee boxes
- cart path repair where needed
- Renovate fairway bunker near the 50 yard marker.
- Renovate greenside bunker.
- Drainage where needed.



HOLE SIXTEEN:

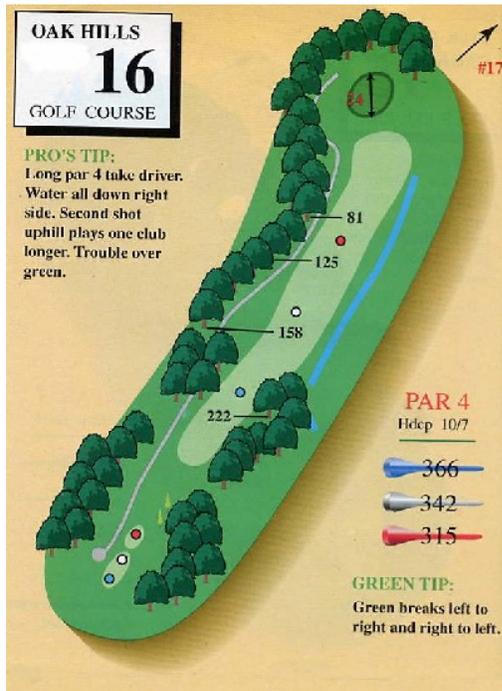
Hole Number Sixteen is a Par 4 with a tee shot to a flat fairway and second shot to an elevated green. The hole is 366 yards in length from the Blue Tee and is rated the number 10 handicap hole on the course. There are no bunkers. Proposed improvements include:

- Renovate and expand tee boxes
- cart path repair where needed
- Drainage where needed.





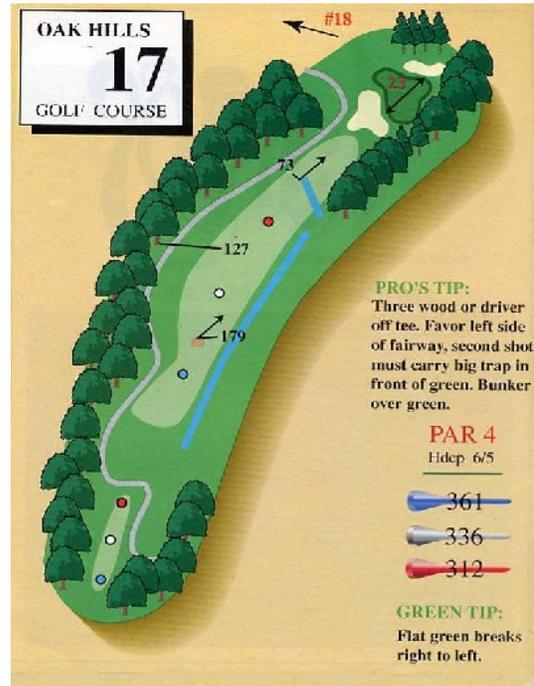
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HOLE SEVENTEEN:

Hole Number Seventeen is a Par 4 with a tee shot to a flat fairway that is bordered by a brook for 2/3 of its length. The hole is 361 yards in length from the Blue Tee and is rated the number 6 handicap hole on the course. There are three greenside bunkers. Proposed improvements include:

- Renovate tee boxes
- Renovate three greenside bunkers
- cart path repair where needed
- Drainage where needed.



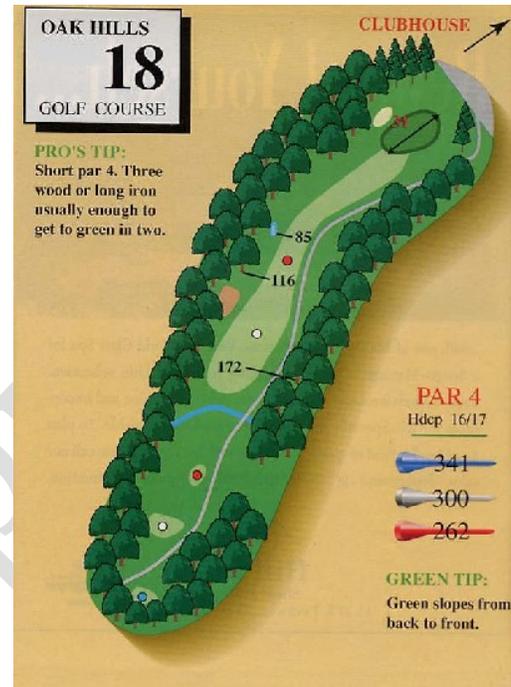


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HOLE EIGHTEEN:

Hole Number Eighteen is a Par 4 with a tee shot to a flat fairway and second shot to an elevated green. The hole is 341 yards in length from the Blue Tee and is rated the number 10 handicap hole on the course. There are three greenside bunkers. Proposed improvements include:

- Renovate and expand tee boxes
- Renovate three greenside bunkers
- cart path repair where needed
- Drainage where needed.



OTHER IMPROVEMENTS:

Our superintendent has identified other areas of improvement at Oak Hills that are in need of improvement that include painting and siding for existing buildings, improving the maintenance facility, and replacing boilers in the duplex rental house and the restaurant.



THE OAK HILLS PARK AUTHORITY

ECONOMIC ANALYSIS

PRO FORMA ANALYSIS AND METHODOLOGY

The OHPA authority developed Proforma financial statement projections for both the improvements discussed herein and an accretive analysis for the facility as a whole.

The assumptions are based upon numerous sources and metrics considered to be golf industry standards. Certain assumptions and information integral to the analysis have been made and include the following:

- Golf Demographic and economic data information was obtained from Forecast Golf Group, a Practice Range consulting company headquartered in Glen Allen, VA. Included in these reports were certain market characteristics for zip codes within a 20 minute drive (10 Mile radius) of Oak Hills Park including golf population and range patron estimates, ball sales estimates and golf participation indices all by community.
- Additional information came from "Profit & Expense Standards For Successful Golf Driving Ranges" by James E. Turner
- Historic Round Play for the years 2003-2013 at Oak Hills Park
- Revenue assumptions underlying the forecasts were from several reputable sources. This included analyzing existing and proposed facilities lease data for the restaurant and the tennis center, surveying identified competing ranges in Fairfield County conducted by our Golf Professional, review of publicly available financial statements from competing golf facilities, consultation with golf professionals and economic forecasts provided by them and reviewing data available from the NGF and the GRAA.
- Operating Expenses used in the Analysis were based on Vendor estimates for the first year, Stamford Golf Authority (SGA) actual data, and comp range data. Those were analyzed and projected forward and compared for reasonableness based on comparable data described above.
- Replacement reserves were calculated based on standard real estate industry methodology using actual estimated costs for turf, nets, poles, and equipment.
- In the event of an economic downturn, the business may have a decline in its revenues. However, the pricing point for the OHPA Golf Learning Center is low and should be attractive to range patrons no matter the economic conditions. The success with the SGA range in Stamford over the past few years bears this out. In order to provide for this economic sensitivity, Income and Expense forecasts were made based on a Base Case, Worst case, and Best Case scenarios. These in turn were compared to the projections provided by the third party range proposals. The Base Case analysis utilizes the average of potential revenues generated from the metrics used. The Best and Worst Cases are the max and minimum revenues generated from those same metrics.



THE OAK HILLS PARK AUTHORITY

GENERAL ASSUMPTIONS

The pages that follow are a summary of the general assumptions that were used in developing the cash flow analysis for the Golf Learning Center and Oak Hills as a facility. Included for review are the following:

- Debt History of Oak Hills
- Proposed Debt Structure
- Forecast Golf Consulting Radius Study
- Comparable Range Facility Analysis
- Revenue and Expense Assumptions
- Cash flow Projections
 - Base Case with metrics
 - Optimistic Case with metrics
 - Worse Case with metrics
 - TDRS Projections with metrics
- Accretive Analysis
 - Oak Hills Park Authority Future Cast was used as the basis of the analysis incorporated our base case analysis.

DEBT HISTORY

#REF!



GENERAL

The City issued bonds and bond anticipation notes (the "notes") totaling \$2,500,000 for the development of a driving range, restaurant and associated facilities at the Park. The notes are a general obligation of the City and the City will pledge its full faith and credit to pay the principal and interest. The Authority is obligated to repay, as rent to the city, all such notes and any other fees and expenses associated with the notes. During the year ended June 30, 2013 the Authority paid \$218,346 as rent to the City.

The Authority is required to pay as additional rent to the City an amount equal to 50% of the Park's net operating revenues, as defined, up to \$200,000, plus 75% of the next \$200,000 of net operating revenues and 80% of the net operating revenues which exceed \$400,000. No additional rent was paid to the City during the year ended June 30, 2013.

During the initial five years of the lease, an amount equal to five percent of the Authority's operating budget was required to be deducted from net operating revenues and placed in a separate fund to be used only in emergencies to cover expenses of the Park. Commencing in year six of the lease and continuing thereafter throughout the term of the lease, a capital account may be maintained throughout the term of the lease into which up to \$250,000 may be deposited annually.

In May 2012 the Authority entered into an agreement for the lease of its fleet of golf carts which requires annual payments of \$47,982 through June 30, 2017. The agreement allows the Authority to purchase the equipment at a price equal to the fair market value at the end of the term of the lease.

The Authority leases its restaurant facility for the operation of a full-service, family style public restaurant, grille room, and catering and concession facilities. The term of the lease is for five years through January 2018 and grants the lessee an option to extend the term of the lease for two periods of five years. During the year ended June 30, 2013 rent income was \$102,975. In addition, the Authority leases its tennis facility for \$30,000 per tennis season.

LONG TERM LIABILITIES

Long-term liabilities consist of loans financed through the City which is comprised of the Restaurant Debt, Irrigation Debt, Paving Debt, Capital Debt and Operating Debt (the "City Debt") and commercial financing.

Restaurant Debt

In connection with the construction of the restaurant facility referred to above, in January 2005 the Authority executed a loan and promissory note in the amount of \$2,200,000 with the City of Norwalk, with interest at 4.5%. The agreement required semi-annual payments of principal and interest of \$93,272, with a final payment in July 2025.

Pursuant to the Restaurant Debt agreement the Authority funded a debt reserve account maintained by the City in the amount of \$200,000 as security for the repayment of the Restaurant Debt.

The Restaurant Debt is secured by an assignment of the rental income received by the Authority from the rental of the restaurant and the net rental income generated from the rental of carts and equipment at the Park.

Irrigation Debt

In the City of Norwalk bond issue of 1999, the City financed \$990,000 to fund the installation of an irrigation system, with interest at 5% per annum, which required annual principal payments of \$78,158 plus interest through January 2012, and payments of \$91,184 plus interest in January 2013 and January 2014.

Paving Debt

During the year ended June 30, 2009 the Authority financed the paving of cart paths which was financed by the City of Norwalk. The agreement required annual payments of principal and interest of \$12,031 commencing July 2011 through July 2020, with interest at 4% per annum.

Amendments to Loan Agreements with the City of Norwalk

In August 2011 the City amended the terms of the Restaurant Debt, the Irrigation Debt and Paving Debt (the "second amended agreement"). The second amended agreement required the payment of principal and interest of \$131,695 by May 31, 2011, the payment of principal and interest in the amount of \$183,762 by September 1, 2011 and, thereafter, annual payments of principal and interest of \$217,768 through September 2025.

The second amended agreement allowed the Authority to utilize \$232,523, which included interest earned, of the debt reserve account maintained by the City to pay the debt obligations due to the City through January 15, 2011 and required the Authority to replenish the reserve account by \$40,000 annually commencing September 2011 through September 2015.

The second amended agreement restricts the Authority from incurring capital expenses or debts in excess of \$5,000 until and unless the current year debt service payment and debt reserve account payment due during such fiscal year period have been paid in full and no obligation under the amended debt agreement remains due under its terms, restricted wage increases through June 30, 2012 and required an increase in certain user fees in all fiscal years through the 2016 golf season.

In August 2012 the Authority and the City entered into a third amended agreement which modified the payment terms of the second amended agreement. The third amended agreement required payment of interest of \$178,346 by September 2012 and, thereafter, requires annual payments of principal and interest in the amount of \$161,647 commencing September 1, 2013 with the final payment due in September 2036. The terms of the second amended agreement relating to the replenishing of the debt reserve account, the restrictions relating to incurring capital expenditures and debt in excess of \$5,000, restrictions on wage increases and the increase in certain user fees remain unchanged.

Capital Debt

In August 2012 the Authority entered into an agreement with the City in the amount of \$150,000 for the financing of capital improvements, with an interest rate of 1.9%. Payments of principal and interest in the amount of \$16,612 are due annually commencing September 2013 through September 2022. Upon a default by the Authority of its repayment obligation, the City has a right to the assignment of rental income received by the Authority from the rental of the restaurant and the net rental income generated by the rental of carts and equipment at Oak Hills Park.

Operating Debt

In March 2013 the Authority entered into an agreement with the City in the amount of \$150,000 for the financing of operating expenses, with an interest rate of 1.9%. Principal and interest in the amount \$14,474 was paid July 2013, and payments of principal and interest of \$16,612 is due annually July 2014 through July 2022. Upon a default by the Authority of its repayment obligation, the City has a right to the assignment of rental income received by the Authority from the rental of the restaurant and the net rental income generated by the rental of carts and equipment at Oak Hills Park.

Commercial Financing

During the fiscal year ended June 30, 2008 the Authority financed the acquisition of maintenance equipment under an agreement which required monthly payment of principal and interest of \$1,010 through September 2012, with interest at 11 percent. The finance agreement is secured by the equipment financed.

In July 2010 the authority financed the acquisition of maintenance equipment under an agreement which requires annual payments of principal and interest of \$32,400 through July 2015, with interest at 4.75 percent. The finance agreement is secured by the equipment financed.

In July 2012 the Authority entered into an agreement for the financing of maintenance equipment which requires annual payments of \$28,996 through September 2017. The agreement is secured by the equipment financed and includes a purchase option for \$1 at the expiration of the agreement.

Long-term liability activity for the City debt and commercial financing for the year ended June 30, 2013 was as follows:

	City Debt	Commercial Debt	Total Debt
Beginning balance	\$2,329,176	\$94,371	\$2,423,547
Additions	\$299,997	\$126,845	\$426,842
Reductions	\$0	-\$49,668	-\$49,668
Ending balance	\$2,629,173	\$171,548	\$2,800,721
Due within one year	\$82,995	\$46,943	\$129,938

FORECAST GOLF 10 MILE RADIUS STUDY



*Stamford includes the City of Stamford, Pound Ridge, and South Salem

*Norwalk includes the City of Norwalk, Towns of Westport, Wilton, New Canaan and Darien. Norwalk Golf Participation is 8,540 rounds

*Fairfield includes the Town of Fairfield and Weston

No.	Facility	Bays	EST Population - 2011	EST Golf Population	Est 2013 Golf Rounds	Golf Partc. Rate	Rounds Per Golfer	Balls per stall @ Regional Average Cost per stall	Estimated Range Patrons	Forecast Fair Share by Stall	Market Penetration Rate
1	Stamford	46	136,519	13,600	56,000	10.0%	4.1	136,483	7,530	53.5%	148.0%
2	Greenwich	15	61,782	8,544	40,000	13.8%	4.7	50,125	4,729	17.4%	54.3%
3	Fairfield	25	70,242	8,679	40,749	12.4%	4.7	36,090	4,804	29.1%	39.1%
4	Norwalk	36	155,595	20,492	34,053	13.2%	1.7		11,342		
3	Existing Ranges	86	268,543	30,823	136,749	11.5%	4.4	74,233	17,063	70.5%	100.0%
1	Norwalk	<u>36</u>	<u>155,595</u>	<u>20,492</u>	<u>34,053</u>	<u>13.2%</u>	<u>1.7</u>	<u>0</u>	<u>11,342</u>	<u>29.5%</u>	<u>0.0%</u>
		122	424,138	51,315	170,802	12.1%		74,233	28,405	100.0%	100.0%
2	Western Fairfield	61	353,896	42,636	96,000	12.0%	3.7	93,304	23,601	70.9%	124.9%
1	Eastern Fairfield	25	70,242	8,679	40,749	12.4%	1.7	36,090	4,804	29.1%	39.1%

No.	Facility	Bays	Forecasted Rev/yr by Zip code	Forecasted Rev/yr by Stall	Actual Rev/YR	Forecast Rev by Zip Code Per Golfer	Forecast Rev by Zip Code Per Range Patron	Forecast Rev / Yr/ Stall	Forecast Rev Per Yr/ Round Played	Actual Rev Per Golfer	Actual Rev Per Range Patron	Actual Per Stall
1	Stamford	46	\$330,949	\$670,447	\$835,000	\$24.33	\$43.95	\$14,575	\$11.97	\$61.40	\$44.25	\$18,152
2	Greenwich	15	\$208,971	\$218,624	\$100,000	\$24.46	\$44.19	\$14,575	\$5.47	\$11.70	\$21.15	\$6,667
3	Fairfield	25	\$212,307	\$364,374	\$120,000	\$24.46	\$44.19	\$14,575	\$3.04	\$13.83	\$24.98	\$4,800
4	Norwalk	36	\$501,218			\$24.46	\$44.19		\$14.72		Incl with Stamford	
	Existing Ranges	86	\$752,227	\$1,253,445	\$1,055,000	\$24.40	\$44.09	\$14,575	\$9.17	\$20.56	\$37.14	\$12,267
	Norwalk	<u>36</u>	<u>\$501,218</u>	<u>\$0</u>	<u>\$0</u>	<u>\$24.46</u>	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$0.00</u>	0
		122	\$1,253,445	\$1,253,445	\$1,055,000		\$44.13		\$9.17	\$20.56	\$37.14	\$12,267
2	Western Fairfield	61	\$539,920	\$889,071	\$935,000	\$12.66	\$22.88	\$14,575	\$9.26	\$21.93	\$39.62	\$15,328
1	Eastern Fairfield	25	\$212,307	\$364,374	\$120,000	\$24.46	\$44.19	\$14,575	\$8.94	\$13.83	\$24.98	\$4,800

**FAIRFIELD COUNTY MUNI GOLF COURSE COMPARABLE
RANGES - 10 MILE RADIUS**



Facility	Holes	Bays	Indoor	Heat	Lights	length	Prices/balls	Overhead	Ownership
Sterling Farms (Stamford)	18	46	YES	YES	NO	230	\$8/60 and \$11/100	\$156,400	City
Griff Harris (Greenwich)	18	15	NO	NO	NO	250	\$12/90 and \$6/45	\$20,000	City
Smith Richardson (Fairfield)	18	25	NO	NO	NO	300	\$5/40	\$110,000	City

Comments:

According to Forecast Golf, ranges attract users from a maximum 10 mile radius / 20 minute drive time. These ranges were determined to be the competitive set

Griffith E. Harris

As per Joe Felder Griff Harris ranges are a dying business due to economy and cost of range buckets. People are actually splitting buckets. State regulations and extreme liability costs restrict ability to build double decker. Two level ranges are generally built with lower level underground.

Smith Richardson

The cost of doing business for range is astronomical. Between net repairs, ball loss, cashiers, ball cost and retrieval. After expenses the range breaks even. City owns range.

Sterling Farms

City owned range. The average revenue from the range for the past two years is approximately \$805,000 and that is generally the average for the past 6 years based on audited financial statements for the SGA.

CASH FLOW ASSUMPTIONS

GROSS REVENUE

Round Play

15 Year CYE Revenue Round Play History - Oak Hills Park

Month	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	Avg. Rounds
TOTAL	50,090	51,020	51,405	41,134	43,771	45,778	45,616	44,450	45,475	42,413	40,150	33,726	32,874	34,053	8,315	42,449

Average Rounds - 11 Years	42,997
Minimum	32,874
Maximum	51,405
Average Rounds 2009-2013	36,643

YEAR	2014	2015	2016	2017	2018
Projected Rounds	34,955	38,450	40,375	42,400	44,500
Increases Yrs 1-5	As Shown	Annual Round Growth Per OHPA 3 year Budgetcast			
Increases Thereafter	1.00%				

Income Growth Rate 2.00% Per Annum based in 3 year budgetcast for Oak Hills: Practice Range only

Restaurant Revenue \$6,000 Revenue per months vs. 10% of Gross Revenue. Assumes Rent increases 15% EOY 5

	2014	2015	2016	2017	2018
Tennis Revenue	\$35,000	\$40,000	\$45,000	\$50,000	\$51,000
	Rent based on actual lease in place that expires in 2017				
	Rent increase per annum after that 2.00%				

Range Income

Metrics Used For Revenue Calculation

Proj 1st YR Golf Fee Revenue (2014)	\$1,467,153	FYE 2014 as Budgeted.
Total No. Bays	36	Total Proposed Bays at Oak Hills.
No. Range Patrons	11,342	Forecast Golf
Rounds - 2015	38,450	Average Rounds 2012&2013 plus 1,000 rounds
Fair Share - Bays	29.51%	Total Proposed Oak Hills Bays to Total Available Bays
Market Penetration	135.00%	Based ON AVERAGE ACTUAL FOR COMP RANGES: WESTERN FAIRFIELD
Projected Total Market Revenue	\$1,253,445	Forecast Golf - Total Market Potential
Revenue Per Ball	\$0.133	Based on Actual from COMP Survey WESTERN FAIRFIELD and GRAA Comps
AVERAGE Balls Per Bucket	60	GRAA Statistics
Per Bucket Per Round Played	1.75	Based on Actual buckets sold from Comp Survey
Forecasted Dollars Per Range Patron	\$39.62	Forecast Golf - Western Fairfield
Revenue Per Stall	\$15,325	Based ON AVERAGE ACTUAL FOR COMP RANGES: WESTERN FAIRFIELD
Average Balls sold per Stall at revenue per ball	120,000	Based ON AVERAGE ACTUAL FOR COMP RANGES: WESTERN FAIRFIELD
Revenue Per Golfer	\$21.93	Based on Western Fairfield Actual
Revenue Per Golf Round	\$12.00	Based on Forecast Golf

Total Projected Revenues	Year 1	Per Round	Per Patron	Per Stall
Forecast Golf Projection by Zip Codes	\$501,218	\$13.04	\$44.19	\$13,923
Per Fair Share Market Penetration	\$499,500	\$12.99	\$44.04	\$13,875
Revenue Per Stall	\$552,000	\$14.36	\$48.67	\$15,333
Revenue Per Golfer	\$449,386	\$11.69	\$39.62	\$12,483
Per Bucket Per Round Sold	\$537,000	\$13.97	\$47.35	\$14,917
Per Ball Sold	\$478,800	\$12.45	\$42.21	\$13,300
Per Round Played	\$461,400	\$12.00	\$40.68	\$12,817
Annual Dollars Per Patron	\$449,336	\$11.69	\$39.62	\$12,482
Average Potential Revenue	\$491,000	\$12.77	\$43.29	\$13,639
Minimum Revenue Potential	\$449,000			
Maximum Potential Revenue	\$552,000			
Fair Share - Revenue	48.02%			
Market Penetration	162.75%			

EXPENSE PROJECTIONS

#REF!



STERLING FARMS RANGE METRICS

	2013	2012	2011	Avg
Estimated Rounds	56,000	56,000	54,118	55,059
Expense Ratio - Range	19.81%	31.86%	41.49%	36.67%
Per Stall	\$4,051	\$5,787	\$6,843	\$6,315

PROJECTED OPERATING COSTS - BASED ON MATERIALS PROVIDED BY THE VENDORS, COMPARABLES, ETC

PLEASE NOTE THAT NUMBERS SHOWN IN BLUE AND WILL BE CHANGED AUTOMATICALLY IN CASH FLOW ANALYSIS TO ALLOW FOR SENSITIVITY ANALYSIS

ITEM		COST	PGI	PER STALL
1	SALARY BASED ON ONE FULL TIME EMPLOYEES AT 11 HOURS/DAY FOR 345 DAYS/YEAR AT \$15.00/HOUR INCLUDING BENEFITS	\$57,000	11.6%	\$1,583
2	CASUALTY AND LIABILITY INSURANCE -Percent of Gross Sales	\$9,500	1.9%	\$264
3	REPAIRS AND MAINTENANCE	\$14,500	3.0%	\$403
4	UTILITIES: PROPANE GAS AND ELECTRIC	\$7,000	1.4%	\$194
5	SUPPLIES - Percent of Gross Revenues based on Sterling Farms	\$24,000	4.9%	\$667
6	MARKETING/ADVERTISING - PERCENT of GROSS Sales	\$9,500	1.9%	\$264
7	ADMINISTRATIVE FEES - For Bank Charges and Professional Fees	\$14,500	3.0%	\$403
	TOTAL EXPENSES	\$136,000	27.7%	\$3,778
6	ANNUAL REPLACEMENT RESERVES	\$36,400	7.4%	\$1,011
	SYNTHETIC TURF - FAIRWAYS AND GREENS CURRENT COST \$350,000 INFLATING 2% PER YEAR - ASSUMES 3.5% WACC, 15 YR TERM	\$24,400	5.0%	\$678
	NETTING - TOTAL COST \$75,000 INFLATING 2% PER YEAR - ASSUMES 3.5% WACC 15 YR TERM	\$5,250	1.1%	\$146
	Equipment - \$65,100 cost Inflating 2% per year 3.5% WACC 10 YR TERM	\$6,750	1.4%	\$188
11	YEARLY TOTAL OPERATING EXPENSES	\$172,400	35.1%	\$4,789

ESTIMATED EXPENSE RATIO

BEFORE RESERVES	27.70%
AFTER RESERVES	35.11%
EXPENSE GROWTH RATE - NON RESERVES	2.00%
OHPA Discount Rate	4.00%

Restaurant Expenses The lease is NN except for building insurance and structural
 Assume \$0.50 psf
 SF 5,900 sf

Tennis Expenses Assumed to be NNN

**OHPA CASH FLOW PROJECTIONS - BASE CASE
GOLF SCHOOL**



		Proforma Profit and Loss (Yearly)									
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
NO. ROUNDS AT PARK		38,450	37,981	42,400	44,500	44,945	45,394	45,848	46,307	46,770	47,238
RANGE PATRONS		11,342	11,204	12,507	13,127	13,258	13,390	13,524	13,660	13,796	13,934
GROSS REVENUES											
	Golf School	\$245,500	\$500,820	\$510,836	\$521,053	\$531,474	\$542,104	\$552,946	\$564,005	\$575,285	\$586,790
	Tennis	\$40,000	\$45,000	\$51,000	\$52,020	\$53,060	\$54,122	\$55,204	\$56,308	\$57,434	\$58,583
PGI		\$285,500	\$545,820	\$561,836	\$573,073	\$584,535	\$596,225	\$608,150	\$620,313	\$632,719	\$645,373
OPERATING EXPENSES											
	Restaurant Expense	\$2,950	\$2,950	\$2,950	\$2,950	\$2,950	\$2,950	\$2,950	\$2,950	\$2,950	\$2,950
	Tennis Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Salary and Benefits	\$0	\$57,000	\$58,140	\$59,303	\$60,489	\$61,699	\$62,933	\$64,191	\$65,475	\$66,785
	Repairs and Maintenance	\$0	\$14,500	\$14,790	\$15,086	\$15,388	\$15,695	\$16,009	\$16,329	\$16,656	\$16,989
	Insurance	\$0	\$9,690	\$9,884	\$10,081	\$10,283	\$10,489	\$10,699	\$10,913	\$11,131	\$11,353
	Utilities	\$0	\$7,000	\$7,140	\$7,283	\$7,428	\$7,577	\$7,729	\$7,883	\$8,041	\$8,202
	Marketing	\$0	\$9,500	\$9,690	\$9,884	\$10,081	\$10,283	\$10,489	\$10,699	\$10,913	\$11,131
	Supplies	\$0	\$24,000	\$24,480	\$24,970	\$25,469	\$25,978	\$26,498	\$27,028	\$27,568	\$28,120
	Administrative Fees	\$0	\$14,500	\$14,790	\$15,086	\$15,388	\$15,695	\$16,009	\$16,329	\$16,656	\$16,989
	TOTAL OPERATING	\$2,950	\$139,140	\$141,864	\$144,642	\$147,476	\$150,366	\$153,315	\$156,322	\$159,390	\$162,518
EBITDA		\$282,550	\$406,680	\$419,973	\$428,431	\$437,059	\$445,859	\$454,835	\$463,991	\$473,330	\$482,855
REPLACEMENT RESERVES											
	Turf	\$12,200	\$24,400	\$24,400	\$24,400	\$24,400	\$24,400	\$24,400	\$24,400	\$24,400	\$24,400
	Netting	\$2,625	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250
	Equipment	<u>\$3,375</u>	<u>\$6,750</u>								
	TOTAL RESERVES	\$18,200	\$36,400								
TOTAL CF BEFORE DEBT		\$264,350	\$370,280	\$383,573	\$392,031	\$400,659	\$409,459	\$418,435	\$427,591	\$436,930	\$446,455
ANNUAL DEBT SERVICE		\$146,634	\$271,341								
NET CASH FLOW		\$117,717	\$98,939	\$112,231	\$120,690	\$129,318	\$138,118	\$147,094	\$156,250	\$165,588	\$175,114
RETURN ON COST - BEFORE RESERVES		8.19%	11.79%	12.17%	12.42%	12.67%	12.92%	13.18%	13.45%	13.72%	13.99%
RETURN ON COST		7.66%	10.73%	11.12%	11.36%	11.61%	11.87%	12.13%	12.39%	12.66%	12.94%
METRICS											
YIELD											
	NO. ROUNDS AT PARK	38,450	37,981	42,400	44,500	44,945	45,394	45,848	46,307	46,770	47,238
	RANGE PATRONS	11,342	11,204	12,507	13,127	13,258	13,390	13,524	13,660	13,796	13,934
	ESTIMATED BUCKETS	23,606	48,156	49,119	50,101	51,103	52,125	53,168	54,231	55,316	56,422
	BUCKETS PER ROUND SOLD	0.61	1.27	1.16	1.13	1.14	1.15	1.16	1.17	1.18	1.19
	BUCKETS PER PATRON	2.08	4.30	3.93	3.82	3.85	3.89	3.93	3.97	4.01	4.05
REVENUE											
	PER ROUND SOLD	\$6.38	\$13.19	\$12.05	\$11.71	\$11.82	\$11.94	\$12.06	\$12.18	\$12.30	\$12.42
	PER STALL	\$6,819	\$13,912	\$14,190	\$14,474	\$14,763	\$15,058	\$15,360	\$15,667	\$15,980	\$16,300
	DOLLARS PER RANGE PATRON	\$21.65	\$44.70	\$40.84	\$39.69	\$40.09	\$40.48	\$40.89	\$41.29	\$41.70	\$42.11
OPERATING EXPENSE RATIO											
	BEFORE RESERVES	1.2%	27.8%	27.8%	27.8%	27.7%	27.7%	27.7%	27.7%	27.7%	27.7%
	WITH RESERVES	8.6%	35.1%	34.9%	34.7%	34.6%	34.5%	34.3%	34.2%	34.0%	33.9%
BREAKEVEN REVENUE											
	BEFORE RESERVES	\$149,584	\$410,481	\$413,205	\$415,983	\$418,817	\$421,708	\$424,656	\$427,663	\$430,731	\$433,859
	WITH RESERVES	\$167,784	\$446,881	\$449,605	\$452,383	\$455,217	\$458,108	\$461,056	\$464,063	\$467,131	\$470,259
	PERCENT OF GI	58.77%	81.87%	80.02%	78.94%	77.88%	76.83%	75.81%	74.81%	73.83%	72.87%
DEBT COVERAGE											
	BEFORE RESERVES	1.93	1.50	1.55	1.58	1.61	1.64	1.68	1.71	1.74	1.78
	WITH RESERVES	1.80	1.36	1.41	1.44	1.48	1.51	1.54	1.58	1.61	1.65

**OHPA CASH FLOW PROJECTIONS - BEST CASE
GOLF SCHOOL**



		Proforma Profit and Loss (Yearly)									
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
NO. ROUNDS AT PARK		38,450	37,981	42,400	44,500	44,945	45,394	45,848	46,307	46,770	47,238
RANGE PATRONS		11,342	11,204	12,507	13,127	13,258	13,390	13,524	13,660	13,796	13,934
GROSS REVENUES											
	Golf School	\$276,000	\$563,040	\$574,301	\$585,787	\$597,503	\$609,453	\$621,642	\$634,074	\$646,756	\$659,691
	Tennis	\$40,000	\$45,000	\$51,000	\$52,020	\$53,060	\$54,122	\$55,204	\$56,308	\$57,434	\$58,583
PGI		\$316,000	\$608,040	\$625,301	\$637,807	\$650,563	\$663,574	\$676,846	\$690,383	\$704,190	\$718,274
OPERATING EXPENSES											
	Restaurant Expense	\$2,950	\$2,950	\$2,950	\$2,950	\$2,950	\$2,950	\$2,950	\$2,950	\$2,950	\$2,950
	Tennis Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Salary and Benefits	\$0	\$57,000	\$58,140	\$59,303	\$60,489	\$61,699	\$62,933	\$64,191	\$65,475	\$66,785
	Repairs and Maintenance	\$0	\$14,500	\$14,790	\$15,086	\$15,388	\$15,695	\$16,009	\$16,329	\$16,656	\$16,989
	Insurance	\$0	\$9,690	\$9,884	\$10,081	\$10,283	\$10,489	\$10,699	\$10,913	\$11,131	\$11,353
	Utilities	\$0	\$7,000	\$7,140	\$7,283	\$7,428	\$7,577	\$7,729	\$7,883	\$8,041	\$8,202
	Marketing	\$0	\$9,500	\$9,690	\$9,884	\$10,081	\$10,283	\$10,489	\$10,699	\$10,913	\$11,131
	Supplies	\$0	\$24,000	\$24,480	\$24,970	\$25,469	\$25,978	\$26,498	\$27,028	\$27,568	\$28,120
	Administrative Fees	\$0	\$14,500	\$14,790	\$15,086	\$15,388	\$15,695	\$16,009	\$16,329	\$16,656	\$16,989
	TOTAL OPERATING	\$2,950	\$139,140	\$141,864	\$144,642	\$147,476	\$150,366	\$153,315	\$156,322	\$159,390	\$162,518
EBITDA		\$313,050	\$468,900	\$483,437	\$493,165	\$503,087	\$513,208	\$523,531	\$534,061	\$544,801	\$555,756
REPLACEMENT RESERVES											
	Turf	\$12,200	\$24,400	\$24,400	\$24,400	\$24,400	\$24,400	\$24,400	\$24,400	\$24,400	\$24,400
	Netting	\$2,625	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250
	Equipment	<u>\$3,375</u>	<u>\$6,750</u>								
	TOTAL RESERVES	\$18,200	\$36,400								
TOTAL CF BEFORE DEBT		\$294,850	\$432,500	\$447,037	\$456,765	\$466,687	\$476,808	\$487,131	\$497,661	\$508,401	\$519,356
ANNUAL DEBT SERVICE		\$146,634	\$271,341								
NET CASH FLOW		\$148,217	\$161,159	\$175,696	\$185,424	\$195,346	\$205,467	\$215,790	\$226,319	\$237,060	\$248,015
RETURN ON COST - BEFORE RESERVES		9.07%	13.59%	14.01%	14.29%	14.58%	14.87%	15.17%	15.48%	15.79%	16.11%
RETURN ON COST		8.55%	12.54%	12.96%	13.24%	13.53%	13.82%	14.12%	14.42%	14.74%	15.05%
METRICS											
YIELD											
	NO. ROUNDS AT PARK	38,450	37,981	42,400	44,500	44,945	45,394	45,848	46,307	46,770	47,238
	RANGE PATRONS	11,342	11,204	12,507	13,127	13,258	13,390	13,524	13,660	13,796	13,934
	ESTIMATED BUCKETS	26,538	54,138	55,221	56,326	57,452	58,601	59,773	60,969	62,188	63,432
	BUCKETS PER ROUND SOLD	0.69	1.43	1.30	1.27	1.28	1.29	1.30	1.32	1.33	1.34
	BUCKETS PER PATRON	2.34	4.83	4.42	4.29	4.33	4.38	4.42	4.46	4.51	4.55
REVENUE											
	PER ROUND SOLD	\$7.18	\$14.82	\$13.54	\$13.16	\$13.29	\$13.43	\$13.56	\$13.69	\$13.83	\$13.97
	PER STALL	\$7,667	\$15,640	\$15,953	\$16,272	\$16,597	\$16,929	\$17,268	\$17,613	\$17,965	\$18,325
	DOLLARS PER RANGE PATRON	\$24.33	\$50.25	\$45.92	\$44.63	\$45.07	\$45.51	\$45.96	\$46.42	\$46.88	\$47.34
OPERATING EXPENSE RATIO											
	BEFORE RESERVES	1.1%	24.7%	24.7%	24.7%	24.7%	24.7%	24.7%	24.7%	24.6%	24.6%
	WITH RESERVES	7.7%	31.2%	31.0%	30.9%	30.8%	30.6%	30.5%	30.4%	30.3%	30.2%
BREAKEVEN REVENUE											
	BEFORE RESERVES	\$149,584	\$410,481	\$413,205	\$415,983	\$418,817	\$421,708	\$424,656	\$427,663	\$430,731	\$433,859
	WITH RESERVES	\$167,784	\$446,881	\$449,605	\$452,383	\$455,217	\$458,108	\$461,056	\$464,063	\$467,131	\$470,259
	PERCENT OF GI	53.10%	73.50%	71.90%	70.93%	69.97%	69.04%	68.12%	67.22%	66.34%	65.47%
DEBT COVERAGE											
	BEFORE RESERVES	2.13	1.73	1.78	1.82	1.85	1.89	1.93	1.97	2.01	2.05
	WITH RESERVES	2.01	1.59	1.65	1.68	1.72	1.76	1.80	1.83	1.87	1.91

**OHPA CASH FLOW PROJECTIONS - WORSE CASE
GOLF SCHOOL**



		Proforma Profit and Loss (Yearly)									
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
NO. ROUNDS AT PARK		38,450	37,981	42,400	44,500	44,945	45,394	45,848	46,307	46,770	47,238
RANGE PATRONS		11,342	11,204	12,507	13,127	13,258	13,390	13,524	13,660	13,796	13,934
GROSS REVENUES											
	Range	\$224,500	\$457,980	\$467,140	\$476,482	\$486,012	\$495,732	\$505,647	\$515,760	\$526,075	\$536,597
	Tennis	\$40,000	\$45,000	\$51,000	\$52,020	\$53,060	\$54,122	\$55,204	\$56,308	\$57,434	\$58,583
PGI		\$264,500	\$502,980	\$518,140	\$528,502	\$539,072	\$549,854	\$560,851	\$572,068	\$583,509	\$595,180
OPERATING EXPENSES											
	Restaurant Expense	\$2,950	\$2,950	\$2,950	\$2,950	\$2,950	\$2,950	\$2,950	\$2,950	\$2,950	\$2,950
	Tennis Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Salary and Benefits	\$0	\$57,000	\$58,140	\$59,303	\$60,489	\$61,699	\$62,933	\$64,191	\$65,475	\$66,785
	Repairs and Maintenance	\$0	\$14,500	\$14,790	\$15,086	\$15,388	\$15,695	\$16,009	\$16,329	\$16,656	\$16,989
	Insurance	\$0	\$9,690	\$9,884	\$10,081	\$10,283	\$10,489	\$10,699	\$10,913	\$11,131	\$11,353
	Utilities	\$0	\$7,000	\$7,140	\$7,283	\$7,428	\$7,577	\$7,729	\$7,883	\$8,041	\$8,202
	Marketing	\$0	\$9,500	\$9,690	\$9,884	\$10,081	\$10,283	\$10,489	\$10,699	\$10,913	\$11,131
	Supplies	\$0	\$24,000	\$24,480	\$24,970	\$25,469	\$25,978	\$26,498	\$27,028	\$27,568	\$28,120
	Administrative Fees	\$0	\$14,500	\$14,790	\$15,086	\$15,388	\$15,695	\$16,009	\$16,329	\$16,656	\$16,989
	TOTAL OPERATING	\$2,950	\$139,140	\$141,864	\$144,642	\$147,476	\$150,366	\$153,315	\$156,322	\$159,390	\$162,518
EBITDA		\$261,550	\$363,840	\$376,276	\$383,860	\$391,597	\$399,487	\$407,536	\$415,746	\$424,120	\$432,661
REPLACEMENT RESERVES											
	Turf	\$12,200	\$24,400	\$24,400	\$24,400	\$24,400	\$24,400	\$24,400	\$24,400	\$24,400	\$24,400
	Netting	\$2,625	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250
	Equipment	<u>\$3,375</u>	<u>\$6,750</u>								
	TOTAL RESERVES	\$18,200	\$36,400	\$36,400	\$36,400	\$36,400	\$36,400	\$36,400	\$36,400	\$36,400	\$36,400
TOTAL CF BEFORE DEBT		\$243,350	\$327,440	\$339,876	\$347,460	\$355,197	\$363,087	\$371,136	\$379,346	\$387,720	\$396,261
ANNUAL DEBT SERVICE		\$146,634	\$271,341	\$271,341	\$271,341	\$271,341	\$271,341	\$271,341	\$271,341	\$271,341	\$271,341
NET CASH FLOW		\$96,717	\$56,099	\$68,535	\$76,119	\$83,855	\$91,746	\$99,795	\$108,005	\$116,379	\$124,920
RETURN ON COST - BEFORE RESERVES		7.58%	10.55%	10.91%	11.13%	11.35%	11.58%	11.81%	12.05%	12.29%	12.54%
RETURN ON COST		7.05%	9.49%	9.85%	10.07%	10.29%	10.52%	10.76%	10.99%	11.24%	11.49%
METRICS											
YIELD											
	NO. ROUNDS AT PARK	38,450	37,981	42,400	44,500	44,945	45,394	45,848	46,307	46,770	47,238
	RANGE PATRONS	11,342	11,204	12,507	13,127	13,258	13,390	13,524	13,660	13,796	13,934
	ESTIMATED BUCKETS	21,587	44,037	44,917	45,816	46,732	47,667	48,620	49,592	50,584	51,596
	BUCKETS PER ROUND SOLD	0.56	1.16	1.06	1.03	1.04	1.05	1.06	1.07	1.08	1.09
	BUCKETS PER PATRON	1.90	3.93	3.59	3.49	3.52	3.56	3.59	3.63	3.67	3.70
REVENUE											
	PER ROUND SOLD	\$5.84	\$12.06	\$11.02	\$10.71	\$10.81	\$10.92	\$11.03	\$11.14	\$11.25	\$11.36
	PER STALL	\$6,236	\$12,722	\$12,976	\$13,236	\$13,500	\$13,770	\$14,046	\$14,327	\$14,613	\$14,905
	DOLLARS PER RANGE PATRON	\$19.79	\$40.88	\$37.35	\$36.30	\$36.66	\$37.02	\$37.39	\$37.76	\$38.13	\$38.51
OPERATING EXPENSE RATIO											
	BEFORE RESERVES	1.3%	30.4%	30.4%	30.4%	30.3%	30.3%	30.3%	30.3%	30.3%	30.3%
	WITH RESERVES	9.4%	38.3%	38.2%	38.0%	37.8%	37.7%	37.5%	37.4%	37.2%	37.1%
BREAKEVEN REVENUE											
	BEFORE RESERVES	\$149,584	\$410,481	\$413,205	\$415,983	\$418,817	\$421,708	\$424,656	\$427,663	\$430,731	\$433,859
	WITH RESERVES	\$167,784	\$446,881	\$449,605	\$452,383	\$455,217	\$458,108	\$461,056	\$464,063	\$467,131	\$470,259
	PERCENT OF GI	63.43%	88.85%	86.77%	85.60%	84.44%	83.31%	82.21%	81.12%	80.06%	79.01%
DEBT COVERAGE											
	BEFORE RESERVES	1.78	1.34	1.39	1.41	1.44	1.47	1.50	1.53	1.56	1.59
	WITH RESERVES	1.66	1.21	1.25	1.28	1.31	1.34	1.37	1.40	1.43	1.46

**CASH FLOW PROJECTIONS - VENDOR
GOLF SCHOOL**



		Proforma Profit and Loss (Yearly)									
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
NO. ROUNDS AT PARK		34,955	35,000	40,000	43,000	45,000	50,000	50,000	50,000	50,000	50,000
RANGE PATRONS		11,342	11,357	12,979	13,952	14,601	16,224	16,224	16,224	16,224	16,224
GROSS REVENUES											
	Range	\$230,000	\$477,000	\$545,400	\$579,000	\$681,000	\$681,000	\$681,000	\$681,000	\$681,000	\$715,050
	Tennis	<u>\$40,000</u>	<u>\$45,000</u>	<u>\$51,000</u>	<u>\$52,020</u>	<u>\$53,060</u>	<u>\$54,122</u>	<u>\$55,204</u>	<u>\$56,308</u>	<u>\$57,434</u>	<u>\$58,583</u>
PGI		\$270,000	\$522,000	\$596,400	\$631,020	\$734,060	\$735,122	\$736,204	\$737,308	\$738,434	\$773,633
OPERATING EXPENSES											
	Restaurant Expense	\$2,950	\$2,950	\$2,950	\$2,950	\$2,950	\$2,950	\$2,950	\$2,950	\$2,950	\$2,950
	Tennis Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Salary and Benefits	\$0	\$57,000	\$58,140	\$59,303	\$60,489	\$61,699	\$62,933	\$64,191	\$65,475	\$66,785
	Repairs and Maintenance	\$0	\$14,500	\$14,790	\$15,086	\$15,388	\$15,695	\$16,009	\$16,329	\$16,656	\$16,989
	Insurance	\$0	\$9,690	\$9,884	\$10,081	\$10,283	\$10,489	\$10,699	\$10,913	\$11,131	\$11,353
	Utilities	\$0	\$7,000	\$7,140	\$7,283	\$7,428	\$7,577	\$7,729	\$7,883	\$8,041	\$8,202
	Marketing	\$0	\$9,500	\$9,690	\$9,884	\$10,081	\$10,283	\$10,489	\$10,699	\$10,913	\$11,131
	Supplies	\$0	\$24,000	\$24,480	\$24,970	\$25,469	\$25,978	\$26,498	\$27,028	\$27,568	\$28,120
	Administrative Fees	\$0	\$14,500	\$14,790	\$15,086	\$15,388	\$15,695	\$16,009	\$16,329	\$16,656	\$16,989
	TOTAL OPERATING	\$2,950	\$139,140	\$141,864	\$144,642	\$147,476	\$150,366	\$153,315	\$156,322	\$159,390	\$162,518
EBITDA		\$267,050	\$382,860	\$454,536	\$486,378	\$586,584	\$584,755	\$582,889	\$580,986	\$579,045	\$611,115
REPLACEMENT RESERVES											
	Turf	\$12,200	\$24,400	\$24,400	\$24,400	\$24,400	\$24,400	\$24,400	\$24,400	\$24,400	\$24,400
	Netting	\$2,625	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250	\$5,250
	Equipment	<u>\$3,375</u>	<u>\$6,750</u>								
	TOTAL RESERVES	\$18,200	\$36,400								
TOTAL CF BEFORE DEBT		\$248,850	\$346,460	\$418,136	\$449,978	\$550,184	\$548,355	\$546,489	\$544,586	\$542,645	\$574,715
ANNUAL DEBT SERVICE		\$146,634	\$271,341	\$271,341	\$271,341	\$271,341	\$271,341	\$271,341	\$271,341	\$271,341	\$271,341
NET CASH FLOW		\$102,217	\$75,119	\$146,795	\$178,637	\$278,843	\$277,014	\$275,148	\$273,245	\$271,304	\$303,374
RETURN ON COST - BEFORE RESERVES		7.74%	11.10%	13.17%	14.10%	17.00%	16.95%	16.89%	16.84%	16.78%	17.71%
RETURN ON COST		7.21%	10.04%	12.12%	13.04%	15.95%	15.89%	15.84%	15.78%	15.73%	16.66%
METRICS											
YIELD											
	NO. ROUNDS AT PARK	34,955	35,000	40,000	43,000	45,000	50,000	50,000	50,000	50,000	50,000
	RANGE PATRONS	11,342	11,357	12,979	13,952	14,601	16,224	16,224	16,224	16,224	16,224
	ESTIMATED BUCKETS	22,115	45,865	52,442	55,673	65,481	65,481	65,481	65,481	65,481	68,755
	BUCKETS PER ROUND SOLD	0.63	1.31	1.31	1.29	1.46	1.31	1.31	1.31	1.31	1.38
	BUCKETS PER PATRON	1.95	4.04	4.04	3.99	4.48	4.04	4.04	4.04	4.04	4.24
REVENUE											
	PER ROUND SOLD	\$6.58	\$13.63	\$13.64	\$13.47	\$15.13	\$13.62	\$13.62	\$13.62	\$13.62	\$14.30
	PER STALL	\$6,389	\$13,250	\$15,150	\$16,083	\$18,917	\$18,917	\$18,917	\$18,917	\$18,917	\$19,863
	DOLLARS PER RANGE PATRON	\$20.28	\$42.00	\$42.02	\$41.50	\$46.64	\$41.98	\$41.98	\$41.98	\$41.98	\$44.07
OPERATING EXPENSE RATIO											
	BEFORE RESERVES	1.3%	29.2%	26.0%	25.0%	21.7%	22.1%	22.5%	23.0%	23.4%	22.7%
	WITH RESERVES	9.2%	36.8%	32.7%	31.3%	27.0%	27.4%	27.9%	28.3%	28.8%	27.8%
BREAKEVEN REVENUE											
	BEFORE RESERVES	\$105,167	\$214,259	\$288,659	\$323,279	\$426,319	\$427,381	\$428,463	\$429,567	\$430,693	\$465,892
	WITH RESERVES	\$123,367	\$250,659	\$325,059	\$359,679	\$462,719	\$463,781	\$464,863	\$465,967	\$467,093	\$502,292
	PERCENT OF GI	45.69%	48.02%	54.50%	57.00%	63.04%	63.09%	63.14%	63.20%	63.25%	64.93%
DEBT COVERAGE											
	BEFORE RESERVES	2.61	5.10	3.10	2.72	2.10	2.11	2.12	2.13	2.13	2.01
	WITH RESERVES	1.43	3.61	1.85	1.52	0.97	0.98	0.99	0.99	1.00	0.89



BudgetCast 2015-2017 - With Range: Base Case Analysis

METRICS	2017	2016	2015
Revenue Rounds	42,400	40,375	38,450
Expense Ratio	60.05%	62.30%	65.87%

	Fiscal Year Budget 2017			Fiscal Year Budget 2016			Fiscal Year Budget 2015		
	Amount	Perc Gl	Per Round	Amount	Perc Gl	Per Round	Amount	Perc Gl	Per Round
GROSS REVENUES	\$2,559,513	100.00%	\$60.37	\$2,407,807	100.00%	\$59.64	\$2,006,515	100.00%	\$52.19
Golf Revenue									
Golf Fees	\$1,233,200	48.18%	\$29.08	\$1,144,150	47.52%	\$28.34	\$1,047,000	52.18%	\$27.23
I.D. Cards	\$194,100	7.58%	\$4.58	\$175,625	7.29%	\$4.35	\$158,900	7.92%	\$4.13
Tournament Fees	\$111,425	4.35%	\$2.63	\$109,240	4.54%	\$2.71	\$107,100	5.34%	\$2.79
Cart Revenue	\$374,120	14.62%	\$8.82	\$347,600	14.44%	\$8.61	\$323,000	16.10%	\$8.40
Golf Revenue - Gift Certif.	\$18,385	0.72%	\$0.43	\$18,020	0.75%	\$0.45	\$17,670	0.88%	\$0.46
Golf Rev Adj-Gift Certs,Rain cks	\$0	0.00%	\$0.00	\$0	0.00%	\$0.00	\$0	0.00%	\$0.00
Golf Revenue-Advertising	\$0	0.00%	\$0.00	\$0	0.00%	\$0.00	\$0	0.00%	\$0.00
Golf Revenue - Other	<u>-\$17,000</u>	<u>-0.66%</u>	<u>-\$0.40</u>	<u>-\$17,000</u>	<u>-0.71%</u>	<u>-\$0.42</u>	<u>-\$17,000</u>	<u>-0.85%</u>	<u>-\$0.44</u>
Golf Revenue	\$1,914,230	74.79%	\$45.15	\$1,777,635	73.83%	\$44.03	\$1,636,670	81.57%	\$42.57
Practice Range	\$510,836	19.96%	\$12.05	\$500,820	20.80%	\$12.40	\$245,500	12.24%	\$6.38
Tennis Revenue	\$50,088	1.96%	\$1.18	\$45,000	1.87%	\$1.11	\$40,000	1.99%	\$1.04
Rental Income	\$12,000	0.47%	\$0.28	\$12,000	0.50%	\$0.30	\$12,000	0.60%	\$0.31
Investment Income	\$359	0.01%	\$0.01	\$352	0.01%	\$0.01	\$345	0.02%	\$0.01
Misc. Income	\$0	0.00%	\$0.00	\$0	0.00%	\$0.00	\$0	0.00%	\$0.00
Cash Over/Under	\$0	0.00%	\$0.00	\$0	0.00%	\$0.00	\$0	0.00%	\$0.00
Restaurant Income	<u>\$72,000</u>	<u>2.81%</u>	<u>\$1.70</u>	<u>\$72,000</u>	<u>2.99%</u>	<u>\$1.78</u>	<u>\$72,000</u>	<u>3.59%</u>	<u>\$1.87</u>
Total Non-Golf Revenue	\$645,283	25.21%	\$15.22	\$630,172	26.17%	\$15.61	\$369,845	18.43%	\$9.62
DEPARTMENTAL EXPENSES									
TOTAL PAYROLL, BENEFITS, ADMIN	\$925,687	36.17%	\$21.83	\$908,311	37.72%	\$22.50	\$891,327	44.42%	\$23.18
PERSONNEL EXPENSE	\$647,580	25.30%	\$15.27	\$634,885	26.37%	\$15.72	\$622,442	31.02%	\$16.19
Management Salary	\$147,735	5.77%	\$3.48	\$144,840	6.02%	\$3.59	\$142,000	7.08%	\$3.69
Administrative	\$107,220	4.19%	\$2.53	\$105,120	4.37%	\$2.60	\$103,057	5.14%	\$2.68
Administrative O/T	\$0	0.00%	\$0.00	\$0	0.00%	\$0.00	\$0	0.00%	\$0.00
Course Personnel	\$275,600	10.77%	\$6.50	\$270,195	11.22%	\$6.69	\$264,900	13.20%	\$6.89
Course Personnel O/T	\$9,545	0.37%	\$0.23	\$9,360	0.39%	\$0.23	\$9,175	0.46%	\$0.24
Seasonal Personnel	\$104,295	4.07%	\$2.46	\$102,250	4.25%	\$2.53	\$100,250	5.00%	\$2.61
Seasonal Personnel O/T	\$3,185	0.12%	\$0.08	\$3,120	0.13%	\$0.08	\$3,060	0.15%	\$0.08
Cart Personnel	\$0	0.00%	\$0.00	\$0	0.00%	\$0.00	\$0	0.00%	\$0.00
EMPLOYEE BENEFITS	\$157,310	6.15%	\$3.71	\$154,220	6.40%	\$3.82	\$151,205	7.54%	\$3.93
Payroll Taxes	\$50,325	1.97%	\$1.19	\$49,340	2.05%	\$1.22	\$48,375	2.41%	\$1.26
State Unemployment	\$20,735	0.81%	\$0.49	\$20,325	0.84%	\$0.50	\$19,930	0.99%	\$0.52
Health and Unemployment Insurance	\$62,610	2.45%	\$1.48	\$61,385	2.55%	\$1.52	\$60,180	3.00%	\$1.57
Workman's Compensation	\$14,095	0.55%	\$0.33	\$13,815	0.57%	\$0.34	\$13,545	0.68%	\$0.35
Retirement Plans	\$9,545	0.37%	\$0.23	\$9,355	0.39%	\$0.23	\$9,175	0.46%	\$0.24
ADMINISTRATIVE EXPENSES	\$120,797	4.72%	\$2.85	\$119,206	4.95%	\$2.95	\$117,680	5.86%	\$3.06
Telephone	\$5,850	0.23%	\$0.14	\$5,765	0.24%	\$0.14	\$5,680	0.28%	\$0.15
Professional Fees Incl Pro	\$25,205	0.98%	\$0.59	\$24,835	1.03%	\$0.62	\$24,470	1.22%	\$0.64
Professional Services-Golf Pro	\$0	0.00%	\$0.00	\$0	0.00%	\$0.00	\$0	0.00%	\$0.00
Advertising	\$15,000	0.59%	\$0.35	\$15,000	0.62%	\$0.37	\$15,000	0.75%	\$0.39
Office Expense	\$22,015	0.86%	\$0.52	\$21,690	0.90%	\$0.54	\$21,370	1.07%	\$0.56
Bank Charges	\$1,570	0.06%	\$0.04	\$1,545	0.06%	\$0.04	\$1,525	0.08%	\$0.04
Credit Card Fees	\$17,765	0.69%	\$0.42	\$17,500	0.73%	\$0.43	\$17,250	0.86%	\$0.45
Postage	\$77	0.00%	\$0.00	\$76	0.00%	\$0.00	\$75	0.00%	\$0.00
Training and Dues	\$3,015	0.12%	\$0.07	\$2,970	0.12%	\$0.07	\$2,930	0.15%	\$0.08
Outside Services	\$3,505	0.14%	\$0.08	\$3,450	0.14%	\$0.09	\$3,400	0.17%	\$0.09
Authority Secretarial Services	\$2,500	0.10%	\$0.06	\$2,460	0.10%	\$0.06	\$2,425	0.12%	\$0.06
Other Outside Services	\$3,195	0.12%	\$0.08	\$3,145	0.13%	\$0.08	\$3,100	0.15%	\$0.08
Other Administrative	\$18,735	0.73%	\$0.44	\$18,455	0.77%	\$0.46	\$18,185	0.91%	\$0.47
Security	\$2,365	0.09%	\$0.06	\$2,315	0.10%	\$0.06	\$2,270	0.11%	\$0.06
PARK MAINTENANCE	\$223,255	8.72%	\$5.27	\$218,871	9.09%	\$5.42	\$214,585	10.69%	\$5.58
Equipment Exp -John Deere Tax	\$0	0.00%	\$0.00	\$0	0.00%	\$0.00	\$0	0.00%	\$0.00
Grounds Maintenance	\$29,715	1.16%	\$0.70	\$29,130	1.21%	\$0.72	\$28,560	1.42%	\$0.74
Tree Maintenance	\$10,610	0.41%	\$0.25	\$10,405	0.43%	\$0.26	\$10,200	0.51%	\$0.27
Agriculture and Chemicals	\$99,600	3.89%	\$2.35	\$97,646	4.06%	\$2.42	\$95,730	4.77%	\$2.49
Irrigation Maintenance	\$10,695	0.42%	\$0.25	\$10,485	0.44%	\$0.26	\$10,280	0.51%	\$0.27
Consumable Tools	\$1,840	0.07%	\$0.04	\$1,805	0.07%	\$0.04	\$1,770	0.09%	\$0.05
Tee and Green Supplies	\$3,235	0.13%	\$0.08	\$3,170	0.13%	\$0.08	\$3,110	0.15%	\$0.08
Janitorial and Other Supplies	\$2,035	0.08%	\$0.05	\$1,995	0.08%	\$0.05	\$1,955	0.10%	\$0.05
Janitorial Supplies	\$0	0.00%	\$0.00	\$0	0.00%	\$0.00	\$0	0.00%	\$0.00
Equipment Maintenance	\$40,205	1.57%	\$0.95	\$39,415	1.64%	\$0.98	\$38,645	1.93%	\$1.01
Equipment Rental	\$340	0.01%	\$0.01	\$335	0.01%	\$0.01	\$325	0.02%	\$0.01
Building Maintenance	\$20,925	0.82%	\$0.49	\$20,515	0.85%	\$0.51	\$20,115	1.00%	\$0.52
Other Expense	\$1,915	0.07%	\$0.05	\$1,875	0.08%	\$0.05	\$1,840	0.09%	\$0.05
Employee work clothes	\$2,140	0.08%	\$0.05	\$2,095	0.09%	\$0.05	\$2,055	0.10%	\$0.05
UTILITIES EXPENSE	\$100,800	3.94%	\$2.38	\$98,960	4.11%	\$2.45	\$97,140	4.84%	\$2.53
5480 - Utilities	\$25,535	1.00%	\$0.60	\$25,160	1.04%	\$0.62	\$24,785	1.24%	\$0.64
5490 - Water	\$845	0.03%	\$0.02	\$835	0.03%	\$0.02	\$820	0.04%	\$0.02

5710 · Water	\$37,140	1.45%	\$0.88	\$36,415	1.51%	\$0.90	\$35,700	1.78%	\$0.93
5720 · Heating Fuel	\$23,345	0.91%	\$0.55	\$22,890	0.95%	\$0.57	\$22,440	1.12%	\$0.58
5860 · Gasoline/Diesel Fuel	\$13,935	0.54%	\$0.33	\$13,660	0.57%	\$0.34	\$13,395	0.67%	\$0.35
CART EXPENSE	\$65,212	2.55%	\$1.54	\$64,967	2.70%	\$1.61	\$64,732	3.23%	\$1.68
Cart Lease Expense	\$47,982	1.87%	\$1.13	\$47,982	1.99%	\$1.19	\$47,982	2.39%	\$1.25
Electricity	\$9,885	0.39%	\$0.23	\$9,690	0.40%	\$0.24	\$9,500	0.47%	\$0.25
Maintenance	\$2,005	0.08%	\$0.05	\$1,965	0.08%	\$0.05	\$1,930	0.10%	\$0.05
Cart Insurance	\$4,800	0.19%	\$0.11	\$4,800	0.20%	\$0.12	\$4,800	0.24%	\$0.12
Misc. Cart Expense	\$540	0.02%	\$0.01	\$530	0.02%	\$0.01	\$520	0.03%	\$0.01
RANGE EXPENSE	\$175,314	6.85%	\$4.13	\$172,590	7.17%	\$4.27	\$18,200	0.91%	\$0.47
Salary and Benefits	\$58,140	2.27%	\$1.37	\$57,000	2.37%	\$1.41	\$0	0.00%	\$0.00
Repairs and Maintenance	\$14,790	0.58%	\$0.35	\$14,500	0.60%	\$0.36	\$0	0.00%	\$0.00
Insurance	\$9,884	0.39%	\$0.23	\$9,690	0.40%	\$0.24	\$0	0.00%	\$0.00
Utilities	\$7,140	0.28%	\$0.17	\$7,000	0.29%	\$0.17	\$0	0.00%	\$0.00
Marketing	\$9,690	0.38%	\$0.23	\$9,500	0.39%	\$0.24	\$0	0.00%	\$0.00
Supplies	\$24,480	0.96%	\$0.58	\$24,000	1.00%	\$0.59	\$0	0.00%	\$0.00
Administrative Fees	\$14,790	0.58%	\$0.35	\$14,500	0.60%	\$0.36	\$0	0.00%	\$0.00
Turf Reserves	\$24,400	0.95%	\$0.58	\$24,400	1.01%	\$0.60	\$12,200	0.61%	\$0.32
Netting Reserves	\$5,250	0.21%	\$0.12	\$5,250	0.22%	\$0.13	\$2,625	0.13%	\$0.07
Equipment Reserves	\$6,750	0.26%	\$0.16	\$6,750	0.28%	\$0.17	\$3,375	0.17%	\$0.09
UNDISTRIBUTED EXPENSES	\$46,595	1.82%	\$1.10	\$36,438	1.51%	\$0.90	\$35,723	1.78%	\$0.93
TOTAL EXPENSES	\$1,536,863	60.05%	\$36.25	\$1,500,137	62.30%	\$37.16	\$1,321,707	65.87%	\$34.37
EBITDA	\$1,022,651	39.95%	\$24.12	\$907,670	37.70%	\$22.48	\$684,808	34.13%	\$17.81
DEBT AND ESCROW PAYEMENTS	\$614,273	24.00%	\$14.49	\$614,273	25.51%	\$15.21	\$534,273	26.63%	\$13.90
5520 · Interest Expense	\$0	0.00%	\$0.00	\$0	0.00%	\$0.00	\$0	0.00%	\$0.00
Escrow Funding	\$40,000	1.56%	\$0.94	\$40,000	1.66%	\$0.99	\$40,000	1.99%	\$1.04
8001 · Capital projects	\$80,000	3.13%	\$1.89	\$80,000	3.32%	\$1.98	\$0	0.00%	\$0.00
8002 · Bond to City - Master Plan	\$367,279	14.35%	\$8.66	\$367,279	15.25%	\$9.10	\$367,279	18.30%	\$9.55
8004 · Existng Debt to City - As modified	\$110,382	4.31%	\$2.60	\$110,382	4.58%	\$2.73	\$110,382	5.50%	\$2.87
8005 · Operating Debt to City	\$16,612	0.65%	\$0.39	\$16,612	0.69%	\$0.41	\$16,612	0.83%	\$0.43
NET INCOME (LOSS)	\$408,378	15.96%	\$9.63	\$293,397	12.19%	\$7.27	\$150,535	7.50%	\$3.92
CASH FLOW FROM OPERATIONS	\$408,378	15.96%	\$9.63	\$293,397	12.19%	\$7.27	\$150,535	7.50%	\$3.92

DEBT PROJECTIONS
#REF!



Original Debt	OPA	Rate	Period Debt Service	Annual Debt Service	Maturity
Restaurant	\$2,200,000	4.50%	\$93,272	\$186,544	07/01/25
Irrigation	\$990,000	5.00%	\$78,158	\$78,158	01/01/14
Paving		4.50%	\$12,031	\$12,031	07/01/20
Capital Improvements	\$150,000	1.90%	\$16,612	<u>\$16,612</u>	09/01/22
				\$293,345	

In August 2012 the loans were modified to provide for annual payments of principal and interest in the amount of \$161,647 commencing September 1, 2013 with the final payment due in September 2036. The terms of the second amended agreement relating to the replenishing of the debt reserve account, the restrictions relating to incurring capital expenditures and debt in excess of \$5,000, restrictions on wage increases and the increase in certain user fees remain unchanged.

The restaurant Debt and the Capital Debt are secured by an assignment of the rental income received by the Authority from the rental of the restaurant and the net rental income generated from the rental of carts and equipment at the Park.

Total Outstanding City Debt (6/14) \$2,546,178

The proposed new debt would allow for the implementation of the master plan. The city would assume approximately \$950,000 of the outstanding debt on the restaruant portion of the note. That amount is in line with the original proposed cost of the facility in the 1999 plan.

New Loan Facility	OPA	Rate	Term/Amort	ADS
Modified Existing Debt				
Paving		4.50%	72	\$12,031
Capital Improvements	\$150,000	1.90%	74	\$16,612
Modified Restaurant Debt	\$1,100,000	4.25%	240	<u>\$81,739</u>
				\$110,382
Phase I				
Oak Hills Park Golf School	\$2,511,000	4.25%	300	\$163,237
Welcome Center	\$225,000	4.25%	180	\$20,312
Oak Hills Park Tennis and Fitness Center	\$80,000	4.25%	120	\$9,834
Start Up Costs	\$115,000	4.25%	120	\$14,136
General Conditions, CM, and Fees	<u>\$376,650</u>	4.25%	120	<u>\$46,300</u>
Subtotal	\$3,307,650			\$253,818
Contingency	<u>\$142,550</u>	4.25%	120	<u>\$17,523</u>
Total Financing Phase I	\$3,450,200			\$271,341

The Debt structure would assume interest only for the debt during the first year to account for the on-going renovation

Interest only \$146,634

Phase II	OPA	Rate	Term/Amort	ADS
Oak Hills Park Nature Center	\$50,000	4.25%	120	\$6,146
Continuous Cart Paths and Cart Path	\$310,000	4.25%	180	\$27,985
Wash/Mix Maintenance Facility	\$37,000	4.25%	180	\$3,340
Bunkers, Tees, and Drainage	\$480,000	4.25%	180	\$43,331
Capital Improvments - Buildings	<u>\$75,500</u>	4.25%	120	<u>\$9,281</u>
Subtotal	\$952,500			\$90,083
Contingency	<u>\$47,625</u>	<u>4.25%</u>	120	<u>\$5,854</u>
Total Financing Phase II	\$1,000,125			\$95,938

Total Financing \$4,450,325 \$367,279
\$477,661

The Debt structure would assume interest only for the debt during the first year to account for the on-going renovation

Interest only \$42,505



THE OAK HILLS PARK AUTHORITY

PLAN IMPLEMENTATION AND MARKETING PLAN

The OHPA recommends that the City of Norwalk fully fund and implement the plan during the next fiscal year. The Golf Learning Center business will expand and stabilize during the first three years of operation. It complements both golf rounds and the restaurant and we expect the school will have a positive impact on both. More importantly the center will provide for a valuable new source of revenue for the OHPA and with the associated course improvements allow Oak Hills to expand overall use and become the best daily fee municipal course in the region.

The secondary benefit is the alternative recreational uses that will be afforded to the citizens of Norwalk.

The OHPA intends to develop an extensive marketing campaign that will ensure maximum visibility for the business in its targeted market. Below is an overview of our marketing strategies and objectives the Oak Hills Park Course, and the Golf Practice Range and Learning Center. Currently we have little or no money available to properly market our facility due to expense considerations. Revenues from the range will allow us to do that.

MARKETING OBJECTIVES

- Develop an expanded online presence by incorporating the marketing of the Practice Range and Learning Center into the existing Oak Hills website. In addition, continue to use all forms of social media that are now being used including Twitter, Instagram, and Facebook.
- Implement a regional campaign within the target market via the use of flyers, local newspaper advertisements and articles, cable television spots, and word of mouth.
- Establish relationships with local schools within the target market – especially middle schools where children are at an age to properly begin learning about golf.

MARKETING STRATEGIES

The marketing plan that the OHPA adopts will be revised annually and address current market conditions and users in our target markets. This includes an analysis of

- Competition – including pricing and any changes in policies, facilities, or apparent market strategy
- Pricing for both the range and the course
- Media sources and budget
- Specials / promotions
- Customer feedback, research, and follow-up
- Measurement (a mechanism to gauge the effectiveness of the marketing plan)



THE OAK HILLS PARK AUTHORITY

Other Key Components to our strategy will include:

- Improved directional signage, by exit(s) on I-95 and Merritt, and directional signs on major routes such as Connecticut Avenue, New Canaan Avenue, and Route 7.
- Articles and Non-Paid Promotion. A good public relations campaign to get articles written in national, regional, and local publications would be ideal. The primary goals/themes will be stimulating trial of a golf course and making sure Oak Hills is the finest municipal daily fee golf facility in the region.
- A quality, professionally produced newsletter for Oak Hills should be developed highlighting the goings on at the course for all park users and the community at large.
- Developing a brochure with an enhanced commitment to distributing this piece and placing it in as many area visitor centers, hotels, tourist attractions with information racks, restaurants with tourist racks, Chambers of Commerce, etc. is reasonable. NGF research (NGF publication The U.S. Golf Travel Market) reveals that 44% of all golfers play golf when they travel.
- Tournaments and Outings. The Oak Hills staff needs to continue its program of direct marketing to tournament and outing prospects to bring in a larger share of that business. Keys to marketing in this segment include some direct contact selling, as well as actively seeking groups, charities and corporations that have hosted tournaments in the past.
- Oak Hills should develop an advertising campaign in local newspapers or on cable TV and add some type of tracking mechanism to gauge effectiveness. Common ideas for tracking include "mention this ad" specials and/or special offers that appear only in the advertisement.
- Social Media. Expand the use Facebook and Twitter, among others, as a means to stay in communications with potential customers, get their name out there and even attract a new, younger demographic.
- Website – develop its website further to be more user friendly and interactive. In addition.

Coupled with maximizing the use of technology that we currently have available we should be able to improve revenues through

- Tee sheet / yield management – work to fine-tune pricing based on demand.
- Create and implement formal marketing programs and strategies.
- Direct selling of weekly OHPA sponsored weekly special tournaments.
- Tee sheet management to find the right member/daily fee balance.
- Manage the expectations and entitlements of users of the course
- Cultivate a strong player development program.



THE OAK HILLS PARK AUTHORITY

No matter how well conceived a marketing plan is it will be useless if not effectively executed. Our plan should be considered a guideline, but will have enough flexibility to make adjustments as the market dictates.

MASTER PLAN

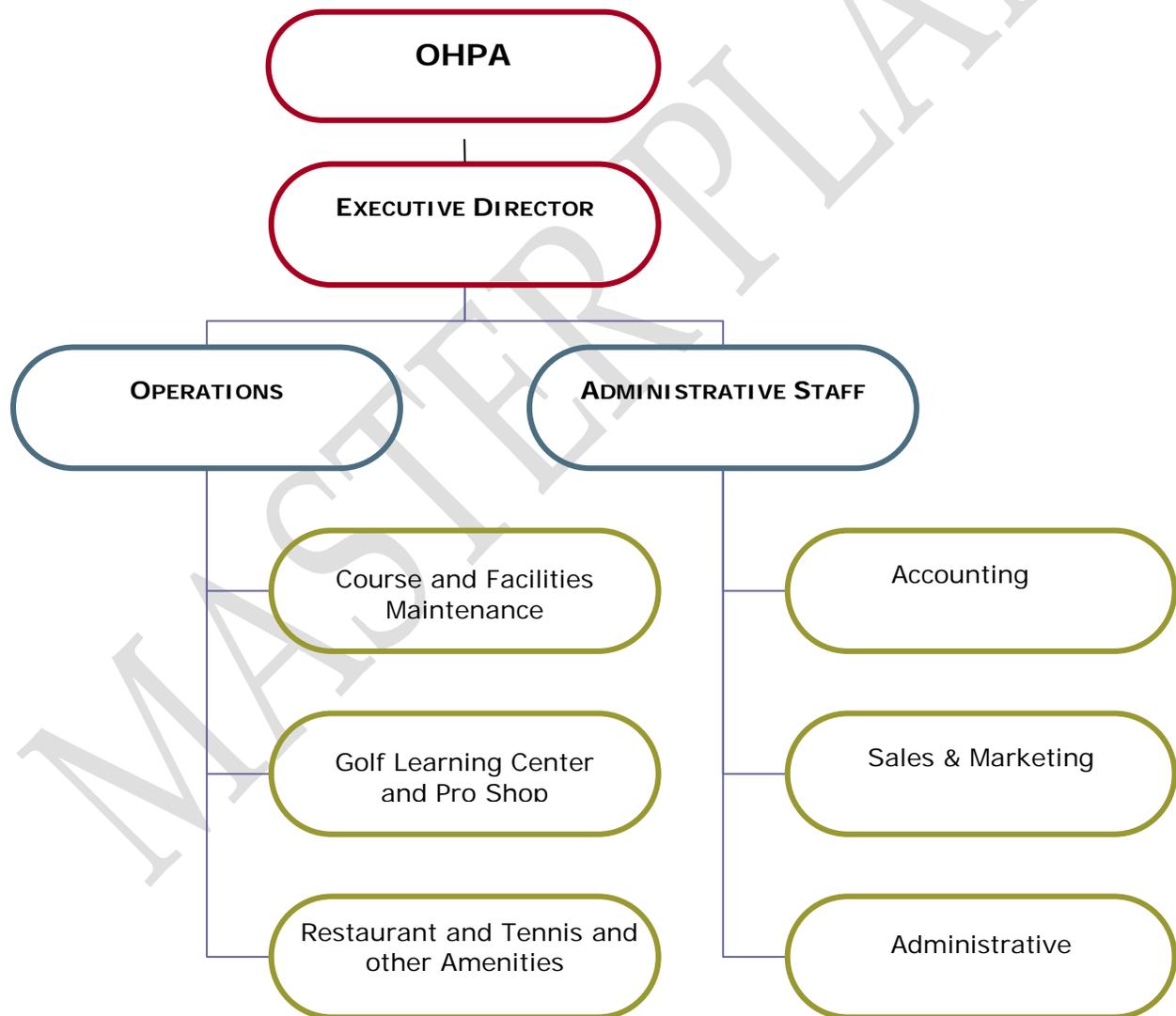


THE OAK HILLS PARK AUTHORITY

MANAGEMENT TEAM

The facility will be managed by the OHPA through its lease with the City of Norwalk. The Executive Director of the OHPA is Shelly Guyer who has led day to day operations for the OHPA over the past 15 months. The Golf Professional is Ed Ruiz and the Golf Superintendent is Jim Schell. Schell and Ruiz have excellent experience in the sports facility management industry and provide valuable insight to the OHPA in the overall management of the course.

Below is an organizational structure that is proposed to be in place with the implementation of our Strategic Plan.





ADDENDUM

MASTER PLAN



THE OAK HILLS PARK AUTHORITY

CREDENTIALS OF CONSULTANTS

Butler Design Group

Architects, Planners & Landscape Architects

ROBERT S WORDELL, ASLA - PRINCIPLE

Education: Carnegie Mellon University
Bachelor of Science, Environmental Design
University of Massachusetts, 1973
Graduate Studies in Landscape Architecture

Registered Landscape Architect: Connecticut

Professional Experience: Mr. Wordell has 31 years of experience in the management and design of a wide range of projects, including design and site development for residential communities, shopping centers, industrial and corporate campuses.

His experience in park and recreation planning ranges from comprehensive statewide outdoor recreation planning to the design of small neighborhood parks. Landscape and park design excellence in a natural context has long been one of his strengths. He has been called upon to develop master plans for the design and implementation for both new and expanded park and golf course facilities. His designs reflect the importance of creating a plan of development that minimizes the disruption to natural landscape and existing facilities as well as developing an implementation plan that ensures minimum disruption to existing facilities and public safety during construction.

He has a strong working knowledge of federal, state and local regulatory agencies with an emphasis on permitting procedures. His project responsibilities have included program development, site analysis, feasibility studies and master planning as well design services encompassing planning approvals, zoning, permitting, public presentations and preparation of contract documents. Mr. Wordell was the director of Planning and Landscape Architecture for the Connecticut office of ASE/Vollmer before founding Butler Design Group of Norwalk CT.

The following are samples of Mr. Wordell's involvement in master planning projects both in Norwalk as well as projects similar to this request:

- West Ave. Redevelopment/ Way Pointe, Norwalk CT
S.M.S Properties/ Norwalk Redevelopment
- American Cancer Society regional Headquarters, Richards Ave. Norwalk CT
American Cancer Society



THE OAK HILLS PARK AUTHORITY

- 442 Main Avenue, Norwalk CT
S.M.S Properties
- 777 Connecticut Ave, Norwalk CT
Costco Inc./S.M.S Properties
- 444 Connecticut Ave. Norwalk CT
S.M.S Properties/ Sports Authority
- Shaker Park, Enfield CT
Town of Enfield
- Outdoor Recreation Master Plan, New Canaan CT
- Waveny Park, New Canaan CT
- Mead Park, New Canaan CT
Town of New Canaan
- IBM Outdoor Recreation Complex, Somers, New York
SMS Architects
- Stanwich Country Club Improvements, Greenwich CT
SMS Architects
- Holden Hills Country Club Estates, Holden Ma
A.J.Lane & Co
- Fairway Suites at Woodbury, Woodbury NY
Woodbury LLC
- Corporate Campus I & II Milford CT
Equitable Life Assurance
- Boehringer Ingelheim Headquarters, Ridgefield CT
Boehringer Ingelheim
- Pitney Bowes R & D, Water View Drive, Shelton CT
Pitney Bowes



THE OAK HILLS PARK AUTHORITY

Stephen Kay, Principal



MEMBER:
American Society of
Golf Course Architects

STEPHEN KAY • DOUG SMITH
GOLF COURSE DESIGN • LLC

Douglas P. Smith
Senior Design Partner

Recent **Municipal Master Plans** Completed and Implemented in the State of CT.

City of **Stamford** – E. Gaynor Brennan G.C. (18 holes)

City of **New Haven** – Alling Memorial G.C. (18 holes)

City of **Waterbury** – East Mountain G.C. & Western Hills G.C. (36 holes)

City of **Bridgeport** – D. Fairchild Wheeler G.C. (36 holes)

City of **Berlin** – Timberlin G.C. (18 holes)

These clients were provided a full Master Plan that then was followed by construction drawings, written construction specifications, construction details and the entire bid document and selection process. On site construction inspection and supplementary field design from start to finish was the final stage. The following breakdown should better describe the process:

A. **Golf Course Master Plan - Planning Phase**

1. *Analyzing the layout of the golf course/park and the individual aspects and components of each golf hole (range, tees, greens, fairways, sand bunkers, water, trees, drainage, irrigation, cart paths, strategy, and playability).*
2. *Providing construction cost estimates for the renovations and, if requested, setting priorities for the renovations based on our professional opinions.*
3. *Providing booklets which will include: the hole-by-hole renovations reduced to 8-1/2" x 11"; the cost analysis and an overall drawing of the site suitable for framing.*



THE OAK HILLS PARK AUTHORITY

B. Construction Documents - Phase Two

1. Upon written "Go-ahead" to start this phase we shall provide Construction Documents. We shall prepare sufficient Construction Documents (consisting of a Site Plan, Seeding & Sodding Plan, Irrigation Plan(s if necessary), Cart Path & Curb Plan, Written Specifications, Construction Details and Bid Sheets) that you can provide a professional shaper, and qualified golf contractor(s) to bid on the Project on a Unit Price basis.
2. We shall assist you in obtaining and reviewing bids from golf course contractor(s) for the construction of the golf course and irrigation.
3. If requested by you, we will issue drawings and specifications prepared by others with our Construction Documents to form a single bid set as a convenience to contractors during the bidding process. This binding in of other documents prepared by others does not imply that we have any responsibility for the quality, adequacy or accuracy of such documents.

C. Construction Administration and Field Design - Phase Three

1. Upon award of the construction contract to a qualified Golf Contractor and upon written "Go-ahead" to us to start this phase we will provide the following services as your authorized representative along with your superintendent.
2. Items to be designed in the field during Construction Administration shall include:
 - a. Sand bunkers;
 - b. Tee layout and design;
 - c. Cart path layout (if needed);
 - d. Seeding, and sodding layouts;
 - e. Fairway mowing recontouring.
3. We shall visit the site at intervals appropriate to the stage of construction, to become generally familiar with the progress and the quality of the construction completed to determine, in general, if the contractors' work is being performed in a manner indicating that the work, when completed, will be in accordance with our Construction Documents. While the bunkers are being shaped, we will visit the golf course at least once a week. We will not make exhaustive or continuous on-site inspections to check the quality or quantity of the construction.
4. We shall not have any control over or, charge of, and shall not be responsible for construction means, methods, techniques, sequences or procedures, or for safety precautions and programs in connection with the construction, since these are solely a contractor's responsibility. We shall not be responsible for any



THE OAK HILLS PARK AUTHORITY

contractor's schedules or failure to carry out their work in accordance with our Construction Documents. We shall not have control over or charge of the acts or omissions of any contractor, subcontractors, or their agents or employees, or any other persons performing portions of the construction.

- 5. We will consult with you when we, in our professional opinion, believe it is advisable for you to reject the work of a contractor that does not conform to our Construction Documents.*

The TDRS team - Jim Downing

- **Jim Downing** is Managing Partner of TOTAL Driving Range Solutions (TDRS). He is also a Partner in TDRS sister company, Tee Time Marketing Group.
- Previously, Mr. Downing was the Managing Director at International Trade Group, an international business consulting firm, President of SIPCO, a printing company, Director of Administration at Advatex Associates, a publicly traded construction company, COO at Heinick Apple and Co and a Manager at Price Waterhouse
- Mr. Downing is a seasoned business professional with over 30 years of financial, operations and human resources management experience in sports, consulting, construction, and finance industries. Jim has an MBA from Sacred Heart University and an undergraduate degree from Westminster College
- Jim is involved with the following organizations:
 - Who's Who National Directory, Executives and Professionals
 - The First Tee
 - Society of Human Resources Management, Board of Directors
 - Connecticut Renaissance, Board of Directors
 - Institute of Management Accountants, President 3 years
 - Junior Achievement
 - Member of the USGA

The TDRS team - Doug Smith

- **Doug Smith** is responsible for design and construction of practice areas and landing areas that simulate the actual golf course experience complete with greens complexes, target landing zones and replica fairways depending on the specific job requirements. His vision is to build facilities that fit with today's realities...less time available, difficulty, less disposable income, etc...by recreating the golf experience in a driving range format...so that it becomes a destination for all levels of golfers plus families and groups.company, Tee Time Marketing Group.
- Mr. Smith has practiced golf course design for over 23 years in collaboration with partner Stephen Kay. During that time he has been responsible for **over 20 new golf courses including:** *The Links at Union Vale - Putnam County New York ; Manhattan Woods GC - West Nyack, New York; Willow Creek G & CC – Long Island, NY ; The Links of North Dakota – Williston, ND ; Scotland Run GC – Williamstown, NJ; Blue Heron Pines GC – Atlantic City, NJ; Emerald Golf Links – Atlantic City, NJ; Arivali Golf Club – Delhi, India; New York CC – New Hempstead, NY; Architects GC – Lopatcong, NJ; Harbor Pines GC – Atlantic City, NJ; Stanton Ridge GC – Whitehouse Station, NJ....over 200 renovations and restorations including:* *Putnam National GC – Mahopac, NY; E. Gaynor Brennan GC – Stamford, CT; Redding CC – Redding, CT; Aspetuck Valley CC – Weston, CT; Morefar GC – Brewster, NY; Golf Club of Avon – Avon, CT; D. Fairchild Wheeler GC – Fairfield, CT; Timberlin GC – Berlin, CT; Fiddlers Elbow CC – Bedminster, NJ; Hartford Golf Club – West Hartford, CT ...and, over 20 Driving Range complexes and facilities noted in our TDRS client list.*

The TDRS team - Doug Smith (cont'd)

- Doug is a graduate of Providence College and a member of the **American Society of Golf Course Architects** (ASGCA). He has also done several projects in collaboration with the First Tee organization and has the following professional affiliations:
 - American Society of Golf Architects (ASGCA)
 - Metropolitan Golf Association (MGA)
 - USGA- Member and competition rules official
 - Met Golf Course Superintendents Association (MGSAA)
 - Golf Course Superintendents Association of America (GCSAA)

The TDRS team - Mark Curtin

- **Mark Curtin** is responsible for design and construction of TDRS' unique, state of the art modular driving range hitting bay structures which are functional, visually appealing and matched to specific environmental needs.

- Mark has practiced architecture for over 30 years including positions with Welton Beckett, Albertson, Sharp and Ewing, Cook Walsh Associates as well as founding and operating his own firm since 1990. His professional designs include:
 - Washington DC Hyatt and Convention Center
 - One Mellon Bank Plaza building, Pittsburgh, PA
 - 50 Wall Street Bldg (Bank of NY)
 - Numerous adaptive and historic rehabilitation projects in Historic South Norwalk-SONO and Milford, CT. and numerous single/multi-family residences in Fairfield County, Ct and Westchester County, NY.

- Mark is a graduate of Pratt Institute, Bachelor of Architecture degree, where he also served as an adjunct professor

The TDRS team - Frank Wainwright

- **Frank Wainwright** is responsible for marketing, lead generation and sales development. He is also Managing Partner of TDRS's sister company, Tee Time Marketing Group, and its class leading service **Play it Forward Golf** which offers access to discounts for tee times at thousands of public and private golf courses for college alumni associations and national service organizations..
- Previously, Frank founded and operated ProshopXchange LLC, a golf equipment liquidation service for pro shops; Partner and founding member of BEN Marketing Group, a leading sales and marketing consultancy located in Stamford, CT; Marketing Director for the Pepsi-Cola Company in Purchase, NY and an Account Manager at the A.C. Nielsen Company
- Frank has a broad background in business operations with a specific expertise in sales and marketing. He is also an experienced start-up professional
- Frank attended Bradley University earning a B.S. degree in business management. He also attended the Executive MBA program at Northwestern University Kellogg Business School.
- Frank has been involved in numerous sales and marketing organizations during his career and is currently a member of the USGA.

The TDRS team - Advisory Board

- **TDRS** has developed its Advisory Board from industry experts. Below is the list of confirmed Board Members
 - Stephen Kay Design – Stephen Kay
 - The First Tee – Barry McLaughlin
 - Turner Construction – Richard Sartor
 - Sierra Crest Advisory – Andrew Green
 - Golf Range Association of America – Patrick Cherry
 - PGA Magazine – Richard Summers

**CITY OF NORWALK
OAK HILLS AUTHORITY
PUBLIC HEARING
MAY 22, 2014**

ATTENDANCE: Clive Mount, Oak Hills Vice Chair; David Hollar, Joseph Kendy
William Waters.

STAFF: Shelly Guyer, Executive Director; Edward Ruiz, Golf Pro.

CALL TO ORDER.

Mr. Mount called the meeting to order at 7:09 p.m. Mr. Mount introduced the members of the Authority present.

Mr. Mount said that he would be narrating a Power Point presentation on the Master Plan. Comments will be taken in writing up to June 1st at midnight. After giving a brief overview of the history of the park, Mr. Mount said that there was a previous Master Plan that had never been approved by the Council.

During the presentation, Mr. Mount was asked about a zoning rule regarding the driving range roof. Mr. Mount replied that the roof can only be 15 feet high, so the first level will be located below grade. He stated that there would be no direct tax payer funding from the Norwalk Operating Budget for the daily operations of the course as the original design is for the course to be self-sustaining for both golf and non-golf uses.

In summary, Mr. Mount said that this was a road map, a vision for where the golf should go to. He said that the PowerPoint presentation was available as a pdf on the Oak Hills website. He then reviewed the procedure for the public comment portion.

PUBLIC SESSION.

Mr. Don Anderson came forward and said that he appreciated the improvements in the course over the last 15 to 27 months. He then said he had some questions. He asked why the City couldn't just take over the restaurant, which still has \$1.9 million in debt. Secondly, he said that while he loved the idea and appreciated the work but was concerned about adding another \$2.5 million dollars to the debt, particularly with the number of golf rounds going down. He said that this wasn't a financially viable option.

Mr. Ethan Rapport of 26 Morgan Avenue came forward and listed a number of additional benefits from the improvements to the course and the plan. He pointed out that the plan would not only benefit golfers, but non-golfers, too. He pointed out that with employees, their money is spent more than once. It is easy to get bogged down in the details and encouraged more constructive input on the plan.

Mr. Scott Webb came forward and said that he has lived in Norwalk all of his life and has been playing golf with his family during that time. He's seen the decline of the course and the recent improvements in the infrastructure. What people don't hear or see is the positive talk among golfers. This brings more revenue to the City. While golf has been considered a sport for the older generation, that perception is changing. There is now a training program at the course. Mr. Webb spoke about how his eight year old son just spent a recent Sunday with him learning about golf from Mr. Ruiz and Mr. Guyer. If there is no investment, a facility will not improve. Mr. Webb said that walking trails are nice, but the course will bring in revenue for both the course and for the City. He said that Norwalk needs a driving range and that Stamford makes tons of money from their range year round.

Mr. Jeff Deitz came forward and said that the course has improved. He said that he was relatively new to Norwalk. He said that before he moved, he and his wife agreed that they would not move to a town that did not have a public golf course. He said that the Oak Hills Authority had done a great job with the improvements and the plan. Mr. Deitz said that when he reviewed the plan, he saw a large area with the maximum amount of area for revenue generation crammed into a tight space. He then expressed his concerns about the size and scope of the proposed driving range being turned into a Sterling Farms.

Mr. Frank Felicissimo came forward and said that he has been in Norwalk since 1973. He commended the Board members for their hard work on the plan. It sounds wonderful. He said that he shares the concerns expressed by other speakers about the costs involved.

Ms. Yvonne Lopaur of 184 Fillow Street then came forward and said that this was actually a wish list masquerading as a Master Plan. She then gave a brief history of the land from 1967 when an estate was given for conservation, recreational and open space purposes. She pointed out that there was a stipulation that the land not be converted to any use but recreational or conservational purposes. In 1997, the Oak Hills Golf Course Authority was created to maximize the recreation and was charged with managing the 18 hole golf course. She said that due to mismanagement and the decrease in the number of rounds played, the Authority has been unable to cover the cost of maintenance and operation. The taxpayers are being asked to subsidize the course and the wish list that is being discussed is the bail out plan. Ms. Lopaur said that a tax payer subsidized loan of more than 3 million dollars to construct a large commercial driving range was wrong. Among the many reasons was with a large commercial driving range there was the possibility of night lighting that would negatively impact the surrounding property values. She added that a large commercial driving range would make the park less accessible than it already is to non-golfers. She said that it was clear that there is not enough room to build a range. A large commercial driving range would add to the financial burden and not alleviate the problem.

Mr. Paul Cantor of 184 Fillow Street came forward. He said that one does not put out a fire by pouring gas on it, but this is what is being done by constructing this "pie in the sky, grasping for

straws, Hail Mary” plan for commercial driving range is being proposed as a solution for the financial problem. The assumption that the 3 million dollar cost of the construction would be covered by the revenue and also generate revenue to maintain the golf course not covered by the user fees. He disagreed by saying that if driving ranges were so profitable, the Oak Hills Authority would have been able to obtain a loan from the private sector. He added that private sector firms would be building them all over the area. Sterling Farms will be the primary competitor for golfers in choosing a driving range, along with one in Ridgefield and Westport, which reduces the chances of financial success for Oak Hills. This is not a solution to the financial problems. The financial problems were from mismanagement and the drop in golf rounds is turning into a fire that is threatening to burn up taxpayer dollars. The Oak Hills Authority has already failed to pay back more than 2 million dollars and the request for an additional 4 million dollars should not be granted. The way to put out a fire is to turn the course over to the Recreation and Parks Department to manage the course in the interest of all the Norwalk citizens and not just the relatively few golfers with a sense of entitlement.

Ms. Diane Cece came forward and said that this was not about golfers v. non-golfers or open spaces v. a driving range. She said that this was about the flawed process that has brought everyone to this point. Typically, any other park would have been handled differently. Recently, the Authority went back to check to see what they were legally and statutorily obligated to do regarding advancing the Master Plan. A number of people asked that the Authority reconsider this because they were meeting the letter of the law, but the residents and taxpayers felt they were not meeting the spirit of the law. She said that the basis for saying this was that every other park in the city had a Master Plan done and followed the protocol which engaged the residents and the taxpayers. She pointed out that this including Cranbury Park and Veteran’s Park and even Ryan Park is developing a Master Plan. Ryan Park, which is only two acres will have an advisory committee working in conjunction with Recreation and Parks to develop an RFP for the Master Plan. Oak Hills did not follow that protocol and sought no resident input at all. She said that between the public information session and this session, the Authority has allotted six minutes of speaking time to the public. This is wrong. She then asked the Board to identify the groups of people that every other Master Plan engaged as part of the advisory committee, such as City residents, neighborhood representatives, Recreation and Parks representatives, representatives from the relative City departments and agencies, community groups, and individuals.

Mr. Rick Wetzel came forward and said that he was a Norwalk resident for almost 40 years. He said that he had several observations. One is the issue of taxes. He said he pays a lot of taxes like other home owners. If the course is improved, his property value would increase. He said he was willing to pay his share to see that happen. Mr. Wetzel said that there were 35,000 houses in Norwalk and dividing the 7 million dollars across those houses comes to \$225 per house. He said that he was more than happy to pay his share and hoped that everyone would see the value of this along with the other parks.

Mr. Bill Wrenn came forward and said that he thought the Master Plan was good, but needed more work. The public outreach was not sufficient since there were many people were not

consulted. On page 14, there is a statement that appears to be indicating the Plan wants to know what people want. This is public land, although most of it is used by the golf course. For him, having a 18 hole golf course there is not a problem, but adding other features like the driving range, which may or may not be financial feasible. It would be a major public expense if it was not successful. He said that this is why it needs more vetting and more public hearings for public inclusion. He pointed out that since 2005 there had been a drop of 5 million golfers from the 30 million to 25 million. A business person looking at an investment of this magnitude would pause before investing millions of dollars in a facility where the user population was declining. From all the comments, it appears that the Golf Authority is doing a good job right now. He suggested that the Authority continue to improve the course and wait a few years to get the course on stable financial footing. He also suggested that the course consider getting Audubon certification because the neighbors were concerned about the amount of chemicals being used on the course.

Mr. Michael Mushak came forward and said that he was a Zoning Commissioner but was speaking as a private resident and a registered architect. He thanked the Authority for the work. He said that he thought the driving range design was well thought out and would love to see the range built. He said that he was on the Advisory committee for Vets Park and his partner was on the Cranbury Park Advisory committee. Those committees worked well. He spoke about some investment articles about reducing the size of golf courses and said that this was not a trend that should be ignored. Part of the process should be environmental testing of the ground water and surface water. It would be important to reduce the amount of chemicals used since there are people's drinking wells nearby. Mr. Mushak said that he would have liked to have seen a professional report on this. He said that if the financials work, he would like to see the range built but the process is important.

Ms. Joann Dietz, a Norwalk resident, came forward and said that she was surprised to learn that the Authority leases the land from the City of Norwalk. It was her understanding that this was a Norwalk park and was surprised to see that almost all of Fairfield County could come and use the course. She said that tonight a speaker pointed out that the original charter was for recreation and not for commercial purposes. She said that the driving range was quite a commercial enterprise and wondered if that would violate the charter. She thanked the Authority for their efforts.

Ms. Missy Conrad, a Norwalk resident, came forward and said that she had been an environmentalist for a long time. She said that she had attended a number of Oak Hill meetings which appeared to be rather open. At those meetings, it appeared that the public had input and that the Authority members had listened to the request to move the driving range away from the natural area. She said that there were a number of questions about process. Ms. Conrad said that while there were five new members on the Board, at the previous meetings, the Commissioners seemed to have paid attention to what the public said. It was important that the natural areas not just be for people, but also for the animals and plants that live there. Having nature trails is nice, but she would not want to see the area overdeveloped for people. She also pointed out a typographical error on page 56. Ms. Conrad said that it is important to have diversity. She said

that it would be valuable for the city to have many different locations for the residents to enjoy nature.

Mr. Joe Tamburri came forward and said that he was very dedicated to golf. He said that he had heard about the phasing in process. He asked what the priorities of the projects He said that he thought the plan might be moving forward a bit too fast. He said that it would be important to capitalize on the course and cautioned everyone to take small steps.

Mr. Mount asked if there was anyone else who wished to address the Board members. No one came forward. Mr. Mount then closed the public comment portion of the meeting.

Board Member Bill Waters said that this was not a short, one time project. He said that it was a ten year plan.

Board Member John Kendy said that he appreciated hearing everyone. he said that this was a jewel in the City and should be maintained. There are a lot of wonderful parks in Norwalk.

Mr. Mount said that the thought on phasing was that the course renovations would be done first. Building the range first would entail too much work in too short of a timeframe. This plan is not locked in stone.

He said then spoke about the role of the Oak Hills Authority. He pointed out that there had been a number of meetings where the public has submitted comments and there had been discussions with the public at other events. He said that the Authority did not have the money to have a professional survey done on the water.

Mr. Mount was asked about why Oak Hills did not follow the process that Sterling Farms did.

Mr. Wetzel, who had previously spoken, came forward to point out that there were numerous parks in Norwalk and that there were residents that never used them. He said that people who felt using tax payer funds being used for the course was wrong was flawed because people pay taxes for Calf Pasture, the Transit Authority and various other services in the City they never use.

Mr. Wrenn asked if Audubon certifications would be in the plan.

Mr. Mount said that when Oak Hills Park was well managed, it had zero tax pressure on the residents. No other park in the City was like that. He then thanked everyone for their input.

ADJOURNMENT.

Mr. Mount adjourned the meeting at 8:35 p.m.

Respectfully submitted

Sharon L. Soltes
Telesco Secretarial Services

30MAY14

Memorandum

To: Clyde Mount, Oak Hills Park Authority
From: Michael Greene, Dir of Planning & Zoning
Subject: Proposed Master Plan



Thank you for providing a copy of the Oak Hills Park Master Plan for review. The Plan provides for the future capital upgrades to existing and proposed programs in the park that will guide the Authority in prioritizing expenditures. Importantly, the Plan recognizes that the park can provide diverse opportunities for the entire community to enjoy the outdoors. These uses, while mutually exclusive in particular locations and time, are wonderful inclusions to the park as a whole. It provides a realistic statement of how the mix of recreational uses can be achieved in a comprehensive fashion. There is no need to sacrifice the primary mission of providing a first class public golf facility while meeting the need for other forms of recreation.

At this point the Plan is ready for review by the Planning and Zoning Commissions. To that end we should meet to discuss scheduling. Also, there are some specific items that you may want to explore as part of this review:

Nature Learning Center: As the key new element in the park I would suggest that the Authority form a committee to work through specific details for the area, the creation of programs and a priority for expenditures – including applications for matching grants the expand the value of committed funds.

Improvement of Golf Holes: I would suggest that within the capital program you provide a schedule and cost estimate for each specific improvement. For example, would all cart paths be done in the same year, or would it be done over multiple years? I'm sure there are proper methods, developed in the profession, to minimize disruption of play during this work.

Welcome Center: Because this is another important element it will be constructed in the focal point of the park and therefore a very high traffic area. Construction timing for this facility is critical in that it affects every other use and the flow of the recreation experience. Some additional information regarding the how/when would be an important consideration.

Driving Range: This element has been included in the last two Plans of Conservation and Development for Norwalk. The location chosen has taken an already partially developed area of the park and provided the use without disrupting the rest of the park or the neighborhood. The proposed plan would need to be reviewed by the Conservation Commission staff since it includes work near wetlands/watercourses.

Please let me know if you have any questions regarding these comments or the process for review by the Commissions. I look forward to working with you in bringing this plan to fruition.

Cc: J Santo
T Astrom

From: [Oak Hills Park](#)
To: [Clyde Mount](#); [Ernie DesRochers](#)
Subject: Fwd: Comment on Oak Hills Master Plan
Date: Sunday, June 01, 2014 9:39:13 AM

----- Forwarded message -----

From: **Lynne Coll** <lacoll@optonline.net>
Date: Saturday, May 31, 2014
Subject: Comment on Oak Hills Master Plan
To: OakHills1969@gmail.com

To: Members of the Oak Hills Park Authority

I attended the May 15, 2014 meeting of OHPA, but did not attend the public hearing on May 22, and want to submit this comment.

I am concerned about the lack of public participation in the Master Plan process for Oak Hills Park. While I appreciate the hard work of OHPA members in preparing the plan, it appears that the plan was made with a pre-ordained conclusion that Oak Hills needs a driving range.

I also find some statements in the Master Plan draft that appear to contradict comments made at the last OHPA meeting,

For example, during the meeting I heard several positive comments about the financial status of the golf course. The Master Plan draft also includes the language that review of Oak Hills Financial Statements indicates that its gross revenues for the past two years are generally 5% to 10% higher than the average municipal course indicating that "financial condition at the park is not as bleak as some opponents would lead people to believe."

In contrast to these positive comments, the Master Plan draft indicates that "it became obvious that the status quo at the park was not acceptable" which presumably leads to the need for the driving range. Why is that if current financials are so favorable?

In the

meeting Chairman Mount addressed the downside to converting Oak Hills to a nine-hole course. He focused on decreasing revenues, but didn't discuss the decrease in expenses. While I am not an advocate of a nine-hole course, this option should have been addressed in the Master Plan draft—with projections of changes in both revenues and expenses.

Another concern is the apparent conclusion in the Master Plan draft that the significant drop in golfers appears to be mainly economically driven. I saw no analysis about game length contributing to the drop in golfers. In the May 15 meeting, however, OHPA members discussed how the speed of play at Oak Hills compared favorably to that of Sterling Farms. Why was this issue not addressed in the Master Plan draft?

I later read that Mr. Mount said that OHPA does not have \$50,000 to spend on a Master Plan. I urge OHPA to request this amount from the city of Norwalk to do a complete Master Plan, using the same process that other city parks do. I urge OHPA to get input from all appropriate stakeholders before proceeding with the driving range or other major alterations to Oak Hills Park.

Thank you.

Lynne A. Coll

--

Shelly Guyer
Executive Director
Oak Hills Park Golf Course
203-838-0303 ext 5
203-858-9766 mobile



PLANNING COMMISSION

March 19, 1999

Richard A. Wrigley, Chairman
Oak Hills Park Authority
165 Fillow St.
Norwalk, CT 06860

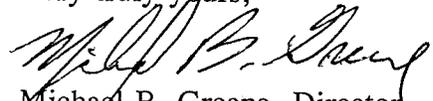
Re: Oak Hills Park Master Plan

Dear Mr. Wrigley,

Enclosed please find the Preliminary Review Sheet for the referenced project. This information is needed to allow the Commissions and staff to analyze and comment on the substance of the plan. Please provide this information so that we can begin this process.

If you have any questions, or would like to meet to discuss this, please do not hesitate to call me.

Very truly yours,



Michael B. Greene, Director
Planning & Zoning Commission

mbg:ca

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OAK HILLS MASTER PLAN - PRELIMINARY REVIEW SHEET

- Is there a financing plan? If so, please provide a copy.
- Is there a marketing plan? If so, please provide a copy.
- Using the date July 1, 1999 as the start of construction, when would the two new holes be complete and playable and when would the driving range be ready? When would the restaurant be ready?
- The Conservation Commission should be consulted on plan - in particular the proposal to have a driving range with a stream in the middle. Details of how this would work should be submitted for review.
- Is there a preliminary grading plan for the proposed new holes, parking area, restaurant, driving range, road relocation and hole extension?
- Are there preliminary estimates of cut and fill?
- The subsurface investigation submitted by Carlin Simpson & Associates only shows two test pits. Did they do any more? If yes, please provide a copy.
- What was the basis for the cost estimate for construction of:
 1. The new holes
 2. Extension of hole #15
 3. Road relocation
 4. Restaurant construction
- What is the estimated cost of removing the residence at hole #15.
- Does the residence at hole #15 provide rental income?
- Is there a plan to improve the pro shop, or build a new one?
- Does the cost estimate for the new maintenance building include the foundation cost?
- Can the existing maintenance building be used while the new one is constructed?
- Do you have conceptual plans for the maintenance building?
- Will there be screening around the maintenance building?

-cont'd-

- Site work & road paving cost estimate is \$100,000.000. Is this for general work or a specific item?
- Please provide details of the poles and netting needed for the driving range (height, color, location, trees to be removed, supplemental landscaping etc.).
- If lights are installed in the future how would the layout minimize impact on adjoining properties and Fillow St.?
- Do you have conceptual drawings of the driving range structure showing height, color, materials, etc?
- What is the net increase in parking provided? Please include those around the maintenance building that are eliminated in the master plan.
- What is the basis for calculating the amount of parking required and provided?
- Is there a need for a PAR 3 course somewhere else in the city to relieve pressure from this course?
- Is a chipping green proposed?
- Is there a long term landscaping plan?
- Was a nursery for plants considered?
- Will the Gillies Lane site be needed in the future?
- Is there a preliminary layout for the cross country skiing trails?
- Can the nature trail area be expanded to other parts of the course in the winter?
- Technical Changes:
 1. On page 14/Municipal Approvals; item #1 should read... of the Zoning Commission (delete "Planning +").
 2. The process is two fold with both Commissions. Each reviews and approves the Master Plan. Then the Zoning Commission holds a hearing and votes on the

special permit for the restaurant and the Planning Commission approves specific park changes in accordance with section 8-24 of the General Statutes.

3. The special permit and 8-24 reviews are separate and distinct actions from the Master Plan approval. They can be done concurrently if specific applications are submitted.
4. Conservation Commission comments should be made in the first stages of review.



ZONING COMMISSION

March 31, 1999

Richard A. Wrigley, Chairman
Oak Hills Park Authority
165 Fallow Street
Norwalk, Connecticut 06860

Re: Traffic Study for Oak Hills Park

Dear Mr. Wrigley:

As requested I have reviewed the proposed Master Plan and compared it with the traffic study originally submitted as part of the driving range/restaurant proposal. It appears that the proposed changes are minimal and that the traffic report is still adequate to determine traffic impacts.

1. The original report pointed out that there were only 5 accidents at the park entrance between JAN94 and JUN97. This indicates a fairly safe intersection.
2. The sight lines at the entrance far exceed the minimum required for the area (285 feet required; over 350 provided).
3. The report indicates that peak hour traffic for a driving range is 2.4 trips per slot. The original application was for 36 slots or 86 trips per hour. The plan for 40 slots would increase that amount by 10 trips per hour.
4. The original restaurant was 4,800 sq. ft. and would generate 35 vehicles during that peak hour. The Master Plan proposes a restaurant of 5,000 sq. ft. which, utilizing the same trip ratio, would indicate 37 trips during that hour.
5. The administration office, pro shop and lockers would not be expected to generate any new traffic on their own. The office & pro shop already exist and locker rooms are for golfers already using the course.
6. The current level of service at the entrance is "A" for Fallow St. and "A" for the course exit. It was projected in the traffic report to remain "A" for Fallow St. and to become a "B" for the course exit. The intersection delay for the exit was projected to be increased by 1.2 seconds for vehicles leaving the course.

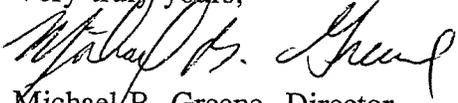
Cont.
Traffic Study for
Oak Hills Park

-2-

As part of any Special Permit application you would need to formally request that the Zoning Commission waive a new traffic study and utilize the existing report. In doing so, I would suggest that you have the Police Department provide an updated traffic report and ask the Dept. of Public Works if they concur with my opinion.

If you have any questions regarding this matter, please do not hesitate to call me.

Very truly yours,



Michael B. Greene, Director
Planning & Zoning Commission

mbg:mm

file\mbg\wrigley.ltr

CITY OF NORWALK

LAW DEPARTMENT

CITY HALL, P.O. Box 798
NORWALK, CONNECTICUT 06856-0798



TELEPHONE
(203) 854-7750
FAX (203) 854-7901

May 13, 1998

Ralph DePanfilis, Chairman
Planning Committee
Oak Hills Park Authority
80 Highland Avenue
Norwalk, Connecticut 06853

Re: Oak Hills Park Master Plan

Dear Ralph:

I am writing in response to your request for information regarding the Lease between the City of Norwalk and the Oak Hills Park Authority concerning the Master Plan for the Park. You specifically asked about the requirements related to the development of a restaurant and driving range prior to the submission of an approved final Master Plan.

The Master Plan, as conceived by the Lease, is the written overall plan of development for the Park. The Plan shall include a driving range, restaurant "and related facilities", which are designated as the "Phase I IMPROVEMENTS". The complete Master Plan for the Park shall identify the detailed financing, phasing timetables, planning, marketing, construction programs "and other PARK development issues." The final Master Plan must be submitted to the City "no later than one (1) year from the date of [the] LEASE" and shall thereafter undergo the approval process set out in the Lease.

Your question was whether the development of the Phase I IMPROVEMENTS are tied to the submission and approval of the Master Plan, or may the Authority commence development of the restaurant and driving range prior to the Plan's submission and approval. The Lease specifically addresses this issue in Article 6, Paragraph 6.01. It states that "the AUTHORITY may commence construction of the PHASE ONE IMPROVEMENTS under separate approval from the CITY,...prior to the submission and approval of

Ralph DePanfilis, Chairman
Planning Committee
Oak Hills Park Authority

May 13, 1998

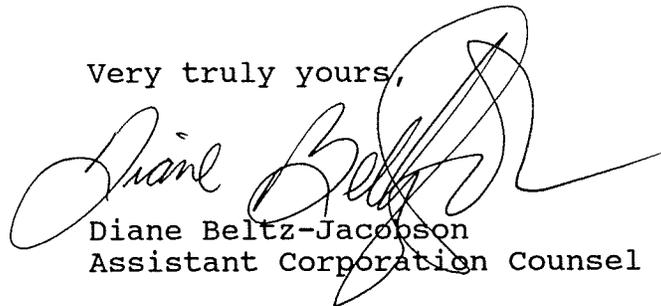
-2-

the MASTER PLAN." This must be done, however, "under separate approval from the CITY, according to the process set out in Article 1, paragraph 1.01(g)" of the Lease. This paragraph provides that such approval must be given by the City's Zoning Commission, Planning Commission, Common Council and Mayor. The approval process shall include a public hearing and shall follow the procedure required by Connecticut General Statutes §8-24. The §8-24 procedure requires that the proposal be brought to the municipal Planning Commission for a report and recommendation. The Planning Commission has thirty-five (35) days from the date of official submission of the proposal to it to make its report. The Commission's failure to report within this time line "shall be taken as an approval of the proposal". If the Commission disapproves of the proposal, it shall record its reasons therefor and transmit the same to the Common Council. Any disapproved proposal must be approved by a two-thirds (2/3) vote of the Common Council if it is to survive and gain acceptance by the City. Any proposal approved by the Planning Commission is also sent to the Common Council, but requires only a simple majority of the members present and voting in order to survive.

Thus, if the above-stated procedure is followed, the construction of the driving range and restaurant can begin, with the required approvals, prior to the submission and approval of the final Master Plan.

I hope this information is helpful. Please feel free to contact this office if you have any further questions in this regard.

Very truly yours,



Diane Beltz-Jacobson
Assistant Corporation Counsel

DBJ/mls

cc: Frank J. Esposito, Mayor

OAK HILLS PARK
Master Plan Report

Prepared for the

OAK HILLS PARK AUTHORITY
Norwalk, Connecticut

by

CONCEPT • GOLF • CONSULTANTS, LLC

March 4, 1999

Table of Contents

	<u>Page</u>
Introduction	i.
1. Background	1.
2. Existing Facility and Current Uses	2.
3. Components of the Master Plan	4.
1. Practice Range	
2. New and Modified Holes	
3. Restaurant	
4. Drainage Improvements	
5. Irrigation Improvements	
6. Parking	
7. Nature and Fitness Trails	
8. Seasonal Ice Skating Rink	
9. Maintenance Building	
10. Bocce Courts	
11. Tees, Greens, and Hard Surfaced Course Path Upgrades	
12. Long Range Considerations	
4. Statement of Probable Costs	12.
5. Implementation	13.
1. Phasing and Critical Path Considerations	
2. Municipal Approvals	
5. Summary	15.

(continued)

6. Appendix

1. Location Map
2. Site Photographs
3. Plans
 - SD1-Existing Conditions
 - SD2-Master Plan
 - SD3-Golf Course Renovation
 - SD4-Drainage Improvements
4. Soils Report

INTRODUCTION

The purpose of this report is to present the findings of the Master Plan Committee of the Oak Hills Park Authority (OHPA) and their consultants on the issues of both near term and long range planning for the Oak Hills Park facility. This report incorporates items of concern identified by the OHPA as those being the most salient to the continuation of use and the future development of the park at this moment in its history. The report represents a recommended overall strategy for the next ten years of use for the park. The implementation of all or part of the Master Plan is to be determined by the OHPA.

In formulating the list of specific items to be reviewed, the OHPA has made a concerted effort to take into consideration the needs of the community as a whole. To this end, a variety of potential improvements to existing uses as well as the inclusion of desirable new uses have been evaluated. Golfing, being the predominant use and primary income generating activity of the park was a major feature in the study. However, much attention was directed to other public uses such as nature and fitness trails, ice skating, tennis, bocce ball and food service.

The golf course and related instructional facilities; vehicular and pedestrian access; parking; potential winter uses; maintenance and support facilities, and amenities which compliment the active and passive recreational uses of the park represent the broad range of subjects upon which this report is based.

On behalf of the OHPA, we wish to extend our appreciation to Mike Greene and the Norwalk Planning and Zoning Department, Mike Yeosock of the Department of Public Works and the Conservation Commission for their valuable input and assistance without which this report could not have been completed.

1. BACKGROUND

Oak Hills Park is a municipal park primarily used as a golf course and tennis facility. Situated in a residential neighborhood in the West Norwalk section of the city, this 144 acre park has traditionally been enjoyed by the public most frequently during the warmer months since its dedication in 1969. Some golf and passive recreational use, however, continues throughout the year.

The Oak Hills Park Authority (OHPA) oversees the operation of the park under its lease with the City of Norwalk. The OHPA initiated the preparation of a Master Plan for the Oak Hills Park in the beginning of 1998 . In conjunction with the Norwalk Planning Commission, the Authority identified a list of improvements which were to be considered under a new Master Plan study. Initially, the Master Plan was to consider a wide scope of potential uses and improvements. However, upon closer analysis of the feasibility of certain of those items, the number of potential uses and improvements under study narrowed to those described hereafter.

The three major components of the Master Plan study identified by the Master Plan Committee are 1) a new restaurant building, 2) a new practice range and 3) much-needed drainage improvements to the golf course.

In May of 1998, the OHPA hired the firm, Concept Golf Consultants, LLC (CGC), to undertake a Master Plan study and report its findings to the Master Plan Committee.

Upon review of the existing park facilities, analysis of the available survey and technical information, and the feedback from the OHPA and City of Norwalk; CGC formulated several different conceptual Master Plan schemes illustrating ways in which the two major new elements of the plan, a restaurant and practice range, could be incorporated into the park. These conceptual schemes were presented to the Master Plan Committee which then identified a preferred scheme to be developed as the Master Plan for Oak Hills Park.

Important missing background technical information was identified and ordered so that a comprehensive plan could be developed in conjunction with the natural features and topography of the property. The result of this endeavor appears herein as the final version of the Master Plan.

2. EXISTING FACILITY & CURRENT USES

The physical characteristics of the park present both significant opportunities and constraints to the expansion of uses for the public. The site is characterized by its abundant rock outcroppings and several areas of standing water or marshy grounds. While such natural features add to the beauty of the landscape, they also appreciably limit the available options for rearrangement and reassignment of uses for much of the park acreage in a manner that would be cost effective and ecologically responsible.

In contrast to the prevalence of such scenic natural attributes, Oak Hills Park has had to contend with the formidable presence of the CL&P 80 foot wide transmission corridor which bisects the back ten holes of the course. Easement limitations on use within this corridor and the physical obstacles of tall transmission towers will continue to play a major role in the evolution of the site.

Furthermore, at 144 acres the park with an 18 hole golf course is compact and unused open land is limited. The marginal amounts of open space that does exist is predominately either rock ledge or wetlands.

Finally, except for a separate entrance for the tennis courts, the park is accessed by a single drive off Fillow Street. This drive is currently the only route in and out of the park. At peak periods vehicular traffic can become quite heavy along this drive which must be shared simultaneously with service trucks, cyclists and pedestrians.

Despite its physical limitations, the park provides the citizens of Norwalk with an enjoyable recreational facility. The predominant use of the site is the 18 hole golf course designed by Alfred Tull. Table 101 below identifies further the major current uses of the Oak Hills Park and illustrates the proposed changes anticipated under this Master Plan Report.

In general, the Master Plan proposes to incorporate a wider variety of uses for the park throughout the year and recommends ways in which the park may be improved to better serve the public.

Table 100. Existing and Proposed Uses of Oak Hills Park

1. Current Uses

- 18 hole par 71 golf course, 6,407 yards.
- Putting greens and instructional area.
- Pro Shop and Offices
- Turn Station
- 8 Tennis Courts
- Maintenance Building
- Cart Barn
- Residential Buildings for Staff
- Parking areas

2. Proposed Uses and Improvements

All above uses will remain with the following additions or improvements:

- Practice Range
- Modifications to golf course layout
- Restaurant Building
- Drainage Improvements
- Irrigation Improvements
- Modification and Expansion of Parking Areas
- Nature & Fitness Trails
- Seasonal Ice Skating Rink
- New Maintenance Building
- Bocce Courts
- Tee and Green Rebuilding
- Short Game Instructional Area
- Improved Street Access
- Additional Rain Shelter at 3rd Green
- Cross County Skiing Trails

3. COMPONENTS OF THE MASTER PLAN

1. Practice Range

A new, two level, 40 station, 280 yard, turf practice range is proposed in the relatively level area of the current 16th and 17th holes of the golf course. The practice range will be enclosed by poles of varying heights and safety netting. The tees will be housed in a wood structure. Parking will be provided immediately adjacent to the range building. Short term cart parking and a ball dispensing machine will be located in the vicinity. (see Ph. 1)

2. New and Modified Holes

In tandem with reallocation of the area at the existing 16th and 17th holes area to provide a site for the driving range, two new holes, are proposed to be constructed South of the current 18th fairway. The configuration of these new holes takes advantage of the natural topography of the site so that only limited regrading will be necessary for their construction. The new 17th hole will be a 170 yard, par three and played from an elevated tee downhill to the green. The new 18th hole will be a 370 yard par four played uphill to a green adjacent to the new restaurant building. The existing 18th hole will remain as is but will be played as the 16th hole. In addition, the 15th hole is scheduled to be lengthened to 380 yards from the current 235 yds. Rerouting the roadway and removing the staff quarters and the maintenance building will be incorporated in the hole modification. (see Ph. 2)

3. Restaurant

A new, one story restaurant building of approximately 5,000 SF, designed to accommodate a commercial kitchen and the capacity to provide banquet seating for 125 patrons is proposed as an important near term improvement. The restaurant would be leased from OHPA and fitted out by the lessee. The building site is located adjacent to the proposed 18th fairway with potential outdoor dining terraces facing the hole. The building site makes it an ideal "19th hole" and further allows for the independent implementation of this particular component of the Master Plan. New parking located at the restaurant site and will also serve the nature and fitness trail users and may be used for hospitality tents during special events. (see Ph. 3)

4. Drainage Improvements

The current drainage conditions on the overall golf course are indicative of the age of this course and the lack of significant capital expenditures to maintain the system. The following recommendations are made as a result of an extensive field evaluation of the existing drainage systems on the golf course, a review of the available plans of the facility and a detailed discussion with the Golf Course Superintendent.

The Golf course maintenance crews can implement many of the drainage improvements recommended in this report. The major improvements could be contracted to an outside contractor depending on the difficulty of the work and the availability of the golf personnel. In addition these improvements can be phased, as the funds become available and the golf course manpower is available to perform the work. Table 301 following identifies the major aspects of the drainage work required at this time.

Table 301. Schedule of Drainage Improvements

HOLE 1 and 7

- Install a series of underdrains across the front of the trees for both hole #1 and hole #7. This series of underdrains should be connected to the existing drainage pipe in front of the tee for hole #1. This pipe which runs through hole #1 toward hole #6 should be inspected and replaced if found to be in poor condition.
- The existing catch basin at the beginning of the fairway of hole #1 should be reconstructed with the proper casting set at the correct elevation.

HOLE 2

- At the beginning of the fairway install underdrains and extend discharge to the lake.
- Along the middle to front portion of the fairway install underdrains and discharge to the swale between hole #2 and hole #4.

HOLE 4

- Fill the low area to the left of the fairway adjacent to the lake. This area should be filled as high as practical.
- Intercept the swale from hole #2 and direct it into a pipe system. This pipe system should be extended along the edge of the fourth fairway and discharged into the lake at hole #3.
- Extend the drainage pipe north towards the green to pick up the low areas along the edge of the fairway.

HOLE 5

- Install an underdrain with surface inlets around the green and discharge to the adjacent lake.

HOLE 6

- Dredge the lake and use the fill material to raise the grade in the area adjacent to the lake extending toward the green. If necessary import fill material to adequately raise this area.
- Install a catch basin and pipe along the north side of the fairway to catch the existing swale that runs along the fence line.
- Install underdrains through out the lower fairway and discharge to the lake.

HOLE 8 and 9

- Install catch basins and a pipe system in the rough between the eighth and ninth hole. Extend this pipe across hole #8 and discharge into the existing swale.
- Install underdrains with surface inlets across the apron of hole #8 and connect to the new drainage pipe.

HOLE 9

- Install an underdrain along the west side of the fairway approaching the green and discharge to the swale running toward the tenth tee.

HOLE 10

- Install underdrains with surface inlets and connect to the new drainage pipe running through hole #9.

HOLE 11

- Install catch basins and a drainage pipe across the fairway to drain the low area adjacent to the tennis facility.
- Install underdrains with surface inlets along the south side of the fairway approaching the green. This series of underdrains can discharge to the lake across fourteen fairway.

HOLE 14

- Along the east side of the fairway approaching the green, install underdrains and surface inlets and discharge to the lake.
- Dredge the lake along the fourteenth and fifteenth holes and fill the south end of the fairway. Reconstruct the catch basins and piping system in the fairway and discharge it to the existing culvert under the access road.

HOLE 15

- Install underdrains across the apron of the green and discharge to the lake.
- Install underdrains between the two lakes and discharge to the lower lake.

HOLE 16

- Install underdrains at the toe of the slope to the elevated green and discharge to the existing swale.
- Clean swale and use fill in low areas through out the course.

HOLE 18

- Install underdrains through out the north end of the fairway, discharge to the existing swale.
- To the north of the green install underdrains and surface inlets and extend pipe to the north toward the tee boxes. Discharge this pipe into the existing wetland area between the eighteenth hole and the maintenance area.

General Drainage Installation

- Install drainage in the sand bunkers as the bunker is reconstructed. The addition of drainage in the bunkers will extend the life of the sand and reduce overall maintenance costs and route replacement of the sand.
- Dredge all lakes and use material as fill through out the course, provided material is determined to be suitable for such use.

The implementation of these improvements is generally an independent activity. As the funds are available, each improvement can be constructed in sequence. The superintendent should establish a list of priorities and money should be budgeted annually to correct the deficiencies outlined above.

5. Irrigation Improvements

The existing single line irrigation system is original and has reached the end of its useful life. Over the past several years the system has been under constant repair. Therefore, complete replacement is indicated. Design proposals for a new double row irrigation system have been solicited and are under review by the OHPA. Provisions for this capital expenditure should be a near term priority.

6. Parking

The the original site plan for the park did not anticipate the level of parking requirements for a modern golf course facility. The existing parking is dispersed through a series of small lots off the entrance drive. These small lots reduce the visual scale of a large single or interconnected parking lot, however, the traffic flow is adversely affected at peak periods when visitors search up and down the drive for an available space.

Under the Master Plan, two new parking lots will be added to provide a total capacity of approximately 220 cars. One new 60-car parking lot will be constructed immediately adjacent to the practice range. This location will siphon off the practice range traffic near the entrance to the park and will facilitate a reduced traffic volume further along the main park drive beyond this lot. The second new lot will be located near the proposed restaurant building. This lot will service the restaurant and the nature and fitness trail visitors in addition to the golfers. Handicapped parking will be provided in each new lot. Additional staff parking would be provided within the maintenance yard.

As an overall strategy, it is recommended that the OHPA undertake a study of the existing lots along the west side of the main drive and adjacent to the Pro Shop. This study would identify the parking and staging needs of the park during the most active times and propose the most effective allocation of spaces in conjunction with the proposed new lots, modifications to the access drive and new uses provided under the Master Plan.

7. Nature and Fitness Trails

There is a relatively secluded open area of the site adjacent to the proposed 18th fairway which is ideal for a relatively passive recreational use. Comprised primarily of wetlands, this area has remained largely untouched by the park development to date and affords a scenic backdrop for an instructional nature walk and fitness trail. A key map at the trail head would indicate marked trails and informative signs along the path would provide an educational component to the experience. At appropriate intervals, fitness stations for stretching and other exercises will be incorporated into the overall design. The trails are accessed by a path from the restaurant parking area . Pedestrian access would be encouraged with a new access road from North Taylor Avenue. (see Ph. 7)

8. Seasonal Ice Skating Rink

As a means for encouraging use of the park during the winter months, the OHPA has identified ice skating as a desirable recreational sport. The Master Plan identifies a potential site for a seasonal rink at the existing main parking area. The approximately 75' x 130' rink would be tented and lighted for expanded hours of operation. The location of the skating rink well within the interior of the park limits the impact of evening use on the neighborhood. Permanent compressor condenser units need to be located nearby and fencing or landscape screening should be installed around them. (see Ph. 8)

9. Maintenance Building

The existing maintenance garage building is a pre-engineered metal structure which is in poor condition. This building is scheduled for replacement and relocation further to the East. A new pre-engineered building of approximately 5,000 SF is proposed between the reconfigured 15th fairway and the new practice range parking lot. The garage doors will be oriented away from the main park drive and landscaping will screen the building from the roadway. Adequate provisions need to be made at this facility for the proper handling of herbicides, pesticides, fertilizers and other substances commonly used on the grounds. (see Ph. 9)

10. Bocce Courts

In the vicinity of the tennis courts is an open level area which can easily accommodate two or more 15' x 85' bocce ball courts. Development of these courts should include adequate seating areas and shading. Noise from the adjacent tennis courts should not be an appreciable detriment. (see Ph. 10)

11. Tees, Greens, and Hard Surfaced Course Path Upgrades

The upkeep of the tees and greens is a primary concern for a golf course and Oak Hills Park which has a volume of approximately 55,000 rounds per season is certainly no exception. A comprehensive study should be performed providing an inventory of existing tee and green conditions and recommending a scheduled reconstruction, enhancement and maintenance program. This program should include anticipated costs and outline the means for financing the improvements.

12. Long Range Considerations

In addition to the immediate needs identified for the park, there are a number of long range, strategic considerations which should be addressed. These considerations should be reevaluated on a regular basis over the next ten years. As the demographics of the area change and the popularity of particular sports fluctuates over time, the role of Oak Hills Park will inevitably change.

There is a need for additional rain shelters especially in the more remote areas of the golf course. A potential location for such a rain shelter is by the 3rd hole green. The construction of this and other such shelters should be a component of the comprehensive course maintenance and improvement program.

Park visits will be increased with the addition of the practice range and this will generate a corresponding higher volume in the Pro Shop . Therefore, the renovation and expansion of the Pro Shop to promote larger revenues and to facilitate back of house functions may be desirable.

Depending upon the usage experience of the practice range, future upgrades to this facility may be indicated including range lighting, heating and an adjacent attendant's office.

There is also an opportunity to develop the existing golf instructional area behind the sixth green into a short game teaching facility with bunkers, target greens and turf tees. This short game facility would be a desirable compliment to the new practice range.

Additionally, the large open space of the golf course easily lends itself to development of cross country skiing paths. The undulating topography of the park provide the basic elements for a variety of trails that would appeal to skiers of different skill levels. Since there would be no golf activity when snow covers the course, no conflict in usage would occur between cold weather golfers and skiers.

In light of the space limitations of the Oak Hills Park grounds, consideration should be given to acquiring additional land for the facility. Potential uses for such additional contiguous space might include a putting course, additional nature and fitness trails, on site nursery and staging areas, employee parking and equipment storage, improved street access and expansion of other current and proposed uses. (See Ph. 12)

4. STATEMENT OF PROBABLE COSTS

Following are anticipated budget allocations in 1999 dollars associated with the aspects of the Master Plan identified by the OHPA as priority considerations.

1. Practice Range Construction

Structure - 40 Stations, wood structure w/o heating, plumbing, range lighting	\$ 350,000
Range Equipment - purchase	25,000
Netting, Poles	250,000
Fairway, Target Greens, Drainage	<u>150,000</u>
Sub Total	\$ 775,000

2. Golf Course Construction

# 15 Green / Extend Fairway	\$ 150,000
# 17 New Hole	250,000
# 18 New Hole	250,000
Fill and / Site Work	<u>150,000</u>
Sub Total	\$ 800,000

3. Restaurant Building

Structure -5,000 SF x \$150 / SF no interior finishes or kitchen	\$ 750,000
Site Work - Parking, Drives Utilities	<u>250,000</u>
Sub Total	\$1,000,000

4. Maintenance Building

Engineered Prefabricated Steel Structure - 5,000 SF x \$40/SF	\$ 200,000
5. Site Work and Road Paving	<u>\$ 100,000</u>
6. Subtotal Construction Costs	\$2,875,000
7. Soft Costs	
General Conditions , Design and and Engineering Fees (10.4%)	\$ 300,000
8. Contingency (10.4%)	<u>\$ 300,000</u>
9. Grand Total	\$3,475,000

5. IMPLEMENTATION

1. Phasing and Critical Path Considerations

Once adopted, first step in implementing the Master Plan is to prioritize the components according to the current needs of the park. This priority list should be evaluated in context with the realities of scheduling and sequencing in order to establish a critical path for proceeding with the implementation. Consideration must be given to the impact on the operational aspects of the course. The potential for taking golf holes out of play on an interim basis; the commencement dates of construction relative to the growing season and the day-to-day operations of the park; and, the financial arrangements available for the capital improvements all need to be taken into account.

The Master Plan allows for various phasing options for the construction of its major components. Below are three illustrations of the many possibilities for tailoring the construction program to fit the needs of the OHPA.

Plan A. **Phase One:** construct the restaurant, and new 17th and 18th holes.

Phase Two: build practice range and new maintenance building, and play the course as a par 70.

Phase Three: lengthen the 15th hole and reroute main drive.

- Plan B. **Phase One:** build new holes 17 and 18.
Phase Two: construct practice range, and play the course as a par 70.
Phase Three: build new maintenance facility and reroute main drive.
Phase Four: construct the restaurant.
Phase Five: lengthen the 15th hole to a par 4.
- Plan C. **Phase One:** construct the restaurant, and new 17th and 18th holes.
Phase Two: construct the practice range, maintenance facility and roadwork, commence work on the 15th hole using a provisional green, par 3.
Phase Three: play the 15th hole as a par 4 after grow in of the new green and fairway.

2. Municipal Approvals

In order to proceed with the construction of the major features of the Master Plan, the required municipal approvals must sought and obtained. Following is a list of the required hearings and approvals that are currently anticipated.

1. Presentation to the Plan Review Committee of the Planning and Zoning Commission.
2. Presentation to the Planning Commission.
3. Presentation to the Zoning Commission for Special Permit.
4. Presentation to the Planning Commission for Master Plan approval.
5. Presentation to the Planning Commission for approval to implement components of the Master Plan.
6. Review by the Conservation Commission.
7. Building Department permits for construction of specific items.

The length of time required to complete the municipal approval process is dependent upon the schedule for hearings and the availability of space on the agenda for those hearings.

5. SUMMARY

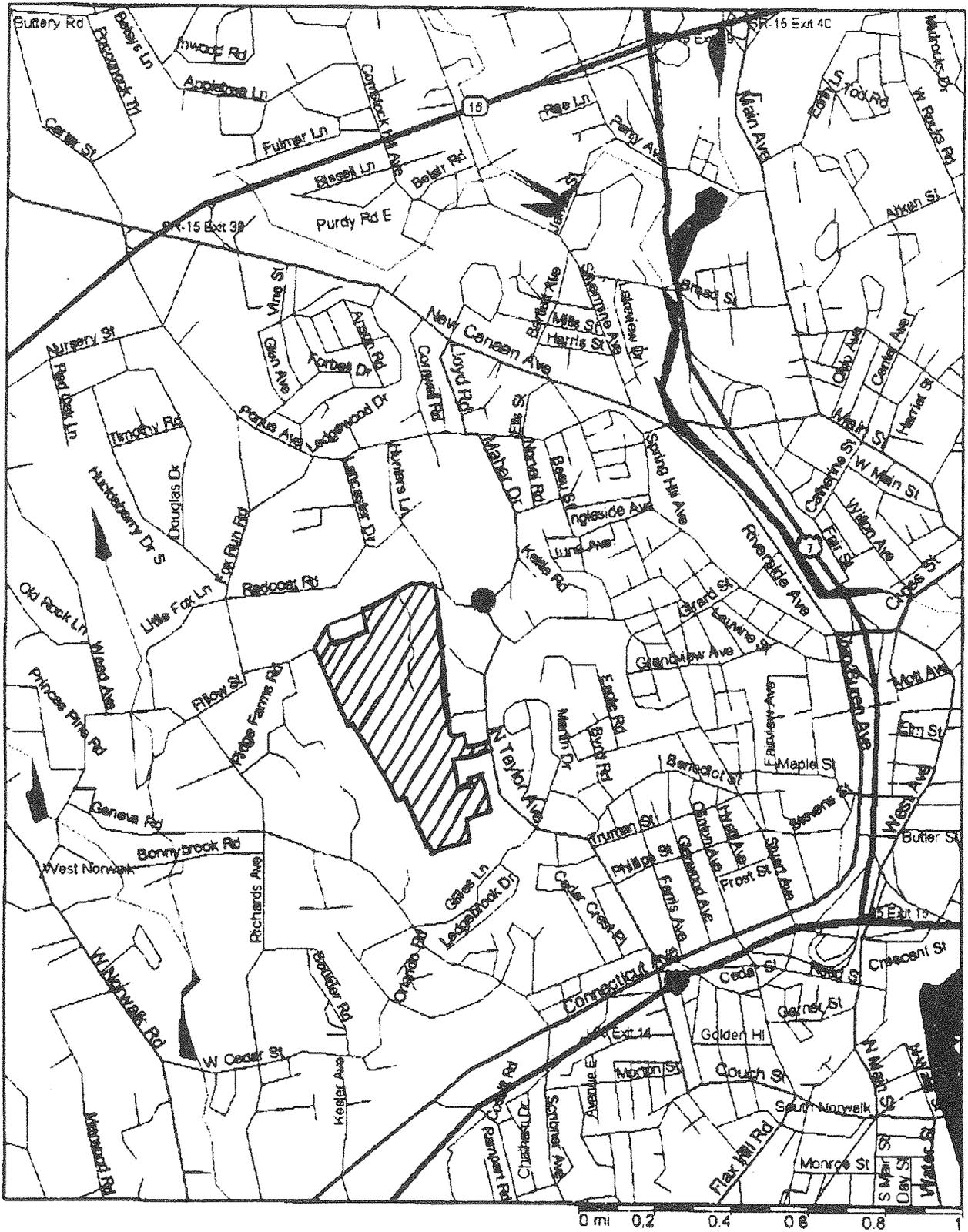
This Master Plan has been developed along the guidelines presented by the OHPA and has taken into consideration the anticipated needs of Oak Hills Park over the next ten years. Any items not specifically addressed have not been evaluated and are not within the scope of this study. Another master plan study should be undertaken toward the end of the ten year period, or sooner, if the use and circumstances under which the park operates should change significantly from those assumed under this study.

The following steps are the recommendations of this Master Plan :

1. Adoption of the Master Plan.
2. Proceed with approval process.
3. Undertake recommended studies.
4. Implement the major components of the Master Plan in the near term.

Adoption and implementation of part or all of the Master Plan falls under the jurisdiction of the OHPA and will require specific municipal approvals which may or may not be granted.





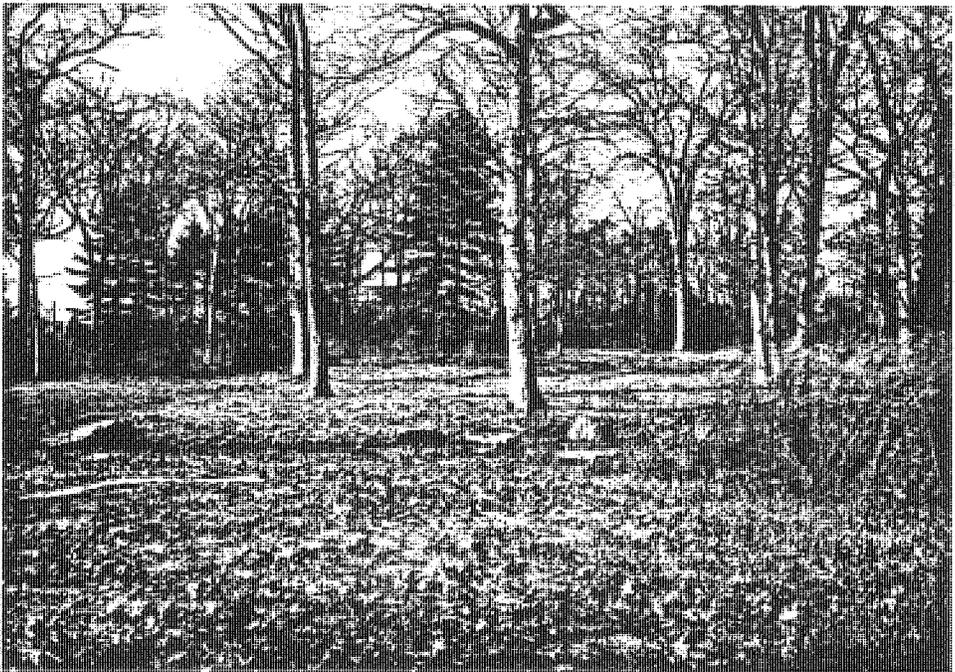
Location Map



Practice Range



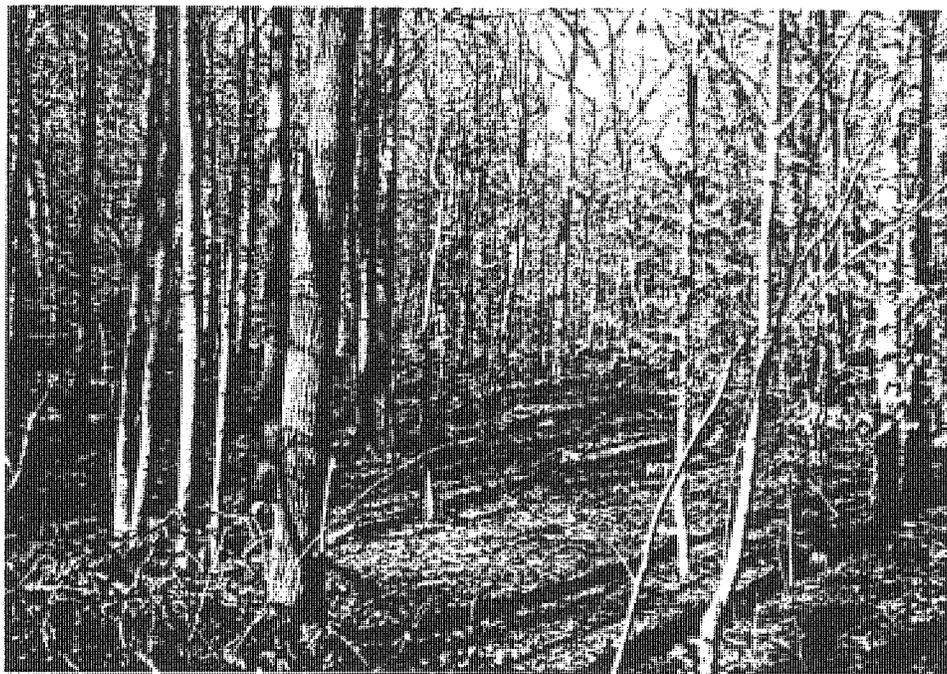
New and Modified Holes



New and Modified Holes



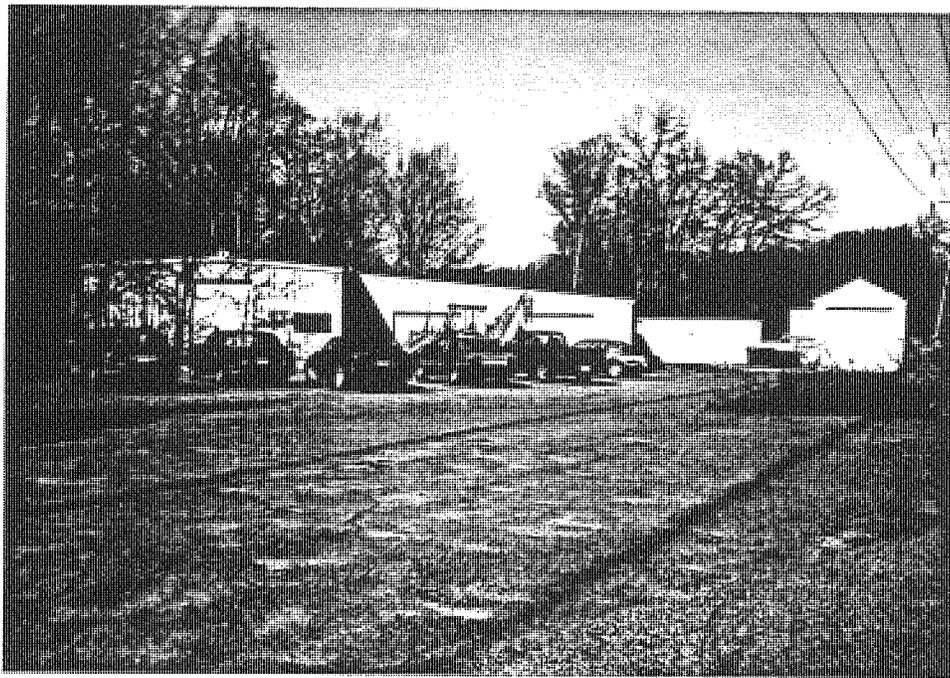
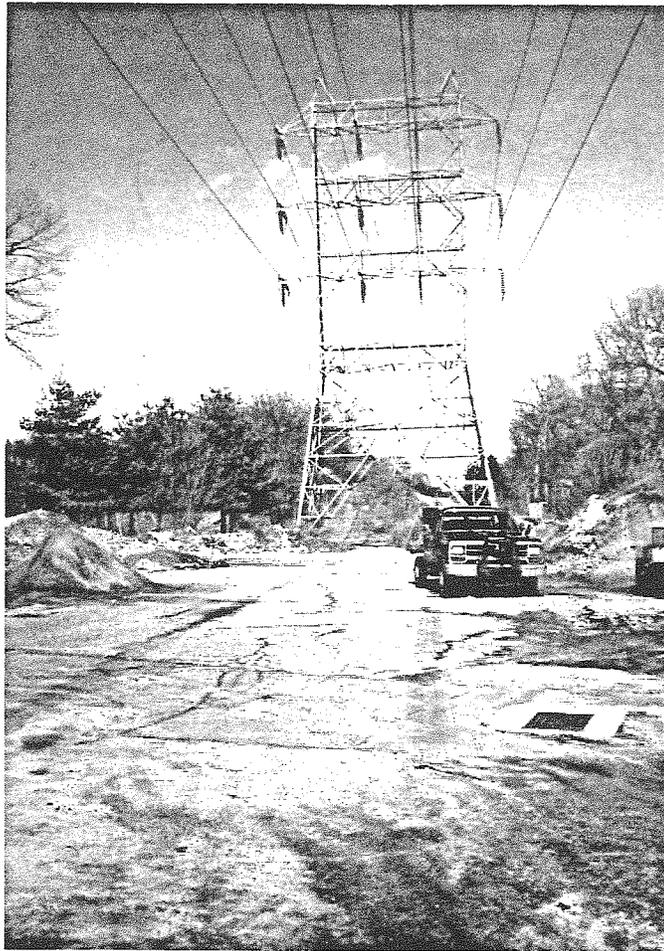
Restaurant



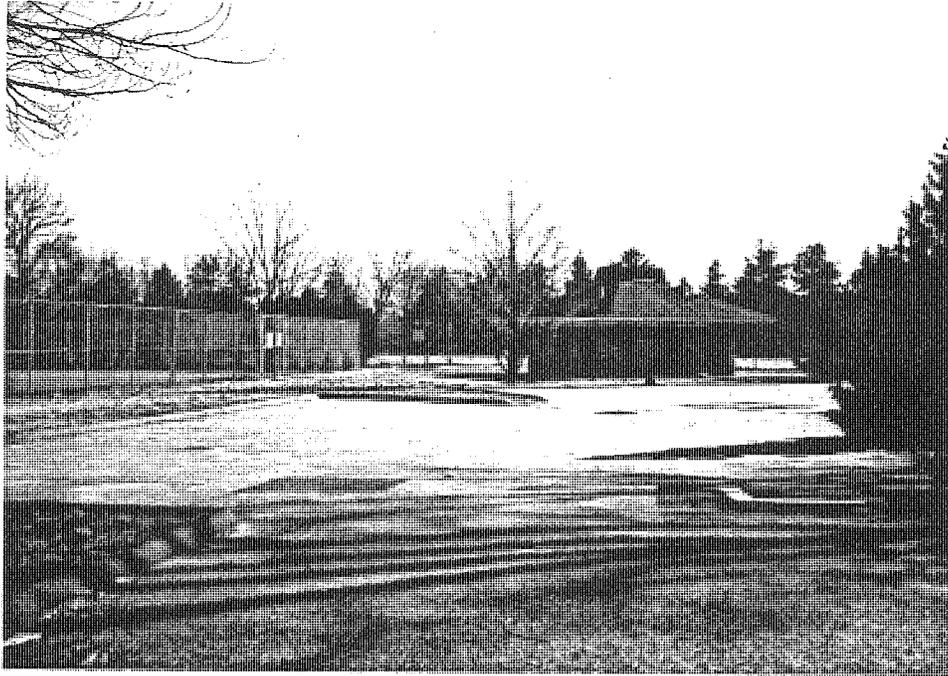
Nature and Fitness Trails



Seasonal Ice Skating Rink



Maintenance Building



Bocce Courts



Long Range Considerations