



COTTAGE GROVE PARKS, RECREATION AND
NATURAL RESOURCES COMMISSION
12800 RAVINE PARKWAY SOUTH
COTTAGE GROVE, MN 55016
COUNCIL CHAMBER - 7:00 PM

May 11, 2026

- 1 Call to Order
- 2 Roll Call
- 3 Approval of the Agenda
- 4 Approval of Minutes
 - A March 9, 2026 Minutes
- 5 Open Forum
- 6 Action Items
 - A Bylaw Review
 - B River Oaks Business Plan
 - C Ice Arena Business Plan
 - D June Meeting
 - E Vice Chair Position
- 7 Presentations
- 8 Action Updates
 - A Denzer Park
 - B CG Trailway Corridor Restoration
 - C Oltman Park
 - D Mississippi Dunes Park
 - E Peterson Park
 - F Still Ponds Park
- 9 Donations
- 10 Staff Reports and Materials
 - A Staff Reports
- 11 Commission Comments
- 12 Council Comments

A Council Agendas

13 Workshop

14 Adjournment

**PARKS AND RECREATION COMMISSION
12800 RAVINE PARKWAY SOUTH
COTTAGE GROVE MN, 55016
COUNCIL CHAMBER - 7:00 P.M**

Date: March 9, 2026

1. CALL TO ORDER
Meeting called to order at 7:00pm at City Hall

2. ROLL CALL

Members Present: Adam Larson, Dave Olson, Kelly Glasford, Jordan Dibich, Sam Larson

Members Absent: Susannah Brown, Debra Gustafson, Shane Waterman

Others Present: Jim Fohrman Parks Superintendent , Council Member Dave Thiede

3. APPROVAL OF THE AGENDA

4. APPROVAL OF THE MINUTES

A motion to approve minutes from February 9, 2026, was made by Commissioner Olson & seconded by Commissioner S. Larson. Minutes Approved.

5. OPEN FORUM
None

6. Presentations

New Commissioner Introduction

7. ACTION ITEMS

A. CGAA United Soccer Goal Funding Request

The Cottage Grove United has requested matching funds to buy two sets of soccer goals for this year. Looking for the Commission to accept or not accept their request. Commissioner Olson brought up that in 2023 we approved the Pine Coulee RCA track for \$2,500 but that money was never given to them. Jim Fohrman confirmed that was accurate. Commissioner Olson requested that a note be made and it be taken off the list. Commissioner Olson made a recommendation based on

their cost being \$5,200 he would like to approve a grant of \$2,600 to cover half or 50% of this improvement. A motion to approve the CGAA United Soccer funding request made by Commissioner Dibich. Seconded by Commissioner Olson.

B. Military Trailhead Master Plan

Plan included in Commission packet. Looking for feedback from the Commission and a motion to approve the master plan. Commissioner Olson asked if this will be located in the Northwest corner of the McHattie property. Jim Fohrman confirmed yes, it will be where the hay storage shed currently is. Commissioner Olson asked for clarification on page 17 of the packet regarding the lettering (A,B,C,D,E & F) on the bike trail and if this is where Washington County will be placing their signage. Commissioner Olson requested that we coordinate with Washington County so that they can include our information on their signage. Commissioner Olson said that he would mention this to the Washington County Parks Director as well. Commissioner A. Larson asked if this trailhead was going to be a full building and park or are we thinking more of a kiosk type with a bike and hammock station. Jim stated that it will be a full kiosk with a shelter and picnic tables, and some sort of sculpture that ties into the history of Military Road and the trail. Commissioner Glasford asked about how it will work with overhead structures and signage. Jim stated that we are not at that phase yet as we are still in the conceptual planning stage. It's going to deal with the history of Military Road and where it started and where it ends. A motion was made to approve the Military Trailhead Master Plan by Commissioner Olson. Seconded by Commissioner Glasford.

C. Bylaw Review

Commissioner A. Larson asked what the city park profile means in section 1-K, as he does not recall that we have ever maintained one. Jim stated that he did not have a clear answer. Commissioner Olson stated that to him, that means that all parks are maintained at the same level. So old parks get upgraded to be equal with new parks and that is a really strong commitment from Zac & City Council. Sometimes we have long discussions about playground equipment, the colors, the type of equipment based on the neighborhood it is in, and that is all about the profile of our parks. The next question Commissioner A. Larson had was section D under membership. In the bylaw it states the number of commissioners, however in his time we have never had a full Commission. So would it make sense to modify the language to say, "up to nine members". The last comment Commissioner A. Larson had was on D-3 about attendance. Currently it states that if you are unable to attend to reach out to the chair, however, we always reach out to the Parks Director (Zac). Council Liaison Dave Thiede recommended that the number of members should always be odd to keep away from split decision type voting. Commissioner Olson respectfully disagreed with Council Member Thiede and stated that the Commission strives to have a unanimous decision. There is only one time that he could recall where it was not, and there was one negative vote. So odd or even in this type of Commission is not

that big of a deal. Council Member Thiede agreed that this was probably true. A motion to approve the bylaws as submitted was made by Commissioner Olson. Seconded by Commissioner Dibich.

D. Peterson Park Playground

There is one design that is included in the packet for Peterson Park Playground. Looking for a vote of approval to move forward with the purchase. Jim stated that the domed piece was changed to have poured rubber underneath it. Also, the chimes are an ongoing discussion as staff are not sure if chimes in a park like that with the natural concept is the best idea. Zac is working with the design team to see if there is something else that fits within the box with safety zones that need to be accounted for. Commissioner Glasford suggested that there needs to be two of the spinning chairs. Commissioner Glasford does like that one of the slides is more accessible with the rubber surface around it. Commissioner Olson likes the overall design and agrees with the staff regarding the chimes. Commissioner Dibich liked the overall design and agreed with Commissioner Glasford that the addition of another spinney chair would be good idea. Commissioner S. Larson stated that he does not like wood chips and wanted to know if it's possible to be all rubber surface. Jim Fohrman explained that the cost would add a couple hundred thousand dollars to the overall cost of the park, and even though he agrees the poured rubber is very nice, there is a cost to maintenance that we just dealt with at Woodridge when having a coating put on in hopes to get another 10 years out of it before having to replace it. Commissioner A. Larson asked if there would be shade near the park. Jim stated that currently there are no trees at the location, but we will be planting trees. Commissioner Glasford asked if there would be a bench or benches around the park. Jim stated that he is sure we will be adding benches around the park. A motion was made to approve the design with the addition of a second spinning chair if there is budget for it by Commissioner Dibich. Seconded by Commissioner Olson.

E. Still Ponds Park Natural Resources Management Plan

This was brought forward at last month's meeting. There were some changes that were brought up in that meeting, including population and verbiage that have been changed and now looking to move forward or amend what we would like to do with it. Commissioner Olson is worried about the amount of money that we will have to spend to achieve the goals outlined in this plan, matched against the amount of usage anticipated at this park. Yes, there is a pond, and we need to protect the water, but it is 45 acres of land that we are not going to develop so he is torn on what the right thing to do as this will take a lot of time, effort, and money to achieve. Commissioner Glasford commented that she sees this as more of an open space versus a high traffic area and that homes surrounding the area would like a natural space. She agreed that we need to think about how this space can be utilized in the future. She stated that there are two parks in Woodbury where her young boys enjoy going, because they can explore and be with nature. She would love to see this

location have something interactive. Commissioner Olson asked Jim if he could help explain timelines. Jim stated that there isn't a timeline for anything. The study has been completed and now we need to decide how we will move forward. The biggest thing is that the red pines need to be removed. Commissioner A. Larson stated that two years ago when we started this, this park was intended to be an inactive low maintenance park and thought that was the direction we were going. Commissioner Olson agreed that is what we are going for, however, he is questioning if that is still the direction we want to take. After more discussion a motion was made to approve the plan with the additional provisions that we clearly understand how to best use this land in the future. Commissioner Dibich seconded.

8. PRESENTATIONS
None

9. ACTION UPDATES

Denzer Park

The shelter and playground are at Public Works, so those will start to go up this spring. We are working through the design phase of the irrigation with the pumps because the water pressure will require a variable drive pump. We are also working on getting bids for grading for moving power in.

CG Trailway Corridor Restoration

All the piles of brush have been removed. The City is now cleaning up dead trees along property lines. As we move into spring there will be seeding done and planting of trees.

Oltman Park

The power has been installed for the irrigation service and parking lights. The shelter was delivered to Public Works last week and will go up this spring.

Mississippi Dunes Park

Additional grants have been requested and applied for. The fishing pier will be ordered shortly and will be going to Council for approval and hopefully installed in 2026.

Peterson Park

Zac is still applying for additional grants.

10. DONATIONS
None

11. STAFF REPORTS & MATERIALS
Each division has submitted reports and updates

12. COMMISSION COMMENTS

Commissioner Olson asked a question for Molly regarding how the fees from the supervised playground program relate to our cost to run it. Jim stated that the recreation program wants at least a 50% recovery on their programs, and he believes they do better on the summer programs. Commissioner Olson would like to see if we could do more of this, as it is a great thing for us and our community. He would like to encourage Council to do more Supervised Playgrounds. Commissioner Glasford commented that her children go to the supervised playground and love them and her five-year-old is inviting two of the workers to his birthday party. Jim stated that building wise, Molly is at capacity, so that would be a challenge in finding another spot.

13. COUNCIL COMMENTS

None

14. WORKSHOP

None

15. ADJOURNMENT

Motion to adjourn made by Commissioner Glasford. Second by Commissioner Dibich.
Meeting adjourned at 8:00pm



To: Parks, Recreation and Natural Resources Commission
From: Zac Dockter, Parks and Recreation Director
CC: Jim Fohrman, Parks Superintendent
Date: April 27, 2026
Subject: Commission Bylaws

Introduction/Background

The Parks, Recreation and Natural Resources Commission is governed by its bylaws. The bylaws are attached to this memo for Commission review and discussion. Any amendment to the bylaws must be reviewed and approved at two consecutive meetings. Or, if no amendments are recommended, the Commission may approve bylaws as written at its first review (present meeting).

At the March Commission meeting, the following amendments were discussed and are edited (redlined) in the attached Bylaws:

C.1.K. – clarification of the language intent

D.1 – Add the words “up to” for membership to allow the Commission to continue regular business while seat vacancies exist.

D.2.b – Consideration of appropriate Youth Commissioner age requirements.

D.3.b – Change appropriate contact for absenteeism from Commission meetings to align with current norms.

Staff Recommendation

Edit and consider approving the Parks, Recreation and Natural Resource’s Commission Bylaws.

**CITY OF COTTAGE GROVE
PARKS RECREATION AND NATURAL RESOURCE COMMISSION
2023 BYLAWS**

A. Authority

1. State of Minnesota – Municipal Planning Act as amended.
2. Name – The official name of this Commission is the Parks, Recreation and Natural Resource Commission of the City of Cottage Grove, hereafter referred to as the Parks Commission and is authorized to adopt rules of procedure according to Title 2-1-8 of the City Code of the City of Cottage Grove, Washington County, State of Minnesota.
3. Governing Regulations – The laws of the State of Minnesota and the ordinances of the City of Cottage Grove supersede any part of these rules.
4. Rules of Order – In matters not covered in these rules of procedure, the conduct of the Parks Commission shall be guided by "Robert's Rules of Order, Newly Revised."
5. Open Meeting Law – The Parks Commission and all Committees thereof shall be subject to the Minnesota Open Meeting Law.

B. Enablement and Amendments

1. These rules of procedure, hereafter referred to as the Rules, shall take effect upon adoption only by an affirmative vote of five (5) members of entire Parks Commission appointed at the time.
2. These rules may be amended only at regular meetings of the Parks Commission and by not less than 2/3 of the Commission members consenting to any amendment, and with any amendment to these rules receiving consideration for at least two (2) consecutive regular meetings before adoption and inclusion in these rules. Amendments will normally be given consideration at the annual Parks Commission organizational meeting.

C. Purpose

1. The primary purpose and duties of the Parks Commission shall be to:
 - A. Develop programs providing for maximum use of resources within the City as they relate to parks, recreation and natural resources.
 - B. Aid and assist the City in formulating and following sound conservation and land use management practices.

- C. Assist City staff and the Planning Commission in the preparation and implementation of a comprehensive park and open space plan.
 - D. Aid the appointed City staff liaison, park planning consultants, and others in the preparation of site plans for new and existing parks and open space areas, conservancy areas and scenic overlooks.
 - E. Make recommendations to the appointed City staff liaison and City Council regarding the care, maintenance, and development of City parks.
 - F. Review all preliminary plats for commercial, industrial, and residential development within the City, to ensure that all park and open space properties, trails, and other environmentally significant areas designated for acquisition and/or development are acquired and preserved from urban development.
 - G. Act as liaison between the Council and City organizations that provide recreational programs; provide a forum for open discussion of issues by the public.
 - H. Review all plans or applications submitted to the City that may affect any City natural resource.
 - I. Review and provide feedback and direction on existing City recreation programs and assist the Recreation Division in the development of new programs and services.
 - J. Review equipment needs of the City parks and playgrounds and make recommendations to the Council on the purchase of such equipment.
 - K. Maintain and refine the City park profile to assure it meets the service expectations of the community at large.
 - L. Assist in the development of ordinances relating to parks, recreation and natural resources.
 - M. Assist the appointed City staff liaison in the prioritization and recommendation of capital improvement projects within the parks and open spaces.
 - N. Provide a continuing analysis of programs and services to meet citizens' recreational needs, protect the environment and enhance the quality of life in the community.
 - O. Participate in the planning and development of all State and regional parks and park reserves acquired and developed within the City by the County, State, or Federal government.
 - P. Review engineering and site plans for City improvements that may in any way change the characteristics of any City park land. (1971 Code § 2-58; amd. 2000 Code)
2. The Parks Commission shall consider and report on every matter referred to the Commission by the City Council.

D. Membership

1. Number and Term – The Commission shall consist of up to nine (9) members, two of which are youth seats, each appointed by the City council for terms of two (2) years beginning March 1. No Parks Commission member may serve more than four consecutive terms. Appointments to fill vacancies shall be only for the unexpired portion of such vacancy; filling an unexpired term of one year or less shall not be counted against the limit of three consecutive terms.
2. Qualifications – All members of the Commission must meet the following qualifications:
 - a. Each Parks Commission member shall be a resident of the City.
 - b. Youth Commission members shall be a student enrolled in grades 9-12.
3. Attendance and Resignation
 - a. Resignation from the Parks Commission shall be in writing to the Chair of the Parks Commission who will notify the City Council and request a new appointment.
 - b. Absence From Meetings: Unexcused absence from three (3) consecutive regular meetings of the commission or four (4) meetings in any one year period (beginning March 1) shall be deemed to constitute a resignation of a member, and the vacancy thus created shall be filled thereafter. To be excused, an absence must be requested in writing by the affected member to the Parks and Recreation Director (and/or Administrative Assistant), granted by the commission chairperson (or the vice chair if the chairperson makes the request) and/or the council liaison and filed with the city clerk. Absences may be excused for extenuating circumstances that prevent the member's attendance, such as business demands, state of health, or personal emergencies. (Ord. 694, 5-2-2001)
 - c. Removal of Members: The council shall, by majority vote, have the authority to remove any member of the commission from office whenever in its discretion the best interest of the city shall be served thereby. A member removed from office shall, upon request, have a right of appeal before the council. (1971 Code § 2-46)
4. Ex-Officio Members – Ex officio members of the Parks Commission, who shall be nonvoting members, shall be the Mayor and members of the City Council. The Council or Parks commission chairperson may appoint ex officio, nonvoting members to the Parks commission when such appointment, in the sole discretion of the appointing authority, is deemed beneficial to aiding the Parks commission to fulfill its assigned duties, such ex officio member to serve for a term designated by the appointing authority. (1971 Code § 2-44; amd. 2000 Code)

E. Procedures

1. Meetings

- a. Annual Meeting – The Commission shall have the annual meeting at the first regular meeting in March of each year, at which time appointments shall be received, officers elected, rules adopted, committees appointed, and such other business transacted as the Parks Commission decides.
- b. Regular Meetings – The Parks Commission shall have regular meetings on the second Monday of the month (if the regular meeting falls on a City holiday, the preceding Monday shall be the regular meeting for that month) in February, March, May, June, August, September, November and December at 7:00 p.m. The Parks Commission may elect not to consider any item of new business on the agenda after 10:00 p.m.
- c. Special Meetings – The Commission may hold special meetings, any time outside of the regular meetings by: 1) the call of the Chair of the Commission, 2) by petition of four (4) commission members, or 3) the call of the City Council. Special meetings shall require notice to all commission members in writing and mailed at least five days prior to such meeting or personal notice at least twenty-four (24) hours in advance.

2. Quorum and Voting

- a. A simple majority of the appointed and voting members shall constitute a quorum for any meeting of the Parks Commission.
- b. A majority of the Parks Commission present and voting shall decide all questions excepting extra requirements for amending the Rules, suspending the Rules, and regulations superseding the Rules.
- c. A roll call vote shall be taken when there is division on any question. The members shall be polled with the Chair voting last.
- d. Every member shall vote for or against the motions before the Parks Commission, unless he/she has declared a conflict of interest or by a majority vote of the Parks Commission members present a member is determined to be immediately in the question, in which case the member shall not vote.
- e. When a member declines to vote on a motion, he/she shall be required to give his/her reasons. The Chair then will put the question to the Parks Commission, "Shall the member, for the reasons given by him/her be excused from voting?" which shall be decided without debate.
- f. The order of voting on the previous question shall each be voted upon in reverse order of receiving the amendments and then upon the main question.

3. Motions

- a. No motion shall be debated until there is a second to the motion.

- b. No motion shall be debated until that motion is restated by the Chair or upon the direction of the Chair restated by the recording staff from his/her notes.
- c. A motion to adjourn shall always be in order except during roll call. When a motion to adjourn is made, it shall be in order for the Chair to permit any member to state any fact to the Parks Commission relative to the condition or amount of business before the Parks Commission which would seem to render it improper to adjourn at that time. Such statement, however, shall not be debatable and shall not in any case, occupy more than two (2) minutes.
- d. A motion to adjourn shall always be in order, also a motion to adjourn to a time certain. The latter motion is debatable. When either motion is rejected, it shall not be renewed until further business has been transacted or further discussion has taken place.
- e. After a motion is stated by the Chair or read by the recording staff, it shall be considered to be in possession of the Parks Commission, but may be withdrawn by the author at any time before decision or amendment.
- f. A motion or amendment shall be written out and presented to the Parks Commission if the Chair, the recording staff, or any members so request.
- g. When a question has once been made and carried in the affirmative or negative, it shall be in order for any member who voted with the prevailing side to move for the reconsideration thereof; but no motion for the reconsideration of any vote shall be in order after the motion, resolution, report, or other official action upon which the vote was taken shall have gone to the Council, announcing the Parks Commission decision.
- h. Precedence of Motions – When a question is under debate, no motion shall be received, but:
 - 1) To adjourn to a time certain.
 - 2) To adjourn.
 - 3) To lay on the table.
 - 4) Call for the question.
Motions 2, 3, and 4 shall be decided without debate.
 - 5) To commit to committee.
 - 6) To postpone to a certain day.
 - 7) To amend, or
 - 8) To postpone indefinitely

The above motions shall have precedence in order from 1 through 8.

4. Agenda and Order of Business

- a. The business at a regular meeting shall include such items as:

- ⇒ Call to Order
- ⇒ Roll Call for Attendance
- ⇒ Approval of Agenda
- ⇒ Presentations
- ⇒ Open Forum
- ⇒ Consent Items
- ⇒ Old Business
- ⇒ New business
- ⇒ Applications and Requests
- ⇒ Other Items
- ⇒ Secretary's Report (minutes, agenda, etc.)
- ⇒ Staff Reports
- ⇒ Committee Reports
- ⇒ Non-agenda Items
- ⇒ Adjournment

5. Initiation of Business

- a. The City Council may direct other business to the consideration of the Parks Commission for report to the City Council.
- b. The Parks Commission may initiate any business within the laws of the State of Minnesota and the ordinances of the City of Cottage Grove.

6. Types of Action by the Parks Commission

- a. All recommendations of the Parks Commission are subject to review and final action by the City Council.
- b. Adoption of and changes to the Rules. In accordance with Item B, Enablement and Amendments, noted herein.
- c. Adoption of and changes to motions of the Parks Commission with the direction or recommendation within the authority of the Commission.
- d. Initiation of studies on matters within the authority of the Parks Commission with reports to the Parks Commission required of every committee or sub-committee of all activities and results.

7. Public Participation

- a. All meetings of the Commission shall be open to the Public.
- b. If the applicant is not present, the item may be moved to the end of the agenda. If the applicant has not arrived, the item may be continued to the next available public hearing.

F. Officers

1. Officers – The officers of the Parks Commission shall be and their duties shall include:

a. Chair

- 1) Shall preside over the Parks Commission, and be charged with all powers and duties pertaining to such presiding officers.
- 2) Shall preserve order and decorum, and in case of disorderly conduct or disturbance in the audience, may order the area to be cleared.
- 3) Shall have general control, except as provided by rule or law of the portion of the municipal building being used by the Parks Commission at the time of Parks Commission meetings.
- 4) Shall from time to time represent the Parks Commission at City Council meetings, other organizations and to the public, subject to the implied direction set by the Parks Commission and representing both majority and minority points of view on applicable issues.
- 5) Shall appoint members to the committees of the Parks Commission, if necessary.
- 6) Shall appoint acting officers of the Parks Commission and to generally supervise and direct the work of the Commission.
- 7) May prepare and present an annual report to the City Council.

b. Vice-Chair

- 1) During the absence, disability, or disqualification of the Chair, the Vice-Chair shall exercise or perform all the duties and be subject to all the responsibilities of the Chair.

2. Appointment and Election of Officers

- a. Chair – The Chair of the Parks Commission shall be elected by the City Council Liaison with ratification by the City Council.
- b. Vice-Chair – The Vice-Chair of the Parks Commission shall be elected by the Parks Commission.
- b. Term – Each officer shall be elected by the Parks Commission at the annual meeting to serve a term of one (1) year or until a successor is duly elected.
- c. Vacancy – Should any officer, other than the Chair, vacate his/her office by resignation or other valid reason, the Chair may appoint a member to act in and carry

out the duties of the vacated office until the Parks Commission fills the vacancy by election.

3. Appointment of Parks Commission Members

- a. Notify other city commissions of openings.
- b. Contact and invite interested citizens.
- c. All applications of citizens interested in serving on a commission will be kept on file in the office of the Administrator for at least two (2) years and shall be shared with all other city commissions.
- d. Parks Commission Chair or appropriate Commission Officer and the City Council liaison shall interview candidates and make recommendations to the City Council.

G. Committees

1. General Provisions

- a. Types of Committees – The Parks Commission or the Chair of the Commission may direct the appointment of standing and special committees.
- b. Appointments – The Chair of the Parks Commission shall appoint members of the Parks Commission to committees subject to the approval of the Parks Commission and the consent of each member for the committee on which he/she is to serve.
- c. Substitutes – The Chair of the Parks Commission or the Chair of the Committee may appoint substitute and additional commission members subject to the appointment procedures of these Rules.
- d. Attendance – All meetings of any committees are open to any member of the Parks Commission; all members of the Parks Commission shall be notified of Committee meetings.
- e. Committee Actions
 - 1) Committees shall work on assignments as directed by the Parks Commission, the Rules Committee, or the Chair of the Parks Commission.
 - 2) All committee Chairs shall file written reports or minutes as directed by the Parks Commission or as requested by the Secretary or recording staff for historical background on issues.
 - 3) All committees may appoint special sub-committees for specific purposes.

2. Standing Committees

- a. Service – Standing committees may be appointed at each annual meeting and may serve in a permanent status during the following year.
- b. Quorum – Each standing committee must have a quorum of two (2) members to transact business.

3. Special Committees & Liaisons

- a. Special committees for specific purposes may be appointed by the Commission or the Chair of the Commission, subject to the appointment procedures of these Rules, to serve for less than a period of one (1) year or until a project is completed.
- b. The Commission shall appoint a representative to the Advisory Committee on Historical Preservation.

Adopted this 8th day of February, 2016, by the City of Cottage Grove Parks, Recreation and Natural Resource Commission.

Amended 2/5/14
Amended 2/8/16
Amended 3/15/23



To: Parks, Recreation and Natural Resources Commission
From: Zac Dockter, Parks and Recreation Director
CC: Dennis Neitz, River Oaks General Manager
Date: April 27, 2026
Subject: 2026-2030 River Oaks Business Plan

Introduction/Background

Every five years, staff updates its' business plan for River Oaks operations. This is done to assure we remain relevant in the market place and give our customers and residents the best value for their investment in this facility. The plan also prepares for capital investment needs to assure the facility and equipment operates efficiently and safely to maintain a strong infrastructure for the business.

Please review and provide feedback at the meeting.

Staff Recommendation

Recommend approval of the 2026-2030 River Oaks Business Plan.



2025 Recap

2025 Performance Update

The 2025 season marked another year of strong performance, strategic investment, and continued growth for River Oaks Golf Course and Event Center. Entering our 35th season, the results reflect both operational discipline and our commitment to enhancing the overall customer experience.

River Oaks closed 2025 with a **profit exceeding \$108,000**, supported by a **sales increase of more than 5%** across golf, events, and food and beverage operations. Golf activity strengthened significantly, with **2,500 additional rounds played** and a **3% increase in average greens fees**, showing sustained demand and confidence in course quality. Practice facilities also performed exceptionally well, with **practice range revenue increasing by 15%**.

Capital investment remained a central focus in 2025. The facility invested **more than \$285,000 in capital improvements**, along with **over \$35,000 in irrigation financing payments** to support long-term course health, water efficiency, and consistent playability. These improvements continue to modernize the facility and position River Oaks for future growth.

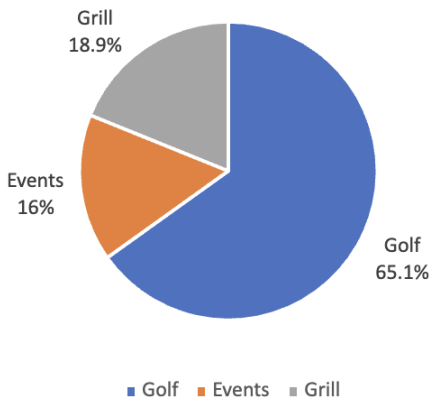
Food and beverage operations also advanced through targeted upgrades. In the fall, we invested in new **By The Yard patio furniture**, enhancing the grill's outdoor dining environment for 2026 and strengthening its appeal to both golfers and non-golfing community members. This upgrade supports our strategy of expanding the grill's reach beyond the course and elevating the facility as a welcoming community destination.

Our events operation also evolved in 2025. While the Event Manager position remained unfilled, the team delivered **higher profitability per event**, demonstrating strong operational execution. At the same time, the event landscape continues to become more competitive, with new venues opening in recent years. River Oaks is actively adapting its event strategy to ensure we can compete effectively across a wide range of event types and customer needs. This includes improved service processes, more flexible event packages, and ongoing facility enhancements that keep River Oaks relevant in a changing market.

Overall, 2025 was defined by solid financial results, meaningful operational improvements, and strategic investments that strengthen all three pillars of the business; Golf, Events, and Grill. As we move into our 35th season, River Oaks is well-positioned for continued growth, enhanced community engagement, and long-term operational stability.

2025 Overview

2025 Revenue % of Sales



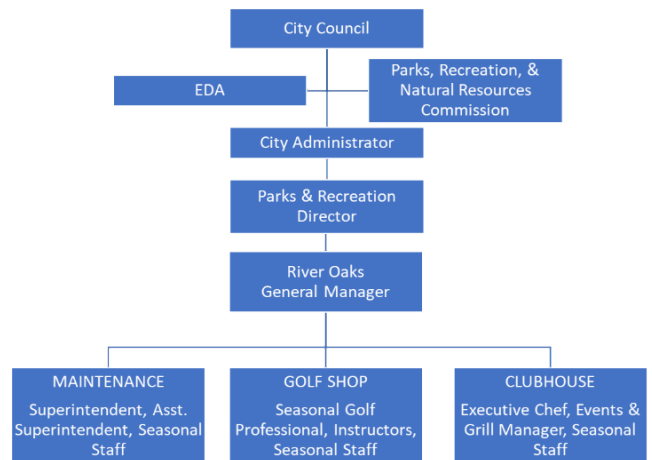
WHO WE ARE: River Oaks Golf Course and Event Center offer a wide range of services for our community. Now in our 35th season since opening in 1991, we continue our commitment to delivering high-quality golf, events, dining, and outdoor recreation. While every part of our operation plays an important role in our long-term success, golf remains the keystone of the business; providing both direct and indirect revenue that supports and strengthens the entire River Oaks experience.

Over the past five years, we have focused on building a consistent business model centered on delivering an excellent customer experience. Maintaining this standard is the responsibility of every department and every employee at River Oaks. When customers choose to spend their money with us; whether for golf, events, or dining; we want to ensure their needs are met at every step of their visit.

OPERATIONAL STRUCTURE: The River Oaks Golf Course and Event Center business model continues to evolve to meet customer needs while also adapting to rapid changes in the industry, economy, and workforce. New technologies, especially AI-powered tools, are helping us streamline tasks, improve efficiency, and better support staff across all departments.

Despite these efficiencies, staffing the operation with the right skill sets remains our biggest challenge, particularly in roles that require both consistency and specialized knowledge. Our Event Manager position has remained unfilled, underscoring the difficulty of finding the right fit for our operation. At the same time, we have seen encouraging improvements in seasonal hiring this past year, helping stabilize core operations during peak periods.

Over the past five years, River Oaks has grown from \$1.9M to \$3.3M in revenue. As a service-based business, continued growth requires reliable personnel support. Historically, we relied heavily on seasonal and part-time employees. However, with rising wages and the increasing importance of operational consistency, investing in AI and finding the right fit in staff will provide greater stability and improve service levels with minimal financial impact.



PAYROLL:

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Payroll										
Golf	\$248,636	\$171,035	\$169,982	\$187,136	\$328,100	\$301,859	\$405,446	\$409,816	\$463,252	\$500,710
Maintenance	\$305,135	\$323,561	\$325,905	\$339,697	\$367,115	\$412,652	\$408,823	\$459,648	\$519,236	\$529,411
Clubhouse - Eagles & Events	\$398,990	\$364,380	\$468,765	\$517,030	\$321,965	\$502,173	\$506,812	\$628,429	\$701,350	\$662,072
Gratuities	\$47,541	\$53,601	\$78,803	\$92,229	\$39,350	\$85,607	\$106,710	\$142,972	\$132,668	\$136,296
Overall Payroll	\$952,761	\$858,976	\$964,652	\$1,043,863	\$1,017,180	\$1,216,684	\$1,321,081	\$1,497,893	\$1,683,838	\$1,828,489

Revenue										
Golf	\$913,204	\$904,791	\$953,407	\$1,082,834	\$1,382,187	\$1,615,297	\$1,615,890	\$1,807,686	\$1,967,229	\$2,151,054
Maintenance	\$0	\$0	\$0	\$1,879	\$0	\$0	\$0	\$4,519	\$0	\$0
Clubhouse - Eagles & Events	\$558,471	\$554,275	\$777,317	\$885,027	\$481,294	\$833,232	\$991,292	\$1,206,167	\$1,182,944	\$1,149,215
Total Revenue	\$1,471,675	\$1,459,066	\$1,730,724	\$1,969,740	\$1,863,481	\$2,448,529	\$2,607,182	\$3,018,372	\$3,150,173	\$3,300,269

Payroll as a Percent of Revenue										
Golf	60.6%	54.7%	52.0%	48.6%	50.3%	44.2%	50.4%	48.0%	49.9%	47.8%
Clubhouse - Eagles & Events	68.8%	62.1%	55.8%	53.6%	63.9%	55.7%	45.2%	45.7%	54.1%	51.6%
Overall	63.6%	57.3%	53.6%	50.7%	53.6%	47.9%	48.6%	47.1%	51.4%	49.0%

FINANCIAL PERFORMANCE:

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Golf Services										
Revenue	\$913,204	\$904,791	\$953,407	\$1,084,713	\$1,382,187	\$1,615,297	\$1,615,890	\$1,807,686	\$1,967,229	\$2,151,054
Expense										
- Personal Services - Golf Shop	\$248,638	\$171,035	\$169,982	\$187,136	\$328,100	\$301,859	\$405,446	\$409,816	\$463,252	\$500,710
- Personal Services - Maintenance	\$305,135	\$323,561	\$325,905	\$339,697	\$367,115	\$412,652	\$408,823	\$459,648	\$519,236	\$529,411
- Commodities - Golf Shop	\$7,318	\$5,508	\$7,701	\$6,318	\$14,540	\$34,882	\$27,962	\$25,416	\$46,629	\$31,855
- Commodities - Maintenance	\$108,148	\$106,910	\$109,978	\$111,833	\$107,106	\$136,239	\$167,960	\$180,159	\$153,942	\$148,369
- Contractual - Golf Shop	\$123,571	\$100,139	\$113,142	\$139,315	\$171,614	\$265,743	\$284,994	\$358,100	\$338,096	\$320,517
- Contractual - Maintenance	\$45,149	\$43,580	\$38,109	\$38,171	\$47,137	\$76,084	\$70,193	\$116,313	\$94,341	\$83,946
- Capital - Golf Shop	\$0	\$10,135	\$0	\$5,458	\$0	\$29,263	\$0	\$0	\$0	\$4,601
- Capital - Maintenance	\$44,901	\$67,198	\$110,581	\$82,097	\$89,192	\$104,470	\$90,158	\$0	\$151,213	\$189,620
- Financing	\$38,200	\$0	\$0	\$42,061	\$0	\$0	\$0	\$5,480	\$34,640	\$35,339
- Financing - Maintenance										
Total Expense	\$921,060	\$828,066	\$875,398	\$952,086	\$1,124,805	\$1,361,192	\$1,455,536	\$1,554,932	\$1,801,349	\$1,844,368
Clubhouse - The Eagles & Events										
Revenue	\$558,471	\$554,275	\$777,317	\$885,027	\$481,294	\$833,232	\$991,292	\$1,206,309	\$1,182,944	\$1,149,215
Expense										
- Personal Services	\$398,990	\$364,380	\$468,765	\$517,030	\$321,965	\$502,173	\$506,812	\$628,429	\$701,350	\$662,072
- Commodities	\$33,774	\$29,153	\$32,651	\$41,527	\$19,710	\$48,986	\$39,238	\$56,178	\$43,976	\$37,413
- Contractual	\$297,672	\$283,524	\$341,641	\$405,313	\$235,911	\$362,473	\$422,445	\$473,446	\$474,773	\$498,796
- Capital	\$4,110	\$43,195	\$0	\$6,422	\$54,675	\$36,049	\$46,965	\$12,702	\$77,252	\$91,641
- Financing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expense	\$734,546	\$720,252	\$843,057	\$970,292	\$632,261	\$949,681	\$1,015,460	\$1,170,755	\$1,297,351	\$1,289,922
Overall										
Revenue	\$1,471,675	\$1,459,066	\$1,730,724	\$1,969,740	\$1,863,481	\$2,448,529	\$2,607,182	\$3,018,395	\$3,150,173	\$3,300,269
Inv Interest Revenue	\$0	\$0	\$860	\$428	\$134	-\$1,310	-\$4,277	\$14,112	\$10,969	\$17,420
Expense	\$1,655,606	\$1,548,318	\$1,718,455	\$1,922,378	\$1,757,066	\$2,310,873	\$2,470,996	\$2,725,687	\$3,098,700	\$3,134,290
Credit Card Fees	\$24,256	\$23,518	\$28,997	\$32,332	\$42,389	\$46,670	\$49,423	\$58,138	\$62,434	\$74,536
Profit/Loss	-\$208,187	-\$112,770	-\$15,868	\$15,458	\$64,161	\$89,676	\$82,486	\$244,282	\$8	\$108,863

Golf Services Recap

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Golf Shop										
Rounds Played	28,479	29,561	30,193	33,382	40,116	41,096	40,574	42,637	42,757	45,266
Greens Fee Revenue	\$583,429	\$568,167	\$628,606	\$678,434	\$680,538	\$910,977	\$925,901	\$1,079,206	\$1,181,926	\$1,289,317
Average Greens Fee Per Round	\$20.49	\$19.22	\$20.82	\$20.32	\$16.96	\$22.17	\$22.82	\$25.31	\$27.64	\$28.48
Overall Dollars Per Player	\$32.06	\$30.60	\$31.58	\$32.44	\$34.45	\$39.31	\$39.55	\$42.59	\$46.34	\$47.62
Range Revenue	\$46,670	\$47,690	\$50,963	\$63,874	\$94,688	\$142,498	\$145,523	\$166,551	\$185,634	\$213,193
Golf Days	251	222	191	216	166	201	205	198	196	206
Rain Days	52	64	49	47	16	21	52	26	67	36

Maintenance Recap

EQUIPMENT REPLACEMENT PROGRAM:

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Maintenance										
Fuel	\$17,929	\$21,189	\$26,511	\$22,934	\$15,133	\$28,479	\$43,340	\$36,018	\$31,184	\$32,240
Fertilizer	\$32,566	\$32,170	\$28,993	\$29,016	\$36,619	\$31,279	\$34,261	\$46,912	\$43,188	\$40,799
Equipment Repair	\$34,250	\$27,088	\$21,183	\$19,235	\$17,714	\$27,473	\$43,857	\$36,265	\$33,006	\$31,678

Clubhouse – The Eagles & Events Recap

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Rentals										
Rentals	\$15,511	\$23,708	\$30,026	\$35,313	\$16,589	\$14,850	\$52,302	\$52,791	\$83,295	\$48,290
Food - Cost of Goods Sold										
Cost of Goods	\$132,029	\$106,061	\$132,558	\$159,545	\$74,586	\$138,058	\$167,545	\$194,755	\$177,576	\$205,513
Revenue	\$286,698	\$286,737	\$365,314	\$436,956	\$183,779	\$353,026	\$429,269	\$552,955	\$490,428	\$513,808
Total Expense	46.1%	37.0%	36.3%	36.5%	40.6%	39.1%	39.0%	35.2%	36.2%	39.9%
Alcohol - Cost of Goods Sold										
Cost of Goods	\$41,200	\$49,716	\$62,675	\$67,107	\$44,947	\$74,977	\$79,030	\$88,400	\$94,357	\$90,381
Revenue	\$182,386	\$177,914	\$263,525	\$279,168	\$198,543	\$325,531	\$336,577	\$394,501	\$407,997	\$395,029
Total Expense	22.6%	27.9%	23.8%	24.0%	22.6%	23.0%	23.5%	22.4%	23.1%	22.8%
NA Beverages - Cost of Goods Sold										
Cost of Goods	\$11,519	\$12,009	\$14,348	\$17,006	\$15,282	\$24,479	\$23,639	\$31,453	\$32,295	\$30,462
Revenue	\$23,503	\$13,805	\$33,139	\$39,652	\$41,633	\$51,552	\$64,578	\$58,918	\$57,707	\$50,998
Total Expense	49.0%	87.0%	43.3%	42.9%	36.7%	47.5%	36.6%	53.4%	56.0%	59.7%
Overall Clubhouse - Cost of Goods Sold										
Cost of Goods	\$184,748	\$167,786	\$209,581	\$243,658	\$134,815	\$237,514	\$270,215	\$314,608	\$304,228	\$326,356
Revenue	\$492,587	\$478,456	\$661,978	\$755,776	\$423,955	\$730,109	\$830,424	\$1,006,374	\$956,132	\$959,835
Total Expense	37.5%	35.1%	31.7%	32.2%	31.8%	32.5%	32.5%	31.3%	31.8%	34.0%



2026 – 2030 Business Plan

Summary

River Oaks Golf Course – “Lead with vision, manage with precision - creating a five-year roadmap that turns ambition into achievement.”

From 2021–2025, River Oaks delivered strong financial results and important facility upgrades that strengthened our role as a key community asset. **Revenue increased 35%, generating over \$525,000 in profit, and we consistently hosted more than 40,000 rounds annually.** We upgraded the irrigation system, golf shop, and patio furniture, surpassed \$1.1 million in clubhouse sales, improved playability through enhancements to holes 10 and 18, implemented strategic bunker reduction, and targeted tree clearing. These improvements reflect disciplined management and responsible stewardship of a valued city facility.

In recent years, River Oaks has significantly elevated the guest experience, reinforcing our reputation as a premier regional destination. We have also partnered with professional course designers to ensure our decisions are strategic, forward-thinking, and aligned with industry best practices.

Looking ahead, our approach is intentional and conservative, reflecting current economic conditions and global uncertainty. Rather than pursuing large capital projects immediately, we will prioritize high-impact improvements that support guests and staff while preserving fiscal flexibility. This positions River Oaks to respond quickly when larger opportunities become viable.

Future Vision and Aspirations through 2030

- Modernizing the practice range with fully autonomous technology.
- Enhancing outdoor comfort with a covered, heated, and fan-cooled patio space.
- Systematically updating bunkers, cart paths, shelters, and ponds.
- Exploring new event concepts such as an outdoor pavilion and a speakeasy-style venue.

Why This Approach Matters

A measured, incremental strategy protects the financial strength of River Oaks while continuing to enhance the guest experience. This balanced approach keeps us competitive today and prepares us for future transformative projects.

River Oaks remains committed to being a strong financial performer, a valued community amenity, and a facility the City of Cottage Grove can proudly showcase.

Company Overview & Past Performance

COMPANY SUMMARY: River Oaks is a premier municipal golf and entertainment destination featuring an 18-hole scenic golf course with a par of 71, enriched by 52 sand bunkers and three natural water features. Recognized by Golf Digest as a “4½-Star Best Places to Play,” the course provides a memorable experience for golfers of all skill levels. Our clubhouse is home to a beautiful event center capable of hosting up to 225 guests, as well as The Eagles Bar & Grill, which offers exceptional seasonal dining and a patio overlooking the course with stunning views of the Mississippi River Valley. In recent years, River Oaks has expanded its appeal by adding bocce ball courts and an outdoor bar, quickly establishing itself as a go-to destination for social groups, community gatherings, and year-round entertainment.

MISSION STATEMENT: At River Oaks, our mission is to create an Exceptional Experience, Strong Value & Fiscal Responsibility. On the course and throughout our facilities, we are committed to continuous innovation and improvement, ensuring every experience reflects exceptional service, strong value, and a genuine sense of community for Cottage Grove residents and visitors alike.

COMPANY HISTORY: Opened in July 1991, River Oaks is a municipal golf course owned by the City of Cottage Grove and proudly operated under the Parks & Recreation Department. The course is open to the public and maintains strong affiliations with industry organizations including the Minnesota Golf Association (MGA), National Golf Course Owners Association (NGCOA), Public Country Club (PCC), and the Golf Course Superintendents Association of America (GCSAA).

In 2001, River Oaks expanded its offerings with the addition of the event center and grill, allowing the facility to host weddings, celebrations, corporate functions, and provide year-round opportunities for both golfers and community members. Continuing to evolve with guest needs, River Oaks added an outdoor bar area and bocce ball courts in 2019, establishing the property as a broader recreation and entertainment destination. In 2020, we further expanded our banquet kitchen to support increased catering services and enhance event operations.

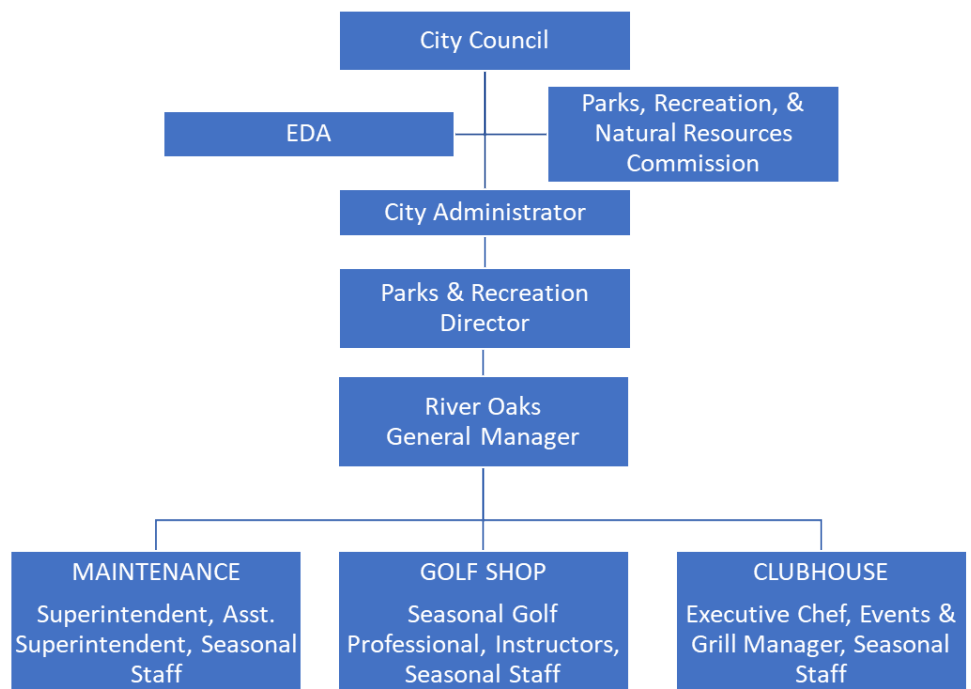
Since then, River Oaks has continued to modernize and grow, improving guest experience, strengthening operational efficiency, expanding programming, and enhancing outdoor amenities. These efforts have positioned the facility as a premier community hub for golf, dining, and events as we move into 2026 and beyond.

WHO WE ARE: River Oaks Golf Course and Event Center is a full-service community destination offering golf, events, dining, and outdoor recreation. For more than three decades, we have proudly served the needs of Cottage Grove residents and visitors by providing a welcoming environment where people can play, celebrate, and connect. While every part of our operation contributes to a strong and sustainable business, golf remains the keystone of

River Oaks; driving both direct revenue and the broader activity that supports our event center, grill, and outdoor amenities.

In recent years, we have placed a strong emphasis on elevating the customer experience across all departments. Creating memorable moments for our guests is a shared responsibility, and every team member plays a role in delivering exceptional service on the course, in the event center, and at Eagles Bar & Grill. Whether guests join us for a round of golf, a celebration, or a casual meal, our commitment is to understand their needs, provide genuine hospitality, and ensure that every visit to River Oaks feels valued, seamless, and enjoyable.

OPERATIONAL STRUCTURE: River Oaks Golf Course and Event Center is managed and maintained by five full time staff which include: General Manager, Superintendent, Assistant Superintendent, Executive Chef, Events/Grill Manager along with our PGA Golf Professional. We also employ over 120 seasonal, part time staff members that support all departments within our facility.



Although our payroll has increased over the past five years, our payroll as a percent of revenue has remained similar over the same time period. Our goal by 2030 is to have overall payroll at 45% of revenue.

	2021	2022	2023	2024	2025
Payroll					
Golf	\$301,859	\$405,446	\$409,816	\$463,252	\$500,710
Maintenance	\$412,652	\$408,823	\$459,648	\$519,236	\$529,411
Clubhouse - Eagles & Events	\$502,173	\$506,812	\$628,429	\$701,350	\$662,072
Gratuities	\$85,607	\$106,710	\$142,972	\$132,668	\$136,296
Overall Payroll	\$1,216,684	\$1,321,081	\$1,497,893	\$1,683,838	\$1,828,489
Revenue					
Golf	\$1,615,297	\$1,615,890	\$1,807,686	\$1,967,229	\$2,151,054
Maintenance	\$0	\$0	\$4,519	\$0	\$0
Clubhouse - Eagles & Events	\$833,232	\$991,292	\$1,206,167	\$1,182,944	\$1,149,215
Total Revenue	\$2,448,529	\$2,596,109	\$3,022,404	\$3,150,173	\$3,300,269
Payroll as a Percent of Revenue					
Golf	44.2%	50.7%	47.9%	49.9%	47.8%
Clubhouse - Eagles & Events	55.7%	45.2%	45.7%	54.1%	51.6%
Overall	47.9%	48.8%	47.1%	51.4%	49.0%

FINANCIAL PERFORMANCE: River Oaks has been seeing growth in our revenue and between 2021-2025 was able to **profit over \$525,000**

	2021	2022	2023	2024	2025
Golf Services					
Revenue	\$1,615,297	\$1,615,890	\$1,807,686	\$1,967,229	\$2,151,054
Expense					
- Personal Services - Golf Shop	\$301,859	\$405,446	\$409,816	\$463,252	\$500,710
- Personal Services - Maintenance	\$412,652	\$408,823	\$459,648	\$519,236	\$529,411
- Commodities - Golf Shop	\$34,882	\$27,962	\$25,416	\$46,629	\$31,855
- Commodities - Maintenance	\$136,239	\$167,960	\$180,159	\$153,942	\$148,369
- Contractual - Golf Shop	\$265,743	\$284,994	\$358,100	\$338,096	\$320,517
- Contractual - Maintenance	\$76,084	\$70,193	\$116,313	\$94,341	\$83,946
- Capital - Golf Shop	\$29,263	\$0	\$0	\$0	\$4,601
- Capital - Maintenance	\$104,470	\$90,158	\$0	\$151,213	\$189,620
- Financing - Irrigation	\$0	\$0	\$5,480	\$34,640	\$35,339
- Financing - Maintenance	\$0	\$0	\$0	\$0	\$0
Total Expense	\$1,361,192	\$1,455,536	\$1,554,932	\$1,801,349	\$1,844,368

Clubhouse - The Eagles & Events					
Revenue	\$833,232	\$991,292	\$1,206,309	\$1,182,944	\$1,149,215
Expense					
- Personal Services	\$502,173	\$506,812	\$628,429	\$701,350	\$662,072
- Commodities	\$48,986	\$39,238	\$56,178	\$43,976	\$37,413
- Contractual	\$362,473	\$422,445	\$473,446	\$474,773	\$498,796
- Capital	\$36,049	\$46,965	\$12,702	\$77,252	\$91,641
- Financing	\$0	\$0	\$0	\$0	\$0
Total Expense	\$949,681	\$1,015,460	\$1,170,755	\$1,297,351	\$1,289,922

Overall					
Revenue	\$2,448,529	\$2,607,182	\$3,013,995	\$3,150,173	\$3,300,269
Inv Interest Revenue	-\$1,310	-\$4,277	\$14,112	\$10,969	\$17,420
Expense	\$2,310,873	\$2,470,996	\$2,725,687	\$3,098,700	\$3,134,290
Credit Card Fees	\$46,670	\$49,423	\$58,138	\$62,434	\$74,536
Profit/Loss	\$89,676	\$82,486	\$244,282	\$8	\$108,863

Department Overview – Golf Services

	2021	2022	2023	2024	2025
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Golf Shop					
Rounds Played	41,096	40,574	42,637	42,757	45,266
Greens Fee Revenue	\$910,977	\$925,901	\$1,079,206	\$1,181,926	\$1,289,317
Average Greens Fee Per Round	\$22.17	\$22.82	\$25.31	\$27.64	\$28.48
Overall Dollars Per Player	\$39.31	\$39.55	\$42.59	\$46.34	\$47.62
Range Revenue	\$142,498	\$145,523	\$166,551	\$185,634	\$213,193
Golf Days	201	205	198	196	206
Rain Days	21	52	26	67	36

PRODUCT AND SERVICE OFFERING:

TRENDS IN GOLF: Current trends in the golf industry continue to shape how golfers interact with courses and how

Golf Course	Practice Range	Shotgun Golf Tournaments
Season Pass	Leagues	\$10 Junior Golf
Group Lessons, Camps, & Clinics	Individualized Instruction	State Of The Art Golf Carts
Golf Related and Branded Merchandise	Regripping	Group Golf Outings

facilities evolve to meet new expectations. Technology remains at the forefront, with increased use of GPS systems, digital scorekeeping, swing-analysis apps, and targeted skill-improvement tools. Courses are also leveraging digital platforms for tee time bookings, mobile check-ins, and even cart advertising.

Operational trends include the growth of **dynamic pricing**, allowing courses to maximize revenue by adjusting rates based on demand, time of day, and weather. Advances in **autonomous equipment**, such as robotic mowers and ball-pickers, are also beginning to reshape maintenance efficiency and labor planning.

From a programming standpoint, experience-based offerings are becoming increasingly popular. Combo events; such as golf paired with dinner, lessons combined with a drink, or themed social nights; attract both golfers and non-golfers. Membership models are evolving as well, with rising interest in **nomadic memberships, monthly subscription-style programs**, and the **resurgence of short-course and alternative-format golf**. Courses are also expanding engagement by including non-golf activities like bags tournaments, live entertainment, and shorter 6 or 9-hole events to appeal to broader audiences.

These trends align well with River Oaks’ strategic direction, offering meaningful opportunities to innovate, diversify revenue, and strengthen our role as a community recreation and entertainment destination.

GOLF SERVICES GOALS: Below are the five-year goals for golf services.

- ❖ Maintain rounds of 44,000+ rounds per year
- ❖ Grow and maintain 60 large golf tournaments and 100 small golf outings per year
- ❖ Introduce the game of golf to as many age and skill levels as possible through increasing quantity of lessons, camps, and clinics while increasing participation at each level of instruction
- ❖ Create different opportunities for golfers using underutilized space on the existing property

COMPETITIVE OVERVIEW: Below is an overview of rates of area golf courses surrounding River Oaks Golf Course & Event Center. Rates are studied annually to assure competitiveness with area golf courses of similar status.

Course Name	Google Rating	Weekday-18	Weekday-9	Weekend	Twilight	Cart	Twilight cart	Senior	Senior Cart	Tax incl
Bellwood Oaks	4.6	\$36.00	\$24.00	\$42.00	\$26.00	\$22.00	\$16.00	\$31.00	\$16.00	N
Clifton Highlands	4.6	\$32.00	\$22.00	\$50.00	\$32.00	\$18.00	\$12.00	\$32.00	\$12.00	N
Eagle Valley	4.3	\$45.00	\$28.00	\$52.00	\$36.00	\$21.00	\$18.00	\$32.00	\$18.00	N
Emerald Greens	4.1	\$43.00	\$29.00	\$46.00	\$25.00	\$22.00	\$16.00	\$30.00	\$12.00	N
Hastings GC	4.5	\$53.00	\$34.00	\$65.00	\$39.00	\$20.00	\$15.00	\$42.00	\$13.00	N
Hidden Greens	4.6	\$36.00	\$24.00	\$34.00	\$24.00	\$19.00	Inc.	\$20.00	\$13.00	N
Highland National	4.4	\$48.00	\$30.00	\$48.00	\$32.00	\$22.00	\$18.00	\$24.00	\$11.00	N
Inverwood	4.1	\$51.00	\$28.00	\$60.00	\$38.00	\$26.00	\$20.50	\$36.00	\$15.00	N
Keller	4.6	\$57.00	\$31.00	\$45.00	\$33.00	\$23.00	\$16.00	\$41.00	\$20.00	N
Loggers Trail	4.0	\$54.00	\$35.00	\$68.00	\$42.00	\$19.00	\$19.00	\$47.00	\$19.00	N
Oak Glen	4.4	\$46.00	\$19.00	\$57.00	\$42.00	\$18.00	\$18.00	\$36.00	\$18.00	N
Oak Marsh	4.3	\$46.00	\$31.00	\$51.00	\$30.00	\$21.00	\$15.00	\$34.00	\$16.00	N
Prestwick	4.4	\$95.00	\$57.50	\$95.00	\$50.00	\$21.00	\$10.00	\$44.00	\$16.00	N
Southern Hills	4.4	\$32.00	\$21.00	\$41.00	\$27.00	\$23.00	\$15.00	\$24.00	\$12.00	N
Valleywood	3.8	\$49.00	\$33.00	\$59.00	\$36.00	\$24.00	\$20.00	\$28.00	\$20.00	N
River Oaks	4.5	\$44.00	\$28.00	\$49.00	\$30.00	\$22.00	\$16.00	\$31.00	\$17.00	N
Averages	4.35	\$47.94	\$29.66	\$53.88	\$33.88	\$21.31	\$16.30	\$33.25	\$15.50	N

PROJECTED UPGRADES TO GOLF SERVICES: Over the course of the next five years, below are the upgrades we would like to incorporate into golf services.

Over the next five years, the golf operations team would like to expand our offerings to include a more robust and modern golf experience for guests of all ages and skill levels. This includes enhancing our practice facilities with improved range amenities and technology, introducing flexible and experience-driven league formats, creating more short-format and social play opportunities, and expanding programming that supports player development. We also plan to explore new technologies that streamline the golfer journey; from booking to check-in to on-course conveniences; while continuing to elevate course conditions and on-course amenities. These additions will help River Oaks remain competitive, grow engagement, and strengthen our position as a leading community golf destination.

Department Overview – Maintenance

SERVICES PROVIDED: The River Oaks Golf Course & Event Center maintenance department supports all aspects of the facility by assuring aesthetics and playability of the grounds and building maintenance.

Maintains Course Grounds	Equipment Maintenance
Irrigation Repair	Golf Shop Repair & Maintenance
Clubhouse Repair & Maintenance	Wedding Area Maintenance
Construction Of Special Projects	Course Projects
Landscaping	Course Planning

TRENDS IN GOLF MAINTENANCE: Over the next five years, golf maintenance operations across the industry are expected to continue shifting toward sustainability, efficiency, and the strategic use of technology. Courses are placing greater emphasis on environmental stewardship through precise resource management; most notably with **GPS-guided sprayers** that reduce chemical usage and improve application accuracy, as well as **smart irrigation systems** that monitor soil moisture and significantly lower water consumption. Advances in **autonomous equipment**, including robotic or nomadic mowers and autonomous ball collectors, are becoming more common as maintenance teams look for ways to optimize staff time.

Incorporating naturalized or **no-mow areas** is also an expanding trend, with facilities introducing native grasses and pollinator-friendly plantings to reduce inputs, enhance biodiversity, and improve course aesthetics. At the same time, many courses are re-evaluating design and maintenance priorities; such as **reducing bunker quantities**, improving cart paths, updating drainage systems/ponds, or selectively removing trees; to better allocate labor, equipment, and operating costs.

These trends align closely with River Oaks’ long-term goals of modernizing operations, improving environmental impact, and ensuring that maintenance practices remain both sustainable and financially responsible well into the future.

GOLF MAINTENANCE GOALS: Below are the five-year goals for the maintenance department.

Over the next five years, our maintenance operations team is focused on modernizing the course to elevate the player experience, strengthen safety, and improve long-term operational efficiency. Key priorities include installing expanded cart paths to improve traffic flow and protect turf, completing strategic bunker renovations while reducing overall bunker count to better balance playability and maintenance demands, improving our natural ponds and adding storm shelters to enhance guest and staff safety during severe weather. Alongside these capital improvements, we will continue finding ways to better allocate labor resources, streamline equipment usage, and implement practices that ensure the course remains both enjoyable and efficient to maintain.

EQUIPMENT REPLACEMENT PROGRAM: Replacing old equipment saves labor costs, reduces down time, and helps control fuel and fertilizer costs. On the next page is a chart that shows some of our larger maintenance costs over the past five years.

	2021	2022	2023	2024	2025
Maintenance					
Fuel	\$28,479	\$43,340	\$36,018	\$31,184	\$32,240
Fertilizer	\$31,279	\$34,261	\$46,912	\$43,188	\$40,799
Equipment Repair	\$27,473	\$43,857	\$36,265	\$33,006	\$31,678

In 2026, River Oaks obtained a new fleet of golf carts that will reduce our fuel costs and equipment repair. With a consistent equipment replacement schedule, we have seen a reduction in equipment repair costs as well.

EQUIPMENT REPLACEMENT SCHEDULE: The projected five-year equipment replacement needs of the facility are as follows:

2026 Equipment ACTUAL PURCHASED	Golf ID	Trade-In Equipment	Age	Hours	Cost
Toro 648S walking aerator					\$40,603
Foley Reel Grinder 633		scrap old grinder			\$57,500
TURFCO TORRENT BLOWER		multiple trade ins, old equipment			\$3,890

\$101,994

2027 Equipment Planned	Golf ID	Trade-In Equipment	Age	Hours	Cost
Toro 4000D Rough Mower		4100D	22+	6000	\$125,000.00
Heavy Duty Turf Vehicle		John Deere 2030	26	3800	\$50,000.00

\$175,000.00

2028 Equipment Planned	Golf ID	Trade-In Equipment	Age	Hours	Cost
Fairway Mower - Toro 3555		John Deere 8500	11	3577	\$94,000.00
Tee Mower		John Deere 2500B	13	3800	\$66,000.00
Tee Mower		John Deere 2500B	13	3800	\$66,000.00

\$226,000.00

2029 Equipment Planned	Golf ID	Trade-In Equipment	Age	Hours	Cost
Surrounds Mower		Toro 4300	8	3000	\$96,000.00
Surrounds Mower		Toro 3500	8	3000	\$60,000.00

\$156,000.00

2030 Equipment Planned	Golf ID	Trade-In Equipment	Age	Hours	Cost
Fairway Mower - Toro 3555		Toro 5410	18	5400	\$94,000.00
Heavy Duty Turf w TopDresser		ProGator w TopDresser	23	2000	\$75,000.00

\$169,000.00

Department Overview – Clubhouse – The Eagles & Events

	2021	2022	2023	2024	2025
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Rentals					
Rentals	\$14,850	\$52,302	\$52,791	\$83,295	\$48,290

Food - Cost of Goods Sold					
Cost of Goods	\$138,058	\$167,545	\$194,755	\$177,576	\$205,513
Revenue	\$353,026	\$429,269	\$552,955	\$490,428	\$513,808
Total Expense	39.1%	39.0%	35.2%	36.2%	39.9%

Alcohol - Cost of Goods Sold					
Cost of Goods	\$74,977	\$79,030	\$88,400	\$94,357	\$90,381
Revenue	\$325,531	\$336,577	\$394,501	\$407,997	\$395,029
Total Expense	23.0%	23.5%	22.4%	23.1%	22.8%

NA Beverages - Cost of Goods Sold					
Cost of Goods	\$24,479	\$23,639	\$31,453	\$32,295	\$30,462
Revenue	\$51,552	\$64,578	\$58,918	\$57,707	\$50,998
Total Expense	47.5%	36.6%	53.4%	56.0%	59.7%

Overall Clubhouse - Cost of Goods Sold					
Cost of Goods	\$237,514	\$270,215	\$314,608	\$304,228	\$326,356
Revenue	\$730,109	\$830,424	\$1,006,374	\$956,132	\$959,835
Total Expense	32.5%	32.5%	31.3%	31.8%	34.0%

PAST PERFORMANCE:

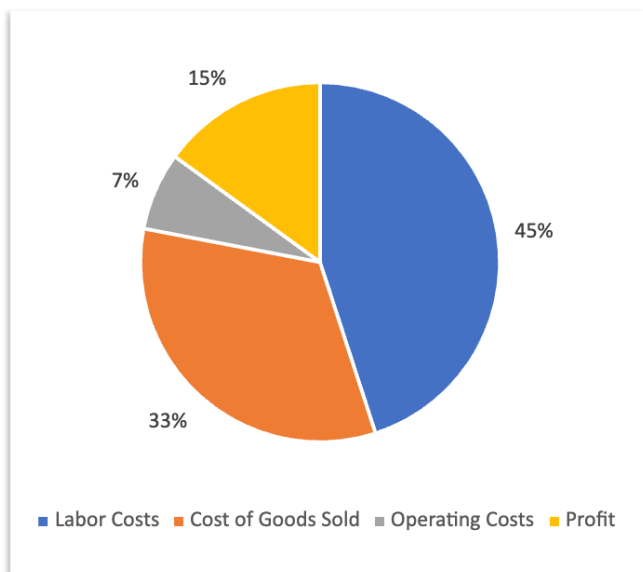
PRODUCT AND SERVICE OFFERING: Our clubhouse and surrounding area offers a full array of services to our guests.

Weddings	Various External Events	River Oaks Hosted Events
Grill/Patio	Beverage Cart	Catering
Bocce	Outdoor Bar	Fundraisers

TRENDS: Staying aligned with emerging trends is essential for ensuring that our Event Center, The Eagles Bar & Grill, and overall clubhouse operations remain relevant and competitive. Personalization continues to be one of the strongest and most consistent expectations from guests; people want experiences that feel tailored, meaningful, and unique to their occasion. At the same time, technology is rapidly reshaping how restaurants and event venues operate. Tools such as **QR-code ordering**, **self-service digital menus**, and ongoing **Toast POS enhancements** are improving order accuracy, increasing service speed, and elevating the overall guest experience by giving customers more control and convenience.

The restaurant and event industries are also seeing increased demand for eco-friendly practices, social responsibility, and transparency in sourcing. Culinary trends continue to favor creative, scratch-made food, expanded plant-based options, and food and beverage offerings that stand out from traditional menus. For events and banquets, clients are seeking more customized packages, unique themes, interactive food experiences, and flexible setups that reflect their personal style.

These trends present meaningful opportunities for River Oaks to further enhance service quality, speed, and guest satisfaction, while ensuring our clubhouse operations remain innovative, efficient, and aligned with the evolving expectations of today's customers.



CLUBHOUSE GOALS: Over the next five years, the clubhouse aims to significantly strengthen its financial performance, guest experience, and operational efficiency. Our primary goals include reaching \$1.5 million in annual sales by 2030, increasing our wedding business to an average of 25 weddings per year, and growing our overall number of events by 5 percent each year. Operationally, we plan to reduce labor expenses to 45 percent and maintain food costs at approximately 33 percent through improved controls, menu engineering, and strategic purchasing. At the same time, we will continue expanding the use of technology; including QR code ordering and enhancements within the Toast POS

system; to increase speed of service, improve accuracy, and elevate the customer experience throughout the clubhouse.

COMPETITIVE OVERVIEW: Below is an overview including available rates of wedding venues in the surrounding area. The data reveals that, we offer competitive rates compared to area venues with similar status.

Venue Name	Wedding Rental Cost	Ceremony Fee	Required Security or Setup/Cleanup Cost	Capacity	Able To Host Ceremony	In House Catering	Food & Beverage Minimum	Average Buffet Cost
Cedarhurst Mansion	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Confluence	\$10,000+	\$2,000+	Included	300	Yes	Yes	N/A	N/A
Hastings Golf Club	\$6,000	\$500 + \$4/chair	Included	250	Yes	Yes	N/A	\$29-\$36
Historic John P Furber Farm	\$10,295	Included	\$1,500	500	Yes	No	N/A	N/A
Hope Glen Farm	\$3,495+	\$3,495+	Included	300	Yes	No	N/A	N/A
Oak Glen Golf Club	\$2000 - \$6,500	\$500	Included	400	Yes	Yes	N/A	N/A
Oak Marsh Golf Course	\$3,200	\$600 - \$995	Included	300	Yes	Yes	\$5,000	N/A
River Oaks Golf Course	\$6,000	\$1,500	Included	225	Yes	Yes	\$4,500	\$30
Prestwick Golf Club	\$8,000+	N/A	Included	250	Yes	Yes	N/A	N/A
Tinucci's	N/A	N/A	Included	225	No	Yes	N/A	N/A
Wexford	\$4,000-\$6,000	\$750+	Included	400	Yes	Yes	N/A	N/A

****All rates are based on a Saturday event from May-October**

PROJECTED UPGRADES TO THE CLUBHOUSE:

Over the next five years, planned clubhouse improvements focus on elevating the guest experience and expanding our event and entertainment capabilities. Key enhancements include creating a more dynamic and comfortable patio environment, developing a flexible outdoor event space, and exploring the addition of a speakeasy-style venue to offer a unique and memorable gathering spot. These upgrades will strengthen River Oaks' appeal as a year-round destination for dining, social events, and community engagement.

Market Analysis

Market Analysis: 2026–2030

The golf, events, and food-and-beverage markets continue to evolve, and River Oaks is well-positioned to take advantage of emerging trends over the next five years. National participation in golf remains strong, with growth across multiple age groups and particularly among younger players. Industry data indicates that millions of golfers between 18–34 are actively engaged in the sport, and juniors; especially girls and minority youth; represent one of the fastest-growing segments. Female participation continues to rise, and senior golfers remain one of the most frequent-playing demographics. With golfers averaging over a dozen rounds per year nationally, and heavy play among older players, River Oaks can continue to attract a multi-generational audience through improved practice facilities, course modernization, and experience-driven programming.

In the events market, consumer behavior is increasingly shaped by personalization, convenience, and technology. Venue selection is heavily influenced by online reviews, word-of-mouth referrals, and search-driven discovery. Event planners now prioritize high-quality service, reasonable pricing, and strong technological capabilities such as Wi-Fi, AV systems, and digital planning tools. Weddings continue to be researched and booked primarily online, and couples increasingly seek venues that offer unique spaces, flexible packages, and memorable experiences. With ongoing improvements to the River Oaks event center, outdoor spaces, and food and beverage offerings, there is significant opportunity to grow weddings, corporate events, and social gatherings.

Restaurant trends also align favorably with River Oaks' direction. Quality remains the dominant driver for dining decisions, while consumers increasingly value creativity, scratch-made offerings, and plant-forward menu options. Technology plays a major role in shaping guest expectations; customers now expect online research, digital menus, efficient POS systems, and fast, accurate ordering; areas where solutions like QR-code ordering and Toast POS enhancements can strengthen speed of service and satisfaction. At the same time, high operating costs challenge restaurants nationwide, making efficiency, labor management, and menu engineering essential for long-term sustainability.

Taken together, these trends underscore strong opportunities for River Oaks to grow over the next five years by leveraging technology, expanding customer-focused amenities, elevating the golf and event experience, and aligning clubhouse operations with modern expectations. By continuing to invest in course improvements, personalized event offerings, and innovative food and beverage service, River Oaks is poised to strengthen its competitive position and expand its appeal to both golfers and non-golfers across the region.

INDUSTRY TYPE:

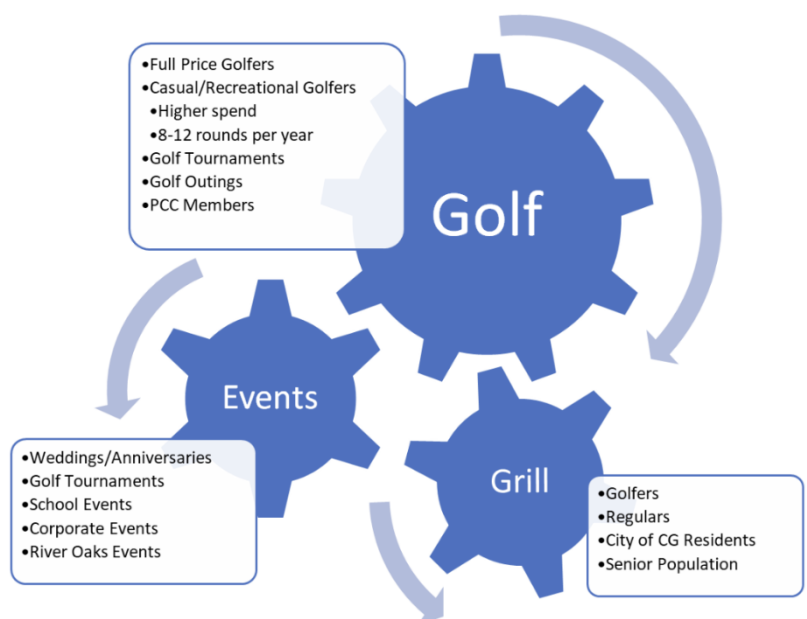
River Oaks operates in the golf and hospitality industries, with golfers and events serving as our primary revenue drivers. The Minnesota Golf Association lists approximately 160 golf courses throughout the Twin Cities region, creating a competitive landscape where facilities must differentiate through course conditions, customer experience, value, and amenities. Despite this level of competition, River Oaks continues to draw golfers from across the metro, demonstrated by our growth to **over 45,000 rounds in 2025** - a significant increase from the 33,000 rounds played in 2019. This upward trend reinforces our growing reputation and the appeal of our course, clubhouse, and outdoor amenities.

Within the events market, River Oaks competes with more than 500 venues across the Twin Cities, ranging from high-end luxury spaces to budget-friendly community halls. River Oaks falls within the reasonably priced category, offering excellent value by pairing competitive rates with a beautiful event center, scenic surroundings, and strong service quality. This positioning, combined with continued demand for weddings, corporate functions, and social gatherings, places River Oaks in a favorable position to grow event business over the next five years.

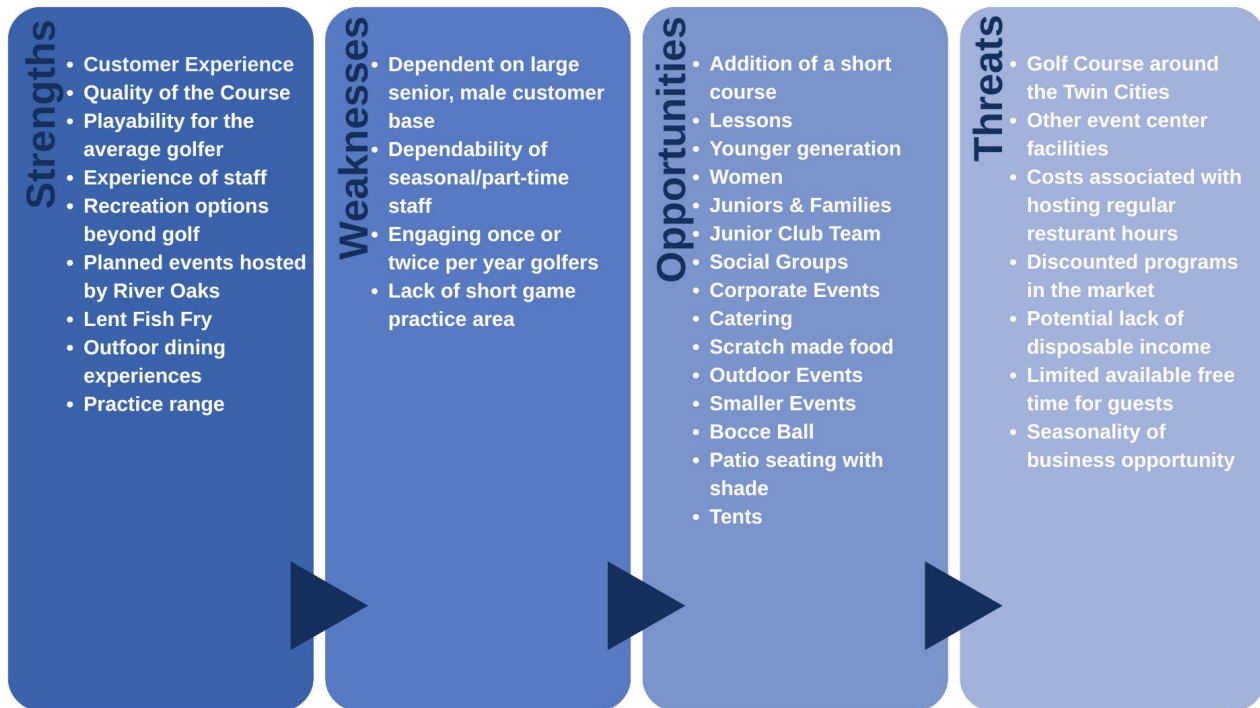
When considering food and beverage, the region's dining market is broad and highly competitive, with more than a thousand options available to consumers. Given our more remote location, The Eagles Bar & Grill functions as a seasonal destination, attracting guests with its unique setting, patio overlooking the course, and outdoor recreation amenities. Our strongest markets include golfers, local residents, and visitors from surrounding neighborhoods seeking a relaxed, scenic outdoor dining experience.

Collectively, these market dynamics show that River Oaks is well-positioned for continued growth. Strong golf demand, competitive advantages in event value, and a distinctive dining experience support long-term success as we continue modernizing facilities, expanding programming, and improving the overall guest experience.

MARKET SEGMENTATION: River Oaks has a broad range of target markets based on the three main functions of the facility. Overall, golf is the main source of revenue for the business with the lowest cost of doing business. Events with controlled expenses is our second most successful source of revenue. The grill has the highest variable costs associated with it thus making it the most challenging revenue source. Because we have a great facility and improving equipment, we continue to strive to improve our grill sales performance to non-golfers. Below is a breakdown by department of our target markets.



SWOT ANALYSIS:



STRENGTHS: Our main strengths are built on the customer experience and the quality of our golf course. We have long-term, experienced staff who know the customers by name and take pride in working at River Oaks. We also have built a reputation of dependability through our hosted events and other options that keep people coming back to visit.

WEAKNESSES: River Oaks has a largely senior, male customer base. Our practice facilities would benefit from improvement to the short game areas. Also, a majority of our staff is seasonal and although some have been here long term, we do have high turnover rates in some departments.

OPPORTUNITIES: There are untapped golf markets for us in the younger generations, women, juniors, and families. We have a great \$10 junior golf program that starts everyday two hours before dark where the junior and adult can golf all the holes they can get in for \$10. Adding a junior club team to our facility will also help to increase attracting junior golfers to the course. The addition of a short course and more lesson opportunities could help us tap into these markets. Targeting social groups and some of the local corporations for hosting off site events are also an opportunity that we need to approach. Increasing our catering business is a possibility because of the kitchen expansion. The kitchen expansion will also help us realize a savings in food costs with being able to easily prepare scratch-made food instead of having to purchase items premade. People are also now looking to host outdoor events and smaller events which we believe suits our facility well.

THREATS: Competition is always a threat and comes from other golf courses, event centers, and restaurants in the area. Operating the grill for regular hours beyond the golf season remains a challenge as we attempt to meet customer, community and performance indicator needs. We continue to study this area to identify methods for improvement. Specific to golf services, although we can't control disposable income or the amount of free time of our guests, we can avoid discounting fees and programs by providing experience value to our guests. The market has shown that once a course gets involved in the discount game, it is tough to maintain customers that pay regular rates.

Marketing & Sales Overview

KEY MESSAGES: Our facility tagline is “Elevating Golf, Dining, and Community Experiences”. Our focus is to create a great customer experience from the time a customer walks in the door to the time they leave our facility. That is true on the course, at an event, or in The Eagles Bar & Grill.

MARKETING ACTIVITIES: River Oaks has been working on branding and keeping up with the importance of AI Search and how LLM’s are controlling customer searches. A key focal point of that effort includes providing a clear and concise message about who we are and what a customer can expect when coming to River Oaks. Below is a chart of ongoing marketing activities. Specifics for each category are provided in the second chart.



Social Media

- Producing videos regularly
- Creating branded, original content regularly
- Paid advertisements

Word of Mouth/Referrals

- Starts by the guest having a great customer experience
- We need to start asking more for reviews and referrals

Search Engine Optimization

- Skol Marketing does an annual review for us to maintain our SEO

Website

- Maintaining a consistent message and branding
- Updating as things get changed, moved, added, or deleted
- Regularly mainting event calendar and online store for purchasing options

Facility Technology

- Digital sign on Highway 61 with varying messages based on what is happening at the facility
- State of the art GPS and bluetooth enabled golf carts with on screen advertising
- Handheld POS system
- Social indoor digital advertising boards in the bathrooms

Pay Per Click

- Skol Marketing manages our PPC
- We have a focus on golf during the golf season
- We have a focus on weddings all year long

Email Campaigns

- Working on getting all of guests in silos and segments to be able to target specific groups - targeting, segmentation, and automation of emails
- Can quickly create email campaigns with our partnership with TeeSnap

Cold Calling

- Reaching out to personal contacts to develop them into leads

Cottage Grove Reports

- Consistently providing information to be included each month
- Creating a reminder to all city residents that we are an ammenity for them with many different offerings

CG Area Chamber of Commerce

- Developing a partnership to become the go to facility to host events
- Networking ability with the business of Cottage Grove and surrounding areas

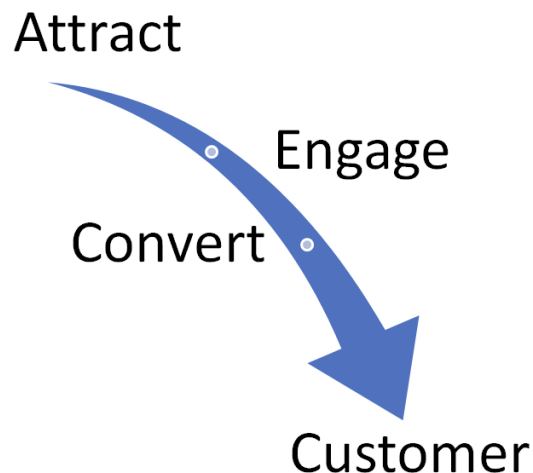
SALES STRATEGY: We strive to build a brand that is based on customer experience. We want to create a customer experience that is open to all. Every guest interaction we have is working to build that brand. We are a golf course first and foremost but with the addition of other areas of entertainment at our facility, we are able to target families and a younger generation with a fun, less traditional atmosphere where non-golfers can come for an enjoyable experience.

Building the River Oaks brand includes getting our logo on items en masse and into the hands of our customers. The logo to the left is what we have been promoting through different branded items that are for purchase in our golf shop. You will see the same logo used throughout our marketing and around the course and facility including on carts, flags, entry doors, uniforms, etc.



Branding our facility requires training of our staff to be able to sell the brand, the facility, and the experience to our guests. For every potential sale there needs to be a staff member who is qualified to sell every aspect of the experience to the guest. We hold ongoing training for our staff members on selling and improving the customer experience.

When we are looking at sales, there are three main steps to gaining a customer. Those include attracting the right guests, engaging them where they are, and converting them to become a customer.



ATTRACT: River Oaks utilizes all of the tools listed in our marketing plan to attract customers

ENGAGE: We engage customers by building relationships with them through presenting our brand, asking questions and actively listening. Part of this step is adding value to an experience without necessarily expecting anything in return.

CONVERT: In this step, we overcome objections and ask for the sale. Once a guest becomes a customer and sees value in the experience and services provided, that is when we seek reviews and referrals. These conversions to be a part of our core customer family is what keeps the business solvent.

2026 – 2030 Projections

PROJECTIONS:

	2026	2027	2028	2029	2030
Golf Shop					
Revenue	\$2,237,000	\$2,326,480	\$2,419,539	\$2,516,321	\$2,616,974
Expense					
- Personal Services	\$515,000	\$530,450	\$546,364	\$562,754	\$579,637
- Commodities	\$32,000	\$32,960	\$33,949	\$34,967	\$36,016
- Contractual	\$450,000	\$463,500	\$477,405	\$491,727	\$506,479
- Capital	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
- Financing					
Total Expense	\$1,017,000	\$1,046,910	\$1,077,717	\$1,109,449	\$1,142,132
Maintenance					
Revenue	\$0	\$0	\$0	\$0	\$0
Expense					
- Personal Services	\$545,000	\$561,350	\$578,191	\$595,536	\$613,402
- Commodities	\$152,000	\$156,560	\$161,257	\$166,095	\$171,077
- Contractual	\$86,520	\$89,116	\$91,789	\$94,543	\$97,379
- Capital	\$125,000	\$175,000	\$225,000	\$155,000	\$170,000
- Irrigation	\$92,812	\$137,000	\$138,375	\$134,625	\$135,750
- Financing					
Total Expense	\$1,001,332	\$1,119,026	\$1,194,611	\$1,145,798	\$1,187,609
Clubhouse					
Revenue	\$1,300,000	\$1,404,000	\$1,516,320	\$1,637,626	\$1,768,636
Expense					
- Personal Services	\$682,000	\$702,460	\$723,534	\$745,240	\$767,597
- Commodities	\$38,000	\$39,140	\$40,314	\$41,524	\$42,769
- Contractual	\$512,000	\$527,360	\$543,181	\$559,476	\$576,261
- Capital	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
- Financing					
Total Expense	\$1,252,000	\$1,288,960	\$1,327,029	\$1,366,240	\$1,406,627

Overall					
Revenue	\$3,537,000	\$3,730,480	\$3,935,859	\$4,153,946	\$4,385,609
Inv Interest Revenue	\$20,000	\$22,500	\$25,000	\$27,500	\$30,000
Expense	\$3,270,332	\$3,454,896	\$3,599,357	\$3,621,487	\$3,736,368
Credit Card Fees	\$76,772	\$79,075	\$81,447	\$83,891	\$86,408
Profit/Loss	\$209,896	\$219,009	\$280,054	\$476,069	\$592,834

Revenue based on 4% growth in the golf and 8% growth in the clubhouse year over year
Expense based on 3% growth for personal services, commodities, and contractual expenses

CONCLUSION: River Oaks strives to remain fiscally responsible while providing many amenities to our customers. Our goal is to grow revenue faster than expenses while continuing to maintain the quality of the course, facility, and the customer experience.



To: Parks, Recreation and Natural Resources Commission
From: Zac Dockter, Parks and Recreation Director
CC: Jordan Hirman, Recreation Facilities Manager
Date: April 27, 2026
Subject: 2026-2030 Ice Arena Business Plan

Introduction/Background

Every five years, staff updates its' business plan for Ice Arena operations. This is done to assure we remain relevant in the market place and give our customers and residents the best value for their investment in this facility. The plan also prepares for capital investment needs to assure the facility and equipment operates efficiently and safely to maintain a strong infrastructure for the business.

Please review and provide feedback at the meeting.

Staff Recommendation

Recommend City Council accept and place on file the 2026-2030 Ice Arena Business Plan.



2026-2030 Business Plan



City of Cottage Grove Ice Arena Business Plan 2026-2030

Mission

The mission of the Cottage Grove Ice Arena is to provide a clean, safe, and well-maintained recreation facility that serves the hockey and figure skating needs of the residents of Cottage Grove and surrounding communities. The arena is operated in a fiscally responsible manner.

Introduction

The Cottage Grove Ice Arena (CGIA) is a premier three ice sheet facility located along 80th Street South on the Park High School Campus. The Ice Arena is owned and operated by the City of Cottage Grove and was built in 1974; since then, major projects have been completed to meet service needs and maintain relevance in the marketplace.

1974: North Rink with occupancy for 1,180, South Rink with occupancy for 600, viewing areas, 4 locker rooms

2008: West Rink with occupancy for 802, viewing areas, 3 varsity locker rooms, increased public locker rooms to a total of 13, meeting room, expanded concessions and front lobby

2010: Redesigned locker rooms between the North and South to accommodate the Park Boys Hockey team

2012: Purchase artificial turf to be used on the West Rink

2017: Constructed a new East Ridge varsity locker room and increased public locker rooms to a total of 15

2019: North and South Rink refrigeration system replacement, new dasher boards and scoreboard on the North rink

2022: Renaming North Rink to CG Logistics Rink

2024: Added party lights to the West Rink

2024: Implemented solar energy onto the roof of the West Rink

2026: Facility naming rights agreement

The CGIA is the fifth largest Ice Arena in the state of Minnesota in terms of ice surface and is one of very few facilities to offer two official game size rinks with permanent stadium seating. The arena has a superior design model that provides customer satisfaction to not only those on the ice, but also spectators and other users of the facility. Considering its size and quality features, the CGIA is considered a premier ice hockey tournament venue within Minnesota hockey.

Team & Staffing

The CGIA operates as a part of the Parks and Recreation Department team and currently employs three full-time staff: Facility Services Manager, Assistant Arena Manager, and Ice Arena Specialist. Forty part time/seasonal staff are employed and include Supervisors, Assistants, Concession Workers, Skate Guards, Skate School Instructors, and Custodians.

The Ice Arena, Parks and Recreation divisions share a part-time administrative assistant.

At the beginning of each season all staff are trained in Ice Arena and City policy. The primary focus is to provide the highest level of customer service through quality programs and clean, safe, well-maintained facilities. Staff are thoroughly trained in each of the following categories:

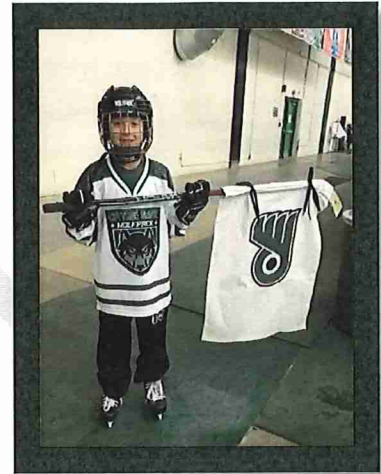
- a) Customer Service
- b) Employee Policies
- c) Job Descriptions
- d) Administrative Policies
- e) General Arena Information
- f) Safety Programs/Awareness
- g) Emergency Action Plans



Key Customer Analysis

The Cottage Grove Ice Arena has a broad range of customers. The facility has hundreds of thousands of customers enter each year. Every customer has different usage needs and expectations of the facility. Below is a description of different customers the CGIA must be cognizant of to take advantage of the constant opportunity to produce revenue through the ability to meet customer needs.

- 61 Skill Training
- 61 Skill Training and Summer Hockey Academy
- Cottage Grove Athletic Association – Turf Users
- Cottage Grove Hockey Association
- Cottage Grove Skate School
- East Ridge/Park Booster Clubs
- Eskimo AAA Hockey Club
- Figure Skating Booster Club
- ISD833
- MN Hockey and District 8
- Park High School and East Ridge High School Hockey



Youth Hockey Teams

Players range in age from 3 to 18 years, play for the local hockey association, local and regional AAA programs, regional teams and more. These players expect a quality sheet of ice, clean locker rooms and facilities, off-ice training areas, pro-shop gear, skate sharpening, food service and a fun playing environment. The primary tenant of the facility is the Cottage Grove Hockey Association. There were over 700 participants in CGHA for the 2025/26 season, which practice and play games at the CGIA each season. This makes Cottage Grove the 12th largest associate in the state of Minnesota. Each game brings in an additional team of skaters and spectators typically from outside the community. AAA programs and other regional youth programs utilizing the arena varies from season to season but requires the same level of customer service.

High School Hockey Teams

Local and regional high school hockey teams play as part of the MN State High School League. The primary high school hockey tenants at the Cottage Grove Ice Arena are Park Boys, Park Girls and East Ridge Boys. These customers expect high quality ice sheets and playing areas, a great game day experience, varsity locker rooms, clean restrooms, showering facilities, off-ice training areas, meeting room space, pro shop supplies, concessions, and security. A typical high school team has a junior varsity and varsity program; six high school teams call Cottage Grove Ice Arena home. Each team will practice approximately 75 hours per year and play 10-12 home games per year at the arena.

Figure Skaters

Figure Skaters come as participants of the Cottage Grove Skating School and from the surrounding areas. The Cottage Grove Skating School averages 25 active figure skaters in its skating school program. These skaters are dedicated to the sport and expect a quality ice sheet, ample program offerings, access to practice ice time, lounging areas, clean locker rooms, quality sound system, meeting space and off-ice training areas. Figure skaters are also drawn from outside the community for events such as practices, clinics, camps, ice show and competitions.

Skating Lesson Participants

Each skating school session averages 135 registrations. These customers expect a welcoming environment (particularly first-timers), quality skating instruction, exercise, skill progression and most importantly fun. The Learn-To-Skate program is designed to prepare participants for all ice sports including recreational skating, figure skating, hockey, and speed skating. Group lessons allow skaters to socialize with others while developing skills faster therefore eliminating the struggle to learn on their own. Skate rentals have been identified as a critical piece to provide affordable options for first time skaters to learn to skate participants. The Ice Arena has purchased over 75 pairs to assist with helping participants learn to skate, then keeping them in our program for years to come. Skate lesson participants are often our first opportunity to build life-time customers and create a positive experience from arena services.

Spectators

For each skater on the ice, there is a group of people excited to watch them play, perform, or compete. For example, the average youth hockey game brings 100 spectators to cheer the players on. These spectators are parents, siblings, grandparents, aunts/uncles, friends, neighbors, scouts, future coaches, and local hockey fans. They come to support the home team, and they come to support the visiting team. High school hockey and premier tournament events can draw several hundred spectators in a single event. These spectators expect a welcoming lobby, great site lines of the game/event, quality sound system, comfortable conditions (temperature, seats, etc.), lounging areas, clean restrooms, a quality concession stand and parking. Spectators can also be found at turf events, dry floor events, and other non-ice events. It is important to note that most spectators are visiting because of a programmed event that is bringing them to the facility. For those spectators not able to attend in person, the arena has a contract with LiveBarn to support livestreaming services. This provides another revenue source for the arena while also connecting customers to their players.

Adult User Groups

Adult groups use the arena to play hockey, broomball, boot hockey and for recreational skating. These groups have little spectator support, rather are more concerned about getting a fun playing experience while bonding with friends and getting quality exercise. They expect a quality sheet of ice and clean locker rooms at a fair price. These customers are willing to drive a little bit further to save money on ice time.

Off-Season Hockey Groups

Off season hockey groups consist of AAA programs, camps, clinics, and others who purchase ice from April through September. These groups expect first and foremost a staff that will work with their scheduling needs and provide competitive pricing. These groups will move their business to another arena if customer service or price points do not meet their needs. Once scheduled, these groups expect a quality ice sheet, quality locker room, clean facilities, off-ice training opportunities and flexible payment options. Some of the off-season tournaments played at the arena are the largest draws of the season regarding teams and spectators. Locking in large contracts with these groups each year is critical to the arena business as customer demand is limited during these periods.



Public Session Skaters

These skaters utilize the arena for public skating, figure skating practice, adult open hockey, youth open hockey, and stick and puck. They are not necessarily dedicated to any sport or program but still enjoy on-ice activities. These customers look for accommodating and regular public session schedules, fair pricing, a welcoming environment, a safe skating experience and fun. If these skaters are having fun, they may become repeat customers or sign up for a program, bring a friend or watch a hockey game. It is important for the ice arena to not forget this group of customers as they often slide in and out of the arena without much contact. To help make a lasting memory and keep these skaters come back, we have installed party lights in our South and West Rinks. This allows us to offer a spin on a traditional open skate and call it Cosmic Skate. We also offer themed skate sessions that allow us to utilize these lights to create an environment to bring skaters back time and time again.

Highway 61 Hockey Academy

Since 2014 our staff have managed the Highway 61 Hockey Academy with a camp director. The camp fills to capacity each year serving area hockey players with summer instruction. Instruction includes on ice, off ice, outside games, turf drills, small group games, and a day camp option.

Turf

Turf user groups ranging in age from youth to high school use the arena turf for a variety of sports including baseball, softball, lacrosse, football, soccer, and general fitness. These groups have little spectator support and are more concerned about getting a quality work out and skill

specific training. This space is also a perfect option for those days the weather does not allow for outdoor play. They expect clean turf and locker rooms at a fair price.

Other Customers

Referees, minor officials, volunteers, coaches, passerby's, hockey scouts, dry floor event users/spectators, turf users/spectators, meeting room renters, event coordinators, event vendors, advertisers, program staff/administrators, league staff, school programs and more.

Space Lease Agreements

When the Ice Arena was expanded in 2008, two long-term lease agreements were developed to assure a static level of ice rental revenue for arena operations. The agreements were made separately between the city and Cottage Grove Hockey Association and Independent School District 833. It is important to note that neither group was required to invest cash into the ice arena expansion project. Rather, the city requested that each group commit to utilizing the arena to an agreed upon level as stated in a signed agreement to assure fulfillment of use projections.

Independent School District 833 (ISD833)

The City of Cottage Grove also signed a 20-year lease agreement with the ISD833 in 2008. This lease agreement sets ice rental commitments for the school district at 450 hours per year (not including game events). This agreement is mutually beneficial in that the arena's second largest customer is guaranteed the ice necessary to run its programs including the High School Hockey Teams, physical education classes and elementary school field trips. Our lease agreement is consistent with that of the City of Woodbury to maintain equity across district boundaries.

Cottage Grove Hockey Association (CGHA)

The 20-year lease agreement (2008) with CGHA; a youth hockey volunteer organization requires 2,000 hours of ice rental on the two large sheets of ice (small sheet of ice equivalent is 0.5). Prior to the expanded arena, CGHA had utilized approximately 1,500 hours of ice between Cottage Grove and surrounding communities. By expanding the arena, it was agreed that CGHA would have the

ability to grow its program by providing more ice time within the community borders. Supporting CGHA's focus of growing their programs to meet the annual revenue obligations is the most sustainable business strategy for the Ice Arena. As shown on the table, CGHA is currently the 12th largest association in Minnesota.

Association Code	Association Name	Players
MNH0606	EDINA HOCKEY ASSOCIATION	1382
MNH0310	WAYZATA YOUTH HOCKEY ASSOCIATION	1301
MNH0609	MINNETONKA	1215
MNH0306	OSSEO/MAPLE GROVE HOCKEY ASSOCIATION	1124
MNH0206	STILLWATER AREA HOCKEY ASSOCIATION	1039
MNH0808	LAKEVILLE HOCKEY ASSOCIATION	1030
MNH0603	CHASKA/CHANHASSEN HOCKEY ASSOCIATION	948
MNH0816	WOODBURY AREA HOCKEY CLUB	867
MNH0914	ROCHESTER YOUTH HOCKEY ASSOCIATION	804
MNH0208	WHITE BEAR LAKE AREA HOCKEY ASSOCIATION	788
MNH1006	CENTENNIAL YOUTH HOCKEY ASSOCIATION	769
MNH0801	COTTAGE GROVE ATHLETIC ASSOCIATION	764
MNH0038	MINN RECREATIONAL LEAGUE	757
MNH1004	BLAINE YOUTH HOCKEY	748
MNH0314	MINNEAPOLIS HOCKEY ASSOCIATION	722
MNH0803	EAGAN HOCKEY ASSOCIATION	711
MNH0610	PRIOR LAKE SAVAGE HOCKEY ASSOCIATION	700
MNH0203	MOUNDS VIEW IRONDALE YOUTH HOCKEY ASSOC	681
MNH1104	DULUTH AMATEUR HOCKEY ASSOCIATION	661
MNH0305	ORONO HOCKEY ASSOCIATION	657
MNH0509	ST MICHAEL/ALBERTVILLE YOUTH HOCKEY	648
MNH1010	ELK RIVER YOUTH HOCKEY ASSOCIATION	627
MNH0812	ROSEMOUNT AREA HOCKEY ASSOCIATION	618

Enthusiasm and support have increased with CGHA. They have focused on increasing participation in the Mite level to bring young kids and families to try hockey and CGHA financially subsidizes this program. Essentially, equipment is free for the player, and a small fee is charged for the season which is a fraction of the cost for higher levels. This has helped build a solid foundation of hockey players for the CGHA. These are steps in the right direction as growth of the sport needs to be the primary focus.

CGHA was awarded the Minnesota Model Association Program in 2019. This recognition is designed to encourage, recognize and reward hockey associations who implement age-appropriate skill development as outlined in the Minnesota Development Model (MDM) of best practices leading to greater skill development and retention of players.

The CGHA needs to be cognizant of ice rates for both CGHA and Arena success. Driving up ice time costs can limit CGHA's ability to offer affordable programs to the community. Hockey has received a reputation of an expensive sport to play. By charging ice rates that are fair and competitive in the park, CGHA can offer cost effective programs year-round.

Vendor Lease Agreements

The Ice Arena utilizes vendor agreements to leverage the use of products and equipment to be used for resale.

Vendors include:

- Farmer Brothers Coffee
- Hillyard
- Mendota Valley Amusement
- Pepsi
- Rink Side Advertisement
- Social Info
- Sysco
- Watsons

Pepsi and Farmer Brothers supply beverage and concession related equipment that assists in the sales of their products. As such, the arena does not need to invest into cold beverage vending, coolers, coffee, slushy or hot cocoa machines. These machines have a high capital cost and are often expensive to maintain. By entering into an agreement with each vendor the arena can negotiate a fair price for product, receive utilization of their equipment and retain independence from additional capital investment and management into machinery. These contracts are diligently reviewed every year.

Mendota Valley Amusement provides coin operated machines for trinkets, small candy, and video games. Mendota Valley takes complete responsibility for the supply and cash flow management functions. After a 35% cost for prizes, a 50/50 split in revenue between Mendota Valley and the Ice Arena is given back to the ice arena. Credit card readers have been installed in recent years on these machines that helps with overall profit. Staff has reviewed the option of purchasing and filling its own machines but the initial investment and the inability for staff to monitor current trends in this industry would make it difficult to increase profitability beyond the current partnership.

Social Indoor provides restroom advertising within the facility. All ads are sold on a local, regional, and national level. Fifteen percent of gross sales are returned to the arena. Rink Side Advertising provides a revenue stream selling dasher advertisements; a portion of all revenue is paid to the ice arena.

Products and Services

Current Products and Services

- Ice Rental
 - a. North Rink 200ft x 85ft
 - b. South Rink 120ft x 65ft
 - c. West Rink 200ft x 85ft
- Indoor Turf (March-May)
 - a. West Rink 200ft x 85ft
- Skate Rentals
- HWY 61 Hockey Academy
- Dry Floor Rental
- Meeting Room Rental
- Advertising
- Concession Stand
- Skate Sharpening
- Vending Machines
- Skate School Lessons
- Figure Skating Programs
- Public Skating
 - a. Adult Open Hockey
 - b. Cosmic Skate
 - c. Figure Skating Practice
 - d. Public Skating
 - e. Stick and Puck
 - f. Youth Open Hockey
- Pro Shop
- Birthday Parties
- Special Events
 - a. Egg Hunt
 - b. Figure Skating Competitions
 - c. Halloween Skate
 - d. High School Hockey Games
 - e. Hockey Tournaments
 - f. Holiday Skate
 - g. Ice Show
 - h. Valentine Skate



Marketing

Ice Arena programs and rental opportunities will be promoted broadly and aggressively to all segments of the community and beyond to the maximize awareness, utilization, participation, and revenue generation.

Advertisement dollars are focused within the Cottage Grove area as it is rarely an efficient use of resources attempting to draw new customers from surrounding communities given the saturation of ice in the metro area.

The primary marketing streams utilized include:

- 80th Street Marquee Sign
- Annual Report
- City Newsletter
- City Website
- Customer Referrals
- Email Blasts
- Promotional Events; Bring a Friend Skating Day, Hockey Fest, Skate with the Wolfpack, Birthday Parties
- Public Works Open House
- Recreation Program Brochures
- Rinkfinder.com
- Social Media
- True Lens
- Wallboards within the Ice Arena
- Word of Mouth

New marketing streams to evaluate:

- Web based broadcasting
- Cottage Grove Convention and Visitors Bureau
- Product demo days
- Social Indoor digitized media



Financial Analysis

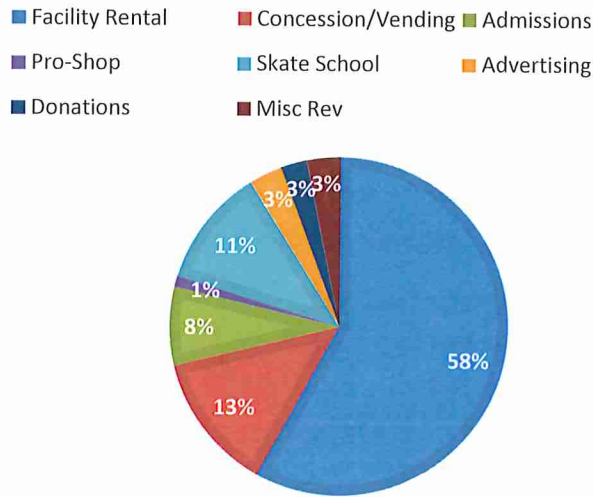
Pricing Plan

Services

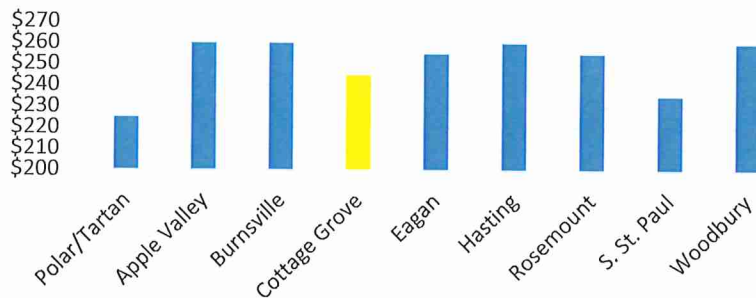
Services account for approximately 90% of net operating revenues. The pricing structure must be very competitive with comparable services in the Ice Arena, Recreation and Leisure Services industries. The Ice Arena not only competes with neighboring facilities, but rather competes with other recreational and leisurely activities that might be considered within a family budget.

Ice and Turf rental accounted for nearly 58% of arena revenue in 2025. Pricing of ice is driven by market variations. Below is a Twin Cities market study for 2025-2026 seasonal rates. The goal of the Cottage Grove Ice Arena is to remain at or slightly below the mean rate for regional ice time. Although the Cottage Grove Ice Arena is a premier facility, it is important that rates are competitive to entice potential clients to drive off the main interstate system to reach our facility.

2025 REVENUE



Ice Rental Rates 2025-2026



On a more local level, it is important that pricing be competitive within itself to ensure that on-ice sports are affordable and can grow. Arena managers must be able to gauge the price point at which participants will find a new sport versus paying more for hockey or skating.

The tables below depict the choices parents must face when considering sport registration. These are the fees of various youth athletic sports at both the recreational and competitive levels. CGHA uses fundraising efforts to subsidize the Mite program to get skaters involved at an early age.

Local Youth Sports Fees:

7-8 Year Old In-House Programs	
Ice Hockey	\$325
Baseball	\$120
Lacrosse	\$195
Soccer	\$125

Local Youth Sports Fees:

12-13 Year Old Traveling Programs	
Ice Hockey	\$1,725
Baseball	\$425
Lacrosse	\$395
Soccer	\$917

Resale Products

Resale products are sold with a profit margin goal of 50-100%. Resale products include concession, vending and pro shop items. If a product does not meet the profit margin goal, staff must diligently assess if the items are a necessity to the customer that need be supplied. There should be very few, if any, products in this category that do not meet the profit margin goal.

It is also valuable to compare pricing levels of other arena services. Below are five competitors that are in closest proximity and comparable in size to Cottage Grove.

Facility	Skate Rental	Skate Sharpening	Public Skate
Woodbury	\$7.00	\$7.00	\$9.00
South St. Paul	\$2.00	\$5.00	\$5.00
Hastings	\$4.00	\$6.00	\$6.00
Polar/Tartan	\$2.00	\$6.00	\$6.00
Cottage Grove	\$5.00	\$7.00	\$7.00

Nationwide Pricing Comparison Report

It is important to note that the ice arena industry in Minnesota is quite different than that of the rest of the nation. Beyond Minnesota's borders most community ice arenas are privately built and operated. Those facilities maintain much higher price points and draw from an expanded territory because of the limited facilities in those regions. In Minnesota ("The State of Hockey"), most facilities are publicly funded in some fashion to assure youth in each community have easy access to indoor ice-skating opportunities. Cities, Counties, Schools, and the State are typically willing to subsidize these facilities to provide recreational services to their stakeholders. This is much like investments made into parks, museums, art centers, sports stadiums and more.

As a result, Minnesota ice rental rates remain lower than the national average to encourage participation and maximize utilization of the governing body's investment. With over 221 ice arenas in the state of Minnesota, market saturation certainly reduces each ice arena's ability to draw clients from beyond community lines.

The table below depicts how service rates measure across the nation.

Facility	Skate Rental	Open Skate	Ice Rental/Hour
UTC Ice Sports Center California	\$10.00	\$30.00	\$550.00
Petoskey Ice Arena Michigan	\$5.00	\$5.00	\$320.00
Ice Den Arizona	Included with Open Skate	\$10.00	\$445.00
Ellenton Ice and Sports Complex Florida	Included with Open Skate	\$11.50	\$375.00
Marlboro Massachusetts	\$10.00	\$10.00	\$330.00
Cottage Grove, Minnesota	\$5.00	\$7.00	\$245.00

Revenue

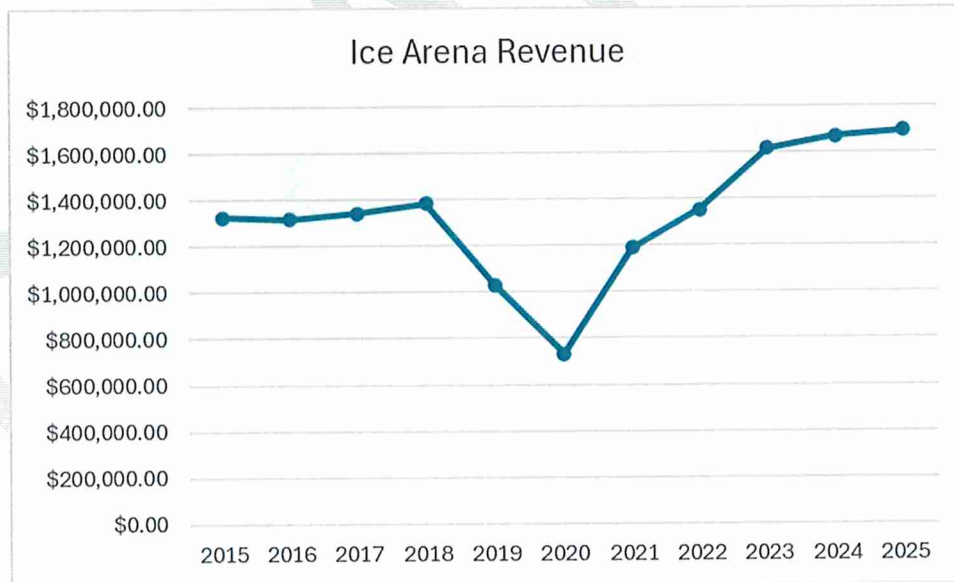
The CGIA strives to continually increase revenue through various sources. The four main sources include: Facility Rental, Concessions/Vending, Skate School/Hockey Camps, and Admissions.

Facility Rental: rental of the ice on the CG Logistics, South, and West, turf rentals, meeting room rentals, and vendor special event rentals.

Concessions/Vending: the concession stand offers a wide range of food and beverage options, vending includes snacks, beverages, trinket machines and playable games.

Skate School/Hockey Camp: the skate school offers lessons quarterly that range from tots to competition level teams, the skate school revenue also includes the Annual Ice Show and Highway 61 Hockey Academy.

Admissions: High School Hockey Game spectator admissions, Ice Show admissions, public skate sessions (open hockey, figure skater's practice, open skate, and stick/puck) and discounted punch cards for public skate sessions.



** 2019: Closed March through October for refrigeration system replacement. 2020 COVID.*

The most recent decline in revenue in 2019 was a result in renovations of the CG Logistics Rink and South Rink which required them to be shut down for seven months. The following year was COVID which affected operations and revenue.

Future Equipment Replacement

The equipment used to maintain the CGIA is vital to operations and is very expensive to purchase and operate. It is important that cold areas remain both cold and dry, while warming areas remain comfortable to our customer base. To provide superior service, the arena must maintain high quality equipment to eliminate any potential for downtime.

It is important to note that although the equipment table is a means of planning equipment replacement, it is not necessarily a clear view into future budgets. The arena is afforded the ability to hold a fund balance each year. Management may schedule equipment replacement needs based on life expectancies, but should the equipment not need replacement, those funds are accumulated and saved for the time it is necessary. Doing so gets as much longevity out of the equipment as possible with the confidence of knowing dollars are available for replacement when necessary.

Each purchase may have operational benefits or grant dollars associated with them that can help reduce overall costs. The arena averages \$100,000 in expenditures on annual capital improvements.

A successful ice arena business model can accumulate income beyond the budget and utilize a cash balance to pay down larger capital expenditures that may not fit within current capital improvement budgets. The arena must be diligent in increasing that balance to fund future projects. As a last resort, future rental rate increases, additional bond sales or interfund loans may be required to fund high expense projects.



Equipment	Purchase Date	Life Expectancy	Replacement Date	Estimated Replacement Value
Zamboni Resurfacers 520 #8578	2019	15	2026	\$145,000
Floor Scrubber #1	2016	11	2027	\$13,000
Aaon #1 Heat/AC Unit Roof	2008	20	2028	\$65,000
Elevator Heat/AC	2008	20	2028	\$7,800
Floor Scrubber #2	2018	10	2028	\$8,000
West Rink Scoreboards	2008	20	2028	\$15,000
Reznor Gas Space Heaters (6 units)	2008	20	2028	\$12,000
Zamboni 545 #9009	2008	20	2028	\$120,000
Water Softener West Rink	2008	20	2028	\$15,000
Steel Roof	1989	40	2029	\$200,000
Air Compressor	2009	20	2029	\$2,500
Water Softner North/South Rinks	2014	15	2029	\$7,000
Ice Edger B	2019	10	2029	\$8,000
South Rink Radiant Heat	2010	20	2030	\$8,000
Sanitaire Wide Area Sweeper	2015	15	2030	\$1,450
KaiZen Restroom Cleaner	2020	10	2030	\$5,000
Lennox Office Furnace	2020	10	2030	\$7,000
Trane Heater Mech Rm A	2015	15	2030	\$30,000
ILR 5/6/MRA Furnace	2011	20	2031	\$10,000
North Rink Radiant Heaters	2017	15	2032	\$35,000
Zamboni 545 #10039	2012	20	2032	\$120,000
Munters Dehumidifier West Rink	2008	25	2033	\$250,000
Skate Sharpener SPARX	2018	15	2033	\$3,000
Reem Heat/AC Unit Roof	2018	15	2033	\$14,000
Hot Water Heaters 3 Mechanical Room D	2019	15	2034	\$30,000
Phantom Tension Batting Cage (2)	2015	20	2035	\$3,200
Office Air Conditioner	2020	15	2035	\$5,000
South Rink Dasher Boards	2005	30	2035	\$60,000

Ice Cuber	2022	15	2037	\$3,000
Innovate #1 Heating Unit Roof	2008	30	2038	\$103,000
Skate Sharpener SPARX #2	2023	15	2038	\$4,000
Innovate #2 Heating Unit Mech Rm D	2008	30	2038	\$103,000
West Rink Compressor #1	2008	30	2038	\$35,000
West Rink Compressor #2	2008	30	2038	\$35,000
West Rink Compressor Motor #1	2008	30	2038	\$15,000
West Rink Compressor Motor #2	2008	30	2038	\$15,000
West Rink Dasher Boards	2008	30	2038	\$200,000
Evaporative Condenser N & South Rinks	2019	20	2039	\$65,000
North/West/South Rink Sound System	2019	20	2039	\$30,000
North Rink Scoreboard	2019	20	2039	\$50,000
Heat Exchanger - H2O Heat Recovery	2019	20	2039	\$10,000
West Rink Radiant Heat	2025	15	2040	\$50,000
Munters Dehumidifier North Rink (Desiccant Wheel Replaced 2025)	2008	15	2040	\$40,000
Evaporative Condenser West Rink	2024	20	2044	\$90,000
North/South Screw Compressor #1	2019	30	2049	\$100,000
North/South Screw Compressor #2	2019	30	2049	\$100,000
North/South Screw Compressor #3	2019	30	2049	\$100,000
North/South Compressor Motor #1	2019	30	2049	\$15,000
North/South Compressor Motor #2	2019	30	2049	\$15,000
North/South Compressor Motor #3	2019	30	2049	\$15,000
Bituminous Sidewalk	2022	30	2052	\$30,000
North Rink HDP Piping	2019	50	2069	\$600,000
South Rink HDP Piping	2019	50	2069	\$400,000

Taxpayer Subsidy

As stated earlier in this document, the subsidization of ice arena facilities in Minnesota is considered common practice. The arena business model must always strive towards improved self-sufficiency. At a minimum, operating expenses must be paid for with operating revenue. Due to the value of capital facility and equipment, covering major renovations is a challenge for the arena operating model. However, the facility sponsorship program established in 2024 is designed to contribute funding towards capital improvements and should further support the financial goals of the ice arena.

The facility sponsorship program began in 2024 with a north rink naming rights agreement between Cottage Grove Logistics and the City of Cottage Grove. Financial compensation was received by the City for sole naming rights of the north rink. Those funds were applied to the Ice Arena account and so far has helped fund capital investments such as the solar energy system, Zamboni replacement, party light system, locker room construction and more. The City Council recently authorized an agreement with Front Burner Sports to market additional sponsorship opportunities to further support this effort.

It is important to note that the taxpayer subsidy does not go without reward to the residents of Cottage Grove. Beyond those that use the facility directly, the draw of people from around the metro and state aid the local economy in ways that are immeasurable. If the arena closed, local businesses would rely even more on local consumers for their source of revenue. The arena is also identified as a point of pride in the community and should be considered an asset to those considering residence in the area.

According to the Economic Impact Study completed in 2019; it is estimated that about \$3.5 million in direct spending comes into the community from outside of Cottage Grove *every year* due to athletic events at public (City/School) facilities.



5 Year Performance Statement

For complete details please reference the full budget from the Finance Department.

Operating Revenues	2021	2022	2023	2024	2025
Ice Rental	\$872,400	\$908,900	\$976,900	\$1,039,300	\$1,085,100
Turf Rental	\$8,600	\$12,700	\$19,000	\$11,000	\$18,000
Concession Sales	\$57,100	\$140,100	\$168,400	\$179,900	\$174,400
Admissions	\$44,600	\$93,600	\$119,600	\$127,200	\$132,800
Pro Shop	\$3,600	\$5,500	\$5,000	\$6,000	\$4,900
Skating/Hockey School	\$122,200	\$125,200	\$134,300	\$130,400	\$122,100
Vending	\$9,200	\$22,100	\$23,100	\$19,600	\$18,500
Advertising	\$29,500	\$43,100	\$40,300	\$38,300	\$39,100
Skate Sharpening/Rental	\$11,600	\$16,200	\$18,100	\$17,000	\$17,200
Memberships	\$6,100	\$13,400	\$16,800	\$17,200	\$11,900
Leagues	\$0	\$200	\$75,600	\$46,400	\$28,900
Misc Sales/Donations	\$23,400	\$23,300	\$20,400	\$38,500	\$36,400
Interest Income	\$0	\$0	\$0	\$0	\$0
Total Operating Revenue	\$1,188,300	\$1,404,300	\$1,617,500	\$1,670,800	\$1,689,300
Operating Expenses					
Total Personnel	\$391,800	\$494,000	\$547,900	\$641,800	\$682,900
Total Commodities	\$45,200	\$57,200	\$51,800	\$54,400	\$48,100
Total Contractual Services	\$471,200	\$649,600	\$693,800	\$671,000	\$713,600
Total Capital Outlay	\$43,400	\$16,000	\$100,500	\$53,400	\$40,800
Total Operating Expenses	\$951,600	\$1,216,800	\$1,394,000	\$1,420,600	\$1,485,400
Net Operating Income (Loss)					
Net Operating Income (Loss)	\$236,700	\$187,500	\$223,500	\$250,200	\$203,900
Construction Bond Payment	\$220,000	\$200,000	\$200,000	\$200,000	\$200,000
Net Income (Loss)	\$16,700	(\$12,500)	\$23,500	\$50,200	\$3,900

How we compare to other metro Ice Arena's in similar size.

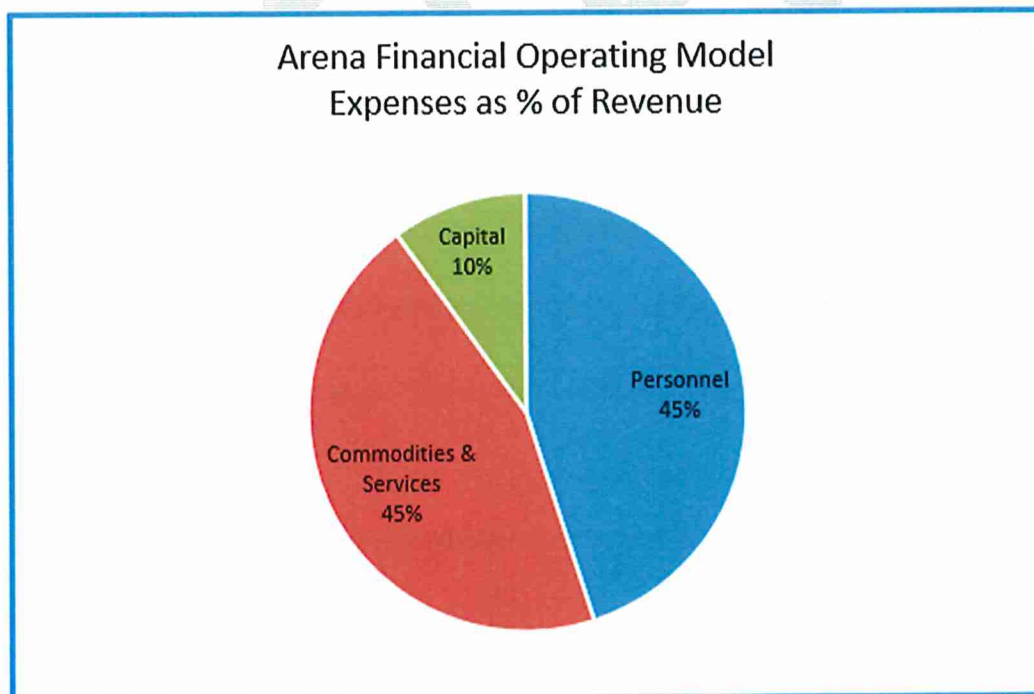
Operational Income(Loss) Benchmarking Report

2023			
Facility	Revenue	Expenditure	Operational Profit(Loss)
Cottage Grove (2.5 sheets)	\$1,545,339	\$1,380,695	\$21,644
Eagan (2 sheets)	\$1,184,900	\$1,275,200	\$(90,300)
Polar/Tartan (2 sheets)	\$754,483	\$966,555	\$(212,072)

2024			
Facility	Revenue	Expenditure	Operational Profit(Loss)
Cottage Grove (2.5 sheets)	\$1,665,296	\$1,421,586	\$65,593
Eagan (2 sheets)	\$1,296,900	\$1,248,900	\$48,000
Polar/Tartan (2 sheets)	\$710,319	\$1,050,080	\$(339,761)

2025			
Facility	Revenue	Expenditure	Operational Profit(Loss)
Cottage Grove (2.5 sheets)	\$1,694,484	\$1,669,262	\$25,222
Eagan (2 sheets)	\$1,351,100	\$1,289,100	\$62,000
Polar/Tartan (2 sheets)	\$1,024,786	\$1,154,295	\$(129,509)

**Figures do not include debt payment*



SWOTT Analysis

Strengths

- A Council that supports Arena services and impact to the community and local economy
- Provide ice opportunities 365 days a year
- South Rink design for small area play
- Three high quality ice sheets including fifteen lock rooms
- Updated refrigeration plant for the North and South Rinks (2019)
- Competitive pricing
- Superior spectator and lounging experiences including flat screen TV's and Wi-Fi
- Implementing new programs and partnering with Recreation
- Good working relationship with primary user groups and long-term lease agreements
- Home to Parks and Recreation Administration offices which maximize marketing strategies, administrative functions, and customer service
- Superior customer service and zero entry service
- Quality concession stand and pro shop
- Dry Floor event capabilities & Turf
- Own and operate Skating School
- Quality maintenance and building safety protocols
- Economic engine to the businesses of Cottage Grove
- Heathy inventory of equipment including rental skates, nets, and cones
- Redesign the website to make it more mobile, user friendly, for customers to view the ice schedule/book ice times.
- Grow public skate sessions, which include stick/puck, Cosmic Skate, open skate, and figure skate practice, to encourage families to skate. To accomplish this, we have increased the number of rental skates we have for our customers.

Weaknesses

- Shared parking facilities with school can create parking and accessibility constraints during simultaneous events
- Location of the main 94/494 loop makes acquiring customers beyond the East Metro community more challenging.
- Two and a half sheets of ice during the Winter season may become an issue as Cottage Grove grows.

Opportunities

- Summer ice time is growing. Along with that there will be opportunities to attract and retain more customers.
- Identify daytime groups that would utilize non-prime ice.
- Expand marketing strategies to include new customers, beyond the metro, to host camps and tournaments in Cottage Grove.
- Continue to grow on-ice experiences and add to our lighting systems on both the South and West Rinks.

- Multi use space on the West Rink; to be more modern to accommodate and attract customers for birthday parties, meetings, team gatherings, etc.
- Continue to grow our special event opportunities with Recreation to utilize our turf and ice time.
- Remodel in 2027 of the offices, entrance, spectators areas and concession stand to make it more modernized and better experience for our customers.

Threats

- Rate increases need to be cautiously measured by staff to identify potential loss. For example, a slight increase in skating lesson fees may deter customers from registering and becoming a long-term customer.
- The arena is expensive to operate with significant personnel costs, energy costs and equipment replacement. By maintaining equipment efficiency, lean staffing, and continuing to track and fund capital improvement projects, we can manage costs as efficiently as possible. Managing costs results in the ability for the CGIA to provide competitive pricing for services.
- The arena needs to ensure quality customer experiences daily. It is important that staff members contribute to this end goal. Beyond guaranteed contracts, there is no requirement for customers to purchase these arena's services over any other. Each year, the arena inherently loses large ice contracts and must supplement those losses with new customer contracts. The losses come in the form of groups disbanding, groups moving to a more desirable location based on their logistical needs or in some cases even bankruptcy.
- Operating an ice arena lends itself to a variety of major safety concerns including ammonia refrigerant, air quality, building repairs and equipment operations.
- Changing community demographics. Add services or modify services over to time to ensure programming appeals to all residents.
- HVAC equipment and other facility systems related to the 2008 Ice Arena expansion are nearing their life expectancy. This results in higher annual maintenance and repair costs and ultimately replacement expense.



Trends

- Summer ice rental trends have been steadily climbing. This is a vital area of growth due to the increased competition for sales during off season.
- The Skate School is susceptible to many trends. Economic downturns typically result in reduced registrations simply based on a lack of personal discretionary funds. We continue to market the Skate School knowing that this is the feeder program for hockey, figure skating and recreational skating.

- USA Hockey, which is the national governing body for the sport of ice hockey in the United States, reported that 676,433 people registered with USA Hockey 2024/2025 season. Minnesota lead the country in total number of hockey players with 50,053.
- Growing expectations by the hockey community for facility supporting elements that do not directly recapture revenue; including warm-up and training areas, lounging areas, aesthetically trendy spaces.
- Cottage Grove's increasing population with demographics that support skating sports continues to offer opportunity for growth of skating lessons, figure skating, hockey and public skating sessions.
- The 2008 Ice Arena expansion project bonds are due to expire after 20 years. This opens the opportunity to fund the 2027 renovation project with bonding while also reducing the overall annual debt payment.

Technology

Technology plays a vital role in operating the CGIA. Technology is leveraged for cash flow management, marketing of services, program registration, customer database, and maintenance of building and equipment.

Finnly Sport software is utilized for credit card service abilities, cash flow management, ice scheduling, and locker room assignments. The arena is researching how to leverage Finnly Sport Software to advertise open ice through the City's website.

The Ice Arena and Recreation use ActiveNet to register customers for programs. This program is continually analyzed by both Arena and Recreation staff to assure it is the best registration software for both the customer and City operations.

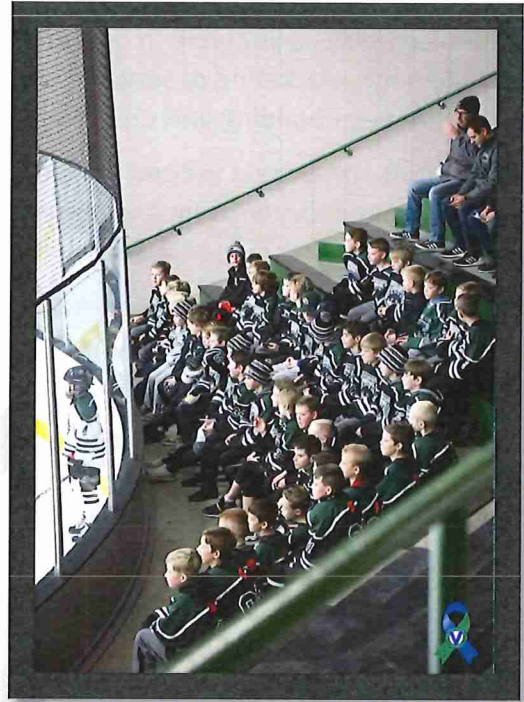
The electronic monument entrance sign was retrofitted in 2019 to upgrade from LCD to LED for street-side advertising to vehicles on 80th street. City sponsored events, high school games, tournaments, public skating, skating lessons and recreation activities are just a few examples of the advertisements regularly found on the sign.

Social media plays an increasingly important role in promoting activities. Facebook reminders and specials done in timely fashion help to increase both revenue and participation in events and programs.

Rinkfinder.com is a free website service provided by the Minnesota Ice Arena Managers Association. Rinkfinder is a web-based service that allows customers to search for available ice time at any member rink. This website offers customers the ability to search for rentable ice by date, time, facility, or region. Rinkfinder is the most popular ice rental search site in Minnesota.

Ten Keys to Success of the Cottage Grove Ice Arena

1. Provide high quality and competitively priced ice rates and programs to the skating community.
2. Work with primary user groups to fulfill or exceed lease obligations.
3. Manage expenses to not exceed revenue growth.
4. Hire and train passionate employees to keep customer service as a top priority.
5. Marketing the facility to current and potential clients using trends and techniques as referenced in the *marketing section* of this document.
6. Consistently evaluate and develop programs that promote a healthy lifestyle and affordable family fun.
7. Design and implement renovations to the office, Concessions, South Rink and CG Logistics Rink to provide a comfortable office environment and enhance customer experience.
8. Provide clean, comfortable, and enjoyable spaces for spectators in common areas, the meeting room, concessions, and restrooms.
9. Continuous development and creation of new customer experiences; public skating, birthday parties, special events, skate school events and more.
10. Source and secure naming rights partnerships by working with a company who specializes in corporate naming rights.

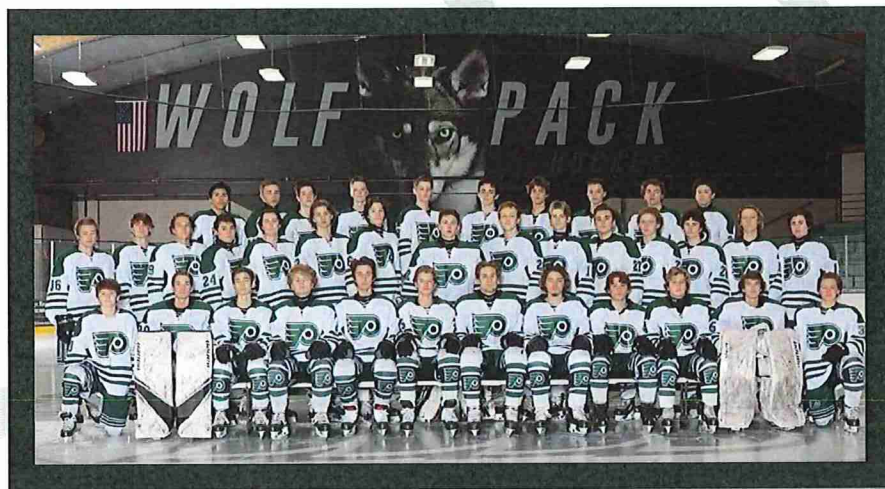


Conclusion

The Ice Arena's primary focus is to maximize facility usage and positive customer experiences. Our staff is focused and trained in the arena industry and utilize its resources in the areas of selling ice and developing ice skating programs and events.

Supplemental revenue generating programs such as turf, dry floor events, concessions, advertising, and product resale all need to be identified and managed appropriately to maximize revenues. By maximizing revenue opportunities, the arena can maintain competitive ice rental rates and increase its client base while minimizing the subsidy burden.

Ice Arena operations are very cyclical in nature and staff must always remain adaptable to changing trends and techniques to ensure new and returning clients are walking through the door and enjoy their experience. The success of the Ice Arena can be measured in customer growth, revenue growth, conservatively managed expenses, and its benefit to the local economy.





An Economic Analysis of Athletic Events in Cottage Grove, Minnesota

This report is an independent analysis performed by HKGI which has been prepared for the City of Cottage Grove, Minnesota and the Cottage Grove Athletic Association to evaluate and estimate the economic impacts of spending generated because of athletic events in the city.

The study includes:

- Executive Summary
- Background
- Terminology
- Methodology
- Findings
- Conclusion

Executive Summary

On an annual basis, *athletic events* in Cottage Grove stimulate an estimated \$7,577,000 of direct spending in the City by both residents and visitors of Cottage Grove.

This direct spending generates an additional \$1,515,000 through business-to-business or “indirect spending.”

Of the \$7,577,000 spent due to *athletic events*, 46% or \$3,458,000 is coming from outside the community.

Individual *tournaments* generate \$2,896,000 of direct spending from out of town, and another \$189,000 of spending by Cottage Grove residents.

League play generates \$3,930,000 of direct spending by Cottage Grove Residents, and \$562,000 of direct spending by outside visitors inside the City of Cottage Grove.

On a regional basis (within and beyond Cottage Grove’s borders), *athletic events* in Cottage Grove are responsible for \$14,975,000 of direct spending and \$5,990,000 of indirect spending.

Background

According to a 2017 HBO report, “Youth Sports Inc.” families spent approximately \$10 billion on sports related travel.¹ Different cities have taken various approaches trying to capture this market, ranging from big spending on tournament and support facilities (local examples include Blaine and Woodbury) to simply allowing athletic organizations to host tournaments.

Within the City of Cottage Grove, over 17,500 athletes participate in tournaments each year (based on most recent data) and over 80% of those athletes are not Cottage Grove residents. This translates to approximately 43,000 people coming into the community from outside every year to play and watch sports at tournaments.

In addition to tournaments, the City of Cottage Grove hosts some particularly robust athletic organizations. Nearly 5,000 home games are played across Cottage Grove each year, generating over half a million instances of people playing or watching sports in the city.

¹ <https://www.broadwayworld.com/bwwtv/article/Scoop-REAL-SPORTS-WITH-BRYANT-GUMBEL-on-HBO-TodayAugust-22-2017-20170821>

Terminology

Spending

Economic impact evaluations quantify the value of whatever it is they are studying by measuring spending. Impacts are counted as one of three types of spending: direct, indirect, and induced.

Direct Spending

Direct spending is the initial amount of money spent by the athletes and other visitors who are in town because of the tournament.

Example: The Jones Family from Duluth comes to Cottage Grove for a two day baseball tournament. They pay a fee for one of them to participate in the tournament. The family buys hot dogs and Gatorade from the concession stand for lunch, purchases dinner at a restaurant, rents a hotel room, fills up at a gas station, and buys a t-shirt from the tournament. These are all examples of direct spending.

Indirect Spending

Indirect spending is the “business-to-business” spending that occurs due to direct spending.

Example Continued: The tournament organizers hire a security company to be on hand for the tournament. The concession stand purchased the Gatorade, hot dogs, condiments, and buns from the grocery store. The restaurant got the food and drinks for the Jones’ dinner from a distributor. The hotel room got tiny shampoo bottles from a vendor. The gas station purchased the gasoline from a distribution company. The T-shirts were ordered from a clothing company and printed by a screen printer. The spending on these goods and services is considered indirect spending.

Induced Spending

Induced spending is the spending that results due to increased personal income that stems from the direct and indirect spending.

Example Continued: The security company gives two employees overtime work. The grocery store adds more hours for the stockers and cashiers. The restaurant sees more demand and hires a new cook and waiter. These people all use their additional money to buy food, housing, gas, entertainment, and other goods, which in turn stimulates more spending from the places where they spent their money and so on. These are examples of induced spending. This study recognizes, but does not quantify induced spending.

Leakage and Capture Rate

Leakage is a term to describe the money that could be spent in a community (demand) that is instead spent elsewhere.

Similar to leakage, capture rate is the ability of a community to capture the demand for a good or service. If a tournament generates demand for 30 hotel rooms and 15 of the hotel rooms rented are in Cottage Grove, there is a 50% capture rate.

Methodology

When measuring economic impacts, there are a few approaches to determine the level of impacts. Two more intensive approaches are econometric general equilibrium models (ex. REMI) and Input/Output models (ex. IMPLAN & RIMS-II) that measure carefully collected inputs against inter-industry data and projected changes to see how much an event will cause deviation from a typical equilibrium.

This study utilizes a simpler approach based on work done by Indiana University to quantify economic impacts of sports tourism.² By examining City data of tournaments and seasonal play. It develops estimates of spending based on other research in order to approximate the amount spent by overnight visitors, day visitors, and Cottage Grove residents.

Given that the study is measuring imperfect information, it is more important to recognize this as reasonable estimates of economic impacts, rather than a highly detailed accounting of every dollar.

Use of other research

In order to develop estimates for spending, this report uses findings from other studies and sources that evaluated tournament spending in other communities. There is a significant amount of research that has been done on the impacts of sports related tourism, both as related to large events as well as youth sports. This study is using the research that has been done related to youth sports and tourism. Many of these studies have very robust data collection from which this study borrows. Where studies have been completed in other regions and at other points, findings have been adjusted for cost of living and inflation. In addition to other studies, the Minnesota Amateur Sports Commission has undertaken research to better understand the spending habits of amateur sports tourists. The table below shows the amount of spending by overnight and day trip parties. It is worth noting that youth tournaments have been found to generate slightly more spending than adult tournaments.

The assumptions used for this study are also included. Where tournaments are adult and youth, the adult numbers were used.

² Inexpensively Estimating the Economic Impact of Sports Tourism Programs in Small American Cities – University of Indiana

Study/Source	Youth/ Adult	Average Daily Spending (Overnight Party)	Average Daily Spending (Day Trip Party)
Small-scale event sport tourism: A case study in sustainable tourism (Gainesville FL; population 132,249)	Youth	\$245.85	\$219.90
Game On – The Impact of Youth Sports on a Regional Economy (Traverse City, MI; population 15,515)	Youth	\$380.17	N/A
Economic And Revenue Impacts Of Grand Park Sports Campus On The City Of Westfield, Indiana (population 39,493)	Youth/ Adult	\$553.50	\$166.05
Economic Analysis of Sports Tourism (Carson City, NV; population 54,745)	Youth	\$350.44	\$261.17
Minnesota Amateur Sports Commission	Youth	\$300.00	\$120.00
Small-scale event sport tourism: A case study in sustainable tourism (Gainesville FL; population 132,249)	Adult	\$191.68	\$154.21
Minnesota Amateur Sports Commission	Adult	\$240.00	\$120
Cottage Grove Economic Impact Study	Youth	\$250.00	\$150.00
Cottage Grove Economic Impact Study	Adult	\$200.00	\$100.00

Other Points to Consider

Many economic impact studies are criticized for overly optimistic estimates. This study has attempted to address these issues by utilizing conservative estimates, not attempting to quantify induced spending, and discussing some of the other common issues that can challenge the validity of a study. In general, where judgement calls were necessary or ranges were available, this study uses the most conservative numbers available.

Local vs. non-local spending

Non-local vs local spending is important to identify. Non-local spending is money that would not have been put into the local economy, without the tournament or game that brought them to the community. Local spending is more complicated. Arguments can be made that without the opportunity to play sports, those dollars would have been spent on some other activity in the community. While this is the case to some degree, opportunities to participate in sports are abundant in neighboring communities and it is more likely that those dollars would instead go

to Woodbury, Hastings, or other cities in the region. Because the extent of this phenomenon is debatable, this study separately identifies local and non-local spending.

Cottage Grove vs. Regional Spending

Just as local players could opt to play elsewhere, visitors may also choose to spend their money outside the city limits of Cottage Grove. In order to better reflect this reality, the study estimates capture rates for both hotel spending and other spending.

Hotels

A search of hotels in Cottage Grove returns two results inside the city limits, Country Inn and Suites and Wakota Inn and Suites. Together these hotels have 112 rooms. Based on a regional standard of 60% typical occupancy³ that means there are typically 45 rooms available on any given night in Cottage Grove. These rooms are typically priced between \$69 and \$115 per night with an average price of \$100 per night. This price point suggests that rooms are competitively priced and likely to be used by teams. This study uses a conservative estimate of 1 hotel room per party. This is likely understating the impact of tournaments on hotel rentals as some parties will require more than 1 hotel room.

Given that there are numerous hotels available in Woodbury, Eagan, Bloomington, and other surrounding communities within a 20 minute drive, this study estimates that Cottage Grove hotels will capture 50% of the hotel rooms demanded until they have reached 45 rooms.

Note: While teams may be responsible for renting more than 45 rooms, data suggests that they would be filling rooms that would otherwise be rented, and as such this study does not account for them bringing additional spending to the community.

Leakage

Environmental Systems Research Institute (ESRI) performs market research on communities to determine the leakage or surplus of spending in a community across different retail types. Based on the number of households, household size, and household income, ESRI estimates that there is demand for \$57,484,930 worth of spending at “food services and drinking places” but only realizes \$26,855,298 of that demand. Similarly there is projected demand for \$56,780,193 worth of spending at “gasoline stations” but only \$31,809,019 worth of that demand is realized in Cottage Grove.⁴ This means that given the options available in other communities, just under half of the money that could be spent at restaurants and gas stations in Cottage Grove is being spent in those other communities.

³ 2018 Second-Quarter National Hospitality Report – Marcus & Millichap

⁴ Esri 2017 Retail MarketPlace – ESRI and Infogroup

The opinion of this survey is that spending due to athletics is higher than this number as the leakage analysis reflects a large number of residents that commute to other communities for work, while athletics spending is more likely to be at the facility or nearby. That said, in order to present a conservative estimate, the study uses a 51% capture rate to reflect local leakage when calculating spending in Cottage Grove. The provision and/or growth of local shopping and accommodations will typically reduce leakage in a community as visitors are able to more readily purchase their goods and services nearest the athletic event. In particular, due to limited hotel options in Cottage Grove, the City is only capturing approximately 30% of the hotel room demand from athletic events. Teams are likely choosing to stay in neighboring communities once the local hotel(s) is full. With just one large hotel in the community, lodging can be filled to capacity quickly with one sports team, a local wedding or local business event booking. And sports teams will typically stay together in order to maintain their social circle during their travels. Thus, if there are not enough rooms for an entire team, the team will find another lodging option even if it means traveling further for accommodations.

Spending vs. Benefit

It is also important to recognize that this study is measuring spending and not necessarily benefit. Just because money is spent in a community does not mean the community is better off to the exact amount of money spent.

Going back to the Jones Family example: If Mr. Jones buys a hot dog from the concession stand for 3 dollars, it does not mean the concessionaire is now 3 dollars better off. In order to get that hot dog to Mr. Jones, the concessionaire may have to spend a dollar on the hot dog, bun, condiments, and napkin and another seventy five cents in wages for the person working the stand. In this example the concessionaire is really \$1.25 better off, even though they sold the hot dog for three dollars. (Indirect and induced spending suggests the supermarket that supplied the hot dogs and the person working the stand are also better off)

Just because the community sees \$7,577,000 in additional spending, it does not equate to an additional benefit of the exact same number for the community.

Findings

Tournament Spending

Overnight Spending

Overnight visiting parties are estimated to spend \$250 per night.

They are generating demand for 4,883 hotel nights, of which this study estimates 1,399 are being fulfilled in Cottage Grove. Based on an average Cottage Grove hotel rate of \$100.21 out of town. This is generating \$140,170 in hotel spending in Cottage Grove. An indirect multiplier of 1.2 suggests an additional \$28,034 of business-to-business spending.

Outside Daytime Spending

The average out of town guest party is estimated to spend \$100/night on lodging and \$150/day on other spending (food, gas, drinks, entertainment, souvenirs, etc.). Guest parties on day trips are estimated to spend the same \$150/day. Of that \$150, this study anticipates that 51.34% of that money will be spent within the City of Cottage Grove. Daytime spending by out of town guests is estimated at \$2,755,675. A multiplier of 1.2 suggests an additional \$551,135 of business-to-business indirect spending.

Resident Daytime Spending

Cottage Grove residents are anticipated to spend \$50 per day per party related to tournaments, generating an additional \$189,239 in direct spending and \$37,847 in indirect spending.

Season Spending

Spending per event during league games and seasons is greatly reduced as games are typically only an hour or two and do not generate the same needs as an all day tournament. That being said, there are an enormous amount of games that are played. There are an estimated 524,984 instances of someone watching or playing in a game in Cottage Grove each year. With an estimated spending of \$16.67 per game, per person (not party) league games are generating an estimated \$3,930,180 in local spending by residents and an additional \$561,933 in outsider guest spending. This has indirect effects of another \$898,423 in business-to-business spending in Cottage Grove.

Other Benefits of Athletics in a Community

In addition to the quantified benefits discussed above, there are a number of other positives to hosting athletics in the community. Some studies have quantified these, but for the purposes of this study, they are simply discussed as a narrative.

Induced Spending

While quantifying induced spending is a difficult and often subjective effort, it is still very real. Dollars spent in Cottage Grove will continue to benefit local business and government through taxes long after the initial time they are spent.

Additional Athletics Spending

While unquantified in this research, sports families are paying a large amount to sign up, outfit, and train their athletes. Reporting by Time suggests the youth sports industry does about \$15

billion per year and has grown 55% since 2010.⁵ This includes league fees, sports camps, equipment, and facility rentals in addition to money spent on traveling. When these dollars are spent in the community, other local businesses do well providing these goods and services to families.

Community Perceptions and Awareness

Bringing 55,000 people into the community each year is a valuable opportunity to market Cottage Grove to potential new residents. Proximity to parks is known to increase the value of homes,⁶ showing that people place a value on parks when deciding where to live. Using parks to show off the community to visitors (potential new residents) is a good way to build a City's reputation and brand. The City is competing with other communities and visitors remember the experiences they have, especially in community facilities such as schools and parks.

Health Outcomes

Training kids to be active can set them up for healthier lifestyles as adults. Denver completed a comprehensive study of the economic impacts of their park system on health costs and estimated that park users under 65 saved an average of \$351 per year and those over 65 saved \$702 per year.⁷ That is money that can be spent on other local goods and services. Although it is difficult to quantify, research regularly identifies access to natural environments as a lifestyle benefit both mentally, physically and socially.

Life Lessons for Citizens

Sports have many intangible benefits as well. When done well, sports can teach athletes important life lessons. Lifelong friendships can be forged on a field or a court at the same time players learn how to compete with everything they've got, win and lose with class, work as a team, and treat their opponents with respect. Just importantly, the intrinsic value of maintaining a healthy and diverse parks and recreation system offers residents the opportunity to lead happier and healthier lifestyles.

Conclusions

This report estimates about \$3.5 million in direct spending comes into the community from outside of Cottage Grove *every year* due to athletic events at public (City/School) facilities. Without facilities to host athletic events, it is estimated that up to \$4 million annually could be spent outside the community by local Cottage Grove families traveling elsewhere to participate in sports. These numbers represent a real and significant amount of money coming into and

⁵ <http://time.com/4913687/how-kids-sports-became-15-billion-industry/>

⁶ The Economic Impact of Proximity to Open Space on Single-Family Home Values in Washington County, Minnesota (2007)

⁷ The Economic Benefits of Denver's Park and Recreation System (2010)

staying in the community. While they are significant, this study suggests that the community's ability to capitalize on the economic impact of sports may be moderated by limited lodging and dining options.

The overall economic impacts from athletics in Cottage Grove are understandably not as strong as those communities that have made sports tourism a key economic development strategy. Those communities have invested heavily into mass facilities, complexes and infrastructure to host large-scale events that have much larger and more steady use. However, when comparing to similar suburban bedroom communities, Cottage Grove does well based on the strength of internal participation in athletic programming and makes efficient use of available facilities. The Cottage Grove Ice Arena is one of the largest in its state and is a shining example of a venue that is designed to host many large scale events throughout each season. However, building larger and more athletic facilities is not always a direct correlation to increased economic growth. Each community must weigh the costs and benefits of such investments. Simply stated, capital investment does not generate economic impact without robust event programming staff and/or volunteers. Without programming, facility owners are left with a glut of underutilized athletic space which are a drain operating labor and expenses.

Cottage Grove has exceptionally high turnout for athletics and it is clear that participation in sports is an important aspect in the lives of many Cottage Grove residents and families. Tournaments and games are important community events, not only for the civic pride that comes from the competition, but also as illustrated by the large number of volunteers who are giving their time and effort to make the community's investment in fields and facilities go even further. Additionally, athletics give the community a chance to promote itself to more than 55,000 people from outside the community each year; 55,000 people that may not otherwise have a reason to travel to Cottage Grove. The combination of a growing sports industry, favorable demographics, quality athletic facilities and a dedicated group of community members suggests that nurturing relationships between athletic programs, the City and local business is an effort that should benefit the community as a whole.



To: Parks, Recreation and Natural Resources Commission
From: Zac Dockter, Parks and Recreation Director
CC:
Date: April 27, 2026
Subject: June Meeting

Introduction/Background

For the June meeting, the Commission typically takes a bus tour of the parks or has a field meeting at a park. Staff is asking for guidance on the June meeting format. Below is a list of potential site visits if a tour is desired.

1. East Ravine Park Plan Sites (Vandenberg Lake, Ravara Trails future development/park)
2. Cedarhurst Mansion
3. Peterson Park/Military Trailhead
4. Oltman Park
5. Mississippi Dunes Park
6. Denzer Park
7. Woodridge Park Pickleball Courts

Staff Recommendation

Provide staff direction for June meeting.



To: Parks, Recreation and Natural Resources Commission
From: Zac Dockter, Parks and Recreation Director
Date: May 7, 2026
Subject: Vice Chair Position

Introduction/Background

Each year the Commission must appoint a Vice Chair. Nominations will be accepted at the meeting. If there is only one candidate, the Commission may appoint the position by unanimous vote. If multiple nominations are submitted, a silent ballot will be administered by the staff liaison.

Staff Recommendation

Appoint a Vice Chair for the Parks, Recreation and Natural Resources Commission.



To: Parks, Recreation and Natural Resources Commission
From: Zac Dockter, Parks and Recreation Director
CC:
Date: April 27, 2026
Subject: Action Updates

Introduction/Background

Staff will present on the following topics:

1. Denzer Park
2. Cottage Grove Trailway Corridor Habitat Restoration
3. Oltman Park
4. Mississippi Dunes Park
5. Peterson Park
6. Still Ponds Park

Staff Recommendation

Receive information.



To: Parks, Recreation and Natural Resources Commission
From: Jim Fohrman, Parks Superintendent
Date: May 2026
Subject: Park Maintenance Activity Update

Below are the projects for the Parks Maintenance division. The projects are either in the process of being completed or have been completed.

April

Fixed windscreen around town
Fencing on ballfields and courts
Install goal standards soccer/lacrosse
Inspect summer equipment
Drinking fountains put together
Paint fields
Tennis and pickleball nets installed
Irrigation
Ballfield prep and drag
Trash run
Shade structures Granada and Hamlet
Work on infields
Roll fields
Sunscreen Hamlet # 2
Playground inspections
Fertilize small parks
Install garbage cans
Remove turf on West rink 4/20
Ballfield dragging/grading
Arbor day planting 4/22
Replace basketball nets
Irrigation at community garden
6-month seasonal staff start
Paint fields
Lamar net installed
Dog Park Cleanup
Kayak trailer prep
Dirt work for stumps
Fertilizing
Irrigation start up
Install Paddle boat Highlands
Bolt down portable restrooms

Turn water on at dog park
Fountain at City Hall
Plows to old town

May

Playground mulch
Bocce ball court prep
Spring cleanup
Trash run
Paint fields
Irrigation
Seasonal Employee Training 5/11
Backflow inspections and repair
Rough cutting (prairie and dog park)
Ballfield maintenance
Spraying of parks
Drain tile at Oltman Park playground
Splash pad start up
Hearthside outfield fence
Woodridge basketball fence posts
Stump grinding Imperial to Hinton
Concrete pad at Lamar
Sod/seed at Woodridge
Oltman shelter rock
Rec softball tournament
Turf spraying
Landscape bed maintenance/weeding
Wash shelters
One Family event
Ballfield maintenance
Dirt day 5/19
Spray weeds in playgrounds
Kayak trailer install
Softball tournament prep
Annual planting



To:	Honorable Mayor and City Council Parks, Recreation and Natural Resources Commission
From:	Dennis Neitz, River Oaks General Manager
CC:	Zac Dockter, Parks and Recreation Director Jennifer Levitt, City Administrator
Date:	May 2, 2026
Subject:	River Oaks April 2026 Update

Introduction

Discover one of the Twin Cities’ most scenic and versatile destinations—where exceptional golf, unforgettable events, and elevated dining experiences come together.

Golf Like Never Before

River Oaks isn’t just a golf course, it’s an experience. Our breathtaking 18-hole layout winds through the Mississippi River Valley, offering stunning views and unmatched playability. Whether you’re here for a casual round, a competitive league, or a memorable tournament, you’ll enjoy a course consistently ranked among the best municipal courses in Minnesota. Add in our practice facilities and expert lessons, and River Oaks is the perfect place to elevate your game.

Celebrating in Style

Our practical Event Center is designed to make every occasion extraordinary. With space for up to 250 guests, customizable layouts, and panoramic views, River Oaks is the ideal setting for weddings, banquets, corporate meetings, and special celebrations. Our in-house culinary team crafts menus that impress, while our dedicated staff ensure every detail is flawless. From intimate gatherings to grand events, we make your vision a reality.

Dine & Unwind

The Eagles Bar & Grill is more than a restaurant; it’s a destination during the summer. Enjoy a full menu of chef-inspired dishes, and refreshing drinks in a warm, welcoming atmosphere. Step out onto our scenic patio and take in sweeping views of the golf course and Mississippi River Valley. Seasonal favorites start in May, as our patio is open for the season – weather permitting!

April Update

Golf Reporting

Update	2025	2026
April Revenue	\$200,464	\$169,650*

*Number not official

Golf Summary

Excitement is building for the 2026 season! Leagues, lessons, and season passes are already filling up, and our pro shop will be stocked with the latest merchandise. Mother nature has made us work a bit harder this Spring with the ups and downs of temperatures and the challenging ice damage that we had in areas of the course. We have invested time and money in making sure our product will be in excellent condition as soon as we get some warm weather. We received about \$27,000 earlier in our season passes, which is why we have reduced revenue in April.

Event Center - Eagles Bar & Grill Reporting

Update	2025	2026
April Revenue	\$77,902	\$67,948*

*Number not official

Event Center - Eagles Bar & Grill Summary

We're thrilled to kick off the season with the return of patio season and a refreshed menu for the summer golf season. With a new look patio, we are excited about the upcoming season. And don't forget—May/June is packed with exciting Spring sports events, making River Oaks the place to be all season long.

Maintenance - Summary

Our dedicated golf course team has been hard at work completing our equipment, so it is prepped and ready—and we're thrilled to introduce **brand-new Yamaha golf carts** for a smoother, more enjoyable ride. Plus, we're clearing select areas to promote better turf health and maintain the pristine beauty you expect at River Oaks. Everything we do is focused on delivering the best golf experience in the Twin Cities!



To: Parks, Recreation and Natural Resources Commission
From: Jordan Hirman, Facility Services Manager
CC:
Date: May, 2026
Subject: Update on Ice Arena Activities

Below is an overview of Ice Arena Activities that are complete, projects/programs we are working on, and upcoming projects/programs:

COMPLETED PROJECTS/PROGRAMS

- Completed turf season with over \$18,000 in revenue.
- Removed turf on 4/20 to prep for ice install.
- West Rink ice install and ready to use on 5/1
- Scheduled 6 summer tournaments.
- Spring Skating Lessons with 134 participants.
- Worked with Sherwin Williams to identify all paint colors within the rink to have them on file.
- Along with Recreation, hosted Egg Hunt with 407 participants, Inflatable Funfest with 182 participants and Mini Golf event with 24 teams of 6 people each.
- Implemented credit card machines on both Pepsi machines and both candy vending machines.
- Painting of West Rink locker rooms.

CURRENT PROJECTS/PROGRAMS

- Removal of CG Logistics and South Rink ice through May.
- Working with CGHA and High School programs to schedule 2026/2027 ice time.
- Marketing Summer Skating Lessons.
- Scheduling City programs for the Fall and Winter.
- Working with past customers to book Fall ice time.
- Painting of South Rink inside main walls and locker rooms.
- Prepping for 2026 Ice Show scheduled for May 16th.
- Researching ways to freshen up Cosmic Skate lighting on the South Rink.

UPCOMING PROJECTS/PROGRAMS

- 2025 Cottage Grove Ice Show "Enchanted Toy Box" May 16th.
- Spring turf rentals.
- Removal of CG Logistics and South Rink scheduled for May 1st.
- Install CG Logistics and South Rink the weeks of June 1-14th.
- Painting of main lobby and CG Logistics locker rooms.
- Maintenance: clean rink glass/boards, wash bleachers and locker rooms, compressor maintenance, resurfacers maintenance, ice maintenance, miscellaneous lighting replacement.

If you have any questions, please feel free to call us at 651-458-3400.



COTTAGE GROVE CITY COUNCIL
12800 RAVINE PARKWAY SOUTH
COTTAGE GROVE, MINNESOTA 55016
COUNCIL CHAMBER - 7:00 PM

May 6, 2026

- 1 Call to Order
- 2 Pledge of Allegiance
- 3 Roll Call
- 4 Open Forum
- 5 Adoption of Agenda
- 6 Presentations
 - A National Public Works Week Proclamation
Staff Recommendation: Proclaim May 17-23, 2026, as National Public Works Week.
 - B National Police Week and Peace Officers' Memorial Day Proclamation
Staff Recommendation: Proclaim National Police Week (May 10-16, 2026) and Peace Officers' Memorial Day (May 15, 2026).
 - C EMS Week Proclamation
Staff Recommendation: Proclaim May 17-23, 2026, as Emergency Medical Services Week.
 - D Military Appreciation Month Proclamation
Staff Recommendation: Proclaim May 2026 as Military Appreciation Month.
 - E Building Safety Month Proclamation
Staff Recommendation: Proclaim May 2026 as Building Safety Month.
 - F Asian American and Pacific Islander Heritage Month Proclamation
Staff Recommendation: Proclaim May 2026 as Asian American and Pacific Islander Heritage Month.
 - G Mental Health Awareness Month Proclamation
Staff Recommendation: Proclaim May 2026 as Mental Health Awareness Month.
 - H ALS Awareness Month Proclamation
Staff Recommendation: Proclaim May 2026 as ALS Awareness Month.
- 7 Consent Agenda
 - A City Council Regular Meeting Minutes (2026-03-18)
Staff Recommendation: Approve the March 18, 2026, Meeting Minutes.
 - B City Council Regular Meeting Minutes (2026-04-01)
Staff Recommendation: Approve the April 1, 2026, City Council Regular Meeting Minutes.
 - C City Council Regular Meeting Minutes (2026-04-15)
Staff Recommendation: Approve the April 15, 2026, City Council Regular Meeting Minutes.

- D Planning Commission Meeting Minutes (2026-03-23)
Staff Recommendation: Accept and place on file the minutes from the March 23, 2026, Planning Commission Meeting.
- E Economic Development Authority Meeting Minutes (2025-12-02)
Staff Recommendation: Approve the December 2, 2025, Economic Development Authority Meeting Minutes.
- F Economic Development Authority Meeting Minutes (2026-01-13)
Staff Recommendation: Approve the January 13, 2026, Economic Development Authority Meeting Minutes.
- G Temporary Gambling License — Cottage Grove Lions Club
Staff Recommendation: Authorize issuance of a single-occasion gambling permit to Pamela Tobritzhofer on behalf of the Cottage Grove Lions Club to conduct a raffle on September 15, 2026, at Carbone's Pizza (7155 Jorgensen Lane South).
- H Temporary Liquor License - Cottage Grove Lions Club
Staff Recommendation: Authorize issuance of a temporary intoxicating liquor license to Kaitlyn Tobritzhofer on behalf of the Cottage Grove Lions Club on June 18 - 20, 2026, at Kingston Park (9195 75th Street South).
- I Temporary Liquor License - St Paul Park Lions Club
Staff Recommendation: Authorize issuance of a temporary intoxicating liquor license to Zac Dockter on behalf of the St Paul Park/Newport Lions Club on June 19 - 20, 2026, at Kingston Park (9195 75th Street South).
- J Liquor and Tobacco License — Grove Liquor
Staff Recommendation: Approve the Off-Sale Liquor and Tobacco License applications for Allison Terese Penman, Grove Liquor, located at 7155 Jorgensen Lane S, Suite 150, Cottage Grove, Minnesota.
- K Rental License Approvals
Staff Recommendation: Approve the issuance of rental licenses to the properties listed in the attached table.
- L Package & Workers Compensation Policies Renewal
Staff Recommendation: Authorize the purchase of workers compensation insurance from the League of Minnesota Cities Insurance Trust (LMCIT) in the amount of \$554,131, which includes our experience modifier, a premium discount, and a \$25,000 per occurrence medical deductible.
- M Tort Liability Limits
Staff Recommendation: It is recommended that the City not waive the tort cap liability limits.
- N Call for Public Hearing pertaining to Conduit Debt Host Approvals
Staff Recommendation: Adopt resolution 2026-068 calling for a public hearing.
- O Regions EMS Medical Direction Agreement
Staff Recommendation: Approve and sign the Regions EMS Medical Direction Agreement.
- P Authorization to sell tender
Staff Recommendation: Authorize the sale of a 1996 Volvo tender.
- Q Hohenstein's — Lower Potency Hemp Edible Warehouse/Wholesale
Staff Recommendation: Adopt Resolution 2026-074 approving the Conditional Use Permit for a Lower Potency Hemp Edible Warehouse and Wholesale operation at 8301 95th Street South.
- R 10200 Kimbro Circle Accessory Structure Addition – Variance
Staff Recommendation: Adopt Resolution 2026-075 approving the variance request for an accessory structure addition within the required 20-foot side yard setback and within the front yard at 10200 Kimbro Circle South.
- S Cintas Settlement Acceptance
Staff Recommendation: Approve the Cintas settlement checks in the amount of \$2,303.17.
- T City Hall Front Desk Security Remodel - Change Orders 1, 2, 3, and 4
Staff Recommendation: Approve Change Orders 1, 2, 3, and 4 in the amount of \$4,011 for the City Hall Front

Desk Security Remodel project, increasing the contract amount for RAK Construction from \$96,955 to \$100,966.

- U Safe Streets and Roads for All (SS4A) – Approve Grant Agreement
Staff Recommendation: Approve the grant agreement, authorizing the City to utilize funding from the Safe Streets and Roads for All (SS4A) Grant Program, and authorizing the City Engineer to execute all necessary documents to implement these actions.
- V Utility and Engineering Building and Low Zone Water Treatment Plant Lawn Care Services Quote Award & Amendment
Staff Recommendation: Approve resolution number 2026-069 awarding the quote for lawn care services at the Utility and Engineering Building and Low Zone Water Treatment Plant for \$17,767.68 with Valdes Lawn Care and Snow Removal, LLC with a 4% increase each year. Approve the First Amendment to the Public Facility Outdoor Maintenance Agreement with Valdes Lawn Care and Snow Removal, LLC, through December 31, 2028.
- W Grey Cloud Island Drive Causeway Parking Lot Restrictions
Staff Recommendation: Adopt Resolution 2026-073 restricting parking in the Grey Cloud Island Drive Causeway Parking Lot from sunset to sunrise.
- X 2026 Joint Services Street Striping Project – Quote Award
Staff Recommendation: Adopt Resolution 2026-070 awarding the 2026 Joint Services Street Striping Project to the lowest accepted quote supplied by Sir Lines-A-Lot, LLC in the amount of \$79,407.20, and the appropriate officials are hereby authorized to sign all necessary documents to effectuate these actions.
- Y 2026 Joint Crack Sealing Project – Approve Plans and Specifications and Authorize Bidding
Staff Recommendation: Adopt Resolution 2026-071 approving the plans and specifications and authorizing bidding for the 2026 Joint Crack Sealing Project.
- Z 2026 South Washington Watershed District Coordinated Capital Improvement Program Contracts
Staff Recommendation: Staff recommends that the City Council accept the South Washington Watershed District (SWWD) Coordinated Capital Improvement Program (CCIP) Contracts for Ideal Avenue Manhole Refurbishment and Pond LP-3 Excavation projects up to a maximum of \$510,000.
- AA Joint Powers Agreement - Newport Water Supply
Staff Recommendation: Approve the Joint Powers Agreement with the City of Newport for interim water supply.
- BB Geneva Avenue Joint Powers Agreement with St. Paul Park
Staff Recommendation: Approve the Joint Powers Agreement with St. Paul Park for joint responsibilities of Geneva Avenue South.
- CC Cooperative Agreement Between the City of Cottage Grove and Washington County - 80th Street and County State Aid Highway 39
Staff Recommendation: Approve the Cooperative Agreement Between the City of Cottage Grove and Washington County for the Design and Construction of 80th Street and County State Aid Highway 39.
- DD 2026 Vegetation Establishment Inspections Service Agreement - Washington Conservation District and the City of Cottage Grove
Staff Recommendation: Approval of the 2026 Service Agreement between Washington Conservation District and the City of Cottage Grove: Vegetation Establishment Inspections.
- EE Oltman Middle School - Encroachment Agreement
Staff Recommendation: Approve the Encroachment Agreement for Northern States Power and Independent School District 833 for the placement of a gas line for Oltman Middle School located at 6625 Goodview Ave South, and appropriate officials are hereby authorized to sign the Encroachment Agreement to effectuate this action.

8 Approve Disbursements

- A Approve Disbursements
Staff Recommendation: Approve disbursements from 04-10-2026 through 04-30-2026 in the amount of \$6,049,723.71.
- 9 Public Hearings
- 10 Bid Awards
 - A 2026 Mill and Overlay Project - Bid Award
Staff Recommendation: Adopt Resolution 2026-072 awarding the 2026 Mill and Overlay project to McNamara Contracting, Inc. including the base bid and the three alternates for a total of \$1,836,706.16.
- 11 Regular Agenda
- 12 Council Comments and Requests
- 13 Workshops - Open to Public
 - A 2027 Budget Workshop
Staff Recommendation: Receive information regarding the 2027 budget and property tax levy and provide feedback to staff.
- 14 Workshops - Closed to Public
- 15 Adjournment



COTTAGE GROVE CITY COUNCIL
12800 RAVINE PARKWAY SOUTH
COTTAGE GROVE, MINNESOTA 55016
COUNCIL CHAMBER - 7:00 PM

April 15, 2026

- 1 Call to Order
- 2 Pledge of Allegiance
- 3 Roll Call
- 4 Open Forum
- 5 Adoption of Agenda
- 6 Presentations
 - A Spring Cleanup Presentation
Staff Recommendation: Receive the Public Works Spring Cleanup Event Presentation.
 - B Arbor Day Proclamation
Staff Recommendation: Proclaim April 24, 2026 as Arbor Day.
 - C National Work Zone Awareness Week Proclamation
Staff Recommendation: Proclaim April 20th to 24th, 2026 as National Work Zone Awareness Week.
 - D Drinking Water Week Proclamation
Staff Recommendation: Proclaim May 3rd to May 9th, 2026 as Drinking Water Week.
- 7 Consent Agenda
 - A Lower Potency Hemp Edible Retailer License - Top Ten
Staff Recommendation: Approve Top Ten Liquors located at 8617 East Point Douglas Road South, for a Low Potency Hemp Edible Retailer license.
 - B Cannabis Retail & Lower Potency Hemp Edible Retailer License - Astraeus Investment Group, LLC (DBA: High North)
Staff Recommendation: Approve the Cannabis Retail & Lower Potency Hemp Edible Retailer License to Astraeus Investment Group, LLC (DBA: High North) located at 8711 East Point Douglas Road, unit #108.
 - C Rental License Approvals
Staff Recommendation: Approve the issuance of rental licenses to the properties in the attached table.
 - D Donations received in the 1st Quarter 2026
Staff Recommendation: Approve Resolution, 2026-067, Accepting donations received in the 1st Quarter 2026.
 - E Accountant Position - 2026
Staff Recommendation: Authorize the immediate recruitment and hiring of the accountant position in 2026.
 - F 2025 Ambulance Write-offs
Staff Recommendation: Approve Resolution 2026-054, Resolution authorizing write-offs of the Cottage Grove EMS accounts receivable in the amount of \$4,976,771.

- G Plan IT CIP Software
Staff Recommendation: Staff recommend approval of the Plan IT service agreement and subscription in the amount of \$10,750 in 2026.
- H Ordinance Amendments - Zoning, Public Ways, and Property Codes
Staff Recommendation: 1) Adopt Ordinance No. 1113 amending Title 11, Zoning Regulations, subject to minor modifications by the City Attorney. 2) Adopt Ordinance No. 1114 amending Title 7, Street, Driveway, and Parking Lot Construction, subject to minor modifications by the City Attorney.
- I Hamlet Park Sports Lighting
Staff Recommendation: Authorize purchase order to Musco Sports Lighting, LLC for Hamlet Park sports lighting package in the amount of \$178,000.
- J Electronic Building Access Controls Woodridge and Peter Thompson Parks
Staff Recommendation: Approve the work proposals from Pro-Tec Design, with work to begin and conclude in 2026 for a total of \$69,745.
- K 2026 Tree Planting Contract - Standard Replacement
Staff Recommendation: Adopt resolution 2026-064 awarding the 2026 Tree Planting Contract to Wilson's Nursery in the amount of \$45,340 for the material and labor to install 105 boulevard trees and authorize the service agreement between Wilson's Nursery and the City of Cottage Grove.
- L Sale of Surplus Property
Staff Recommendation: Authorize Public Works to advertise and sell surplus property on Cranky Ape and/or MNBid.
- M Public Works Shop Remodel (Change Order #3)
Staff Recommendation: Approve Change Order #3 in the amount of \$4,133.87 for the Public Works Facility Mechanics Shop Remodel project, increasing the contract amount from \$301,457.86 to \$305,591.73.
- N Utility and Engineering Building Solar Power Project
Staff Recommendation: Authorize resolution 2026-063, awarding the Utility and Engineering Building Solar Project to Solar Connection Inc. and authorize the service agreement between Solar Connection Inc. and the City of Cottage Grove.
- O Intermediate Zone Water Treatment Plant Fiber Design
Staff Recommendation: Approve the Agreement for Professional Services with Mi-Tech Services Inc. and appropriate officials are hereby authorized to sign all necessary documents to effectuate these actions.
- P Water Conservation Program
Staff Recommendation: It is recommended that the City Council approve the following items for the 2026 Water Conservation Program: 1) The Residential Smart Irrigation Controller Program Cooperative Agreement with SWWD; 2) The Water in Motion Work Order. 3) Ellis Irrigation – Agreement for Contractor Services. 4) Lawn Pride – Agreement for Contractor Services. 5) Expenditures from the Water Utility Fund of up to \$89,500 to supplement the SWWD contribution of \$10,500 for implementation of the 2026 Water Conservation Program.
- Q 2026 Televising and Cleaning of Sanitary & Storm Sewer Systems Project - Quote Award and Service Agreement
Staff Recommendation: Adopt Resolution 2026-066 awarding the 2026 Televising and Cleaning of Sanitary & Storm Sewer Systems project to the accepted quote supplied by Hydro-Vac, Inc. in the amount of \$33,447.55; the appropriate officials are hereby authorized to sign all necessary documents to effectuate these actions.
- R River Bend Preliminary and Final Plats
Staff Recommendation: Adopt Resolution 2026-056 approving the Preliminary and Final Plats for River Bend.
- S Intermediate Zone Water Treatment Plant Project – Change Order #2
Staff Recommendation: Approve Change Order #2 in the amount of \$144,153.00 for the Intermediate Zone Water Treatment Plant project, increasing the current contract amount from \$90,267,450.29 to \$90,411,603.29.

8 Approve Disbursements

A Approve Disbursements

Staff Recommendation: Approve disbursements from 03-27-2026 through 04-09-2026 in the amount of \$4,440,116.09.

9 Public Hearings

10 Bid Awards

A 2026 Pavement Management Project - Bid Award

Staff Recommendation: Adopt Resolution 2026-065 awarding the 2026 Pavement Management Project to McNamara Contracting for a total project cost of \$3,388,121.63.

11 Regular Agenda

12 Council Comments and Requests

13 Workshops - Open to Public

14 Workshops - Closed to Public

15 Adjournment



COTTAGE GROVE CITY COUNCIL
12800 RAVINE PARKWAY SOUTH
COTTAGE GROVE, MINNESOTA 55016
COUNCIL CHAMBER - 7:00 PM

April 1, 2026

- 1 Call to Order
- 2 Pledge of Allegiance
- 3 Roll Call
- 4 Open Forum
- 5 Adoption of Agenda
- 6 Presentations
 - A World Autism Month Proclamation
Staff Recommendation: Proclaim April 2026 as World Autism Month.
 - B National Volunteer Month Proclamation
Staff Recommendation: Proclaim April 2026 as National Volunteer Month.
- 7 Consent Agenda
 - A Public Services Commission Meeting Minutes (2025-11-17)
Staff Recommendation: Approve the November 17, 2025, Public Service Commission meeting minutes.
 - B Planning Commission Meeting Minutes (2026-02-23)
Staff Recommendation: Accept and place on file the minutes from the February 23, 2026, Planning Commission meeting.
 - C Rental License Approvals
Staff Recommendation: Approve the issuance of rental licenses to the addresses listed in the attached table.
 - D Massage Therapist & Business License (Sole Massage by Savannah, LLC)
Staff Recommendation: Authorize the issuance of a massage business license and massage therapist license to Savannah Marie Koenig at the new location of Oasis Chiropractic (7424 E Point Douglas Rd).
 - E Giza Inc. DBA Moon Soon Tobacco – Cannabis Lower-Potency Hemp Edible Business Registration
Staff Recommendation: Approve the Cannabis Lower-Potency Hemp Edible Business Registration for Giza Inc DBA Moon Soon Tobacco (7584 80th Street South, Suite #201).
 - F Six Remnant Defendants Opioid Settlement Agreement
Staff Recommendation: Approve Resolution 2026-048, and authorize the City Clerk to execute the Combined Subdivision Participation and Release Form with the Six Remnant Defendants Settlement Agreement and any related documentation.
 - G Receive Fund Balance of General Fund as of December 31, 2025
Staff Recommendation: Receive information on the General Fund as of December 31, 2025

- H 2025 and 2026 Budget Revisions
Staff Recommendation: 1) Adopt Resolution 2026-052, 2025 Budget Revisions. 2) Adopt Resolution 2026-053, 2026 Budget Revisions.
- I Intrastate Mutual Aid Cooperative Agreement
Staff Recommendation: 1) Approve the City of Cottage Grove's participation in the Minnesota Incident Command System (MNICS) Organization/Incident Management Team. 2) Approve the Intrastate Mutual Aid Cooperative Agreement between the Minnesota Department of Public Safety, Homeland Security and Emergency Management, and the City of Cottage Grove.
- J Approve 2025 and 2026 Interfund transfers and closing of funds
Staff Recommendation: 1) Approve Resolution 2026-051, approving 2025 interfund transfers and closing of funds. 2) Approve Resolution 2026-060, approving the 2026 interfund transfer.
- K Recreational Motor Vehicles Ordinance Amendment
Staff Recommendation: Approve Ordinance 1112, amending Title 6, Chapter 5 of the Cottage Grove city code relating to recreational motor vehicles.
- L UASI Competitive Grant Award Acceptance
Staff Recommendation: Adopt Resolution 2026-062 authorizing the acceptance of the FY2025 UASI Competitive Grant in the amount of \$60,000.
- M St. Paul Park Refinery Equipment Donation
Staff Recommendation: Accept and approve the donation of used rescue equipment from the Saint Paul Park Refinery Fire Department.
- N Military Trailhead Master Plan
Staff Recommendation: Approve the Military Trailhead Master Plan.
- O Peterson Park Playground Master Plan
Staff Recommendation: Approve Peterson Park Master Plan.
- P National Park Service Grant Application for a Paddler Launch
Staff Recommendation: Authorize staff to apply for the National Park's Mississippi National River and Recreation Area Grant for up to \$8,000.
- Q Stump Grinding Quote Award
Staff Recommendation: Authorize resolution 2026-049 awarding the 2026 City-Wide Stump Grinding Project to Anderson Stump Grinding & Restoration, in the amount of \$3.10 per inch and authorize the service agreement between Anderson Stump Grinding & Restoration and the City of Cottage Grove.
- R Concrete Maintenance Quote Award
Staff Recommendation: Authorize resolution 2026-050 awarding the Public Works Concrete Maintenance Quote Award to Frank Zamora's Concrete and authorize the service agreement between Frank Zamora's Concrete and the City of Cottage Grove.
- S 2026 Street Sweeping - Quote Award and Service Agreement
Staff Recommendation: Adopt Resolution 2026-057 awarding the 2026 Annual Spring City-Wide Street Sweeping Program to the low quote supplied by Mike McPhillips, Inc., in the amount of \$135.00 per hour.
- T Budget Increase for Garbage Truck & Purchase of Skid Attachment
Staff Recommendation: Approve the increased budget for the Parks Division garbage truck from \$165,000.00 to \$187,111.73 (within the Equipment Replacement Fund). Authorize the purchase of a 2026 Isuzu garbage truck from Koenig & Sons Equipment, Inc. in the amount of \$164,611.73 (which may vary slightly due to tax, title and license fees) and a Beekman Skidvac from Truman Welters in the amount of \$24,257.00 with funds used from trading in a jetter trailer (\$22,500) and the Stormwater budget (\$1,757).
- U East Point Douglas Road – No Parking Zone
Staff Recommendation: Adopt Resolution 2026-034 restricting parking along the south side and in the cul-de-sac on East Point Douglas Road South, west of Hardwood Avenue.

- V Denzer Park – Approve Plans and Specifications and Authorize Bidding
Staff Recommendation: Adopt Resolution 2026-058 approving the plans and specifications and authorizing bidding for the Denzer Park Project.
- W Still Ponds Natural Resources Management Plan
Staff Recommendation: Approve Still Ponds Park Natural Resources Management Plan.
- X Ravara Trails – Comprehensive Plan Amendment
Staff Recommendation: Adopt Resolution 2026-055 approving an amendment to the 2040 Comprehensive Plan to re-guide 9.3 acres from High Density Residential to Medium Density Residential and authorize staff to submit the amendment to the Metropolitan Council.
- Y Acting Public Safety Director and CLEO Appointment
Staff Recommendation: Effective April 2, 2026, appoint Brad Petersen as the Acting Public Safety Director and Chief Law Enforcement Officer.
- 8 Approve Disbursements
 - A Approve Disbursements
Staff Recommendation: Approve disbursements from 03-13-2026 through 03-26-2026 in the amount of \$2,476,473.99.
- 9 Public Hearings
- 10 Bid Awards
 - A 80th Street, East Point Douglas Road, and TH 61/80th Street Interchange Rehabilitation Project – Bid Award
Staff Recommendation: Adopt Resolution 2026-059 authorizing the City Administrator to award the contract for the 80th Street (TH 61 to Ideal Ave), East Point Douglas Road (80th Street South to Tee Intersection), and TH 61/80th Street Interchange Rehabilitation Project to Park Construction Company for a project cost of \$13,125,468.18 upon MnDOT Office of Civil Rights approval.
- 11 Regular Agenda
- 12 Council Comments and Requests
- 13 Workshops - Open to Public
- 14 Workshops - Closed to Public
 - A Performance Evaluation — Jennifer Levitt, City Administrator
Staff Recommendation: Close the meeting pursuant to MN Statute 13D.05 subd. (3)a to conduct a performance evaluation of City Administrator, Jennifer Levitt.
- 15 Adjournment



COTTAGE GROVE CITY COUNCIL
12800 RAVINE PARKWAY SOUTH
COTTAGE GROVE, MINNESOTA 55016
COUNCIL CHAMBER - 7:00 PM

March 18, 2026

- 1 Call to Order
- 2 Pledge of Allegiance
- 3 Roll Call
- 4 Open Forum
- 5 Adoption of Agenda
- 6 Presentations
 - A Exceptional Service Award - Detective Jeff Rydeen
Staff Recommendation: Present Exceptional Service Award to Detective Jeff Rydeen.
- 7 Consent Agenda
 - A City Council Regular Meeting Minutes (2026-02-18)
Staff Recommendation: Approve the February 18, 2026, City Council Regular Meeting Minutes.
 - B City Council Regular Meeting Minutes (2026-03-04)
Staff Recommendation: Approve the March 4, 2026, City Council Regular Meeting Minutes.
 - C Parks, Recreation, and Natural Resources Meeting Minutes (2026-02-09)
Staff Recommendation: Approve the February 9, 2026, Parks, Recreation and Natural Resources Meeting Minutes.
 - D Temporary Gambling Permit - Ladies Rock Off-Road Club
Staff Recommendation: Authorize issuance of a single-occasion gambling permit to Angela Stevens on behalf of the Ladies Rock Off-Road Club to conduct a raffle at Carbones on September 11, 2026, at 7 PM.
 - E Response to Open Forum - Allison Steenberg
Staff Recommendation: Receive a response letter to the open forum question from Allison Steenberg.
 - F Approval of Rental Licenses
Staff Recommendation: Approve the issuance of rental licenses to the addresses listed in the attached table.
 - G Labor Attorney Professional Services Agreement
Staff Recommendation: Approve the professional services agreement between the law firm of Madden Galanter Hansen and the City of Cottage Grove.
 - H Noteefy Software and Agreement
Staff Recommendation: Approve the Noteefy Master Agreement and purchase of the Noteefy SaaS solution in the amount of \$5,000 annually.
 - I Real Estate Equities LCDA Loan Agreement for Hadley Apartment Project
Staff Recommendation: Approve Resolution 2026-043 authorizing the Metropolitan Livable Communities Act Loan agreement for \$785,000, to be used for the Hadley Ridge Apartments project.

- J Professional Services Agreement with Kutak Rock LLP for EDA Legal Services
Staff Recommendation: Motion to approve the Professional Services Agreement with Kutak Rock LLP for EDA Legal Services
- K 2025 Convention and Visitors Bureau Annual Report
Staff Recommendation: Approve the 2025 Cottage Grove Convention and Visitors Bureau Annual Report.
- L Mississippi Dunes Fishing Pier Purchase
Staff Recommendation: Authorize purchase of Mississippi Dunes Park fishing pier from Hewitt Docks for \$37,428 and assembly and installation from Diddy's Docks for \$16,599.
- M Municipal State Aid Street Funds Advance Resolution - 80th Street Reconstruction Project
Staff Recommendation: Adopt resolution 2026-040 requesting Minnesota State Aid Streets Funds Advance.
- N BCA Master Joint Powers Agreement and Amendment
Staff Recommendation: Adopt Resolution 2026-042 approving the State of Minnesota Joint Powers Agreement and Court Services Amendment with the City of Cottage Grove on behalf of its City Attorney and Police Department.
- O Public Safety Distributed Antenna System (DAS) and Cellular Signal Booster System for the Low Zone Water Treatment Plant
Staff Recommendation: Approve the KonecUSA proposal in the amount of \$164,735 and authorize the installation of the Public Safety DAS and the cellular signal booster system at the Low Zone Water Treatment Plant.
- P Fee Table Amendments – Commercial Electrical Permit Review Fees, Water Meter Fees, and Finance Fees
*Staff Recommendation: Adopt Ordinance No. 1110 amending the City Fee Table for the following:
1) Commercial Electrical Review Fees 2) Large Water Meter Fees 3) Electronic Check Fees (eCheck)*
- Q Trash Container Storage – Ordinance Amendment
Staff Recommendation: Adopt Ordinance No. 1111 to amend City Code Titles 4-2-2, Definitions, and 4-2-11B(1)(a)(b), Container Storage Requirements, to allow trash containers to be stored along the side of the home or garage with no screening required.
- R Sale of Supplus Property
Staff Recommendation: Authorize Public Works to advertise and sell surplus property on Cranky Ape and or MNBid.
- S Rental Agreement with Tri State Bobcat for three Skid Steers
Staff Recommendation: Approve the three year rental agreement with Tri State Bobcat for three skid steers in the amount of \$138,240.
- T US Bank Encroachment Agreement
Staff Recommendation: Approve the US Bank Encroachment Agreement.
- U 2026 Mill & Overlay - Approve Plans & Specifications and Authorize Bidding
Staff Recommendation: Adopt Resolution 2026-041 approving the plans and specifications and authorizing bidding for the 2026 Mill and Overlay Improvements
- V MnDOT/City/County Agreement - 80th Street Reconstruction Project
Staff Recommendation: Adopt Resolution 2026-039 approving the State of Minnesota Department of Transportation, Washington County and City of Cottage Grove Cooperative Construction Agreement for the Trunk Highway 61 at 80th Street project.
- W Right-of-Way Permit Management Special Provisions and Control Policy
Staff Recommendation: Approve the Right-of-Way Permit Management Special Provisions and Control Policy.

- X American Water Infrastructure Act Support - Barr Engineering Agreement
Staff Recommendation: Approve the Professional Services Agreement with Barr Engineering Company in the amount of \$44,900.
- Y Response to Open Forum - Peggy Nelson
Staff Recommendation: Receive the Open Forum response from Public Safety.
- 8 Approve Disbursements
 - A Approve Disbursements
Staff Recommendation: Approve disbursements from 02-27-2026 through 03-12-2026 in the amount of \$1,866,506.66.
- 9 Public Hearings
- 10 Bid Awards
- 11 Regular Agenda
 - A Ravara Trails – Minor Subdivision, Zoning Amendment, Planned Unit Development and Preliminary Plat
Staff Recommendation: 1) Adopt Resolution 2026-046 approving a Minor Subdivision to split 3.77 acres and 24.06 acres from two existing parcels at 10052 80th Street and 10478 80th Street. 2) Adopt Ordinance No. 1108 approving the zoning amendment to change the zoning of 148.72 acres of land generally located east of Keats Avenue (CSAH 19), north of 77th Street and south of 70th Street, from AG-2, Agriculture, to R-4, Transitional Residential. 3) Adopt Resolution 2026-045 approving a Preliminary Plat and Planned Unit Development for a subdivision to be called Ravara Trails, which will consist of 269 single-family units and 306 townhome units.
 - B Talcott Glen - Rezoning and Preliminary Plat
Staff Recommendation: 1) Adopt Ordinance No. 1109 approving a Zoning Amendment to change the zoning of 69.5 acres of land generally located west of Hadley Avenue and 95th Street and east of Grey Cloud Trail, from AG-2, Agriculture, to R-4, Transitional Residential. 2) Adopt Resolution 2026-044 approving the Preliminary Plat for a residential subdivision to be called Talcott Glen, which will consist of 177 single-family homes.
 - C McHattie Landing - Preliminary Plat and Planned Unit Development
Staff Recommendation: Adopt Resolution 2026-047 approving the Preliminary Plat and Planned Unit Development for a subdivision to be called McHattie Landing, which will consist of 85 lots for single-family homes.
- 12 Council Comments and Requests
- 13 Workshops - Open to Public
 - A Police Annual Report and Use of Force Data Presentation
Staff Recommendation: Receive Cottage Grove Police's 2025 use of force and annual report presentation.
 - B MN Law Enforcement Support Office (MN-LESO) Participation
Staff Recommendation: Authorize Cottage Grove Public Safety to continue participating in the Minnesota Law Enforcement Support Office program and the State Plan of Operation (SPO).
 - C Recreational Vehicles
Staff Recommendation: Receive information and recommend that staff proceed with a Council item of proposed amendments to Ordinance Chapter 5, governing recreational vehicles, neighborhood electric vehicles, and micro-mobility devices, including electric-assisted bicycles.
- 14 Workshops - Closed to Public
- 15 Adjournment