



October 29, 2010

City of Ann Arbor

Dear City of Ann Arbor;

We appreciate the opportunity to present you with a proposal for a public - private partnership that takes Huron Hills Golf Course in a new direction. As with any good partnership, this needs to be beneficial to the citizens of Ann Arbor and to Miles of Golf. We think it has the potential to be a great partnership.

If the City selects Miles of Golf for this undertaking, we will do everything possible to make it a success.

Respectfully,

A handwritten signature in cursive script that reads "Chris Mile".

Chris Mile

A handwritten signature in cursive script that reads "Doug Davis".

Doug Davis

A handwritten signature in cursive script that reads "Casey Baker".

Casey Baker

3113 Carpenter Road
Ypsilanti, Michigan 48197
734-973-9004



DEVELOPMENT AND DELIVERY OF RECREATIONAL GOLF
OPPORTUNITIES AT HURON HILLS GOLF COURSE

MILES OF GOLF PROPOSAL

October 29, 2010

RFP NO. 762

Miles of Golf
3113 Carpenter Road
Ypsilanti, MI 48197

Huron Hills Proposal

1. Proposal Statement. *Appendix A*

2. Project Description. *This section should provide a narrative summary description of the proposed design and development project. **Proposed uses, number and type programs, phasing, concept and building design objectives shall be addressed. This section should also provide an analysis of the impact of the project upon the community, including economic impact through commercial activities, traffic impacts, and other related facets.***

2.1. Overview. The future of Huron Hills Golf Course is a question that touches on important issues The City is facing. How can The City of Ann Arbor best balance “quality of life considerations” with “City finances”? Unlike other issues facing The City, if successful, this proposal can both add to the quality of life in Ann Arbor and help relieve some of the financial pressures on Huron Hills and on The City’s park system. If The City chooses to develop a private-public partnership with Miles of Golf, it has the potential of making Huron Hills, an underutilized golf course, into a successful, innovative, and spectacular golf facility, one that will add to the quality of life of our community and help with City finances.

Why is Miles of Golf interested in partnering with The City at Huron Hills? Miles of Golf has a long term lease on the property at its current location, and there is no immediate need for it to find a new location. For the long term, we consider the Huron Hills a site superior to our present location. There are two reasons for this: (1) We like the synergy of a golf course and our business. Currently we offer our customers golf instruction, practice, and equipment. The only thing we do not offer our customers is a place to play. (2) Generally a business like ours that requires a lot of land in a visible location is subject to getting priced out of the market. The land becomes too valuable for our use. A partnership with The City at Huron Hills would not be subject to these land value pressures.

Based upon the viability and growth of our current business, we feel there is solid evidence Huron Hills can become a spectacular golf center adding to the quality of life in Ann Arbor plus be a contributor to The City’s finances. To accomplish this, The City will most likely need to make an investment in the project. Since The City will continue to own the property, there is no collateral in the property for Miles of Golf to use to secure private financing. This proposal calls for Miles of Golf to completely cover the financing costs for The City’s investment plus additional monies to be paid to The City.

What are the risks to The City in this proposal? If Miles of Golf fails, The City will have a building and whatever remains on the debt. Why is it prudent for The City to consider this investment? The proposal assumes that Miles of Golf will move its present business located at Carpenter and Packard to the front 7 holes of Huron Hills. This is a business that has operated successfully in the Ann Arbor area for 15 years, has grown nearly three-fold in those 15 years, is financially very

strong, and has had its best two years ever in 2009-2010 during some of the worst economic conditions imaginable. In the 15 years we have been in business, we have never missed or been late on a lease payment or bank financing payment. We have every reason to believe this proposal can add to the quality of life in Ann Arbor, be a contributor to The City's finances, and be a prudent financial decision for The City.

We hope our proposal will allow the City to answer these questions:

1. Does The City want to give up 9 holes of a marginal City golf course for a golf center that has a golf practice facility, teaching academy, and golf shop and that will allow the remaining 9 holes to be financially self-sustaining?
2. Will this new golf center add to the quality of life of Ann Arbor?
3. If this proposal has the potential to raise money for The City and add to the quality of life of The City, is it prudent for The City to invest in this new direction for Huron Hills?
4. How will this new proposal affect the community and the pristine beauty of Huron Hills?*

** It has become clear that some residents who live near Huron Hills are concerned about unsightly high fences and lights associated with most driving ranges. Neither high perimeter fences nor range lights are being proposed for Huron Hills. See Section 2.6 Community Impact.

2.2. Proposed Uses. Miles of Golf's proposal for the Huron Hills Golf Course is twofold. The current 11 holes on the south side of the property would continue to operate as a golf course. The first 7 holes on the north side would be converted to a golf center very similar to the golf center Miles of Golf currently operates at Carpenter Rd. and Packard in Pittsfield Township.

Established in 1995, Miles of Golf consisted of three golf related businesses: a teaching academy (The Kendall Academy), a practice facility, and a retail shop. With the addition of the Huron Hills Golf Course, a golf course would be added to the business model. It has been our experience that the mix of golf instruction, practice, and retail works well together with each business segment contributing to the other. We have every reason to believe this synergy gives us the ability to make the Huron Hills Golf Course, albeit a 9 hole course, a viable golf course for the community to enjoy for many years to come.

Miles of Golf is recognized nationally as one of the best golf centers in the country. Our golf shop and practice facility have received the highest industry recognition for over 10 years straight. The teaching academy, the Kendall Academy of Golf, is the largest and most successful in the state. Our business has increased nearly three-fold since 1995. Despite the poor economy, we had a record year in 2009 and 2010 will be another record.

Miles of Golf and The Kendall Academy have a long history of helping grow the game of golf in the Ann Arbor community. The Miles of Golf practice facility is used by virtually every high

school golf team in the county. The University of Michigan men's and women's teams and the Eastern Michigan men's and women's teams all practice at Miles of Golf. (Recruits from both schools are taken on a tour of Miles of Golf to see our winter golf practice areas so these recruits know they can work on their games year around.) The Kendall Academy has produced some of the best junior golfers in the state and has offered golf schools and camps for junior golfers and beginners for many years. We currently provide the golf instruction for the Pittsfield Parks and Rec. and have been the site for The City of Ann Arbor's Intermediate Golf Schools. Miles of Golf sponsors The City's Golf Championships Series and is a sponsor of the Washtenaw Golf Association, the Adams Junior Tour, the Washtenaw Junior Tour, and the Golf Association of Michigan.

The Golf Course. We anticipate it would take 3-5 years for Miles of Golf to complete the move to Huron Hills. Prior to the move, the course would remain as an 18 hole course. The City has identified the market for the Huron Hills Golf Course as the (1) less serious, (2) beginner, (3) junior, and (4) senior golfers. We entirely agree with this assessment and would develop marketing and golf programs directed to this segment of the golfing population. See Section 9. Strategic Vision of Huron Hills.

Ultimately, the first 7 holes will be converted to the golf center. The remaining 11 holes will continue as a 9 hole golf course. There are several options for the two extra holes. One option would be to reconfigure the two holes into 3 practice holes. Another option would be to incorporate the two extra holes into the existing 9 holes.

Capital would be expended to improve the appearance and maintenance of the course and improve the motorized cart trails.

The Teaching Academy (Kendall Academy of Golf). The Kendall Academy teaches players of all levels from beginners to some of the best players in the state. The Academy is currently staffed with eight PGA and LPGA Professionals. These instructors work 12 months of the year from four all-weather teaching studios that are heated and protected from the elements yet allow players to hit balls out onto the range. The Academy has grown 5 fold since its inception. Because of this growth, the new facility would have an additional one or two new studios.

Academy students come from all over southeast Michigan and beyond. There are currently 1,630 students in the Academy who have taken lessons. They range in experience and talent from beginners to collegiate players and touring professionals. To understand the relationship instructors have with their students, there was a noteworthy article in Ann Arbor.Com about Henry Do, a Greenhills student and truly outstanding player, and Dave Kendall, the Director of the Kendall Academy. <http://www.milesogolf.com/blog/> Another instructor, Paul Haase, has done exceptional work with high school and collegiate women players. Every year he will have 30-40 players competing in the state high school championship. Still another instructor, Sandy

Wagner, is also the women's Eastern Michigan golf coach. She has a dedicated following of local women players who take lessons from her.

Appendix G. Golf Instruction Programs outlines the golf instruction that takes place at the Kendall Academy.

Practice Facility. The practice facility at Huron Hills would be very similar to the current Miles of Golf facility. Currently, there are 100 teeing areas, 34 of which are sheltered from the elements for year around use. The landing areas are irrigated and have target greens. The look and feel of the range is very similar to an actual golf course. This golf course" look and feel " is the current design of modern golf practice facilities. The current Miles of Golf facility has two practice putting greens and three chipping greens. The Huron Hills facility would have more of these short game areas for practice some of which would be dedicated to Kendall Academy and high school practice.

Because of the size of the Huron Hills site that will be used for the practice area, a careful analysis of the site indicates there is no need for perimeter netting. Netting is both costly to build and maintain and is unsightly. Some of the trees bordering Huron River Drive that were planted to protect automobiles from errant golf shots on hole #7 are unnecessary. There is no question that fewer, if any, golf balls will reach Huron River Drive from the practice area than currently reach it from hole #7. If residents along Huron River Drive would like these trees moved to provide a better view of the Huron River, this is certainly possible.

Because Ann Arbor is at the western end of the Eastern Time Zone, there is plenty of daylight during our prime season. There are some shoulder months when we do use lights and the current Miles of Golf range has minimal lighting. The current lighting is integrated into the structures, not on poles, and was in existence when Miles took over the facility in 1995. Lights on the range are not essential to our business and can be eliminated from the Huron Hills site. That said, there are new forms of unobtrusive lighting that are in-ground, not on poles. At some point in the future (not now) Miles of Golf would like the opportunity to investigate and present to The City and surrounding residents these new lighting options. The current budget for the range allocates no money for lights.

The location and beauty of a Huron Hills golf practice center should increase our business. We anticipate more lunch time usage from the staff at the U. of M. Hospital and the new North Campus Research Institute plus business from players at Leslie Park. Many of our most loyal customers live on the north-east side. At our current facility, we try to give it a park like appearance with flowers and well kept grounds. We absolutely appreciate the beauty of Huron Hills and know it is vitally important to our success and to our community, both golfers and non-golfers, that Huron Hills retains its beauty. Our goal is to make Huron Hills even more beautiful. See Section 2.6. Community Impact on Preserving and Enhancing the Beauty of Huron Hills.

The Golf Shop. As with the practice facility, the golf shop would be very similar in size to the golf shop on Carpenter Road. The current golf shop and administrative offices are 9,000 square feet. The current golf shop has three club-fitting studios that are integrated into the practice facility and the golf shop. These studios allow us to fit players for golf clubs. This service is unique to Miles of Golf in the Midwest and has been instrumental to the success of our golf shop. Miles of Golf is considered one of the three best club fitting shops in the country. Because of the continued growth of our club-fitting business, the Huron Hills shop would have an additional fitting studio. The size of the shop itself, would change little.

Our shop customers come from all over the Midwest including Canada and not just Ann Arbor or Southeast Michigan. It is not infrequent for us to pick up customers who fly into either Willow Run or the Ann Arbor airport. To golfers, we are a destination golf shop that gives travelers another reason to visit Ann Arbor.

Food and Beverage. Miles of Golf and Huron Hills Golf Course currently sell food and beverages. Food and beverage are an important aspect of staying competitive in the golf business. A facility that did not offer this would be at a disadvantage to its competitors. The ability to offer food and beverages, including alcoholic beverages, is part of this proposal.

Ancillary Uses. These are uses we would like to include in the proposal as possible activities to include at Huron Hills:

Winter Sports. Currently park users toboggan and cross country ski at Huron Hills. We want to continue to allow park users to use Huron Hills for these activities.

Community Gardens. The current first 7 holes that are the planned location for the golf practice facility is larger than necessary. There is approximately 7 acres that could be used for community gardens. Project Grow has been contacted and there is a definite interest in establishing a community garden on the site. There may be interest from other organizations like Food Gatherers and the schools, and these need to be pursued.

Integration with Gallop Park. There are certain activities and services at Huron Hills that have the potential of attracting Gallop Park users. There are so many Gallop Park users right next to Huron Hills and these park users need to be considered. Two services that come to mind are food and beverages and childcare. Attracting park users would help to improve these services. In the case of childcare, it may not be feasible without park users.

Other Grass Sports. We have made initial investigations of two sports played on grass similar to golf turf that could feasibly be added to Huron Hills. Depending upon the interest of the community, there is room for croquet and lawn bowling. In other parts of the country, these sports are especially popular with senior citizens.

2.3. Huron Hills Capital Investments. The following is a list of projects that would be required for Miles of Golf to move to Huron Hills. The proposed facility would be very similar in size to the existing Miles of Golf facility. One difference would be a lower profile for the buildings. The current facility has a two story teeing area that we are not happy with and would not be duplicated. We would be happy to arrange a visit for anyone interested in touring Miles of Golf. Call 973-9004 x702 and speak with Doug Davis.

Appendix I. Capital Expenditures has a general drawing of the new golf center at Huron Hills plus a detailed list of capital expenses.

Golf Shop/Teaching Academy/Club Testing. A building of approximately 11,000 square feet would be constructed on what is now the 2nd hole northeast of the present clubhouse.

Practice Facility. Approximately 21 acres east of the new golf shop needs modified irrigation, new practice tees, new practice greens and reseeding of the landing areas. Some of the practice tees will be covered and some will be used for the teaching and club-fitting studios. Brush on the northern perimeter of the property needs to be eliminated to provide views of the Huron River. Again note, there is no capital expenses allocated for perimeter fencing or range lights.

Golf Course. The present club house and maintenance garage need landscaping and general maintenance to improve their appearance. The goal for the landscaping is to make the maintenance garage disappear from view. Cart paths need to be constructed in certain parts of the course.

2.4. Economic Impact. There is little speculation on the economic impact numbers presented here since they are largely based upon Miles of Golf's current operations.

Employment. Miles of Golf (including the Kendall Academy) had combined payrolls of \$1,185,000 in 2010 and employed 34 people. With the addition of Huron Hills Golf Course, the payrolls would be \$1,279,000 and employment would be 44.

	Full time	Part time	total	Payroll \$
Kendall Academy*	6	2	8	
Practice Facility*	2	6	8	
Golf Shop*	9	9	18	
Golf Course**	2	8	10	
Total	19	25	44	\$1,279,000

*Actual 2010 employment

**Forecasted employment for golf course

Economic Multiplier. The combined sales of Miles of Golf, the Kendall Academy, and the Huron Hills Golf Course would be nearly \$4,700,000 and growing. A large part of this money would be spent locally. The proposal also calls for a \$3,250,000 construction project that would be a welcome project for the local construction industry.

2.5. Phasing.

Phase I. Huron Hills continues to operate as an 18 hole golf course. The current maintenance building and clubhouse receive landscaping and upgrades to improve appearance.

Phase II. Miles of Golf moves its golf center to the first 7 holes of Huron Hills and operates the golf course as a 9 hole course. The maintenance building and clubhouse remain.

Phase III. The maintenance building and clubhouse are removed. A new maintenance building is built north and west of the golf shop. A new golf course clubhouse is built on the golf course. Expanded food and beverage options are explored.

2.6. Community Impact.

Miles of Golf is a Local Business. Miles of Golf has only one location at Packard and Carpenter Road. There are three owners, all of whom live in the area. Two are life-long residents and the other has lived in the area for 25 years. They are deeply involved in the community and understand the community in a way that only locals know. They completely understand how important Huron Hills is to residents of the area and how important it is for its future and for The City that it becomes self-sustaining. They personally knew Herb Fowler and what he did for junior golf. Because they play the course they are familiar with the course layout and topography. They understand parents concerns about junior golfers crossing Huron River Parkway. They realize that some of the things they do at Huron Hills can add to the enjoyment of patrons of Gallop Park. They know that residents love to toboggan on the course in the winter. They personally know many of the people who play the course and live in the

neighborhood. If The City decides to enter a public-private partnership with Miles of Golf to operate Huron Hills, we will be a solid partner and contribute to the community.

Preserving and Enhancing the Beauty of Huron Hills. We appreciate the concern of the community to assure Huron Hills remains one of the most beautiful parts of The City. Our goal is to preserve and even improve that beauty.

Here are specific things we would do to improve the appearance of Huron Hills. We welcome other ideas.

1. Landscape the area around the maintenance building with trees. The goal is to make this building disappear from view.
2. Paint the maintenance building a more neutral color.
3. Landscape the current clubhouse.
4. Seek professional advice on improving the appearance of the current clubhouse.
5. Remove brush from the north side of the property to open up views of the Huron River.
6. Move spruce trees from the north side of Huron River Drive to open up views of the river. Note: This would be done only with the agreement of property owners south of Huron River Drive.
7. Any new construction would have a low profile and earth tones.

Customer Traffic. For this project to succeed more members of the community will need to use and enjoy Huron Hills. If you are a close neighbor to Huron Hills, you may feel this increase in usage is against your interest. If you are a golfer or just a citizen who feels he or she pays to subsidize Huron Hills, you will probably look favorably on the new things Huron Hills will have to offer and the fact that it will be self-sustaining.

Here is an estimate of daily customer traffic for peak and off-peak months:

	Peak	Off-Peak
Shop and Teaching Academy	180	30
Practice Facility	216	70
Golf Course	170	0
Total	566	100

Using the assumption of 1.5 people per vehicle, automobile traffic for the golf center and golf course would be 377 vehicles per day during the peak months and 67 vehicles during off-peak months. Of the peak count, 113 vehicles currently use the road for the golf course. The daily traffic count on Huron River Parkway is 28,702. The golf center would increase traffic on the Parkway less than 1 percent during the peak months and .2 percent (2 tenths) during the off-peak.

3. Project Schedule. *This section includes a project completion schedule including start and completion dates and other key dates as identified for action. The proposal must include the time period by which this project will be initiated and completed.*

As mentioned earlier, the project has three phases. Phase I involves transferring the operation of the Huron Hills Golf Course to Miles of Golf. Phase II involves moving the current Miles of Golf golf center to the area currently occupied by the 1st 7 holes of the golf course.

Phase I. Miles of Golf operates the Huron Hills Golf Course. This phase has seasonal timing constraints. Switching control of the golf course during prime season creates staffing issues that would need to be addressed in the concession agreement. It primarily concerns commitments made to the seasonal staff and the ability to form a new staff in the middle of a season. It would be preferable to not switch control once the golf season begins, but Miles of Golf will work with The City to determine if there is a way to handle these staffing issues if control were to switch during the golf season. The ideal situation would allow Miles of Golf a minimum of 60 days prior to the start of the season (March 1) to assemble a staff, obtain the necessary equipment to operate the course, and to complete operational and marketing planning.

Phase II. Miles of Golf moves its golf center to the first 7 holes of Huron Hills and operates the golf course as a 9 hole course. The timing of this move needs to be coordinated with the current owner of the property Miles of Golf leases. Miles of Golf has a relationship with this individual it values and does not want to create unnecessary economic hardship for him. It is Miles of Golf's assumption that as long as Miles of Golf takes over operation of the golf course as soon as feasibly possible, that is the biggest concern of The City. When we move the golf center is of less concern.

We anticipate the design, planning, and construction of the new golf center will take 15-18 months. Our financial analysis of the golf course indicates that there is little if any hardship operating the course as a 9 hole course during the construction period. The majority of rounds currently played are 9 hole rounds. We anticipate that any loss in revenue as a 9 hole course will be off-set by the reduced maintenance cost for a 9 hole course.

We anticipate Phase I and II will be complete in a 3-5 year time frame.

Phase III. The maintenance building and clubhouse are removed. A new maintenance building is built north and west of the golf shop. A new golf course clubhouse is built on the golf course. Expanded food and beverage options are explored.

Phase III is optional and would be subject to future negotiations between The City and Miles of Golf.

4. Staffing. *This section should identify the professionals who will provide the following component of the project: design/development team, construction/renovation, management and operations. Include the name of executive and professional personnel by skill and qualification that will be employed in the work. Identify where these personnel will be physically located during the time they are engaged in the work. Indicate which of these individuals you consider key to the successful completion of the project. Identify individuals who will do the work on this project by name and title. Resumes or qualification of proposed project personnel may be submitted as a appendix.*

Huron Hills Staffing: The management of the Huron Hills golf course would be part of the Miles of Golf Operations department that is run by one of the owners of Miles of Golf, Doug Davis (see background information below). Working under Mr. Davis would be a manager of the golf course maintenance and a manager of the course operation that would handle reservations, billing, food and beverage, cart operations, and course rangers. Instruction would be handled by the Kendall Academy. Marketing would be handled by Joe Kellersohn and Chris Mile who currently handle the marketing for Miles of Golf. Accounting would be handled by the Miles of Golf accounting staff and Rogow & Loney CPAs.

During Phase I when Miles of Golf would operate from two locations, it is important to note that the two facilities are 2.5 miles apart.

Construction Team: The design, development, and construction contractor are yet to be determined.

Existing Huron Hills Staff: Miles of Golf would welcome the opportunity to talk with the entire staff at Huron Hills including the two individuals mentioned in the RFP. Employment opportunities would be subject to Miles of Golf employment policy, wages, and benefits and consistent with the Living Wage Provisions.

Owners:

Chris Mile, President. Chris has been a resident of the Ann Arbor area for 25 years. He has an MBA in finance from Columbia University and has run numerous small businesses since 1975. For many years he was the golf coach for Greenhills School and is a member of the Ann Arbor Rotary Club. He is responsible for the overall administration of Miles of Golf and for marketing.

Doug Davis, Vice President – Golf Operations. Doug grew up in Ypsilanti, attended Ypsilanti H.S. and graduated from the University of Michigan. He was the captain of the UM golf team. Doug's responsibilities include the operation of the golf practice facility. He has been with Miles of Golf since its inception in 1995.

Casey Baker, Vice President – Golf Shop. Casey grew up in Ann Arbor and attended Pioneer H.S., Miami University, and Eastern Michigan. He is considered one of the best amateur players in the state recently winning 2 state titles. Casey is responsible for the golf shop operations, the largest division of our company. He has been with Miles of Golf since 1997.

5. Overview of the Organization and its Service. *This section should give a summary of the history of the business, including years of operation, locations, size, growth, services, and financial stability. Include information regarding any pending or recent lawsuits against the organization, its officers or employees. If the proposal is submitted by a lead organization on behalf of several partners, provide similar information for each partner.*

History of the Business. Miles of Golf purchased the golf business it currently operates at 3113 Carpenter Road, Ypsilanti (Pittsfield Township), MI. on October 1, 1995. This business leases the land it operates on from Mid Pine Golf LLC which is owned by Kyu Cho who resides in California. It originally operated as a golf practice facility and golf shop. In 1997, the golf instruction and training business was started. This function was contracted to Dave Kendall, the owner of the Kendall Academy. The business continues to have these 3 components: golf practice, golf retail, and golf instruction. All three businesses are profitable and contribute to the success of the other segments. All three businesses are recognized in the golf industry as leaders and innovators and have received the industry's highest awards.

The practice facility is one of few out-door facilities in Michigan that operates 12 months a year. It is the largest in the state. The Kendall Academy has 8 instructors and is the largest teaching academy in the state. The golf shop is the 3rd largest in the state and has sustained healthy growth in its 15 year history. It is the fastest growing golf shop in the state.

Total sales in the first full year of operation were approximately \$1.5 million. This year's sales will be approximately \$4.5 million. Our growth and profitability are accelerating even in these difficult times. Year to date growth is 13%. In its history, there have never been any lawsuits nor are there any pending lawsuits. The company is profitable, has a very strong balance sheet, and an excellent credit rating.

6. Professional Qualifications. *This section should include the full name and address of your organization or business and, if applicable, the branch office or other subordinate element that will perform, or assist in performing, the work hereunder. Indicate whether it operates as an individual, partnership, or corporation. If as a corporation, include whether it is qualified to do business. This information shall be provided for all organizations participating in the development of the property. If the proposal is submitted by a lead organization on behalf of several partners, list all key partners and their respective roles in the proposal. Identify the technical expertise, which make the organization qualified for this work.*

Name / Address:

Lake Country Distributing, Inc.
dba Miles of Golf
3113 Carpenter Road
Ypsilanti, MI 48197

Organization :

Lake Country Distributing, Inc. is a C-Corporation. Lake Country may form a wholly owned limited liability corporation to enter into an agreement with The City. Reference is made to the Kendall Academy of Golf. The Kendall Academy is an independent contractor that operates the teaching function at Miles of Golf. This is a long term relationship that goes back 14 years. It is assumed this relationship or a similar one with another academy would continue during the course of the agreement with The City. The Kendall Academy, as an independent contractor for Miles of Golf, is not a party to the agreement between The City of Ann Arbor and Lake Country Distributing, Inc. dba Miles of Golf.

- Lake Country Distributing, Inc. currently conducts business in the State of Michigan and is qualified to do so.
- Appendix D is a copy of the Board of Directors authority to respond to this RFP.

7. Financial Capability. *This section should provide a description to the financial capacity of the organization, including appropriate documentation. If available, provide access to 3 years of certified financial statements. Each respondent shall submit at least 2 financial references from banks or other financial institutions attesting to the respondent's financial capacity and ability to finance a project as proposed.*

See Appendix E. Financial References from KeyBank and Ann Arbor State Bank.

8. Proposal Financing. *This section should include a development budget and a 10 year pro forma (operating budget) analysis and other financial information for the proposal. The financial proposal must be submitted in a separate, sealed envelope. Included the anticipated time schedule to assemble needed financial commitments, types of financing expected, and letters of interest from banks or other sources if construction/renovation of existing recreational facilities is part of the proposal.*

Separate Document

9. Include any other information that you believe to be pertinent but not specifically asked for elsewhere.

Strategic Vision of Huron Hills. *The proposal must demonstrate how it will enhance and grow the game of golf and the long-term use of the site. Preference will be given to proposal that incorporate innovative marketing and community-based elements. Proposals should also consider the relationship of HHGC to Leslie Park and The City Park System and identify any potential beneficial elements to those relationships.*

Miles of Golf, since its inception, has had a mandate of “Helping golfers become better players and enjoy the game more”. We felt that if we can do this the success of the business will take care of itself. As a group we felt some things were important to us: (1) Customers get an honest and intelligent assessment of what we can do to help in their quest to become better golfers. (2) Every reasonable effort is made to assure a customer is satisfied with our products and services, (3) We do what we say we will do, (4) It is expected that the company, company employees, and customers treat each other with fairness, honesty, and respect, (5) We take pride in doing things right and being successful, and (6) Working as a team is important to us. We see no need to change our goals or culture to have a successful relationship with The City in the development of Huron Hills into a golf course and golf center the community can enjoy and take pride in.

Many of the activities we currently do at Miles of Golf to promote golf would just continue at Huron Hills. In addition to current programs, having a golf course allows us opportunities to add new programs. Fortunately, there are many programs to grow the game already in existence. There is no need to develop new programs but to wisely pick from what is already available.

On-Going Programs at Miles of Golf to Grow the Game.

1. *Kendall Academy Schools.* The Kendall Academy has beginner, junior, and intermediate schools. They also conduct summer camps for junior players. See Appendix G. Golf Instruction Programs.
2. *Play Golf America – Get Golf Ready.* This is a consortium of golf organizations that is at the center of programs for developing the game. Sponsors include the PGA, LPGA, and the USGA. It is here that you can find out about opportunities to learn the game. One of the most successful programs for people to learn the game is “Get Golf Ready”. The Kendall Academy currently offers this program.
3. *Sponsorships.* We budget over \$15,000 each year to promote these golf organizations:
 - Miles of Golf Ann Arbor Championship Series – Miles of Golf sponsors the Men’s, Ladies’, and Senior championships at Leslie Park.
 - Washtenaw Golf Association
 - Meijer Junior Tour

- Adams Junior Tour
 - Golf Association of Michigan
4. *High School Golf Discounts.* Because ours is an all weather facility, literally every high school boys and girls golf team uses Miles of Golf to practice. We help subsidize these programs offering them a 50% discount.
 5. *Kids Hit Free.* Miles of Golf offers a program that allows children to get a free bucket when accompanied by an adult customer.

New Programs to Grow the Game. These new opportunities become possible with a golf course.

1. *First Tee.* This is a highly respected program that is designed to not only help youngsters develop playing skills but also teaches nine core values: honesty, integrity, sportsmanship, respect, confidence, responsibility, perseverance, courtesy, and judgment. Many of these values are uniquely part of the game of golf. There are only four First Tee Chapter locations in Michigan, the nearest at Belle Isle in Detroit. Ann Arbor should at a minimum have an Affiliate relationship with the First Tee and should investigate becoming a Chapter.
2. *Play Golf America – PGA Family Courses.* This helps to promote courses that the entire family can play and assists a course in setting up tees for all ages.
3. *Play Golf America – Kids Play Free.* The City currently has its own program for this. We would continue the program in conjunction with Play Golf America.
4. *Golfer Networking –* Who you play golf with is more important than where you play. If you have playing partners you enjoy, you will play more. We feel it is important to develop programs that connect golfers.

Relationship Between Leslie Park and Huron Hills.

1. *Range Discount.* Having a golf center at Huron Hills, just a few miles from Leslie Park, offers Leslie players the opportunity to use a practice range prior to playing. Miles of Golf would offer these players a discount to use the practice facility
2. *Herb Fowler Junior Tournament.* In co-ordination with The City, Miles of Golf would like Huron Hills to continue to sponsor the Herb Fowler Junior Tournament.
3. *Equipment Sharing.* Currently, the two city courses share some seasonal maintenance equipment. We would like to speak with Leslie Park about continuing this arrangement
4. *Marketing Promotions.* Miles of Golf has in the past helped promote the golf programs at Leslie Park and Huron Hills. There are numerous opportunities to promote both courses. Miles of Golf has an email list of over 13,000 golfers available for these promotions.

10.References.

Financial References. See Appendix E.

Industry References. See Appendix F.

11. Financial Return to The City. *The proposal must demonstrate a financial benefit to The City taking into consideration golf operations, pro-shop operations, food and drink concessions, sale of merchandise, instructional programs, and off-season recreational activities. Preferences will be given to proposals that recognize and balance the financial and operational risks and rewards between The City and Respondent. The City desires a long-term sustainable operation. Preferences will be given to realistic assumptions toward achieving this end. Financial proposal must be submitted in a separate sealed envelope.*

Separate Document



APPENDIX A
PROPOSAL

10/22/10

City of Ann Arbor
Guy C. Larcom Municipal Building
Ann Arbor, Michigan 48197

Ladies and Gentlemen:

The undersigned declares that this Proposal is made in good faith, without fraud or collusion with any person or persons submitting a proposal on the same Contract; that the undersigned has carefully read and examined the "Request for Proposal" documents, including Information and Instructions, Scope of Project, Information Required, all Addenda (if any), and understands them. The undersigned declares that it is fully informed as to the nature of and the conditions relating to the terms of sale of the property. Further, the undersigned declares that it has extensive experience in successfully providing the development services required under the specifications of this Request for Proposal.

The undersigned acknowledges that it has not received or relied upon any representations or warrants of any nature whatsoever from the City of Ann Arbor, its agents or employees, and that the Proposal is based solely upon the undersigned's own independent business judgement. If the City accepts this Proposal and the undersigned fails to contract and furnish the required earnest money deposit and insurance documentation at the time of execution of the contract, then the undersigned shall be considered to have abandoned the Contract. In submitting this Proposal, it is understood that the right is reserved by the City to accept any Proposal, to reject and or all Proposals, to waive irregularities and/or informalities any any Proposal, and to make the award in any manner the City believes to be in its best interest.

Lake Country Distributing dba Miles of Golf
3113 Carpenter Road
Ypsilanti, MI 48197
10/22/10 734.973.9004
734.973.6546
miler@milesogolf.com

Authorized Signature: Chris Mile
Printed Name of Signer: CHRIS MILE
Title of Signer: PRESIDENT

* NOTE: If the PROPOSER is a corporation, the legal name of the corporation shall be set forth above together with the signature of authorized officer or agents. If PROPOSER is a partnership, the true name of the firm shall be set forth with the signature of the partners authorized to sign contracts on behalf of the partnership. If PROPOSER is an individual, his signature shall be placed above.

APPENDIX C

City of Ann Arbor

LIVING WAGE ORDINANCE
DECLARATION OF COMPLIANCE

The Ann Arbor Living Wage Ordinance (Section 1:811-1:821 of Chapter 23 of Title I of the Code) requires that employers providing services to the City or recipients of grants for financial assistance (in amounts greater than \$10,000 in a twelve-month period of time) pay their employees who are working on the City project or grant, a minimum level of compensation known as the Living Wage. This wage must be paid to the employees for the length of the contract/project.

Companies employing fewer than 5 persons and non-profits employing fewer than 10 persons are exempt from the Ordinance. If this exemption applies to your firm, please check below:

- This company is exempt due to the fact that we employ or contract with fewer than 5 individuals.
This non-profit agency is exempt due to the fact that we employ or contract with fewer than 10 employees.

The Ordinance requires that all contractors/vendors and/or grantees agree to the following terms:

- To pay each of its employees performing work on any covered contract or grant with the City, no less than the living wage, which is defined as \$11.71/hour when health care is provided, or no less than \$13.06/hour for those employers that do not provide health care. It is understood that the Living Wage will be adjusted upward each year on April 30, and covered employers will be required to pay the adjusted amount thereafter. The rates stated above include any adjustment for 2010.

Please check the boxes below which apply to your workforce:

Employees who are assigned to any covered City project or grant will be paid at or above the applicable living wage without health benefits Yes [checked] No

OR

Employees who are assigned to any covered City project or grant will be paid at or above the applicable living wage with health benefits Yes [checked] No

- To post a notice approved by the City regarding the Living Wage Ordinance in every work place or other location in which employees or other persons contracting for employment are working.
- To provide the City payroll records or other documentation as requested; and,
- To permit access to work sites to City representatives for the purposes of monitoring compliance, investigating complaints or non-compliance.

The undersigned authorized representative hereby obligates the contractor/vendor or grantee to the above stated conditions under penalty of perjury and violation of the Ordinance.

Miles of Golf
Company Name

3113 Carpenter Rd, Ypsilanti, MI 48197
Address City State Zip

Chris Mile
Signature of Authorized Representative

734-973-9004
Phone (area code)

CHRIS MILE, PRES
Type or Print Name and Title

miler@milesogolf.com
Email address

10/27/2010
Date signed

Questions about this form? Please contact:
Procurement Unit - Financial Services
734/794-6576 Fax: 734/994-1795

**CITY OF ANN ARBOR PROCUREMENT OFFICE
CONTRACT COMPLIANCE FORM**

Form #1

Entire Organization (Totals for All Locations where applicable)

Name of Company/Organization MILES OF GOLF Date Form Completed 10/28/2010

Name and Title of Person Completing this Form CHRIS MILE, PRES Name of President _____

Address 3113 CARPENTER RD YPSILANTI MI 48197 County US Phone # 734-973-9004
(Street address) (City) (State) (Zip) (Area Code)

Fax# 734-973-6546 Email Address milen@milesotgolf.com
(Area Code)

EMPLOYMENT DATA

Job Categories	Number of Employees (Report employees in only one category)												TOTAL COLUMNS A-M
	Male						Female						
	White	Black or African American	Asian	Hispanic or Latino	Native Hawaiian or Other Pacific Islander	American Indian or Alaska Native	White	Black or African American	Asian	Hispanic Latino	Native Hawaiian or Other Pacific Islander	American Indian or Alaskan Native	
A	B	C	D	F	G	H	I	J	K	L	M		
Exec/Sr. Level Officials Supervisors	3												
Professionals	6		1				1						
Technicians													
Sales	10						4						
Admin. Support	1						1						
Craftspeople													
Operatives													
Service Workers	4	3											
Laborers/Helper													
Apprentices													
Other													
TOTAL	24	3	1				6						
PREVIOUS YEAR TOTAL	25	2	1				6						

Questions about this form? Call 734/794-6576

Appendix D. Board of Directors Authority.

Special Meeting of the Board of Directors

October 27, 2010

The undersigned being the members of the Board of Directors of Lake Country Distributing, Inc hereby take the following action:

The management of the company, Chris Mile, Doug Davis, and Casey Baker are authorized to make a proposal and to negotiate with the City of Ann Arbor to operate Huron Hills Golf Course and move the golf business at 3113 Carpenter Rd., Ypsilanti, MI to the Huron Hills Golf Course in Ann Arbor.

October 27, 2010



Chris Mile



Doug Davis



Casey Baker



Ann Arbor State Bank
The Personal Bank

October 21, 2010

To Whom It May Concern:

This letter is to serve as reference as to the financial wherewithal of Lake Country Distributing, Inc., dba Miles of Golf.

I have known of their strength for several years, as I was their relationship manager when I worked at another bank. I have kept in contact with Chris Mile, and have seen recent financial statements as part of a proposal that was given to them.

The company is in a strong financial position. They had always made loan and rent payments on a timely manner, and all their accounts with the bank were handled as agreed. Ann Arbor State Bank made a proposal to Miles of Golf to provide financing in the high Six Figure range. Unfortunately for us, they decided to remain at their current bank. We would love to have them as a client.

Chris and his team are excellent business people and their reputation in the industry is strong. They have been rated as a top golf shop and driving range since their inception, and I would expect that to continue.

Please do not hesitate to contact me if you have any questions at 734-418-0589.

Jim Phelps
Vice President
Ann Arbor State Bank

Jennifer Ladley
Assistant Vice President
Business Banking



KeyBank
100 S. Main St.
Ann Arbor, MI 48105

October 27, 2010

City of Ann Arbor
100 North Fifth Avenue
Ann Arbor, Michigan 48107

Re: Huron Hills Golf Course Proposal

To whom it may concern:

This letter is to confirm that Lake Country Distributing, Inc. DBA Miles of Golf is well known to our Bank and has been a valued client since December 2004. All Accounts have been maintained in a satisfactory manner and are current and in good standing.

Currently, Lake Country Distributing, Inc has two deposit accounts with combined average balances in the low six figure range. Their total loan commitments with KeyBank are in the low seven figure range including a line of credit with moderate six figure availability.

I have reviewed their Huron Hills Golf Course Proposal and it appears to be financially viable. KeyBank would be interested in discussing \$250,000 of bank financing outlined in Phase II of their proposal.

Sincerely,

Jennifer Ladley
Assistant Vice President
KeyBank



Golf Association of Michigan

24116 Research Drive – Farmington Hills, MI 48335

Telephone: (248) 478-9242 Fax: (248) 478-5536

Internet: <http://www.gam.org>

October 27, 2010

City of Ann Arbor

To Whom It May Concern:

On behalf of the Golf Association of Michigan, it is my pleasure to provide a reference letter for the team at Miles of Golf and the Kendall Academy. The Golf Association of Michigan (GAM) has been serving golf in Michigan since 1919. We are the governing body for amateur golf and are authorized by the United States Golf Association (USGA) to administer its handicap system, course rating system as well as all qualifier tournaments in the state for the U.S. Open, U.S. Senior Open, and U.S. Amateur among others. Our mission is to promote, preserve and serve amateur golf in the state. Over the past 10 years, we have partnered with a range of corporations as sponsors to support their business objectives in exchange for their support to help the GAM fulfill its mission.

During the past five years, we have partnered with Miles of Golf and the Kendall Academy with a sponsor relationship. The leadership of Chris Mile, David Kendall and Doug Davis has been extraordinary as we have worked together to grow golf not only in the greater Ann Arbor area, but throughout the state of Michigan. These gentlemen are not only outstanding business partners; they are experts in their respective fields. They lead an extraordinarily talented team of professional and support staff who is truly dedicated to providing extraordinary customer service. They have figured out how to help golfers improve their enjoyment and participation in the game through improved golf skill development via custom training methods, the finest fitting equipment and methodologies in the country to best match a player's skills with the proper golf equipment, availability of the complete range of equipment, clothing and training devices for players of all levels and access to the best year round practice facilities that permit players to work on maintaining and improving their games via thoughtful practice. They have created an approach that focuses on the unique needs of golfers of all skill levels. As importantly, they have created a business culture in which superior customer service is truly the objective of all employees.

In partnering with Miles of Golf and the Kendall Academy, the GAM has been extremely fortunate to have the support of a partner that shares our vision which is to grow the game of golf by providing opportunities for more golfers to play more golf. In addition to their dedication to the game of golf, I have been impressed by the thoughtful manner that the senior leaders of this organization manage

their business. They carefully review their approach and insure that they have done their homework to insure that they consistently make good decisions to grow the game of golf and grow their business. With this background in mind, on behalf of the Golf Association of Michigan, I give a completely unqualified vote of support of the team at Miles of Golf and the Kendall Academy and their ability to pursue the proposed project at the Huron Hills Golf Course. I am certain that the City of Ann Arbor would be extremely fortunate to partner with Miles of Golf and the Kendall Academy to create a true win/win approach at Huron Hills.

Fairways & Greens,

David Graham

David Graham
Executive Director
Golf Association of Michigan

ACUSHNET COMPANY

10/28/10

To Whom It May Concern:

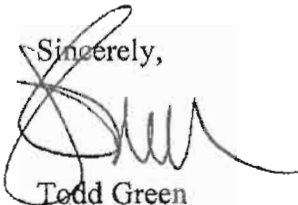
In my time working for the Acushnet Company, I have been fortunate to visit and work with many golf facilities across the country. During these travels, I have not found a facility as committed to the local golf community as Miles of Golf. Personally I have had the privilege to work closely with the staff at Miles of Golf for the last 10 years. Their commitment to custom club fitting and the golf business overall, is among the leaders in the industry.

We at Acushnet believe in Miles of Golfs' commitment to grow the game so strongly that we have partnered with the Golf Association of Michigan and Miles of Golf to promote the game across the state. The staff at Miles of Golf strives to help golfers play better and enjoy the game more and we at Acushnet value the same things.

While living in Ann Arbor, I was able to personally see the positive effects that Miles of Golf had on the Ann Arbor golfing community. Their commitment to junior golf and golfers of all levels, provides an environment conducive to growing the game. Huron Hills G.C. is a great resource for the city, especially for the junior and less experienced golfer and Miles of Golf would be a great partner and advocate for it in the future.

I can't state how strongly I feel that Miles of Golf would be a great partner for the City of Ann Arbor and would do an outstanding job at Huron Hills.

Sincerely,



Todd Green
Director of U.S. Sales – Titleist Golf Clubs
The Acushnet Company
2819 Loker Avenue East
Carlsbad, CA 92008

Titleist
2819 Loker Avenue East
Carlsbad, CA 92010

FOOTJOY
(760) 929-0377 phone
(760) 929-0374 fax



601 West Stadium Boulevard
Ann Arbor, Michigan 48103-5898
Telephone (734) 994-2120
FAX (734) 994-2198
<http://pioneer.aaps.k12.mi.us>

Michael D. White
Principal

ANN ARBOR PUBLIC SCHOOLS

ANN ARBOR ~ MICHIGAN

Pioneer High School students will be engaged as active and curious learners who embrace the rich diversity of the world around them in pursuit of productive and satisfying lives.
~ Mission Statement, 2007

10/24/10

To the City of Ann Arbor Staff,

When I learned of the proposal Miles of Golf submitted to relocate their retail and instructional facility to the Huron Hills Golf Course I was extremely excited. The reason for my excitement is simple. I have known the management staff of Chris Mile, Doug Davis and Casey Baker for over twenty years. During my association with this management team there seems to be one principal that has been consistent with their philosophy since they opened for business; that is to grow and promote the game of golf in every way possible. The assistance Miles of Golf has given all local golf coaches and instructors has become a contributing factor to the success we all enjoy.

I've been a golf coach at Pioneer High School since 1985. During this time I've developed a close working relationship with the staff that has managed the city owned golf courses. I believe I share a similar sentiment with other high school golf coaches in the area in my belief that both city owned golf courses are vital to the success of the future development of junior golf talent in Ann Arbor. Huron Hills in particular has been the location most coaches prefer for teaching beginning level players.

Miles of Golf has become one of the top one hundred golf retail facilities in the nation, but it has been their commitment to the instructional component that is a key factor in their success. Miles of Golf is a Michigan business, managed by local residents, committed to the development of the game of golf and ultimately to increasing the quality of life in Washtenaw County. If they were to assume management of the Huron Hills Golf Course I am confident they will develop one of the finest golf facilities in the state.

I would give my highest recommendation to Miles of Golf to manage and operate Huron Hills Golf Course.

Sincerely,

Steve Rodriguez
Teacher, Golf Coach Pioneer H.S.



1000 S. State Street, Ann Arbor, MI 48109

TO: The City of Ann Arbor

FROM: Andrew Sapp, Men's Golf Coach, University of Michigan
asapp@umich.edu 734-645-8686

DATE: October 27, 2010

RE: Miles of Golf and Huron Hills Golf Course

I would like to recommend that the City of Ann Arbor accept the proposal from Miles of Golf to join in partnership with them and Huron Hills.

I have been the head coach at Michigan for eight years and we have used Miles of Golf every winter for our practice. We also use their club fitting expertise and club repair center. I have gotten to know the owners and all of the staff at Miles of Golf and they are wonderful business people and great ambassadors for the game of golf. Along with the thousands of golf lessons that take place at their facility on Carpenter Rd, their golf shop is one of the finest in the country.

This proposal would be a great opportunity for Huron Hills Golf Course to benefit from the expertise of the Miles of Golf Staff as well as an opportunity for the people who practice at Miles of Golf to have a direct tie to playing at Huron Hills. This would be a great benefit to the golfing community and would also bring new golfers to Huron Hills.

Please take this as a reference to the quality of people who own and operate Miles of Golf. They would do a wonderful job in a partnership with Huron Hills and it would benefit the golfing community in Ann Arbor.

17. Appendix G. Golf Instruction Program

The Kendall Academy of golf is fully committed to growing the game of golf in Ann Arbor. The staff is comprised of PGA Teaching Professionals recognized by Golf Digest and their peers as the “Best Teachers in the State of Michigan.” We have multiple award winning Golf Professional with the ability of growing the game and generating new programs to fit the needs of the community. With the addition of a golf course and outstanding practice facilities our offerings can develop more players than ever. We are the experts in growing the game and player development programs. Below are examples of the offerings we can provide the community.

Juniors

After School program (beginner –intermediate level) all year

This program is for juniors 10 and up from 4-5:30 pm once a week for four weeks. We will cover fundamentals of Putting, chipping, pitching, bunkers and Full swing and on-course time each week as weather permits (practice holes). This class is for young golfers with some experience. 8-1 student teacher ratio, cost \$100

Beginner clinics

These programs are for kids 4 -7, 8-12 and 13-17 we will meet one hour for 6 weeks. We will cover fundamentals of putting, chipping, pitching, bunkers and full swing. A club will be given to the student to keep. Upon completion of course students will receive course information to sign up for league play at Huron Hills. The course will be set up by the Kendall Academy to better suit the student’s development (We will try to get a donation of tee markers by US Kids golf). Cost \$60 for all six weeks

Spring/Summer Golf camps- Advanced level

Five days of Instruction 8:30-5:30 p.m., Monday –Friday. 8:30-9am arrival and free practice time. (9:00-12:00 lessons on subject of the day with rules and etiquette. Brake for lunch, 12:30 to 4:00 on course, 4:00-5:00 open supervised practice. 5-5:30 pick up time

TPI Day camps Kids 5-12 years of age, will be for all children regardless of desire for golf. This camp is designed for development of functional movement patterns essential for all sports. We believe kids exposed to golf will continue to play. This program may reach more junior than a golf specific program. This camp will run for two hours daily through the summer. Cost TBD

Adults (Juniors welcome 13 years + in adult programs).

Beginner Level One

5-one hour lessons Covering, Orientation, Putting, Chipping, Pitching & Bunkers, and Full Swing and On-course. All classes will be conducted by a Kendall Academy Instructor. Cost \$100, 10 to 1 student teacher ratio.

Beginner Level Two

4-one hour lessons covering full swing analysis with Video. This class has a lower student teacher ratio. Each student will receive more personal instruction for their individual swing needs. Cost \$100, 6 to 1 student teacher ratio.

Beginner level Three-on course

This class will be an on course interactive lesson with golf staff of the Kendall Academy. The staff will go over the total golf experience, from arriving to the course, playing the course and finishing the round. Upon completion of this program, the player will be giving the opportunity to sign up into leagues and continue playing the game. Cost \$20, \$10 for students attending one class and \$0 for students attending Level 1 and 2.

Daily Clinics will provide any student assistance in one segment of the game. \$10 per student for an hour class covering one of the following, Putting, Chipping, Bunkers, Cure your slice, swinging for more distance and more.

League Play

League play will be coordinated by the PGA staff of the Kendall Academy. The Academy will do everything in is power to generate play in all course activities with new and past students. The price for leagues will be as low as possible to increase participation. **As league play increases, we will need to**

move some leagues into the Leslie Park facility at a price and time agreed. We see this facility as a feeder program to the city owned golf course.

Junior leagues and Tournaments will be split into 3 groups to start, as a player develops they may advance to the next group based on performance. Each student must have taken lessons or been a part of the beginner clinic series or pass a playing ability test to join a league. Rates are TBD we are expecting a \$5 per visit cost.

Senior leagues Will consist of On-course play and weekly tips to maintain distance by the Kendall Academy Staff. A fitness routine will be created for the group and players can visit the academy for individual training.

Women's League Will consist of on-course play supervised by the Kendall Academy Instructors. After play the ladies will be introduced to a fitness routine for their specific needs.

The Grand Mentors League, Is a program that will allow juniors to play golf with an adult from our other programs, Golf will be free for the adult and the juniors will pay a nominal fee. The mentors will be assigned a group that will be able to play on regular scheduled time and additional times though the week. This is a program that will get parents who do not play golf to allow the kids to be mentored by a local female golfer's. Grants could be available for equipment for the children by the PGA of America.

All programs will be actively promoted and supported by the PGA "Play Golf America" and "Get Golf Ready" initiative.

18. Appendix H. Marketing Programs.

Miles of Golf has a marketing budget of \$70,000 that is allocated to:

Radio – sports talk

Print – AA.com

Website – www.milesogolf.com

Promotions – four major promotions each year

Sponsorships – local and state golf organizations

Email – newsletter that goes to over 13,000 golfers

Social networking – facebook and twitter

If Miles of Golf operates Huron Hills, we have allocated an additional \$14,000 for marketing Huron Hills. We find our email list our most powerful marketing tool and securing Huron Hills customers email addresses would be a high priority. Even without this additional \$14,000 allocation, we would be capable of greatly increasing the awareness of Huron Hills with our present marketing program.

21. Appendix K. Environmental Stewardship at Miles of Golf

Miles of Golf is committed to being stewards of the environment and seeks ways to do this in various aspects of our operation. Here is a brief summary of opportunities Miles of Golf expects to be feasible at Huron Hills Golf Course.

Green Energy

Miles of Golf plans to explore different avenues for using green energy if any buildings are newly built or heavily renovated. Geothermal heating, solar, wind, and water power would also be examined on any new structures built, as well as on existing structures. Where possible, energy efficient appliances, lighting, or other equipment would be used.

Chemical Usage

Miles of Golf is committed to being environmentally responsible in all areas regarding pesticides and other chemicals. Chemical storage and sprayer fill areas would include proper containment equipment and enforced safe handling procedures. Green products are used wherever they are a viable option. Here are two examples. All club and ball washers at Miles of Golf use Simple Green soap exclusively. Simple Green is a product that is completely safe for the environment. Miles of Golf uses biodegradable hydraulic oil in our mowers to help protect the environment. We are experimenting with a new fungicide called 'Civitas'. 'Civitas' is a Certified Organic Product that is safe for the environment and for people. It may lower or replace the use of many other fungicides. 'Civitas' has performed very well so far in tests.

Irrigation

Efficient use of water is an important part of any successful golf operation and affects the environmental impact of the operation. Miles of Golf accomplishes this in four ways. First by efficient irrigation practices. This means not over watering, making use of hand watering, and the use of rain sensors to shut off irrigation automatically. Secondly, using irrigation heads that water a given area efficiently. Third, a design that waters where it is needed, and only where it is needed greatly reduces the amount of water used. Last of all, drought resistant grasses would be used everywhere possible when seeding areas. Specifically, turf type Tall Fescues require much less water and are much more hardy grasses than most.

Native Planting

A landscaping bed using only plants native to Michigan would be created. Native plants are often more healthy than foreign species. The use of native plants would be emphasized throughout the course. The planting bed would have plants labeled with placards. It would be a useful opportunity for local students to learn about our states native plant life.

International Audubon Society Cooperative Sanctuary Program for Golf Courses

This program seeks to enhance natural areas and wildlife habitats. It seeks to improve efficiency and minimize the potential for harmful impacts to the environment and course operations. Miles of Golf would correspond with the International Audubon Society in an attempt to become part of this program.

International Audubon Society Signature Program

This program assists in planning new developments. The designs focus on integration of new golf constructions and the environment. Miles of Golf would like to work with the International Audubon Society to gain an expert environmental perspective on any designs before they are implemented.