

Oneida Business Committee Agenda Request

EXCERPT FROM DECEMBER 14, 2016: Motion Jennifer Webster to adjourn at 11:59 a.m.; and to defer the remaining agenda items to the December 28, 2016, regular Business Committee meeting, with item "VIII.A. Review concern # 2016-CC-21 regarding Tsyunhehkwa operations" to be addressed first on that agenda, seconded by Melinda J. Danforth. Motion carried unanimously.

1. Meeting Date Requested: ~~12~~ / ~~14~~ / ~~16~~

2. General Information:

Session: Open Executive - See instructions for the applicable laws, then choose one:

Agenda Header:

Accept as Information only

Action - please describe:

Motion to accept the OGE 4th Quarter Report for FY16

3. Supporting Materials

Report Resolution Contract

Other:

1.

3.

2.

4.

Business Committee signature required

4. Budget Information

Budgeted - Tribal Contribution

Budgeted - Grant Funded

Unbudgeted

5. Submission

Authorized Sponsor / Liaison:

Primary Requestor/Submitter:

Your Name, Title / Dept. or Tribal Member

Additional Requestor:

Name, Title / Dept.

Additional Requestor:

Name, Title / Dept.

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6. Cover Memo:

Describe the purpose, background/history, and action requested:

To update the Business Committee on the performance of Oneida Golf Enterprise d/b/a Thornberry Creek at Oneida for the 4th Quarter of FY16.

Request a motion to accept the OGE 4th Quarter Report for FY16.

1) Save a copy of this form for your records.

2) Print this form as a *.pdf *OR* print and scan this form in as *.pdf.

3) E-mail this form and all supporting materials in a **SINGLE** *.pdf file to: BC_Agenda_Requests@oneidanation.org

Oneida Golf Enterprise Corporation

Fiscal year-To-Date Reporting for period Ending:

September, 2016

The Oneida Golf Enterprise Corporation (OGEC) is a corporation of the Oneida Nation established to oversee and manage the business known as Thornberry Creek at Oneida.

Narrative Report

Business Practice, Market Overview, Place Within Market:

- Thornberry Creek at Oneida (TCO) is a 27 hole premier golf course settled in a rural prestigious housing development on the Oneida reservation.
- TCO is the Official Golf Course of the Green Bay Packers.
- TCO was awarded "Best 9 Hole Course" both statewide and nationally in 2015
- TCO Legends Course was ranked #10 in the state by *GolfAdvisor* in 2016
- TCO along with the Radisson, Wingate and Casino was ranked "Best Golf and Casino Resorts" in 2016 by *Golf Vacation Insider*
- TCO Legends Course was ranked "Best of the Bay" 2016 best golf course by *Green Bay Press Gazette*
- TCO is one of 10 Official PGA Family golf courses in Wisconsin offering tees for kids based upon skill level and ability to further enjoy the game.
- TCO includes a banquet facility, practice range, golf shop and sports pub & grill
- TCO is considered a leader in charitable golf event hosting and a leading choice for future brides.
- TCO hosted 39 special events in the fourth quarter for a total of 137 special events in the fiscal year
- TCO hosted 59 golf events in the fourth quarter for a total of 85 Golf Events in the fiscal year

Competitive Analysis:

GOLF

- Area competitors in this market for public golf courses with 9 holes is Village Green in Howard; 27 holes includes Mid Vallee in De Pere; 18 holes include Brown County and Crystal Springs.
- Outside our 10 mile radius are other courses such as Royal St. Patrick's, Ledgeview, The Woods, and Northbrook. Courses outside the area but still considered competitors include The Bull in Sheboygan and Blackwolf Run/Whistling Straits in Kohler.

Banquet

- Thornberry Creek at Oneida has 7,000 square feet of flexible banquet space with large windows and spectacular views. This space will accommodate 300 guests at round tables. We also feature a porch room that accommodates up to 40 people. Included in this space is the Cupola available for smaller wedding ceremonies and intimate gatherings.
- Thornberry Creek at Oneida also offers a full range of conference equipment and amenities for the corporate client.
- Our large bar and grill offers full coverage on all 24 HDTV flat screen televisions for all sporting events and seats up to 160 customers.
- Area competitors in this market include Rock Gardens and the Radisson.

Strategies for Improved Value:

- In an effort to combine the branding efforts of Thornberry Creek and the LPGA Classic we have created ad campaigns highlighting both products
- New ads have been placed in the *Packer Gameday* publication as well as the *Wisconsin Badger Yearbook*; the expected circulation of both publications will be in excess of 1 million
- Working with CBS the Thornberry product will be featured via commercial in all golf telecasts in 2016; the aerial footage from DroneHub will be used to create captivating imagery for our potential guest and client
- TCO continues to maximize opportunities with golf outings, weddings and special events throughout the summer months.
- TCO and OGE hosted an LPGA Year from Here event in August with great success. We captured important marketing and advertising material with LPGA tour players as well as hosting future partners of the Thornberry Creek LPGA Classic
- TCO sold the facility for the day for the first time ever to host a high profile golf event
- Our brand image continues to be elevated as we're seen and heard across all the major networks: FOX, CBS, NBC and WIXX
- Our new point of sale system IBS has been a great help with reporting and efficiency for day to day operations
- IBS allows OGE the opportunity to collect immediate feedback and package departments together to better offer value to our guest
- With the renovation and construction on the parking lot and practice facility completed, the facility will open in 2017 and bring many new revenue opportunities
- Utilizing direct mail campaigns, we have seen a jump in attendance on specialized evenings
- Upon finishing the trade show circuit, TCO has experienced an influx of inquiries regarding the All in Package and stay and play getaways. TCO hosted over 175 stay and play rounds in the fourth quarter seeing growth throughout the year partnering with the Radisson and Wingate.

Material Changes or Developments in Market/Business:

- OTIE completed the expansion of the parking lot and practice facility to meet deadline with ease; they have been amazing to work with thus far
- Rick Jacobsen, the original golf course architect, in conjunction with Hollembeak completed the practice tee, putting green, short game area and on course bunker renovations; all of their work has been beautifully done and we now have a world class practice facility
- OTIE is on schedule with the basement renovation
- OGE has started a new Team Member recognition program and has experienced exceptional feedback regarding the program
- TCO employed 220 team members at the height of our season in the fourth quarter, the most TCO has ever had; the quality of candidates still proves difficult in the market due to compensation packages and an extremely low unemployment rate
- We continue to create alignment in our branding efforts in all marketing campaigns and print materials onsite; this process will continue for the next few years
- OGE will be identifying the opportunities available through the sales team members to assist in selling inventory in the off-season months
- The Pub continues to struggle outside of the golfing season and the expectation of growth is minimal unless major changes are made to the concept and product offered

Market Growth:

- Our social media presence continues to grow, up 18% in FY2016 and up 78% over 2015
- Although revenues are up so are expenses; some due to increased service efforts and operational costs from equipment breaking or needing to be replaced
- The Fringe Benefit card shows 83% gains from FY2015 to FY2016 proving loyalty from the golfing community
- We have sold out all Saturdays in 2017 from May to October except for 3 weekends and beginning to book multiple wedding weekends. With the addition of the practice tee and basement renovations we will be able to offer outdoor ceremonies in 2017 and beyond thus creating additional revenue to the facility
- Season pass sales have seen monumental growth; 44 in 2014, 58 in 2015 and currently 88 in 2016; 100% growth in two years' time
- Thornberry Creek continues to grow adding to its awards in FY2016 with the Legends Course being ranked #10 in the state by *Golf Advisor*, "Best Golf Course 2016" by Green Bay Press-Gazette Best of the Bay, "Golf Vacation Insider's" list of 2016 Best Golf & Casino Resorts, "Best Golf Course in the State" by the Golf Course Owners of Wisconsin, "Best 9 hole Course in the Nation" by Always Time for 9.

- Rounds continue to convert to the Legends course, inventory levels are becoming low but not completely sold out

Pending Legal Action:

- No litigation pending.