

Oneida Business Committee Agenda Request

1. Meeting Date Requested: 04 / 27 / 17

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 2nd Quarter Report for FY2017

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.

Oneida Business Committee Agenda Request

6. Cover Memo:

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

To update the Oneida Business Committee on the performance of Oneida Golf Enterprise d/b/a Thornberry Creek at Oneida for the 2nd Quarter of FY2017.

Request a motion to accept the OGE 2nd Quarter Report for FY2017.

- 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:

March, 2017

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 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 considered a leader in charitable golf event hosting and a leading choice for future brides.
- 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.
- TCO hosted 55 special events in the first quarter for a total of 55 special events in the FY 2017.
- TCO hosted 5 golf events in the first quarter with 3 Stay and plays in October.

Competitive Analysis:

GOLF

- Competitive analysis is scheduled to be completed in the 3rd and 4th quarters.

Strategies for Improved Value:

- We continue to cobrand the Thornberry Creek LPGA Classic, Thornberry Creek at Oneida and the Oneida Nation including TV commercials, social media, print with advertising starting before the holidays. We will see another major push 6 to 8 weeks prior to the event. All of our print ads and social media are cobranding to benefit the Oneida Nation, Thornberry Creek at Oneida and the Thornberry Creek LPGA Classic.
- Ads have been placed in the *Packer Gameday* publication as well as the *Wisconsin Badger Yearbook and the Milwaukee Brewers Game Day Program*; the expected circulation of these publications will be in excess of 1 million
- TCO continues to maximize opportunities with golf outings, weddings and special events throughout the summer months.
- Our brand image continues to be elevated as we're seen and heard across all the major networks: FOX, CBS, NBC and WIXX.
- We now have a full year working under our new operating system so we are able to compare historical data very efficiently.
- We had a very successful trade show season selling out of fringe benefit cards again, this year at a higher price. We were also promoting the Thornberry Creek LPGA classic and our stay and plays and had great interest and feedback.
- TCO continues to be a major supporter in donations and giving within the community.

Material Changes or Developments in Market/Business:

- OTIE is actively working to complete the basement renovation; OTIE has been a pleasure to work with thus far. We are now seeing material changes with drywall up and painted, partitions and hardware is up in the locker rooms, and the bar is completed and very close to being functional. The area is expected to be complete by the beginning of June giving us plenty of time before the LPGA. We are already planning to utilize the space for golf outings and other events to generate revenue that is lost due to the upstairs being sold out for weddings or golf outings.
- TCO is in the middle of an aggressive onboarding process of employees. The quality of candidates still proves difficult in the market due to compensation packages and an extremely low unemployment rate. Although we were concerned about the quality and quantity of applicants throughout the spring our extended efforts in employee recruiting prove to pay off in the process. We are very comfortable with the staff we have hired thus far in all departments except for the kitchen where there is a lack of talent and applicants.
- 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.
- 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.
- Over the winter months we did lose our Executive Chef Ashley Nero, who moved on to pursue a different opportunity in the area. We also separated our relationship with our Food and Beverage Director, Zach Knight. Since then, we have posted both positions; we hired

from within promoting Kateri Danforth to Chef and we are still evaluating the F and B Director position.

Market Growth:

- Our social media presence continues to grow, up 3% in the 2nd quarter of FY2017 and up 23% from beginning of FY2016.
- Although revenues are up to budget and to prior year numbers so are expenses; some due to increased service efforts and operational costs from equipment breaking or needing to be replaced and preparation for the Thornberry Creek LPGA Classic.
- Pass holder sales continue to grow year over year; up 7% from FY2016.
- Weddings are up 33% in the 2nd quarter and we are projected to have 40 weddings in FY 2017 and they are still booking! Our wedding business is up 30% for FY 2017 from prior year, accounting for dates that are booked with deposits.
- We have sold out all Saturdays in 2017 from mid-April 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.

Pending Legal Action:

- No litigation pending.

Executive Summary

- In 1st quarter of FY 2017 our last round of golf we did was November 19th, approximately 3 weeks earlier than prior year. Despite having issues with the weather this year green fees are up \$26K over prior year and golf as a whole is up \$28k over budget. Golf grounds payroll and expenses are over budget due to demand and preparation for LPGA. F and B is up \$39k to prior year mainly due to pre-booked business which is more profitable while the pub business is down.
- Locker room and basement renovations will be complete this spring and will add value to pass holders and additional revenue to the facility for golf outings, weddings and other corporate events.
- TCO continues to see revenue growth but the overall team at TCO continues to change due to business and personal reasons. We are very close to deciding on the management team for the 2017 season and are excited about who we have on board for this very important year.
- Wages and total compensation continue to be reviewed due to the lack of potential employees in the marketplace
- TCO continues to venture down avenues for added growth of loyalty and revenues

Quarterly Financial Summary Attached