

2017 MRPA
AWARD OF EXCELLENCE
APPLICATION
Category: Park & Facilities

ROSEVILLE PARKS & RECREATION
CEDARHOLM GOLF COURSE & COMMUNITY BUILDING:
From Aging Clubhouse to Welcoming Community Facility

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Roseville Parks & Recreation is proud to submit ***Cedarholm Golf Course & Community Building: From Aging Clubhouse to Welcoming Community Facility*** (*Cedarholm Community Building project*) for consideration in the Park & Facility category of the 2017 MRPA Award of Excellence.

What makes the ***Cedarholm Community Building project*** an Award of Excellence candidate?

- This project is unique & deserving because of its community driven nature that melded;
 - the direction & support of forward thinking decision makers,
 - the energy, passion & ambition of many who look to preserve local green space & a long-standing recreation amenities, and
 - an opportunity to fulfill community interests & bridge an operational gap.
- The Cedarholm Community Building project aligns with the seven identified selection criterion.
 - **Planning Process:** *A 360° planning process.*
 - Four years of Council, Commission & Community review, planning & evaluation
 - A full year of evaluation & visioning by the 27 member Advisory Team resulting in vetted recommendations being approved by Council.
 - Department-wide support of Council, Commission, Community & Committee efforts
 - **Funding Plan:** *Capitalized on a window of opportunity.*
 - Multiple funding sources
 - Supported & recommended by Roseville Finance Commission
 - Minimal tax support
 - **Level of Collaboration:** *Wide-reaching support, partnerships & contributions.*
 - Multiple City departments, community at-large, user groups, industry professionals, community, school district & county officials.
 - **Community Support:** *Support from all corners of the community.*
 - Roseville rallied to preserve community assets, protect its local green spaces & natural resources & invest in its future.
 - **Originality/design:** *A broad community, recreation perspective.*
 - Community leaders looked beyond current industry trends that have influenced municipal golf course operations & instead, embraced the opportunity to sustain community resources, bolster community facilities & acknowledge community interest & support.
 - **Evaluation Process:** *Multifaceted & ongoing.*
 - Evaluation tools documented the community support & interest, which warranted a Council response & resulted in a charge for staff to facilitate the process.
 - **Benefit/impact:** *Forward thinking, system gaps filled, opportunities provided.*
 - Added community amenity providing expanded community opportunities to gather & recreate.
 - Increased revenue opportunities in support of golf operations.
 - Preserved park & open space for future generations.
 - Supported long-standing recreation facility.

Planning Process:

It has been a long road of community engagement, planning & development, industry expertise, & local leadership that led to the authorization & realization of the ***Cedarholm Community Building project***. We are excited to take an aging golf course clubhouse & rebuild/repurpose the facility into a welcoming community building.

Project milestones include:

- **2014: City Council, Parks & Recreation Commission explore needs & considerations.**

Due to increased capital needs & the clubhouse facility becoming more functionally obsolete, the Roseville City Council (Council) & the Parks & Recreation Commission (Commission) began evaluating/considering Cedarholm Clubhouse needs. The Council directed Commissioners to work with staff to review current & future operations, as well as capital needs of the Golf Course & provide recommendations. During the Commission's review & evaluation of Cedarholm's operations & infrastructure conditions, discussions centered on whether it made sense to address capital needs by repairing, renovating or replacing the 55-year-old structure to meet current & future needs.

- **2015: Preliminary work, fact finding & project option development.**

A year-long, Commission led process ensued to evaluate facility operations, appraise facility conditions, analyze the local golf industry, engage the Finance Commission & create a preliminary vision for the future of the Golf Course site.

- April: Commission introduced to Cedarholm's 50-year history & reviewed current golf operations
- April & May: Commissioners toured Cedarholm site & continued expanded the discussion of past & current golf operations & financials
- June: Commission established a 3-member task force to lead the information gathering & information sharing process
- June: Joint City Council & Parks & Recreation Commission resulted in Council direction;
 - Gain a better understanding of what improvements are needed
 - Gain a better understanding of golf opportunities
 - Identify options & cost estimates
 - Work with the Finance Commission to explore financial considerations
- November: Joint City Council & Parks & Recreation Commission meeting
 - Commission addressed Council's June direction & arrived at four options for replacing/improving the Cedarholm Clubhouse.
 - Council requested the Parks & Recreation Commission engage the community to analyze the replacement of the Cedarholm Clubhouse & maintain Community green space to serve current golf needs & future community needs. The Council directed the commission to consider funding options for the replacement & report back with recommendations.
 - Following the November meeting, Commissioners worked with staff to develop an approach for engaging the community in discussion to evaluate the clubhouse & maintain community green space to serve current golf needs & future community needs.

- **2016: Community engagement, analysis & recommendations.**
 - January : Joint City Council & Parks & Recreation Commission meeting
 - Council unanimously approved Commission’s recommended engagement process for exploring all aspects of replacing the Clubhouse with a Community Building. The process recommended a 14-member Resident Advisory Team & a 6-month timeline to review, analyze, discuss, engage the community & make recommendations to the City Council.
 - March: An Advisory Team made up of Roseville Residents gathered to provide well-considered information & strategic advice to the Roseville Parks & Recreation Commission & City Council.
 - The original recommendation was a fourteen-person Advisory Team, however, due to a strong interest; all applicants were included in the active group. The Advisory Team met on nine, publicly noticed occasions.
 - Throughout the process, the Advisory Team met with local golf industry professionals, participated in-group exercises that encouraged creative, forward thinking & openly discussed needs, options & possibilities.
 - The Advisory Team meeting schedule followed a progression of golf operation themes to facilitate round-table discussions & formulate recommendations.
 - **March 17:** Cedarholm Background Information & History
 - **April 28:** Local Golf Industry Professionals Panel
 - **May 12:** Partnerships & Other Users: Current & Potential
 - **May 19:** Function& Uses: Current & Potential
 - **June 9:** Funding Options
 - **July 14:** Findings Discussion & Report Development
 - **August 1:** Sub-Committee Meeting: Review Preliminary Draft
 - **August 11:** Draft Report Review
 - **August 16:** Report Review & Community Open House/Presentation
 - September: Council accepted Advisory Team’s final report & recommendations;
 - Replace the clubhouse with a new community building
 - Use identified funding options to support the capital needs of the Community Building with minimal to no tax support
 - Plan for supporting infrastructure
 - October: Council approved design development & construction estimates contracted services
- **2017: Final Approvals & Construction.**
 - January – May: Design development & cost estimate work
 - June: Council Authorized Construction Bidding
 - September: Construction began



Funding Plan:

For the first 2-years (2014 & 15) the golf operation discussions & project planning was done without a financial plan or commitment. Community leaders were looking to base their decision on a complete operational analysis, industry & trend review, extensive community engagement & fully vetted funding options.

The approved funding plan was arrived upon after many tough conversations, thorough accounting & the collaborative efforts by Council, City Administration, Finance Director, Finance Commission, Advisory Team, Parks & Recreation Commission & Parks & Recreation Staff.

Funding for the \$2.9M project came together using a variety of funding options. The funding plan capitalized on a window of opportunity that provided funding from the following sources & required minimal tax support.

- Park Dedication Fees (40%)
- Street Infrastructure Funds (35%)
- Golf Course Fund Cash Reserve (10%)
- Parks & Recreation Renewal Program (10%)
- Community Partners (5%)

Collaborations:

It is widely agreed on that the ***Cedarholm Community Building*** would not have become a reality without collaborations, partnerships & significant volunteer involvement.

A fully invested community collaboration provided the foundation, leadership, expertise & support for the Cedarholm Community Building.

- **Foundation** of community leaders, residents & volunteers
 - City Council, Parks & Recreation Commission, Finance Commission, Roseville Area School District
 - Resident Advisory Team: 27 community members participated in 8 months of operation review, community engagement & recommendations
 - User Groups: Golfers, Historical Society, neighboring homeowners association
 - Community At-Large: Over 100 community members participated in 3 community engagement sessions
- **Leadership** from Roseville Parks & Recreation Commission, Advisory Team & Staff
 - Parks & Recreation Commissioners served in leadership capacity throughout the process with Parks & Recreation staff support
 - Advisory Team leaders championed the process & project through Council, Commission & Community presentations
- **Expertise** of Industry Professionals
 - The Cities of New Brighton, Golden Valley, Brooklyn Park & Minneapolis, along with Ramsey County shared a wealth of knowledge & valuable operational insight.
- **Support** from City of Roseville Colleagues
 - Public Works, Finance, Administration & Community Development professionals shared resources, expertise & efficiencies.

Community Support:

Roseville demonstrated its support for the **Cedarholm Community Building** throughout the four-year process. **Community members became engaged, stayed engaged & grew into involved advocates.**

The vision to go beyond replacing the “clubhouse” & instead, build a “community building” guided community support. This vision aligned with the core values & key directions outlined in the department master plan:

“A variety of parks & facilities exist to accommodate the recreation needs & program opportunities in Roseville’s parks & recreation system. Still, we might see changes as the system strives to accommodate new uses & users. Ultimately, a variety of facilities & wide range of programs will be needed to serve the community.”

During Advisory Team exercises, presentations & exploration it became obvious this was an opportunity to fill a community facility gap in the parks & recreation system, preserve green space & bolster a valued local amenity.

This project was destined for a heightened sense of ownership from the on-set, the community was involved in leadership capacities, engaged & informed, & recognized & supported. Beyond the extensive involvement throughout the planning process, our community supported the project with:

- financial contributions to upgrade amenities,
- professional expertise to enhance operations,
- inter-agency assistance maximize resources.

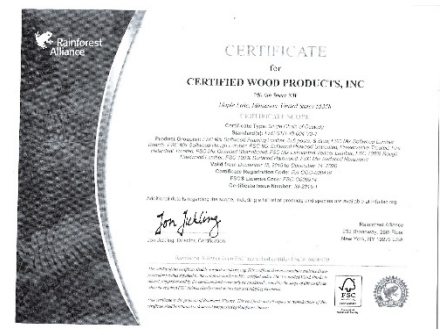
Originality/Design:

In general, replacing an aging facility may not be a unique or original concept. Nevertheless, the Cedarholm Community Building project brings characteristics, initiatives & opportunities that are original & unique to our community.

- A successful planning & development process was **initiated, led & championed by community members**.
- A focused initiative developed to **protect a community golf/recreation amenity** during a time when the industry trend is to repurpose these types of sites or contract services to others.
- The process & project challenged staff to **expand operations** & serve a broader clientele base.
- Volunteers moved the project concept from operations discussions & information sharing, industry analysis & project proposals with no funding plan, to **a fully funded project with minimal tax impact**.

The Cedarholm Community Building incorporated design considerations addressing environmental factors, architectural character & community interests.

- Roseville is committed to using green design when possible.
 - All wood for the project is from a Certified Lumber Provider. This means the wood is supplied by a responsibly managed forest. Responsible forest management involves;
 - Protecting fragile ecosystems
 - Respecting native cultures & economies
 - Preventing illegal logging



- Restricting clear-cutting (removal of all trees in a tract & pesticide use
- Monitoring the “chain of custody”, or ensuring the wood used in the project came from the forest that was certified
- One inch, tempered glass used throughout the building to support temperature control systems & protect the building integrity from golf balls.
- Parking lot incorporated permeable pavement to improve water quality as part of a sustainable effort.
- Complimentary architectural design blends into the surrounding “neighborhoodscape” & aligns with the over-all community style.
- Expanded community spaces provide a year-round gathering place for the greater community & not just the “golf” community.

Evaluation Method:

Like much of the earlier criteria, there are a variety of evaluation tools & methods used to gauge the success of the **Cedarholm Community Building** project.

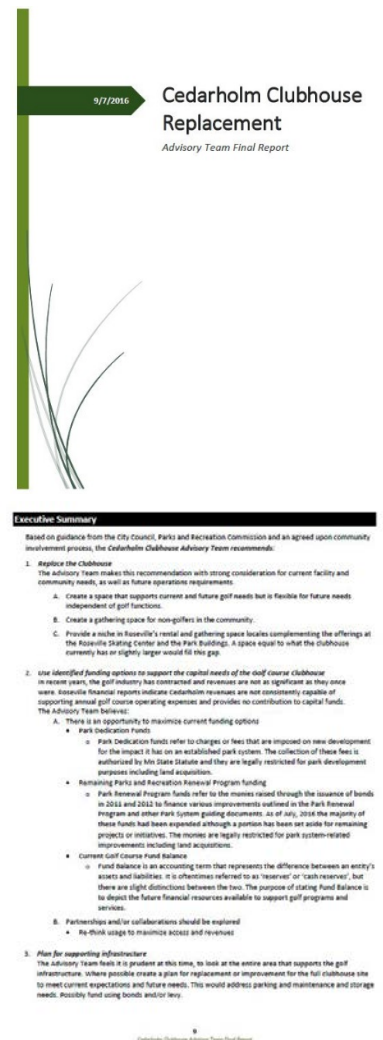
Community response & participation levels are the obvious starting points for summarizing evaluation methods. The Cedarholm Community Building project experienced steady growth in community involvement from the onset. Community engagement came in all durations, from those that were involved from start to finish (a more than 4-year commitment) to those that attended a single input session to learn about the project, provide feedback or share expertise.

Council, Commission & Administration recognition is a significant evaluation tool. Commissioners held leadership roles throughout the process & took ownership of providing consistent lines of communication with the Council & the Community. City Administration directed the resource package to support the project.

Commission & Advisory Team research & analysis paralleled meeting themes & reporting topics including industry trends & forecasts, operational practices & community aspirations. Evaluation of sizes, uses, conditions, costs, interest, opportunities all contributed to project development & approval.

Performance based review by the volunteer leadership team led to extensive financial, operational & community impact reporting. The performance review delved into the past 10-years of golf operations & projected performance expectation for a like futures cycle that includes expanded & complementary use. Performance findings equally contributed to the project development & approval.

Evaluation findings were documented in the Cedarholm Clubhouse Advisory Team Final Report. This report was accepted by the Roseville City Council & served as a significant tool in the overall process.



Benefit/Impact:

- Additional Parks & Recreation System amenity that aligns with Parks & Recreation Master Plan priorities.
 - Mid-sized (up to 150 guests) community room
- Increased community space & expanded food & beverage service symbolically rolls out the “welcome mat” to segments of the community who would not visit a golf based facility.
 - Added revenue stream from year-round rental facility and food & beverage service will supplement golf operations.
- Significant, non-tax based, investment secures the 22-acre green space as “parkland” for future generations.
 - Preserved a 50-year old community recreation legacy.
 - Design capitalized on picturesque vistas & the feeling on solitude even though the site is bordered by four major roadways.
- New recreation programming space provides additional opportunities for an already robust recreation division.
- Shining example for the power of a strong community voice. This was a project championed by many facets of the community, supported by parks & Recreation staff & fulfilled by government leaders.

