



THORNBERRY CREEK
AT ONEIDA

FY2024 Third Quarter Business Report



Oneida Golf Enterprise

June 30, 2024

Golf & Related Operations

Business Practice, Market Overview, & Place within Market

- Wet conditions through the spring and into the summer have created challenges for course and grounds, however, business has not been impacted
- Full greens fees began Memorial Day weekend, with the average rate being significantly higher than last year due to dynamic pricing
- The first green has recovered well from the damage caused over the winter; there are little to no signs of damage
- While restaurant F&B is slower than expected, it is still up year over year
- On Course food and beverage has been a pleasant surprise, surpassing budget in all categories
- We have seen a willingness to pay for a premium experience, which we continue to strive towards as the season progresses

Strategies for Improved Value

- Stay & Play revenue streams are slower this year; we have begun offering discounted rates of \$72-78 for anyone showing an Oneida Hotel room key upon checking in for their round
- We will be testing two new revenue streams for the fourth quarter:
 - Sunday Morning Scramble – to capture anyone who wants to play before Sunday football, we are offering a 7:30am shotgun start for two-person teams
 - We will also be testing a twilight rate on the Legends beginning at 4pm
- The kitchen is working on more budget friendly options for outings
- We have seen growth in small group outings (12-36 players), especially on weekends
 - We are working on a strategic plan to attract more of these groups

Market Growth/Changes

- The local market remains consistent with previous years

Course & Grounds

- One new rough mower was purchased in the quarter as older equipment was no longer repairable
 - Purchasing a floor/demo model, along with trading in obsolete equipment, led to a \$20,000 savings off of list price
- Several large trees will need to be removed in the Fall. Some may fall naturally during the season if strong winds or storms hit the area
- Wet conditions, along with heat and humidity have led to the outbreak of fungal growth on several greens which the staff is working to remedy through chemical applications

Food & Beverage and Event Operations

Business Practice, Market Overview, & Place within Market

- *Banquet & Wedding season has been strong, especially with regards to outings*
- *Wedding bookings are flat year-over-year, however, this is strategic*

- *Booking fewer weddings at a higher price point allows us to keep staff fresh and ensure high quality of product and service*
- *Executive Chef put in notice at the end of May*
 - *Replacement had already been identified and was onboarded in mid-June*
 - *Executive Chef role has been eliminated and replaced by Kitchen Manager & Banquet Chef*
 - *Streamline Operations and more productive labor out of salaried positions*

Strategies for Improved Value

- *Exploring opportunities to partner with other Tribal businesses for satellite or pop-up locations to promote Thornberry*
 - *Many courses have had success with opening satellite pro shops within casinos*
 - *Others have used pop-up sales to liquidate inventory*
- *We will continue to offer seasonal sales in the pro shop and specials in the Bar & Restaurant*

Market Growth/Changes

- *No changes to the local market recently; many courses picked up rounds in the winter due to warm weather at heavily discounted rates*

Threats to Current Business

- *Cash flow is much stronger than previous periods*
 - *Expenses have been limited to critical need*
 - *We anticipate strong cash flows into November with annual pass sales*
- *The facility is in need of updates to continue to attract weddings and events in our larger spaces*
 - *New carpeting; plumbing updates, etc.*