



EDINA
MINNESOTA



Reliable
Service



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City



Better
Together

City Council Retreat Agenda

April 28, 2026, 5:30 PM

South Metro Public Safety Training Facility, 7525
Braemar Blvd

Accessibility Support:

The City of Edina wants all residents to be comfortable being part of the public process. If you need assistance in the way of hearing amplification, an interpreter, large-print documents or something else, please call 952-927-8861 at least 72 hours in advance of the meeting.

1. Call to Order

2. Roll Call

3. Meeting Topics

- 3.1. Welcome & Retreat Protocols
- 3.2. Budget Work Plan Update
- 3.3. 2027 - 2032 CIP & 2027 Budget
- 3.4. Horizon Parks and Recreation Projects
- 3.5. City Manager Transition Update

4. Adjournment



Item Number: 3.1

Department: Administration

Item Activity: Information

Prepared By: Scott Neal, City Manager, Ari Lenz, Deputy City Manager

Item Title: Welcome & Retreat Protocols

Action Requested:

None, information only.

Information/Background:

Tonight's retreat is part of a continuation of conversations continuing throughout the year, tonight we will focus on two topics: the 2027 Budget Development and the City Manager Transition. The purpose of this session is to align on priorities, clarify expectations, and provide strategic direction to staff. We will treat tonight similar to a work session with the Mayor moderating with the extra assistance from the City Manager and Deputy City Manager. The agenda tonight is packed with content, so there may be times where items put in the "parking lot" or noted for longer discussion items at a future date.

This year is a capital year, where the City prioritizes the review and spends more time discussing the capital aspects of the budget. As a benefit of being a capital year, we have the previous year's operating budget projection (second year budget) to start from (in a operating year, we would start with capital). Staff will begin with presentations and key information, followed by time for discussion. Council Members and Executive Leadership Team Members are encouraged to engage in open, respectful dialogue, and build on one another's perspectives.

Later in the agenda, the retreat will shift to a discussion on the City Manager transition. The Council Committee (Council Member Pierce and Jackson) will provide an update on the RFP process, with Dave Unmacht summarizing the results of the feedback Council, ELT, Community and Staff provided in the surveys. Dave will then facilitate the conversation. City Manager Neal will excuse himself for that conversation.

Below is a projected timeline for the evening:

5:30 - Dinner will be served

6:00 - 6:15: Welcome and Retreat Protocols, Budget Work Plan Update

6:15 - 6:45: Staff Presentations

6:45 - 7:30: Discussion

7:30 - 7:45: Wrap up and summarize

7:45 - 8:00: Break

8:00 - 9:00: City Manager Transition

Supporting Documentation:

None



Item Number: 3.2

Department: Administration

Item Activity: Information

Prepared By: Ari Lenz, Deputy City Manager

Item Title: Budget Work Plan Update

Action Requested:

None, information only.

Information/Background:

The 2026–2027 Budget Work Plan was adopted by Council as part of the budget process. Staff recommend two minor changes to the [Budget Work Plan](#). The first is to add an item related to the City Manager transition. While Council and Staff are already engaged in this work, it is an important transition that should be formally included in the Budget Work Plan.

The second change is to combine the Fire Station 3 and City Hall/Police Department updates into a single item, "Municipal Campus." These projects are interconnected, have the same project teams, much of the work will be coordinated to ensure one project does not limit or impact the site or options for the other. It will be very challenging to separate contracts and project scopes. There are likely needs that both facilities have that may be better resolved from a stewardship perspective by considering both projects at once (HVAC, parking, etc). Combining the project would not limit the City from breaking the project into phases, if necessary.

Supporting Documentation:

None



Item Number: 3.3

Department: Finance

Item Activity: Discussion

Prepared By: Pa Thao, Finance Director

Item Title: 2027 – 2032 CIP & 2027 Budget

Action Requested:

None, discussion only.

Information/Background:

Timeline

The development of the annual budget is a multi-faceted project encompassing an almost year-round process and is guided by the city's strategic profile.

Historically, the council reviews the draft Capital Improvement Program (CIP) during a work session in late summer. They then approve the preliminary budget and levy in September. In December, another work session is held to review both the operating budget and CIP, finalize the CIP, and conclude with a public meeting and official council adoption in December.

In recent years additional budget work sessions were added to the budget calendar in response to the council's request to be engaged in the budget process early enough to provide guidance prior to final adoption night in December.

Departments completed their review of both the 2027 budget and the 2027–2031 Capital Improvement Plan (CIP) on March 31st. Following this, staff have been actively analyzing projects and updating long-term financial projections. These efforts are focused on maintaining the sustainability of the capital and enterprise funds connected to capital outlay projects.

The proposals resulting from these reviews will continue to be refined and evaluated prior to the council's assessment of the 2027–2031 CIP at the upcoming council retreat scheduled for June 23. Staff remain dedicated to ensuring that all proposed projects and financial plans align with long-term goals and fiscal responsibility.

As in previous years, directors and project managers have consistently reported rising costs for goods and services. While inflation has eased compared to the peaks experienced in the past couple of years, there is ongoing market uncertainty—particularly surrounding the possible effects of tariffs. Recent market trends are also contributing to cost pressures. Crude oil futures, for example, have been a significant inflation driver; increased fuel prices typically lead to higher shipping and transportation costs. Prices rose sharply from \$57 per barrel at year end 2025 to a peak of \$112 in April 2026. Additionally, the Personal Consumption Expenditures (PCE) Price Index remains elevated at 2.8%, indicating continued inflationary pressure across a broad range of consumer goods and services. These factors are being closely monitored as staff work to finalize the budget and CIP proposals.

2027 Budget Projections

Similar to capital projects, staff is anticipating that inflationary increases will also place pressure on the operating budget. During the development of the current 2026 budget, staff forecasted a 2027 levy increase of 9.82 percent. At the time, the projected increase included:

- New debt service addition for Fire Station 2, new filter room at the Edina Aquatic Center and the Vernon Ave & Highway 100 interchange
- Six new Paramedic/Firefighters
- 2050 Comprehensive Plan Updates
- Funding public safety partnership programs with Hennepin County, such as the Joint Community Police Partnership and the Police Department's embedded social worker program, that were previously funded with ARPA money.

For taxes payable in 2027, residential property owners will likely experience a smaller shift in the property tax burden compared to 2026. All property types saw overall valuation increases. The increases were 5.8 percent for commercial, 5.7 percent, for apartment and 3.6 percent for residential. Taxes are distributed based on tax capacity, and the tax capacity increases are 4.1 percent for residential, 1.9 percent for commercial and 4.7 percent for apartments. Staff is waiting for final tax rate calculations from Hennepin County to estimate what this impact may be for residential property owners. The tax rate information typically becomes available mid-summer.

State of the Facilities

The City's portfolio of facilities continues to experience growing levels of deferred maintenance as aging infrastructure, inflationary pressures, and increased service demands outpace available funding. In 2023, the City identified approximately \$46.2 million in deferred maintenance needs across all facilities. This figure increased to \$47.7 million in 2025 and is projected to rise significantly to \$72.9 million by 2027. The sharp escalation reflects both the cumulative impact of deferred reinvestment and rising costs associated with critical building system replacements.

With planned construction activities in 2026 through 2027 a portion of this deferred maintenance will fall off and current projects estimate the amount to be \$54.0 million by 2028.

Debt Service Levy Projections

As we look at debt service projections over the next five years, there is an opportunity for strategic planning to align funding needs with available resources:

- **Four existing debt service levies** will fall off within the next five years, creating flexibility to consider new bonding opportunities.
- **Citywide Roof:** Staff is proposing splitting this project up into two phases in 2028 and 2032.
- **Fire Station 3:** Site procurement is still pending for the Fire Station 3 (FS 3), plan is to acquire property remaining after Vernon bridge project adjacent to City Hall. Staff is proposing delaying project construction to 2030 due to the delay in site acquisition (assuming City Hall Site). Next steps include further site planning (see work plan item).
- **Police and City Hall Project:** Site procurement for Fire Station 3 is still not complete. Staff is proposing to delay the Police Department, and City Hall projects to 2030, with the first bond

payment occurring in 2031. This lines up with the proposed FS 3 project to minimize impact on the community and staff and maximize project potential.

- **Public Works:** Staff proposes delaying this project until 2031, with the first bond payment occurring in 2032.

Early Redemption of 2017C Bonds

A principal balance of \$2.81 million remains outstanding on the 2017C Refunding Bonds and is eligible for prepayment. The City is currently assessing whether to exercise its call option and prepay this remaining principal, which became eligible for early redemption as of February 1, 2026. Originally issued to refinance the 2009A Capital Improvement Plan Bonds at lower interest rates, the 2017C Refunding Bonds generated approximately \$1.4 million in savings over their remaining term. There are three annual payments left from 2027 through 2029, totaling \$2.93 million in scheduled principal and interest, with a levy requirement of \$3.08 million pursuant to statutory 105% levy rules.

Prepayment would eliminate up to \$123,527 in future interest expenses, remove levy obligations for 2027–2029, decrease administrative costs, and enhance the City's credit profile by reducing long-term liabilities. Should the City decide to proceed, the Council must pass a resolution authorizing early redemption and issue at least 30 days' notice to bondholders prior to the designated prepayment date.

Construction Fund Levy Projections

The levy dedicated towards the CIP has been reduced from the prior year's estimates to accommodate potential increases from the Fire Station 2 bond issuances. Departments are reviewing capital projects to find alternative funding solutions, analyzing useful lives of equipment, and deferring some projects that are not financially feasible. An in-depth review of the CIP will be done by the June work session, but as of now, the 2027 CIP levy will be brought back to prior year's actuals in consideration of deferred maintenance.

Tonight's agenda item is intended to provide high-level insight into the challenges and opportunities in developing both the 2027 budget and the 2027–2031 CIP. Staff would also appreciate the council's feedback on budget priorities, including but not limited to operations, programming and capital projects.

Lastly, the levy is impacted by the budget decisions made during the development process. Traditionally, the council would see the estimated preliminary levy at its study session in August, due to this being the second year in the budget cycle we have a better understanding of the operating budget this same process will not be possible next year. This retreat along with the retreat session in June are an opportunity for discussion about council's direction and desires, which then allows staff sufficient time to work on the preliminary budget before the August study session and preliminary levy approval in September.

Resources/Financial Impacts:

This is essential for the funding of the City's operation and capital projects.

Relationship to City Policies/Plans/Budget Pillars:

The budget details the key priorities of the City Council and the resources dedicated to achieve results for Edina residents utilizing strategic guidance from Vision Edina, the Comprehensive Plan, and the Capital Improvement Plan.



Strong Foundation



Reliable Service



Livable City



Better Together

Values Impact:



Engagement

We build meaningful connections and create spaces where everyone feels welcome, valued and has a sense of belonging.



Equity

We provide equitable opportunities for people to participate in the city government and access City institutions, facilities, and services.



Health

We use Health-in-All Policies to promote and protect the physical, mental, and social wellbeing of all people who live, work, or visit Edina.



Stewardship

We make wise investments that focus on the best long-term value for residents.



Sustainability

We ensure that our policies, decisions, and plans have a positive impact on people and the planet now and for future generations.

Supporting Documentation:

Documents marked with "Board Portal" do not meet [ADA Web Content Accessibility Guidelines \(URL\)](#) and are not included in the public packet. To request a board portal document, please [submit a data request \(URL\)](#).

1. Staff Presentation



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2027 – 2032 CIP & Budget Council Retreat

April 28, 2026

EdinaMN.gov

Agenda

- Welcome & Budget Work Plan Update
- Timeline
- State of the Facilities
- Update on select Horizon Park Projects
- Debt Service Levy Projections
- 2027 Budget Projections
- Discussion



Tentative Timeline

- Completed to date:
 - The 2026 Levy & Budget were approved on December 16, 2025.
 - Departments began reviewing the 2027 Budget and 2027–2031 CIP on February 24.
 - Council reviewed kickoff materials and State of the Utilities in March work session.
 - Departments submitted their budget and CIP materials on March 31
 - (Currently in Finance Review)
- Upcoming milestones:
 - Council retreats on April 28 and June 23 to establish direction and goals.
 - Council work sessions scheduled for August 18th, Sept. 15th, Oct. 20th, Nov. 17th, Dec. 1st, Dec. 15th to refine budget and CIP priorities.
 - Adoption of the 2027 Preliminary Levy on September 15.
 - Final adoption of the 2027 Levy, Budget, and 2027–2031 CIP on December 15th

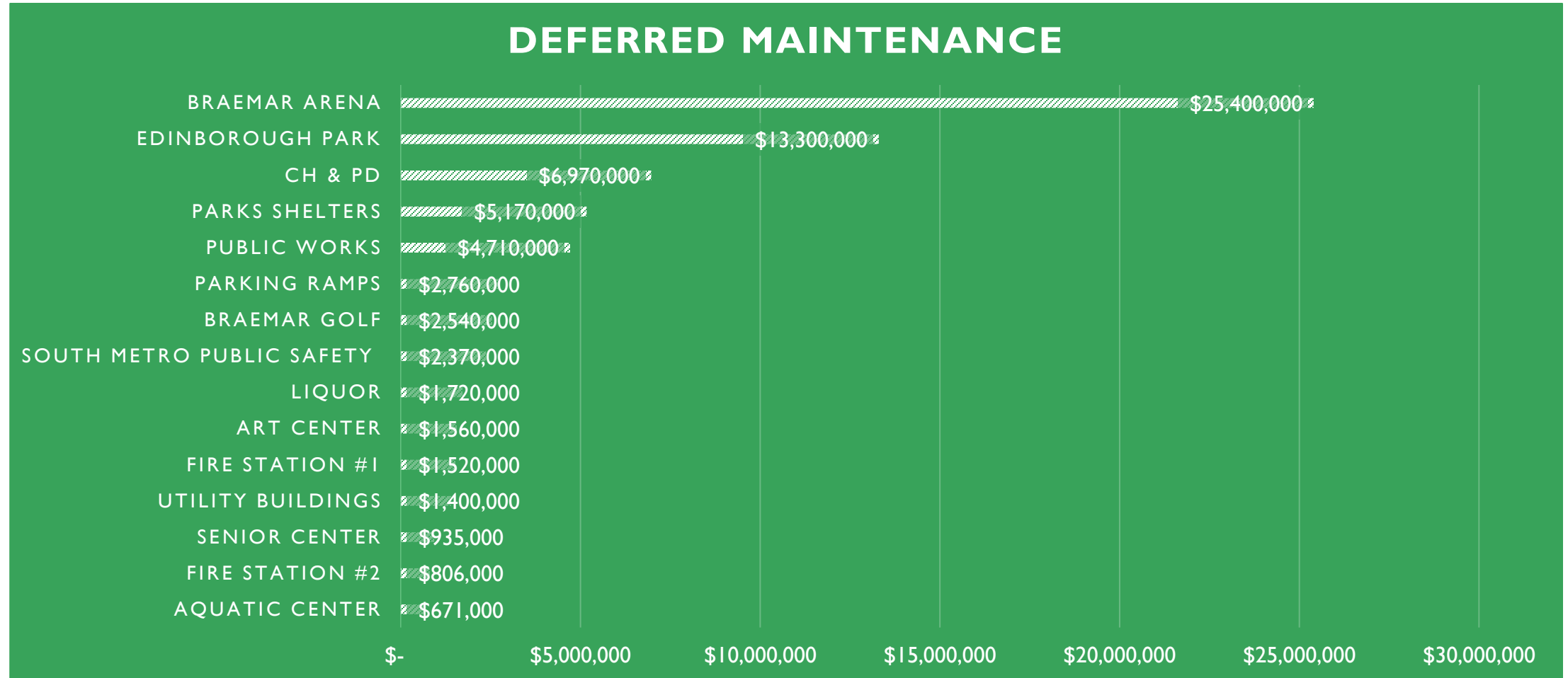


State of the Facilities

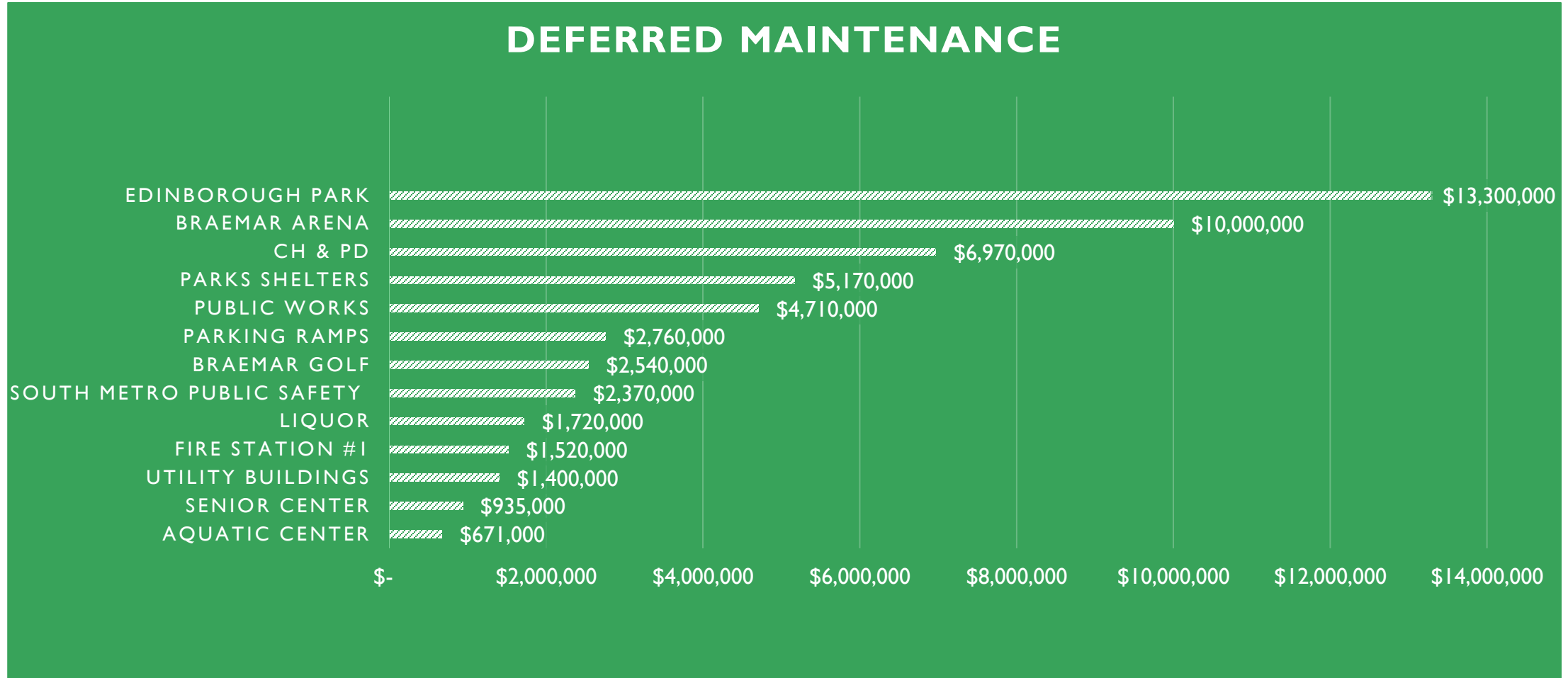
- Deferred Maintenance
 - 2023
 - \$46.2M
 - 2025
 - \$47.7M
 - 2026
 - \$72.9M
 - Art Center \$1.56M
 - Fire Station #2 \$800K
 - Braemar Arena \$25.4M
 - \$54.0M
 - Current projects include the removal of the Art Center and FS#2 sites in 2026/27 above and estimate to reduction of the Braemar Arena DM to \$10.0M.



2026 Deferred Maintenance \$72.9M



2026 Deferred Maintenance \$54.0M

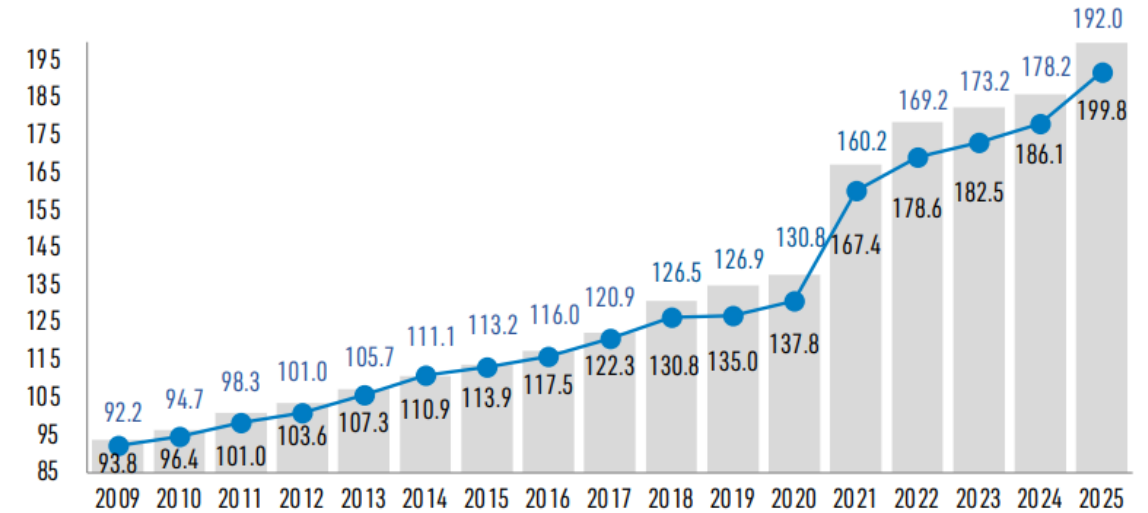


Take Aways

- Available CIP for maintenance competes with other needs.
- Deferred Maintenance growth is outpacing current funding sources
- \$10.0M annually over 10-year period
 - Assumes like for like replacements

CONSTRUCTION COST INDEX TRENDS

(January 2009 = 100)



NATIONAL SNAPSHOT
Nonresidential Construction Costs

Market	Q4 % Change	YoY % Change
Minneapolis	+1.16%	+7.74%
National	+1.05%	+7.35%
Chicago	+0.78%	+6.74%
Denver	+1.52%	+10.15%
Milwaukee	+1.96%	+10.74%
Phoenix	+1.58%	+7.15%
Portland	+0.32%	+3.90%
Salt Lake City	+1.16%	+7.22%
Seattle	+0.30%	+6.26%

Data from:
Mortenson
Construction
Cost Index



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Update on select Horizon Park Projects

- Braemar Golf Course Clubhouse
- Edinborough Park
- Centennial Lakes Park



Debt Service Levy Projection (Approved vs. Future)

Debt Service Levy Projection	2024	2025	2026	2027	2028	2029	2030	2031
	Budget	Budget	Budget	Projection	Projection	Projection	Projection	Projection
EXISTING DEBT SERVICE LEVIES								
Gymnasium Debt Service 2015 HRA	392,000	398,000	-	-	-	-	-	-
Fire Station Debt Service 2016A	403,000	406,000	403,000	404,000	-	-	-	-
Public Works Facility Debt Service 2017C	1,029,200	1,030,000	910,783	980,166	1,025,000	-	-	-
Public Works Facility Debt Service 2021B (2013A)	478,800	482,000	478,800	480,000	480,000	480,000	-	-
Sports Dome 2014 HRA	1,168,700	1,165,100	1,166,100	1,166,400	1,164,800	1,166,400	1,167,000	1,165,400
Community Health & Safety Center Debt Service 2024A	-	1,133,449	1,070,600	1,070,600	1,069,800	1,073,500	1,070,900	1,072,700
Community Health & Safety Center Debt Service 2024B	-	763,090	1,071,100	1,071,100	1,070,300	1,073,900	1,071,300	1,071,700
Community Health & Safety Center Debt Service 2025A	-	-	700,900	701,800	701,800	701,300	700,300	698,700
Aquatic Center 2025B	-	-	439,800	688,000	688,000	688,000	688,000	688,000
Highway 100 Interchange 2025B	-	-	207,200	209,800	209,800	209,800	209,800	209,800
GO Bond for Citywide Roof in 2028 \$5M 10 years Part 1	-	-	-	-	340,000	680,000	680,000	680,000
GO Bond for PW Cold Storage in 2028 \$1.5M 10 years	-	-	-	-	203,900	203,900	203,900	203,900
GO Bond for PD/CH in 2031 \$14M - 30 years	-	-	-	-	-	-	-	405,000
GO Bond for FS3 in 2031 \$30M - 30 years	-	-	-	-	-	-	-	868,500
GO Bond for PW in 2030 \$4.2M - 10 years	-	-	-	-	-	-	543,700	543,700
GO Bond for Citywide Roof Part 2 2030 \$7.5M 10 years	-	-	-	-	-	-	1,020,000	1,020,000
Debt Service Levies Total	3,471,700	5,377,639	6,448,283	6,771,866	6,953,400	6,276,800	7,354,900	8,627,400
Increase from prior year (%)	7.48%	54.90%	19.91%	5.02%	2.68%	-9.73%	17.18%	17.30%



Debt Service Levy Projection (Approved vs. Future) continues



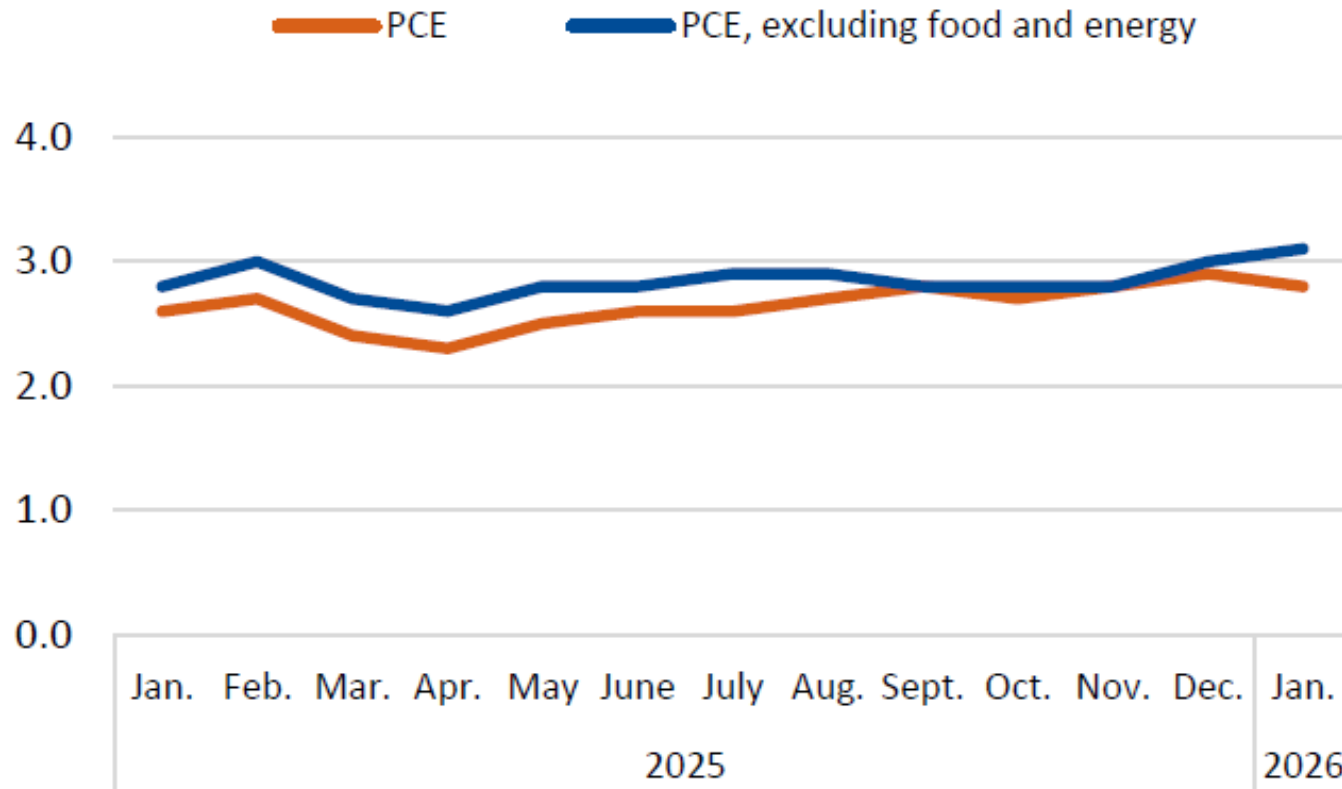
Future Potential Projects - Bonding

- Citywide Roof – Part 1: \$5 million.
 - Project starts in 2027. First debt levy in 2028.
- Citywide Roof – Part 2: \$7.5 million.
 - Project starts in 2029. First debt levy in 2030.
- Public Works Cold Storage: \$1.5 million.
 - Project starts in 2027. First debt levy in 2028.
- Civic Campus: \$56.5 million
 - Project start 2030, first debt levy 2031
- Public Works Facility Maintenance: \$4.2 million.
 - Project starts in 2030. First debt levy in 2031.



Uncontrollable factor - PCE (Personal Consumption Expenditures) Index

**PCE Price Indexes,
Percent Change From Month One Year Ago**



PCE Personal consumption expenditures
U.S. Bureau of Economic Analysis

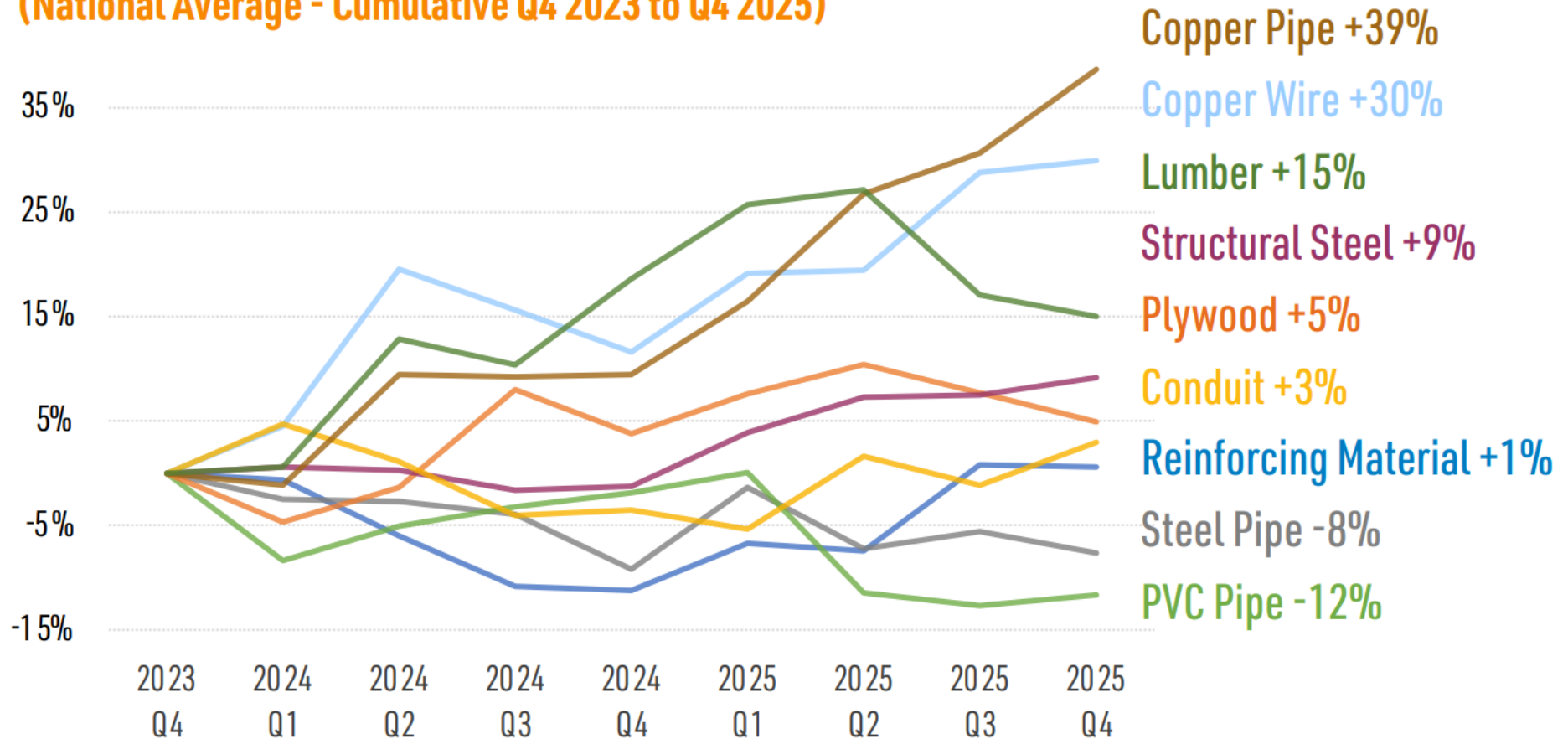


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Uncontrollable factor – Material Pricing Changes

MATERIAL PRICING CHANGES

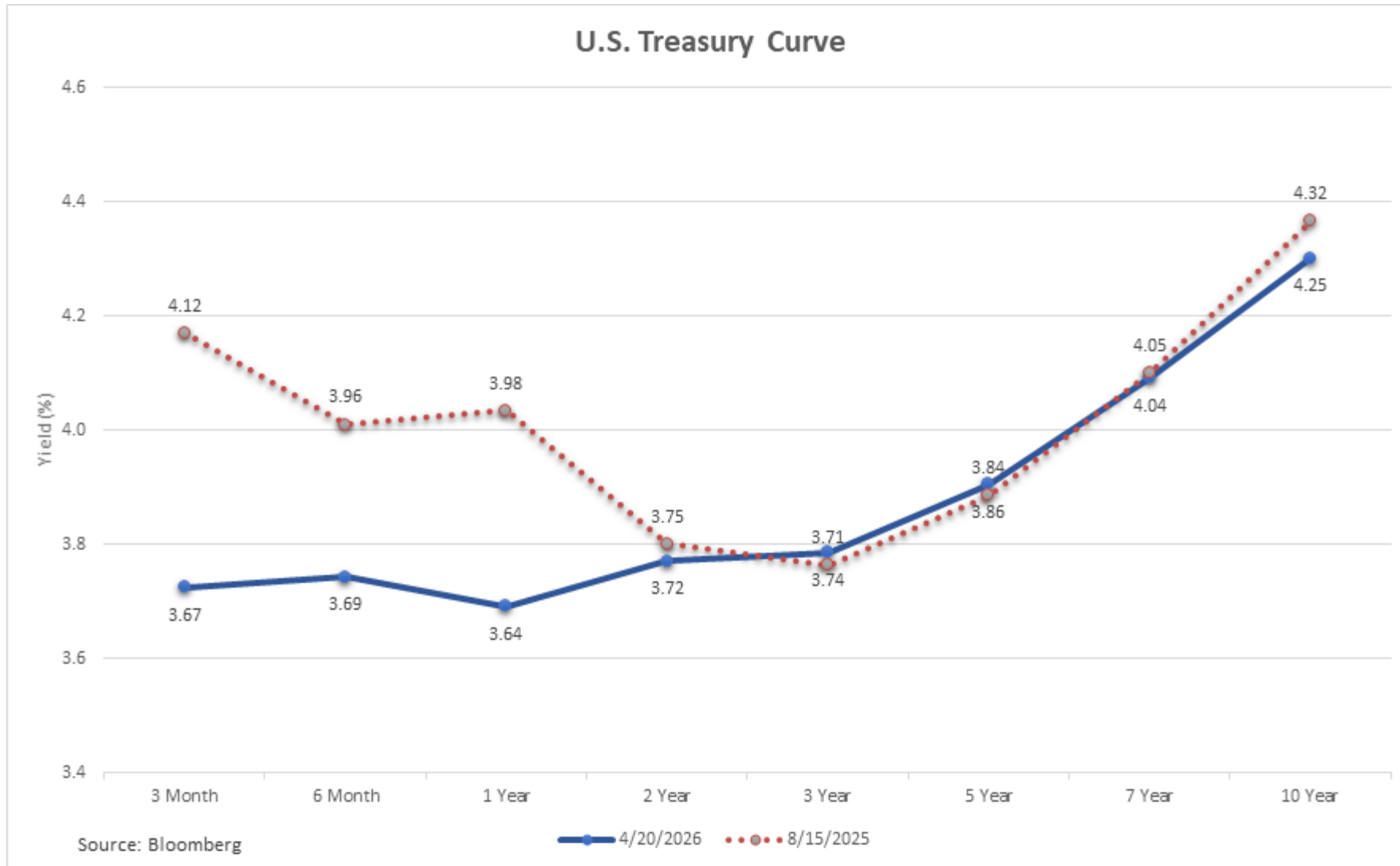
(National Average - Cumulative Q4 2023 to Q4 2025)



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Source: Mortenson Construction Cost Index

Uncontrollable factor – U.S. Treasury Curve



2027 Projected Tax Levy

	2024 Adopted	2025 Adopted	2026 Adopted	2027 Previously Projected	2027 Current Projection
General Fund	\$43,744,165	\$47,543,215	\$53,012,940	\$56,929,645	\$56,259,645
Debt Service	\$3,471,700	\$5,377,639	\$6,448,283	\$6,771,866	\$6,771,866
Construction	\$4,470,000	\$3,668,000	\$2,913,450	\$4,219,278	\$4,219,278
Special Street	\$1,481,000	\$1,762,000	\$1,053,000	\$1,355,400	\$1,355,400
Special Park	\$1,000,000	\$400,000	\$0	\$400,000	\$400,000
HRA	\$251,700	\$259,300	\$267,100	\$275,100	\$275,100
Total Tax Levy	\$54,418,565	\$59,010,154	\$63,694,773	\$69,951,289	\$69,321,289
% Increase	9.15%	8.44%	7.94%	9.82%	8.83%



2027 Budget Projection Discussion

- 2017C Payoff (further discussion in June)
- Current Projection
 - Clean up and fine tuning (\$630,000, reductions already included in projection)
 - Comp Plan double budget
 - Elections (savings from every other year)
 - Publications reductions
 - Minor cross-organization fine tuning
 - Other items for discussion (not included)
 - 494 Corridor (further direction in June)
 - Human Services Funds (up to \$175,000)



Next steps

- Tour of Edinborough Park & Aquatic Center (June)
- 2025 Fund Balance (June)
- Construction Levy/CIP & CEP (June)
- 2027 Operational Budget Update (June – August)
 - Revenue Analysis
- 2027 Preliminary Levy (September)
- Edinborough Park Study Finalization (2026 Q4)

Discussion Time 😊



City Manager Transition Process

- City Council committee update
- City Manager Quality and Attributes – David Unmacht





Item Number: 3.4

Department: Parks & Recreation

Item Activity: Discussion

Prepared By: Perry Vetter, Parks & Recreation Director

Item Title: Horizon Parks and Recreation Projects

Action Requested:

None, discussion only.

Information/Background:

The City Council has had a successful pattern of receiving and providing feedback on recreation facility studies to ensure appropriate use and value are provided to the community. These studies build upon a prior need, goal, or challenge that is on the horizon for either operational or financial investments. The goal is to provide a comprehensive evaluation of the current and future needs for the facility operation, albeit at a snapshot in time during the review. Often these studies or portions of the study are revisited for ongoing conversations.

While staff continually review and monitor operational and infrastructure conditions, over the last decade-plus many of the recreation facility operations have undergone detailed analysis with varying formats and content. This includes the Edina Art Center (multiple), Braemar Arena (2021), Braemar Golf Course (2014/2024), Centennial Lakes Park (2023), and Edinborough Park (2012). The study information has been used for varying beneficial needs such as either expanding initiatives, to inform and support renovations, or to support current operations. This agenda item will work to refresh the conversation around three of these operations that require varying stages of analysis.

Centennial Lakes Park

At the request of the City Manager a detailed operational assessment was conducted and presented to the City Council for Centennial Lakes Park in April of 2023. This 24-acre park enjoys year-round amenities surrounded by evolving mixed use development. The analysis explored the background and zoning of the adjacent land use, park amenities and programs, park uses and corresponding influences, park budget, staffing structure and amenity condition. The three central issues of the assessment were (1) identify a reliable source of operational revenue given the changes in maintenance fees, (2) determine the future scale and quality of amenities along with services that drive staffing and related expenses; and (3) determine an approach to funding capital improvements and renewal around the park. This discussion will focus on the changes anticipated in the park maintenance fees.

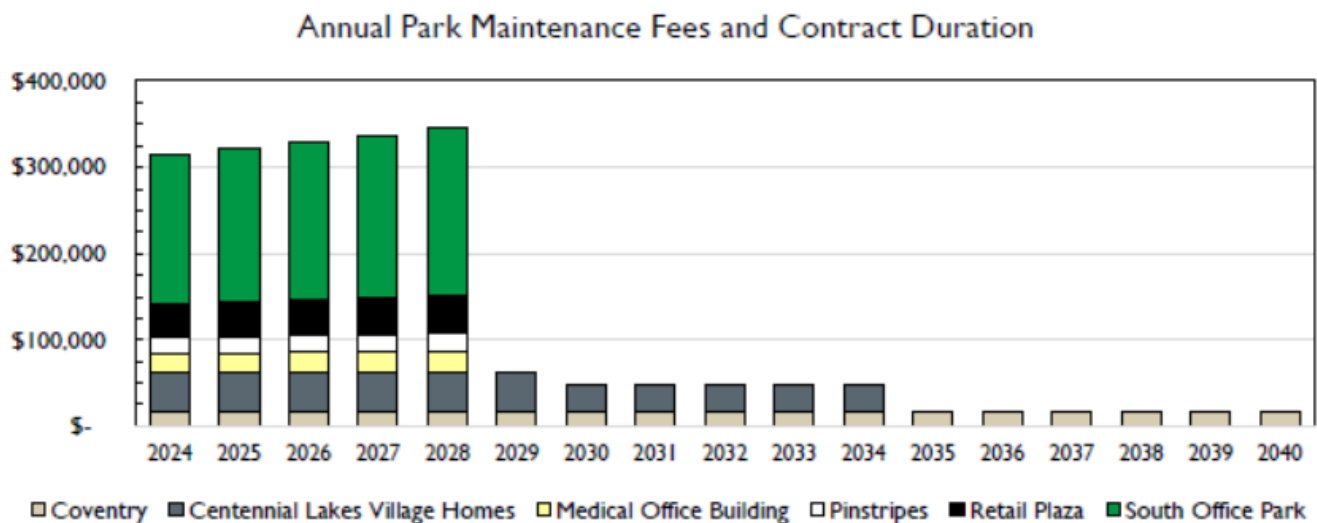
The public and private partnership that worked together to develop the park and surrounding properties agreed to a park maintenance fee to support park maintenance. As part of the original development, six properties adjoining the park have contractual obligation to the City of Edina through the HRA to help offset the cost to maintain Centennial Lakes Park. The unique nature of the entire development solidifies the need for a greater working relationship between the property owners and

the City.

Contract terms for properties were for an initial 30 years with an auto additional 10 years, unless 75% of homeowners and park owners agree to term at 30 years.

Status of HRA agreements:

- Centennial Lakes Village Homes amended to continue until 12/21/2034.
- Coventry Homes continues until 2040.
- South Office Park, Medical Office Building, Retail Plaza, and Pinstripes expire at the end of 2028.



The near-term concern acknowledged previously and again for discussion is the identification of a reliable source of operational revenue given the changes in maintenance fees at the end of 2028. These HRA agreements for park maintenance fees support roughly 37% of the total Centennial Lakes Park operating budget.

The action item for Centennial Lakes Park will be to define a strategy to close the gap by the expiration of the maintenance fees.

Quality of Life Survey Results - 84% of households used Centennial Lakes Park and 96% rated it as excellent or good.

Edinborough Park

Edinborough Park, located in the very south-eastern portion of Edina, is home to Aventure Peak, an indoor playground, performance amphitheater, Summit gym play area, indoor lap pool and elevated walking track with select fitness equipment. The facility hosts an extensive entertainment series for youth, family and adults, hosts birthday parties, and is consistently rated as one of the top-rated indoor play experiences annually.

This facility has not had a level of analysis done since prior to 2012 and use patterns are drastically different now due to the expansion of similar offerings in the market and evolving recreation trends.

The facility has a vast list of infrastructure deficiencies overdue, due in the short-term and needed in the future.

Staff will be bringing a purchase request for professional services to conduct a thorough analysis of Edinborough Park for City Council consideration. This study would ensure that the four public facing areas of aquatics, Playpark & gym play, performance area and walking/fitness are well analyzed. This would include not just infrastructure assessments, but also an analysis of the complicated and unique facility architecture. The facility currently has multiple shared property lines and parking structures, shares three walls with the corporate center, assisted living facility, and the apartment (former hotel) complex. Like Centennial Lakes Park there are park maintenance agreements in place, and a review of those agreements would be included. Currently those fees do not have an expiration and are in perpetuity. The analysis would also include a review of staffing levels as there is a current joint operational management of the Aquatic Center, market comparables and future visioning and potential of the facility.

The action item will be to discover options that include a scope of need and potential pathways to reach a vision.

Quality of Life Survey Results - 46% of households used Edinborough Park and 91% rated as excellent or good.

Braemar Golf Course Clubhouse

The history of Braemar Park and Braemar Golf goes back to the homestead of the Marth family. Of their original 1,300-acre estate, over 400 acres became Braemar Park. Initial discussions around the creation of a public golf course began in 1956. Over time, considerable evolution of the golf course occurred.

In 2024 staff conducted an analysis for long-term investments for the two public use facilities supporting golf in Edina. This review included the existing conditions, potential future use, revenue opportunities and overlapping uses for integration.

Built in the early 1960's, the facility provides a counter service restaurant for food and beverage offerings, a banquet room, outdoor deck, pro shop, administrative offices, two meeting rooms and golf cart storage. Due to the location and site placement of the facility on the crest of a steep hill, there are concerns related to ADA accessibility preferences and to a lesser degree the physical exertion required for some patrons to access the building.

The clubhouse has been renovated multiple times in its history and while regular maintenance has occurred, there are deferred investments that are a part of this discussion. As part of the study, the facility was reviewed for accessibility, aesthetics, deterioration, energy usage, hazardous materials, health & safety, estimated useful life and remaining useful life. Those evaluations were looked at as a priority level of immediate need, short-term need, and long-term need.

In comparison with market competition, the clubhouse is lacking in amenities, such as a modern banquet space, restaurant facilities, community use areas and additional year-round programming

areas. These amenities are not only sought within the community but also have vast revenue potential for the golf operations. When evaluating the useful and remaining life of a facility, there is a tradeoff between renovation and new construction. Additionally, in context of the prior investments in the golf experience, the existing clubhouse has a vast disconnect to the function and flow of the overall experience. For example, the investments in the courtyard and course, bring users past the cart storage and maintenance area of the building. Patrons crossing over from one side of the course to the other need to go up the hill to access the restaurant for food and beverage selection. No matter the level of investment in remodeling the existing clubhouse the vertical site challenges for access would remain.

Reviewing an option for a new structure would provide an opportunity for supporting golf and community opportunities in the same facility. Ideally a facility of modern use would attract both golf enthusiasts and the non-golfer alike.

Recently, the Minnesota Golf Association (MGA) has approached staff requesting to formally study the partnership potential of a new clubhouse facility that would allow MGA operations to move to Braemar. Currently, Braemar Golf operations partners with the MGA on program such as the Adaptive Open and many other valuable programs. Because the values of MGA align well with Edina's golf operations the partnership has tremendous potential.

Because of this formal request, staff request feedback on pursuing concept planning work for a new clubhouse and identification of potential partnerships, including the MGA. While this would be exploration in nature and not detailed design development, there is value to understanding the facility needs, operational issues and revenue potential that would come with this model.

The action item would be to explore where we want to be in the future for the Braemar Golf Course.

Quality of Life Survey Results - 36% of households used Braemar Golf Course and 94% rated it as excellent or good.

Supporting Documentation:

Documents marked with "Board Portal" do not meet [ADA Web Content Accessibility Guidelines \(URL\)](#) and are not included in the public packet. To request a board portal document, please [submit a data request \(URL\)](#).

1. Braemar - Letter of Interest



Serving the game for all golfers in Minnesota

Dear Braemar Golf Course Leadership Team,

OFFICERS

President

Paul Meierant
The Playas Golf Club

Vice President

Jerry Rose
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Southwest

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Great Life Golf & Fitness

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Eagle Creek Golf Club

STAFF

Executive Director
Jon Mays

Thank you for the opportunity to meet and discuss the future vision for Braemar Golf Course and the potential development of a new clubhouse facility. We are grateful for the conversation and the thoughtful exploration of how the Minnesota Golf Association (MGA) and the MGA Foundation might be part of that future.

This letter serves as an expression of interest only and is not intended to constitute a binding commitment. Rather, it reflects our belief that there is strong mission alignment and meaningful long-term potential in continuing to explore this opportunity together.

Braemar Golf Course and the MGA share a relationship that spans decades. Braemar has long been an important public golf facility within Minnesota's golf ecosystem, and the MGA has consistently believed that the game's future depends on strong, accessible public venues. As a statewide governing body dedicated to serving golfers of all backgrounds and abilities, the MGA believes it belongs at a vibrant public green-grass facility that reflects the inclusive spirit of the game.

A modern clubhouse at Braemar could create a setting that supports both organizations' goals. From the MGA perspective, a shared facility could:

- Provide a welcoming and highly visible home for Minnesota's statewide golf community
- Create access to gathering spaces for championships, member engagement, education, and meetings
- Allow greater integration with golfers through daily interaction at a public facility
- Strengthen our ability to collaborate on community-focused initiatives that grow the game, with funding supported through the MGA Foundation

Importantly, this type of partnership could also enhance the reach and impact of MGA Foundation programming. Proximity to an accessible public course and practice facilities would create expanded opportunities for initiatives such as Youth on Course, adaptive golf programming, and caddie development efforts. These programs are designed to remove barriers to participation and introduce more Minnesotans to the game, and a setting like Braemar could help amplify that impact.

We appreciate Braemar's willingness to consider how a collaborative approach could create mutual benefit and community value. We look forward to continuing discussions as the project vision develops and as we each evaluate feasibility, logistics, and long-term alignment.

Thank you again for including us in this important conversation about the future of Braemar Golf Course and public golf in Minnesota.

Jon Mays
Executive Director
MGA & MGA Foundation

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Item Number: 3.5

Department: Administration

Item Activity: Discussion

Prepared By: Ari Lenz, Deputy City Manager

Item Title: City Manager Transition Update

Action Requested:

None, discussion only.

Information/Background:

Council Committee (Council Member Pierce and Jackson) will provide an update on the RFP process and Dave Unmacht will present his draft summary of the feedback received from Council, Community, ELT and Staff on the qualities and attributes for review, comment and discussion.

Supporting Documentation:

1. Draft City of Edina City Manager Qualities and Attributes Summary

City of Edina, Minnesota City Manager Recruitment – Initial Phase

The initial phase of the recruitment process began with a survey of four stakeholder groups: Five City Council members, nine Executive Leadership Team members, 38 members of staff and 150 community responses (surveys for staff and community were open to all). By any measure or comparison, this is a significant amount of input, which makes the information both reliable and valid.

A summary of the feedback from each group was prepared. Based on an extensive review and evaluation of all the input and information, it is straightforward to find consensus and consistency in the data.

The format below is designed to support the preparation of the Position Profile. The Profile includes the top qualities and characteristics desired in the next City Manager and identifies the most important projects and priorities of the City. The Profile is an informational brochure and marketing tool used to inform and recruit qualified applicants. The Profile contains valuable information on the city, community, the organization, and the position, all of which applicants use to consider whether to apply for the position.

With over 200 individuals included in the process, it is not possible to successfully include every opinion and perspective. All of the input was analyzed and the most prominent and consistent themes were selected. Also included in this report is a supplement highlighting unique themes by stakeholder group.

The expectations for this position are high. As is natural, when employing a new City Manager, there is both excitement and anxiousness. No matter who is hired, change is coming. The early weeks and months in office are a transition period for the Manager, City Council, staff, and community. It is important to set reasonable and fair expectations and to be patient, supportive and respectful of the learning curve needed to be successful in this role.

The City of Edina is seeking a leader who, in partnership with the City Council and city staff can combine financial and operational discipline with a sincere appreciation and respect for engaging people. An individual who leads collaboratively, communicates transparently, and can balance Edina’s highly engaged residents and competing and ambitious expectations with realistic sustainable progress. This individual must be a: trusted bridge builder, disciplined operator, and a strategic navigator of change.

David Unmacht

David Unmacht
April 28, 2026

Qualities and Characteristics Desired in the City Manager Position

Position profiles generally follow certain models but are unique to the search firm, city, and type of search. It is important to point out that the language in the final Profile may not mirror exactly the wording below. The selected search firm will review this material and in partnership with the City Council and staff, create the final language.

Within each of the seven attributes are four descriptive phrases. The phrases (presented as bullets) elaborate and articulate behaviors desired in the City Manager. With seven attributes and four descriptions, a total of 28 essential qualities of the position are captured – no question a strong statement of consistency across all four groups.

Interpersonal Style

- High emotional intelligence and self-awareness, calm, steady, and resilient (“thick skin”)
- Personable, approachable, and engaging with Council, staff and residents
- Active participant in dialogue—not passive or overly reserved
- Willing to push back (“stand their ground”) and provide candid, professional advice

Leadership and Decision-Maker

- Decisive thinker, delegates with confidence, trust and accountability
- Recognizes and values expertise of subject matter experts; staff, commissions, etc.
- Inspires, empowers and motivates individuals and teams
- Collaborative and inclusive; operates openly and seeks opinion of others

Communication and Transparency

- Clear, concise, and proactive communicator (ability to tell our story)
- Strong commitment to transparency and to minimize surprises
- Builds trust through consistent and open engagement with all residents and stakeholders
- Crisis management skills; can maintain composure and self-confidence under pressure

Strategic and Technical Competence

- Visionary, mission driven, forward-looking strategic thinker who aligns short-term actions with long-term goals
- Strong background in public finance and budgeting, capital planning, and infrastructure management, operations, and public safety
- Comfortable using technology, data, performance metrics, AI, and other tools
- Works to align Council priorities into cohesive policy direction and implementation plans

Governance and Political Acumen

- Skilled in navigating council dynamics and political environments
- Navigates diverse and often competing community perspectives
- Operates in a non-partisan, fair and objective manner
- Comfortable with complex issues, managing conflict and personal criticism

Values and Mindset

- Operates with integrity, empathy, and trustworthiness
- A role model enhancing the organization's reputation in the city, community, region and state
- Listens and seeks to build trust by reaching out and engaging residents and stakeholders
- Encourages results and outcomes supporting creative and innovative thinking

Role Expectations

- Visibly active and accessible, engaging residents and participating in events
- Build and strengthen the trust in city government with fairness, responsiveness, listening and follow-through
- Engage with peers, partners, colleagues and associations; representing the City while balancing participation with organizational priorities
- Supports professional growth and development personally and for the staff

Major Projects and Priorities

The major projects and priorities is not a “to do” list, but a strong representative sample of the important areas of learning and focus for the new City Manager, especially early in their tenure. The City Manager will want prioritize learning, and understanding the timeliness, importance and substance of these topics.

Financial Stewardship

- Understand the City's history and experience in financial affairs, including budgeting, utility rates, capital projects (e.g., Fire Station), capital and equipment planning, infrastructure needs, deferred maintenance, and city enterprises
- Understand budget pressures, including inflation, tax levy capacity, spending patterns and fiscal controls to seek long term financial health and affordability
- Partner with the City Council to work toward a sustainable general levy target
- Align capital planning with redevelopment and coordinate city projects with private development

Administration and Organizational Capacity

- Recruit, hire and retain quality and competent staff
- Promote and advance a positive, high performing premier workplace culture
- Assess operations and ensure basic core services (“nuts and bolts”) are prioritized
- Understand the depth and breath of city programs and services; become fluent in city operations, policy and strategy
- Study the organization's culture, strengths and areas of opportunity; introduce change in a deliberate and thoughtful approach

Growth and Development

- Study and examine Edina's historical growth and development patterns

- Partner with the Council to develop a process that minimizes project by project conflict and volatility
- Lead the development of the 2028 Comprehensive Plan creating a framework for the (re)development of housing, transportation, multi-modal infrastructure, and key development areas such as small area plans and Southdale
- Understand regional, state, and federal legislative processes particularly affecting land use, housing and zoning

Unique Themes by Stakeholder Group

The majority of input provided by each stakeholder group was consistent. However, the lens through which each group operates is distinct and unique. I captured the key distinctions by group.

Community

- Focused on specific city practices and policies (TIF, housing, public safety, sustainability etc.)
- Broader based statements (“concerned about/perception/desire for/questions”)
- Seeking an “experienced” manager
- Strong emphasis on communicating, connecting and being visible
- Emphasis on core services and the basics (need versus want)

Staff

- Internal focused with emphasis on the staff, workforce and organization
- Focused on leadership style and personal qualities (fit)
- Non-partisan bridge builder, connector, advocate and relator
- Understands Plan B form of government with a preference for Minnesota candidates

Executive Leadership Team

- Focused on leadership style and personal qualities (fit)
- More in depth input on vision, policy and strategy
- Greater emphasis on the relationship between the Manager, staff and Council
- Process improvement, change management and technologically savvy

City Council

- Focused on leadership style and personal qualities (fit)
- Big picture, future direction and policy emphasis
- Relationship between Council -Manager and Community-Manager
- More in depth input on specific projects and priorities