

ATTACHMENT #8



Rees Jones, Inc.

GOLF COURSE DESIGN

Rees Jones, Inc. Golf Course Design Proposal for The Players Course Indian Wells Golf Resort





Rees Jones, Inc.

GOLF COURSE DESIGN

March 14, 2024

Via Email

Ron Despain
Senior Vice President Golf Course Development
Troon
15044 N. Scottsdale Rd., Suite 300
Scottsdale, AZ 85254

Re: The Players Course at Indian Wells Golf Resort

Dear Ron,

As you know I left the Golf Industry Show in Phoenix to visit Indian Wells, CA with the purpose of playing the Players Course at Indian Wells Golf Resort. The intention of the visit was to determine the feasibility of replacing the last two holes within Holes 1 through 16 and evaluate the playability of the course.

The routing and the flow of the holes work well. The bunkers need to be rethought, repositioned and redesigned. The greens functioned well, but may have shrunk over the years.

We have found a solution to replace the two holes within the existing 16 holes. From my experience, this could be a very successful project for all involved.

Please find attached our proposal and a preliminary routing concept. We are proposing a range of fees, with a final fee to be determined once we all agree upon the amount of work that needs to be performed.

Bryce Swanson and I look forward to the possibility of working with you and the City on this project.

Best regards,

REES JONES, INC.

Rees Jones
President

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Rees Jones, Inc. Profile

- Award Winning Firm Providing Golf Course Design And Renovation Services
- Four Designers With Over 140 Years Of Combined Design Experience
- Employ A Low Volume / Hands-On Operating Philosophy
- +270 Projects Completed
- All Designers Are Members Of The American Society Of Golf Course Architects



Torrey Pines Golf Course (South Course), La Jolla, CA

Rees Jones, Inc. has developed an unprecedented reputation for renovating a variety of courses, including several that have hosted many of golf's major championships. Our renovation resume Includes:

- 7 US Open Venues
- 9 PGA Championship Venues
- 19 Courses Hosting More Than 100 PGA And LPGA TOUR Events
- 6 Ryder Cup Venues
- 2 Walker Cup Venues
- 3 Presidents Cup Venues

Hazeltine National GC , Chaska, MN – Ryder Cup



Design Philosophy and Practice

About Rees Jones, Inc.

Founded in 1974 by Rees Jones, Rees Jones Inc. has since grown into one of the most highly respected golf course design firms with Rees Jones and his team of award winning designers.

We customize the design and supervise the construction of new layouts for private, resort, real estate development, municipal and county golf courses.

We also redesign and modernize existing golf courses. The company offers a full range of services to help each client achieve its goals by providing an outstanding final product that is completed on schedule and within the client's budget.

Design Philosophy

Each of our designs is customized to enhance what nature offers and always with environmental sensitivity. At Rees Jones, Inc., we work to create courses that are fair, challenging, continually interesting to play, and visually exciting. We get a feel for the land, we listen to the client, and we build a course that we believe has integrity and lasting value. We strive to achieve the following elements in our designs:

- ❖ Course is Playable and Enjoyable For All Skill Levels
- ❖ Course Fits The Land and Maximizes All Natural Attributes
- ❖ Provide A Strategic Design, Featuring Multiple Shot Options and Varied Degrees of Risk / Reward
- ❖ Maximize The Diversity and Variety of All Features and Holes
- ❖ Visually Define Each Shot and Hole
- ❖ Classic Design Style
- ❖ Maintenance Friendly Design

Design Practice

We are hands-on designers. While plans, topographical maps, and aerial photographs are critically important, they cannot replace the knowledge gained from walking the site. Design decisions are made in response to the land. Because of this approach, we visit our jobs frequently. While we are on site, we tour with the construction crew to insure a collaborative effort. Our design staff has years of experience in the design and building process. Our design is tailored to the client's needs and our job is to help fulfill the client's goals, from attracting members for a private club or guests to a high end resort to providing scenic vistas for adjacent housing, to preparations for a major tournament. A knowledgeable and informed client stretches the designer; their questions and ideas add a valuable dimension to our work. Their dream becomes ours and we work together to achieve that dream.

Rees Jones, Inc. Work Experience



Rees Jones, Inc.

GOLF COURSE DESIGN



The Ocean Course at The Breakers, Palm Beach, FL

The Team at Rees Jones, Inc. have designed or redesigned over 270 courses. Below is a representative sampling of our work experience and our more recent notable designs/redesigns.

Boca Woods CC (Woods), Boca Raton, FL

Redesign 2024

Addison Reserve Country Club, Delray Beach, FL

Redesign 2024

Village Fazenda Boa Vista, Sao Paulo, Brazil

New Design 2024

The Outpost at McLemore, Rising Fawn, GA

New Design 2024

The Monster at Resorts World Catskills, Kiamesha Lake, NY

New Design 2023

Union League Golf Club at Torresdale,
Philadelphia, PA

New Design 2023



Award Highlights – New Designs

Atlantic Golf Club

Golf Digest – Winner, Best New Private
Golf Magazine – Top 100 U.S. Courses
Golfweek – America's 100 Best Modern

The Golf Club at Briar's Creek

Golf Digest – Winner, Best New Private
Golf Magazine – Top 100 Courses in the U.S.
Golf Digest – America's 100 Greatest Courses

Cascata

Golfweek – Best 100 Resort Courses
Golf Digest – America's 100 Greatest Public
Golf Magazine – Top 100 Courses in the U.S.

Golden Horseshoe GC – Green Course

Golf Magazine – Top 100 Resort Courses in U.S.
Golf Digest – 4th, Best New Resort Courses
Golf Digest – America's 100 Greatest Public

Haig Point

Golf Digest – America's 100 Greatest Courses
Golf Magazine – Top 100 Courses World & U.S.
Golfweek – America's Best Residential

Nantucket Golf Club

Golf Digest – Winner, Best New Private
Golf Magazine – Top 100 Courses World & U.S.
Golfweek – America's 100 Best Modern

TPC Danzante Bay

Golfweek – Top 50 Modern Int'l Courses
Golf Magazine – Top 100 Resort Courses
Golf Advisor – #1 Golfer's Choice in Mexico

Waldorf Astoria

Golfweek's Best New Course
Golf Magazine's 3rd Best New

Taiheiyo Club Karuizawa Resort (Asama), Gunma, Japan

Redesign 2023

Broken Sound Golf Club, Boca Raton, FL

Redesign 2022

The Breakers Rees Jones Course, West Palm Beach, FL

Restoration 2022

The Preserve at Iron Horse, West Palm Beach, FL

Redesign 2022

El Caballero Country Club, Tarzana, CA

Restoration 2021

Shizuoka Country Hamaoka (Shimada), Shizuoka, Japan

Redesign 2021

Columbine CC, Columbine Valley, CO

Redesign 2020

Coral Ridge CC, Ft. Lauderdale, FL

Restoration 2020

Ocean Winds at Seabrook Island Resort,
Seabrook Island, SC

Redesign 2020

Shizuoka Country Hamaoka (Takamatsu)
Shizuoka, Japan

Redesign 2020

Representative sampling of our work experience and our more recent notable designs/redesigns (continued)

Shizuoka Country Hamaoka (Takamatsu) Shizuoka, Japan	Redesign 2020
BallenIsles Country Club, South Course , Palm Beach Gardens, FL	Redesign 2019
LPGA International Busan , Busan, South Korea	Redesign 2019
The Breakers Ocean Course , Palm Beach, FL	Redesign 2019
Shizuoka Country Hamaoka (Ogasa) Shizuoka, Japan	Redesign 2019
The Course at McLemore , Rising Fawn, GA	Redesign 2019

Award Highlights – Renovations

Bellerive Country Club

Golf Digest – Best New Private Remodel (2nd)
Golf Magazine – Top 100 Courses in the U.S.

Bethpage Black

Golf Magazine–Top 100 in the World & U.S.
Golf Digest – America’s 100 Greatest Courses
Golfweek – Best Municipal Courses

Corica Park South Course

Golf Magazine – Best Municipal Renovation

El Caballero Country Club

Golf Digest – Runner Up, Best Renovation

Golden Horseshoe – Gold Course

Golfweek – America’s Best Resort Courses

Hazeltine Golf Club

Golf Digest – America’s 100 Greatest Courses
Golf Magazine – Top 100 Courses in U.S.
Golfweek – America’s 100 Best Modern

Torrey Pines South Course

Golf Magazine – Top 100 Courses in U.S.
Golf Digest – America’s 100 Greatest Public

The Breakers Rees Jones Course

Golf, Inc. – Renovation of the Year
Golfweek – America’s Best Resort Courses

Sahalee Country Club

Golf Digest – America’s 100 Greatest Courses
Golfweek– America’s 100 Best Modern Courses



Playa Grande Golf and Ocean Club , Dominican Republic	Redesign 2018
South Course at Corica Park , Alameda, CA	New Design 2018
Taiheiyo Club (Gotemba) , Shizuoka, Japan	Redesign 2018
TPC Danzante Bay , Loreto, MX	New Design 2017
Medinah Country Club (No. 2) , Medinah, IL	Restoration 2017
The Falls at Grand Falls , Larchwood, IA	New Design 2015
Kohanaiki , Kailua-Kona, HI	New Design 2013
Bellerive Country Club , St. Louis, MO	Redesign 2011
Yungling Golf Club , Kunming, China	New Design 2011
Hazeltine National , Chaska, MN	Redesign 2010
Victory Ranch Club , Woodland, UT	New Design 2009
Waldorf Astoria Golf Club , Orlando, FL	New Design 2009

Tournament Courses



Rees Jones, Inc.

GOLF COURSE DESIGN

A superb tournament course is designed to offer enjoyment for everyday golfers throughout 51 weeks of the year, while also presenting a formidable challenge to the world's top players during tournament week.



Sahalee Country Club in Sammamish, Washington
Host of the 2024 KPMG Women's PGA Championship

Championship Courses

Atlanta Athletic Club (Highlands Course), Johns Creek, GA

PGA Championship: 1981, 2001, 2011

Baltusrol Golf Club (Lower Course), Springfield, NJ

PGA Championship: 2005, 2016

U.S. Open: 1993

Bellerive Country Club, St. Louis, MO

PGA Championship: 2018

Senior PGA Championship: 2013

Bethpage State Park (Black Course), Farmingdale, NY

PGA Championship: 2019

Ryder Cup: 2025

U.S. Open: 2002, 2009

Congressional Country Club (Blue Course), Bethesda, MD

U.S. Open: 1997, 2011

U.S. Senior Open: 1995



Bethpage State Park (Black Course)



Bellerive Country Club

Hazeltine National Golf Club, Chaska, MN

PGA Championship: 2002, 2009

Ryder Cup: 2016, 2028

U.S. Open: 1991

Medinah Country Club (Course #3), Medinah, IL

PGA Championship: 2006

Ryder Cup: 2012

Oakland Hills Country Club, Bloomfield Hills, MI

PGA Championship: 2006

Ryder Cup: 2012

Pinehurst Country Club (Course 2), Pinehurst, SC

U.S. Open: 1999, 2005



Hazeltine Golf Club

Ridgewood Country Club, Ridgewood, NJ

U.S. Senior Open: 1990

Sahalee Country Club (North/South), Sammamish, WA

KPMG Women's PGA Championship: 2016

PGA Championship: 1998

U.S. Senior Open: 2010

The Country Club, Brookline, MA

Ryder Cup: 1999

U.S. Open: 1988

Torrey Pines Golf Course (South Course) La Jolla, CA

U.S. Open: 2008, 2021

Approach to the Project



Rees Jones, Inc.

GOLF COURSE DESIGN



Play Grande, Dominican Republic

Approach for the Players Course at Indian Wells Golf Resort

Our portfolio includes some of the most highly acclaimed golf courses throughout the world. Each project has presented unique challenges and opportunities, which have inspired us to develop creative design solutions. We approach each project with the same enthusiasm and focus that has helped us achieve success and build an incredible industry reputation.

Drawing on past experience, we aim to seamlessly integrate the technical aspects of the project with the artistic and playability elements of golf course design. With a proven track record of successful projects that effectively manage drainage and blend with site conditions, we create courses that not only meet but exceed the expectations of golfers, ensuring they are excited to play and wanting to come back.

Our extensive experience underscores our commitment to ensuring that our golf features are not only aesthetically pleasing but also highly playable. We devote considerable time and effort to crafting green surfaces that not only hold and receive approach shots reliably but also boast contours that seamlessly transition between fair and challenging, adding depth and interest to the playing experience.

Personnel assigned to the project:

Rees Jones, President

- Participate in golf course design and planning.
- Assist Owner with the selection of necessary and qualified Team consultants.
- Develop all Plans and Construction Documents for the design of the course.
- Provide strategic direction and oversight to ensure that the project aligns with goals objectives.
- Provide marketing support and assist the MZ Golf Park Project in its' promotional effort.

Bryce Swanson, Vice President / Senior Designer

- Project Architect and client liaison responsible for all aspects of Rees Jones, Inc.'s involvement with the project, including interaction with the Owner's Team.
- Assist Owner with the selection of necessary and qualified Team consultants.
- Conduct construction inspection visits to review the work on-site throughout construction
- Attend meetings (in person or remotely) required for the completion of the project.
- Coordinate with the Owner's Team to complete the project on time and on budget.
- Support marketing efforts to promote the course.



The Design Team



Rees Jones

- Developed his craft under the guidance of his father, world-renowned golf course designer Robert Trent Jones, Sr.
- Earned moniker, "The Open Doctor", for multiple redesigns of courses hosting numerous United States Open Championships
- Has designed or redesigned +260 courses in 15 countries



Rees Jones by his "Open Doctor" plaque at Bethpage State Park's Black Course
(Host of the 2002 & 2009 US Opens and 2025 Ryder Cup)



Playa Grande Golf & Ocean Club, Rio San Juan, Dominican Republic

Bryce Swanson

- Joined Rees Jones, Inc. in 2000
- Project Architect of multiple courses selected to host:
 - ❖ Two PGA Championships
 - ❖ Two Presidents Cup Matches
 - ❖ Eight that have hosted PGA, PGA Tour Championships, LPGA Tour and Japan Golf Tour Events
- Has designed or redesigned +50 courses in 5 countries



Bryce Swanson and Rees Jones

The Design Team

Rees Jones

Rees Jones was born into the world of golf course architecture. As the son of world renowned golf course designer Robert Trent Jones, Sr., he developed his craft under his father's guidance. After graduating Yale and doing post graduate work at Harvard School of Design, Rees Jones went on to continue the family tradition of designing inspired, award-winning, world class golf courses.

He went to work in 1965 as a principal in Robert Trent Jones, Inc. Ten years later in 1974, he founded his own design firm, Rees Jones, Inc., headquartered in his hometown of Montclair, New Jersey.

He has designed or redesigned more than 260 golf courses in his career. Jones has earned the moniker "The Open Doctor" for his redesign of courses in preparation for major championships. His remodeling skills have been applied to seven U.S. Open venues, nine PGA Championship courses, six Ryder Cup and two Walker Cup sites as well as three President's Cup venues. Several of his redesigned courses have been selected as FedEx Championship sites including East Lake Golf Club, the permanent site of the PGA TOUR's Tour Championship. His redesigns / renovations include Hazeltine National Golf Club, Torrey Pines Golf Course (South Course), Bethpage State Park (Black Course), Taiheiyo Club Gotemba Course (Gotemba, Japan), Bellerive Country Club and El Caballero Country Club. Among his notable original designs are Nantucket Golf Club, TPC Danzante Bay, The Golf Club at Briar's Creek, RedStick Golf Club, Kohanaiki and Cascata Golf Course.

Rees has been recognized many times for his contributions to the game. He was the recipient of the GCSAA 's Old Tom Morris Award in 2004, the ASGCA's Donald Ross Award in 2013 and the GCBAA's Don A. Rossi Award in 2014. Rees has been inducted into both the New Jersey Sports Writers Association Hall of Fame in 2012 and the Northern California Golf Association Hall of Fame in 2015. He has been recognized as Golf World Magazine's 1995 Golf Architect of the Year and received two architectural awards from the International Network of Golf. Rees was honored with the 1998 Metropolitan Golf Association Distinguished Service Award, the 2002 Metropolitan Golf Writers Distinguished Service Award, the 2012 New York State Robert Moses Master Builder Award and the 2016 MetGCSA's John Reid Lifetime Achievement Award.



BIO

Education:

Yale University,
Bachelor of Arts, 1963

Harvard University
School of Design
Department of Landscape
Architecture, 1963-64

Experience:

Rees Jones, Inc.
President – 1974-Present

Robert Trent Jones, Inc.
Vice President – 1965-1974

Professional Affiliations:

American Society of Golf Course
Architects
-President 1978

American Society of Landscape
Architects

International Network of Golf

National Golf Foundation

United States Golf Association

Metropolitan Golf Association /
Foundation

NJ State Golf Association

Gene's Dream Foundation
-Board Advisor

First Tee of Florida Gold Coast
-Honorary Board Member

Bryce Swanson

Joining Rees Jones, Inc. in 2000 as an Associate Designer, Bryce has added his own diverse skills and experience to the company. After meeting a golf course architect in his hometown of Crystal Lake, IL, he realized at an early age he wanted to pursue a career in golf course architecture. Bryce combined his love for the game of golf with his desire to design golf courses and earned his degree in Landscape Architecture from Iowa State University. He is now Vice President and Senior Designer responsible for business development, site evaluation and design development through completion of construction.

Bryce develops design concepts, creates artistic renderings, and executes field implementation. He is responsible for site analysis, course routing studies, preparation of all bid and construction documents, and cost estimates. Bryce performs regular course site visits and inspections, both in the initial design phase, as well as during construction.

Bryce is a skilled communicator who serves as a liaison to resort planning firms, contractors and permitting authorities, in addition to coordinating with all project consultants and other engineering and design firms.

In October 2010 a panel of Golf Magazine editors selected Bryce as one of three golf course architects named to "Golf's 40 under 40: The 40 Most Influential People in Golf Under 40 Years Old." Bryce has since added to his vast portfolio of golf courses, designing/redesigning over 50 daily-fee, resort or private facilities in the United States, Canada, Mexico, Asia and Bahamas. Bryce was the Co-Designer and Project Architect for the renovation of Bellerive Country Club for the 2018 PGA Championship, Ibaraki Country Club, the site of the 2024 Japan Open, and the design of the new Ralston Creek Course at the Daniel Island Club, home of the Nationwide Tour Championship since 2009. Bryce has been involved in the design of some of the world's most celebrated courses. His notable designs/redesigns and restorations include Playa Grande Golf and Ocean Club (Rio San Juan, DR), Taiheiyo Club Gotemba Course (Gotemba, Japan), Montauk Downs (Montauk, NY), Lake of Isles – North Course (Stonington, CT), The Bridge (Bridgehampton, NY), and Lyford Cay Club (Nassau Island, Bahamas).

Bryce became an Associate Member of the American Society of Golf Course Architects (ASGCA) in 2007 and was elected a Regular Member in 2010.



RESUME & BIO

Education:

Iowa State University
Bachelor of Landscape
Architecture, 1995

Experience:

Rees Jones, Inc.
Sr. Vice President / Senior Designer
2000-Present

Hale Irwin Golf Design
Project Architect and Design Assoc.
1986 - 1999

Professional Affiliations:

American Society of Golf Course
Architects

United States Golf Association

Estimated Design Fee



Rees Jones, Inc.

GOLF COURSE DESIGN



Taiheiyo Club – Gotemba Course, Shizuoka, Japan

Estimated Design Fee

Our fee structure doesn't have any restrictions on the number of site visits or allocation of time for the project. We take this approach on all of our golf course projects and found this to be key in our success in the last 50 plus years in the golf course industry.

The total Rees Jones, Inc. design fee is between \$395,000 to \$530,000. Since, we are still learning all the details of the project, it is difficult at this time to provide a specific design fee. Below is our typical approach to how we breakdown our design fee. We realize that the details might need to be adjusted based on your team's project needs.

The fee for Step One is \$45,000.00. We typically bill this in 2 payments.

Step One – Redevelopment study and development for golf course routing options:

- ❖ Initial Site Visits, meeting and inspections
- ❖ Follow-Up Site Visit if required to complete our initial investigations to our conceptual routing plan.
- ❖ Preliminary Golf Course Layout Plan or Plans
- ❖ Revised or Final Golf Course Redevelopment Layout Plan

The fee for Step Two and Three is \$350,000.00 to \$485,000.00.

Step Two : Construction Plans, Technical Specifications and Golf Course Bid Package:

- ❖ Preparation of Construction Plans and detailed golf hole sketches
- ❖ Bid Process and contractor selection. Assist with Technical Bid Specifications and Bid Forms.
- ❖ Work with Ownership to Identify qualified bidders and contractor selection.

Step Three – Construction of the golf course project:

- ❖ Construction Inspection. Visit the project throughout construction to inspect and modify, if necessary, and to assist the client or contractor in resolving any project issues or concerns.
- ❖ Marketing Support.

In addition to the above noted design fees we would be reimbursed for all travel expenses relating to the work. We hope the above information has been helpful in clarifying our general scope of practice and our fee structure.

Rees Jones, Inc. Golf Course Transformations



Rees Jones, Inc.

GOLF COURSE DESIGN

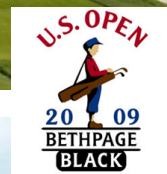
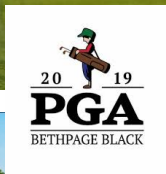
The team at Rees Jones, Inc. is renowned for our expertise in revitalizing golf courses into premier, world-class golfing experiences.



Torrey Pines South Course

Bethpage Black Golf Course

The USGA, wanting to hold the U.S. Open on a truly public golf course, hired Rees Jones to restore Bethpage Black in Farmingdale, NY into a U.S. Open-worthy test of golf. The course was neglected and overgrown. The restoration of Bethpage Black was a huge success and brought the golf course back to its former glory. After the restoration, the golf course was vaulted into the Top 100 lists in Golf Magazine, Golf Digest and Golfweek.



Bethpage Black Hole #4 - Before & After

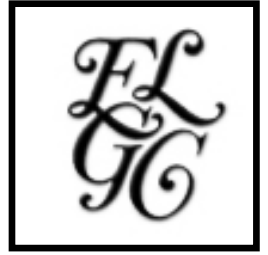


Bethpage Black Hole #8 - Before & After



East Lake Golf Club

East Lake Golf Club was the centerpiece of the dramatic East Lake urban renewal project. Rees Jones design firm was hired to revive the golf course. The extensive work on the course helped revitalize it and enhance its playability and aesthetics. East Lake Golf Course has a rich history, and its renovation by Rees Jones, Inc. contributed to its continued prominence in the world of golf.



1927 Southern Open at East Lake. Bobby Jones is putting on the sixth green.



East Lake Golf Club Hole #2 Before & After



East Lake Golf Club Hole #6 Before & After



The 6th Hole at East Lake transformed into a stunning island green

Playa Grande

The restoration by the Rees Jones design team was awarded the “Best Resort Course Renovation” by Golf Magazine and Playa Grande soared to the #1 spot of Golfweek’s “Top 50 Golf Courses in Mexico/Central America/Atlantic Islands”



Playa Grande Hole #17 Before & After

The entire golf course at Playa Grande was rebuilt and the 6 holes on the back nine were re-routed to create space for the new Aman resort and to improve the back nine experience, resulting in one of the best finishes in golf.



Playa Grande Hole #11 Before & After

We transformed Hole #11 from a par 3 to a short risk-reward par 4 which added excitement and variety to the course. This change introduced strategic decision-making and added a layer of challenge and excitement to the round.



Representative Portfolio



Rees Jones, Inc.

GOLF COURSE DESIGN



Hazeltine National Golf Club , Chaska, MN



Playa Grande Golf
and Ocean Club

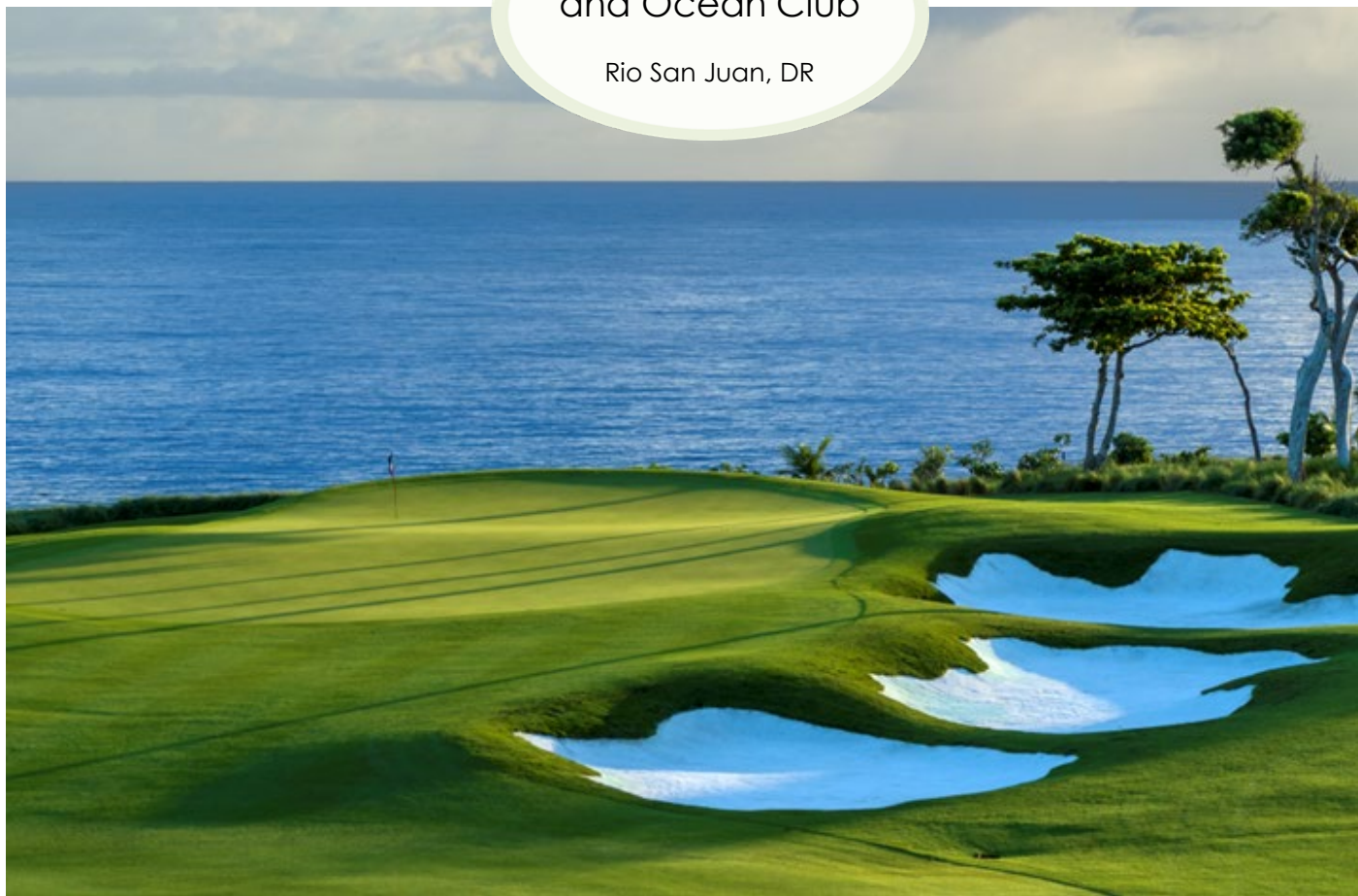
Rio San Juan, DR





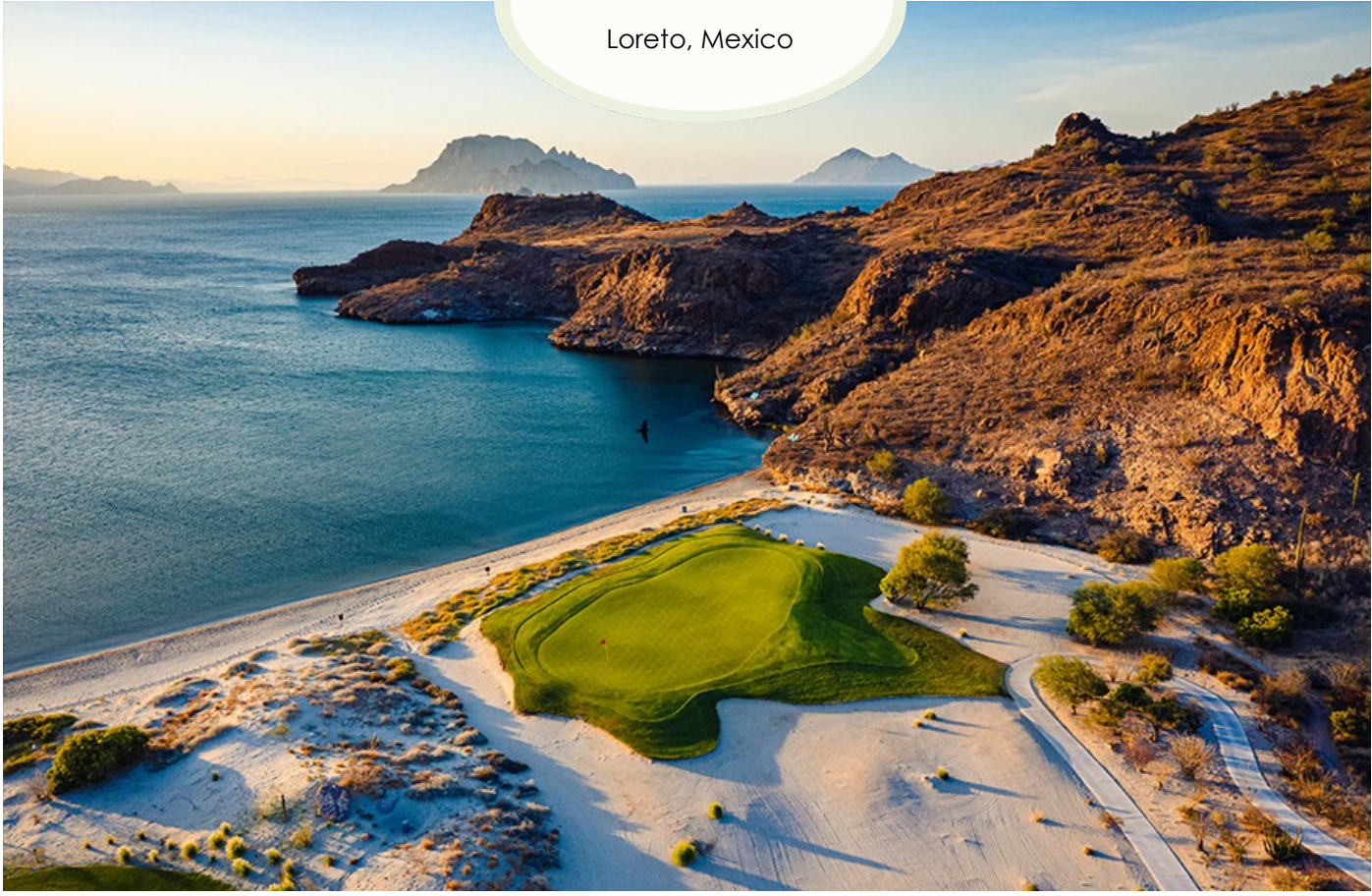
Playa Grande Golf
and Ocean Club

Rio San Juan, DR





TPC Danzante Bay
Loreto, Mexico





TPC Danzante Bay
Loreto, Mexico

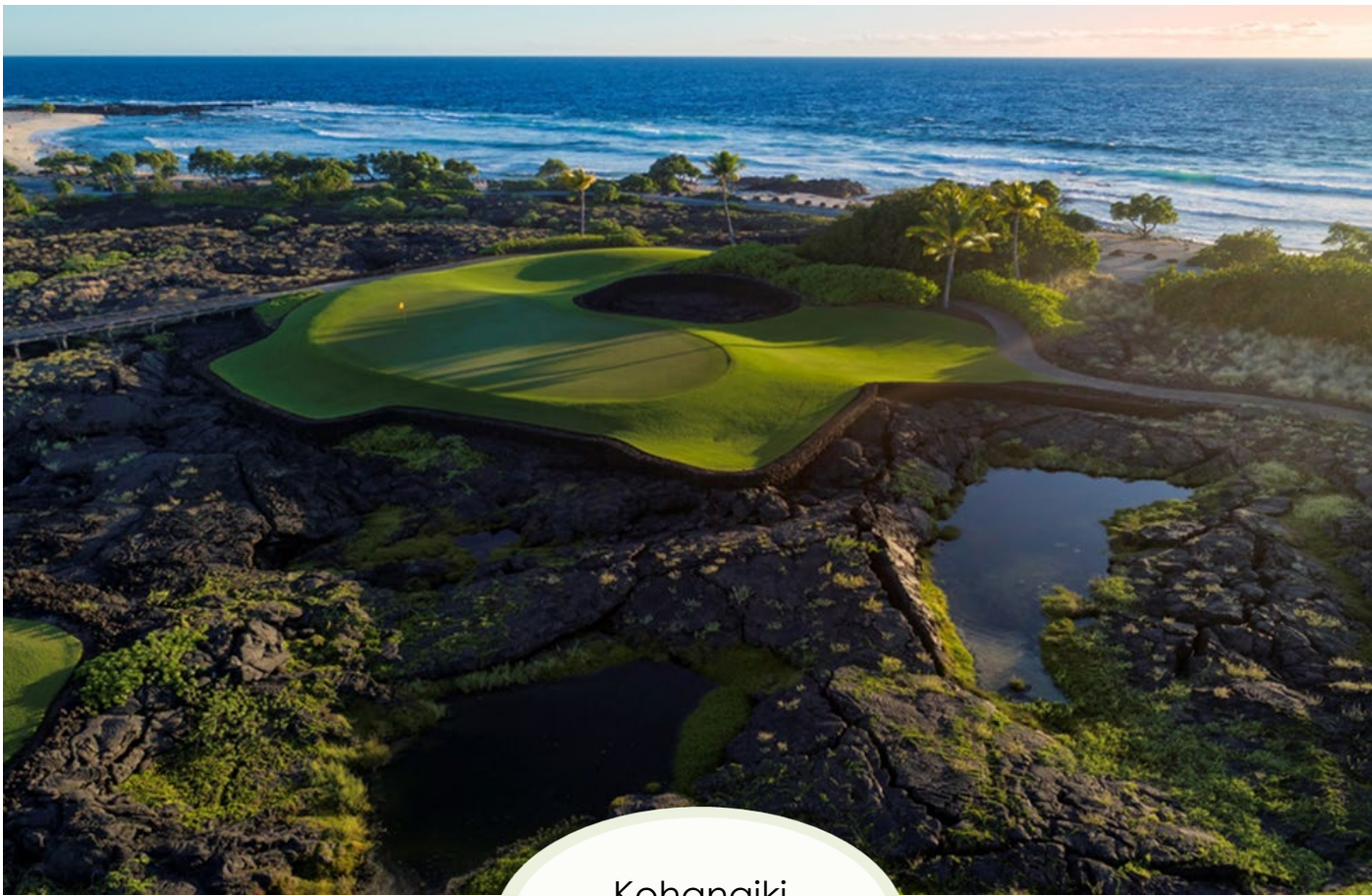




Kohanaiki

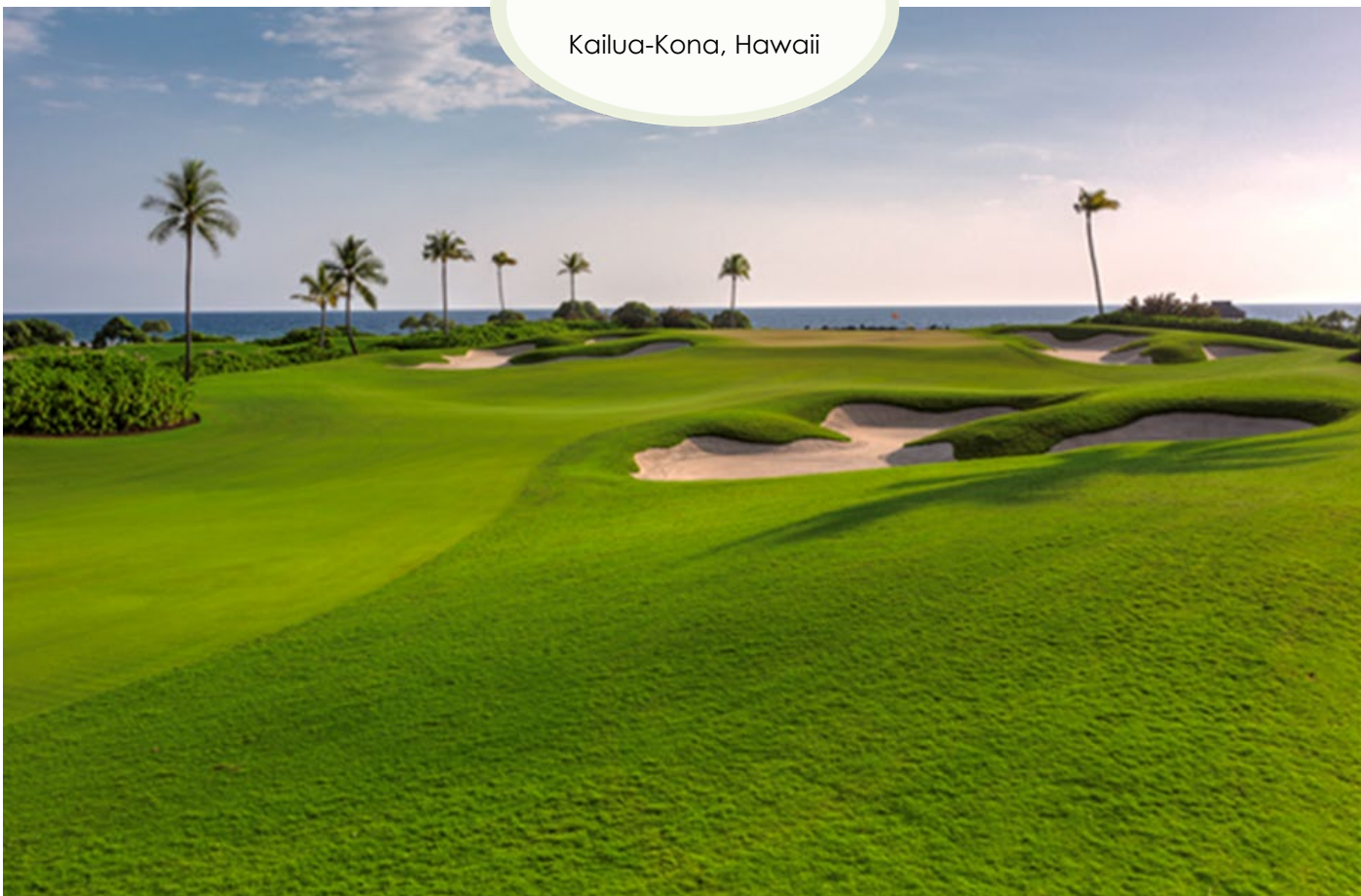
Kailua-Kona, Hawaii

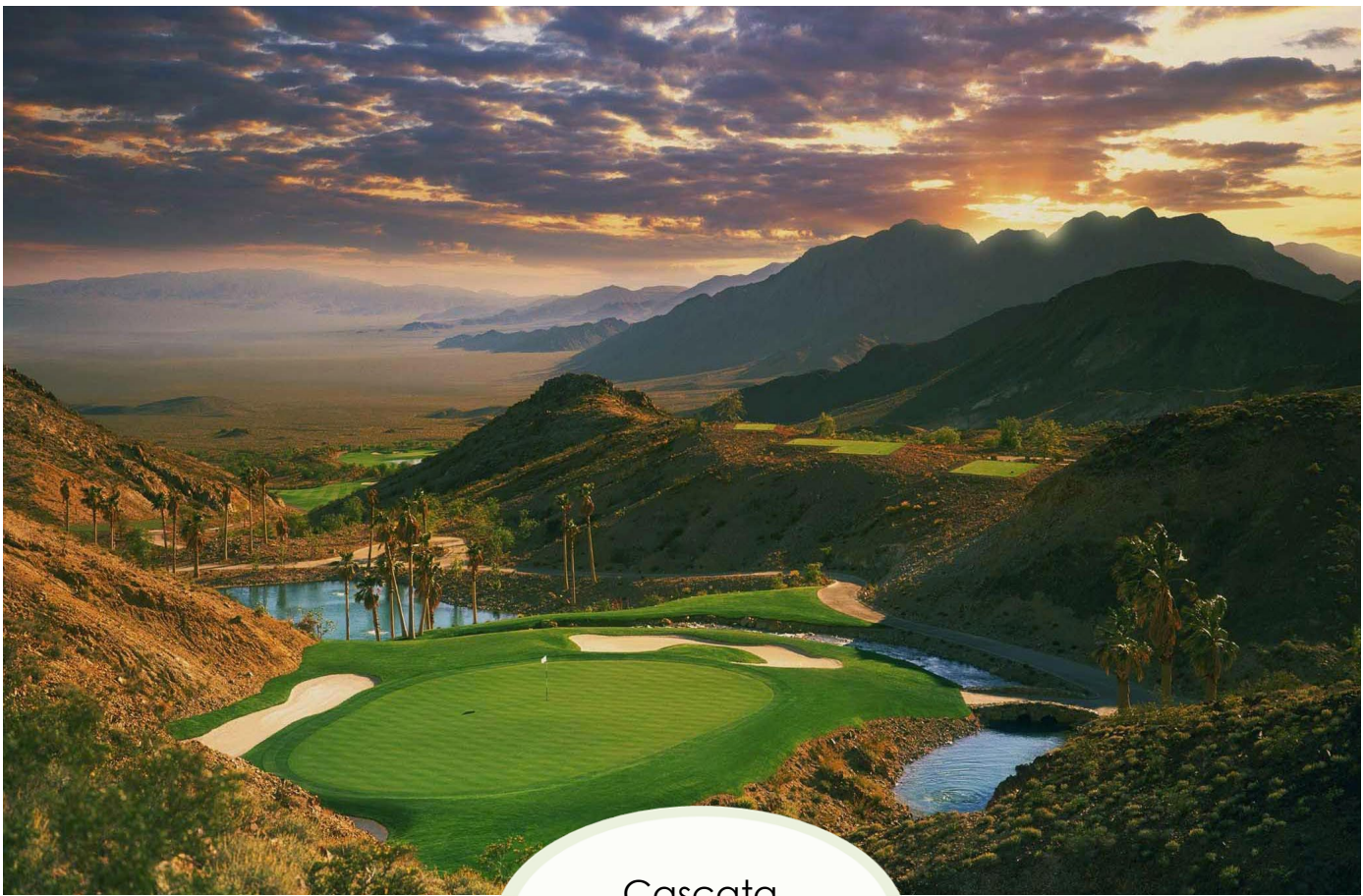




Kohanaiki

Kailua-Kona, Hawaii





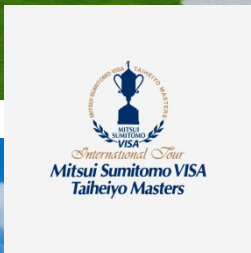
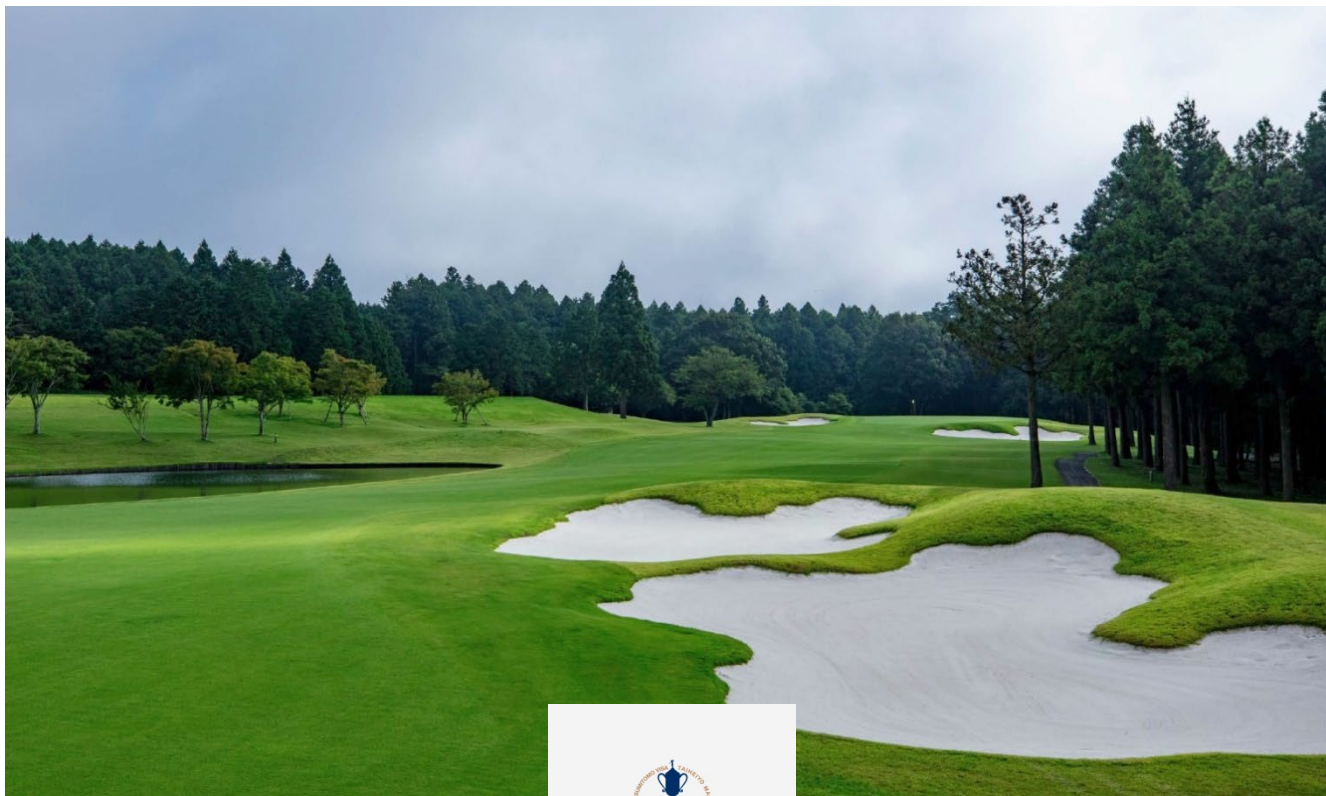
Cascata

Boulder City, NV



Taiheiyo Club (Gotemba), Gotemba, Shizuoka, Japan

Mitsui Sumitomo VISA Taiheiyo Masters: Annually Since 2018

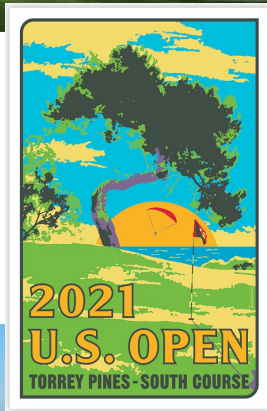
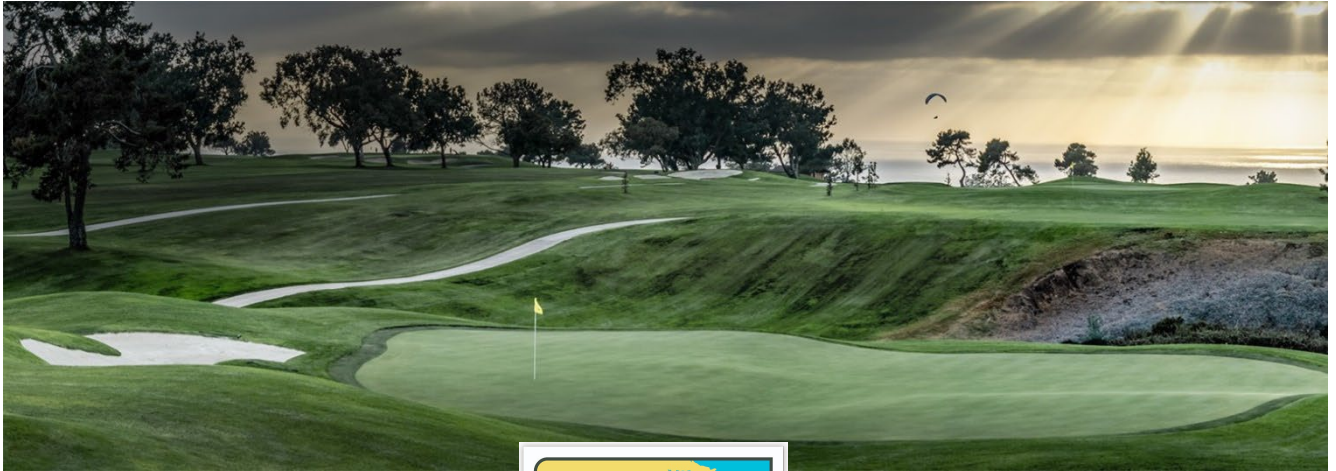


Torrey Pines Golf Course (South Course), La Jolla, CA

Farmers Insurance Open: Annually Since 2010

LPGA Tour's Samsung World Championship: 2009

U.S. Open: 2008, 2021





Rees Jones, Inc.

GOLF COURSE DESIGN



Kohanaiki, Kailua-Kona, HI

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