

A tropical beach scene at dusk or dawn. Several palm trees are visible, some leaning over the water. In the foreground, there are beach umbrellas and lounge chairs. A sailboat with an American flag is on the right. The sky is a mix of blue and orange.

# Welcome

## TOWN HALL MEETING

NOVEMBER 20, 2020



# A SALUTE TO THOSE WHO SERVE & PROTECT

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PLEDGE OF ALLEGIANCE



**RAY LARKIN**  
VICE CHAIRMAN





# TODAY'S AGENDA

Welcome/Opening Comments Bob Manzo, *Ocean Reef Club Chairman*  
Covid Protocol Procedures  
Overview of Major Capital Projects  
Update on Funding of Major Capital Projects  
Financial Impact of Covid  
Overview of Real Estate Activity

Covid Impact on Associates Alex Tonarelli, *Ocean Reef Club President*  
Covid Impact on Key Events  
Overview of Other Club Projects  
Overview of Dining Venues

Membership Overview Ray Larkin, *Ocean Reef Vice Chairman*

Census Review Richard Weinstein, *Senior Vice President Membership*

Update on Homestead Airport Teresa Holmes, *Chairman Everglades Protection Alliance*  
Closing Comments/Q&A

# CLUB COVID PROTOCOLS



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# SAFETY MEASURES — MEMBERS & GUESTS

## ACTIONS TAKEN SINCE MARCH

- **Masks required in indoor venues**  
*Monroe County requires that all persons over the age of six wear a facial covering when unable to engage in social distancing whether indoors or outdoors.*
- **Temperature checks at Front Gate, Front Desk, Airport & Marina**
- **Temperature checks for all Associates**
- Associates required to wear masks at all times
- Increased sanitization throughout the Club
- Decreased touchpoints
- Weekly email communications to Members
- Increased signage throughout Club
- QR codes for menus to reduce paper touchpoints
- Welcome letter at points of entry
- Buccaneer Island guideline hand out



## ADDITIONAL SAFETY PRECAUTIONS

- AirPHX air purifier in Main Workout Room at Member Fitness, Marina Fitness and Card & Games Room
- Clubwide transition to MERV 11 & MERV 13 (hospital grade filters, 8 is industry standard)
- Clorox hospital-grade electrostatic machine in Spa & MFC
- Regular scheduled electrostatic disinfection of all Member and Guest areas
- New masks and sanitizer for all Associates
- UV/HEPA Air Filter machine in each Spa Treatment Room
- Dedicated UV unit in Card & Games Room
- Complete Staff Housing Plan





# SAFETY MEASURES: AIRPORT & MARINA

## TEMPERATURE CHECKS

### Front Gate



### Marina

### Airport

Masks required in terminal







# SAFETY MEASURES: MEMBER GUEST POLICY

## Member Guests

- Member reservations and Member Guest Cards started October 15
- Reservation confirmations contain information on Club guidelines and protocols so that your Guest will know what to expect
  - Temperature checks will be done upon arrival
- As situation may change, information will be provided at check-in with current Club guidelines and protocols

We want to be sure we let your family and guests know what to expect and ask that you ensure compliance with Club rules and expectations for the safety and well-being of your fellow Club members and community.



# SAFETY MEASURES – SMALL GROUPS/WEDDINGS

- Email confirmation stating guidelines
- Each guest receives letter at check-in
- Meeting planner signs acknowledgement
- Temperature checks at check-in







# SAFETY MEASURES - STAFF HOUSING & ASSOCIATES

- COVID TESTING ON ARRIVAL FOR STAFF HOUSING SEASONALS  
NO POSIVITIES TO DATE
- SAFETY ORIENTATION PACKET ON ARRIVAL  
AND FULL DAY TRAINING
- Masks required and clip-on sanitizer
- Cleaning supplies provided to Associates for their rooms
- Increased common area sanitization on an aggressive weekly schedule
- Increasing outdoor recreation to reduce indoor congregating
- Enforced Social Distancing and strict rules about no large gatherings





# SAFETY MEASURES : GOLF OPERATIONS

## Golf Play & Lessons

- Sanitize golf carts and rental clubs daily
- Shop limited to six at a time
- All shotgun events converted to tee times
- No golf bag storage due to construction
- Outside Golf Staff wear masks and do not clean Clubs unless requested by Member







# SAFETY MEASURES: BUCCANEER ISLAND

## Buccaneer Island

**Capacity:** 450 Chaise Lounges  
(75% of historical seating levels)

- Sanitization multiple times daily
- Constant bathroom cleaning and coverage
- Additional safety signage
- No large grouping of chairs
- Modified children's activities
- Hot Tub closed





# SAFETY MEASURES : SPA & FITNESS

## SALON & SPA

- Clorox hospital-grade electrostatic machine
- UV/HEPA Air Filter in Treatment Rooms
- Separate check-in desk for appointments
- In-depth safety training for all service providers
- Increased Sanitization & time between appointments
- Closure of wet lounge and steam room
- Locker Rooms for Spa users only
- Temperature checks upon arrival



## MEMBER FITNESS CENTER

- AirPHX air purifier in Main Workout Room
- Clorox hospital-grade electrostatic machine
- Dedicated cleaning attendant on floor
- 50% of historical on Cardio Equipment
- Outdoor Fitness Area equipped with an assortment of fitness equipment available daily
- Reduced class size (8), reservations recommended
- Functional Training Room limited capacity (6)
- Fiesta Room open for training
- Separate entrance/exit doors for Fitness and Spa



# MAJOR CAPITAL PROJECTS OVERVIEW



# ASSOCIATE PARKING GARAGE



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# ASSOCIATE PARKING GARAGE







# ASSOCIATE PARKING GARAGE



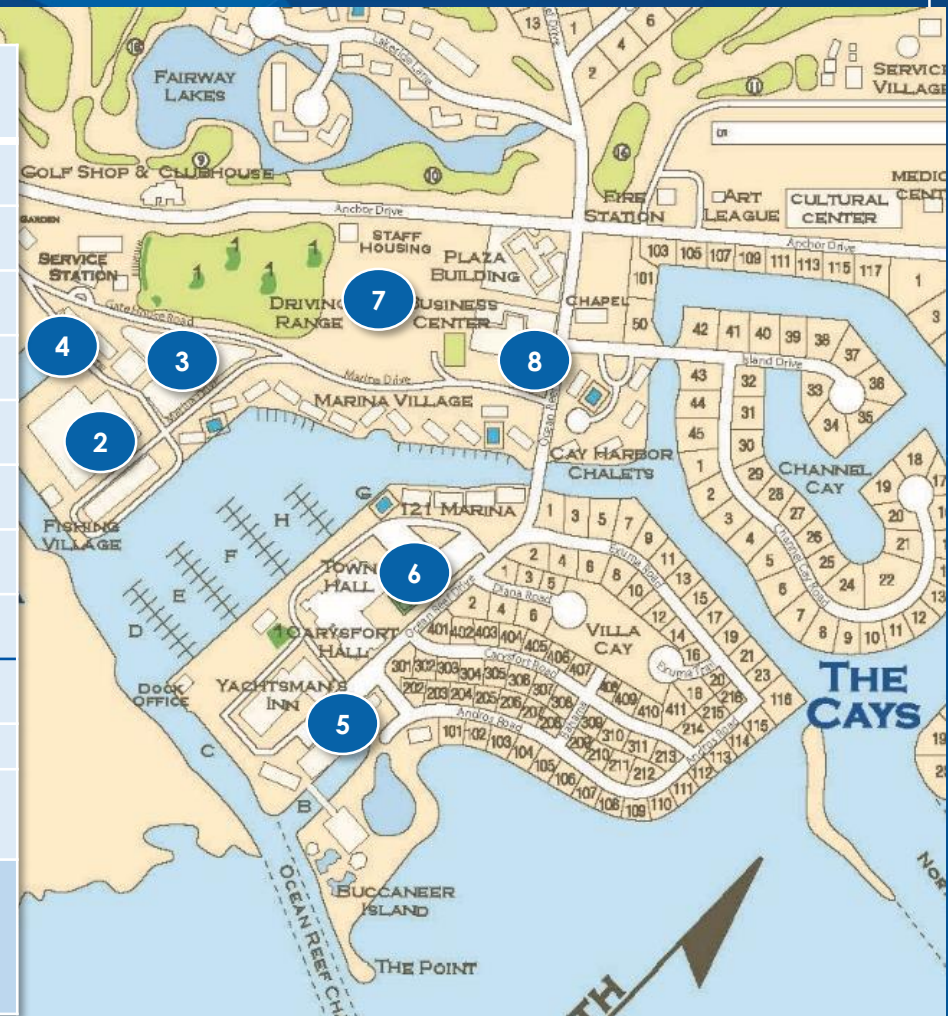
NOVEMBER 16, 2020





# PARKING SUMMARY

Parking Zone	Available Car Spaces	Peak Season Occupancy	Peak Day Utilization
1. Member Fitness / Spa	79	75	95%
2. Fishing Village	66	62	94%
3. Wynns Shopping Center	128	114	89%
4. Dockside Lane	46	44	96%
5. Core Inn Area (A)	139	134	96%
6. Town Hall and Carysfort	121	64	53%
7. Associate Village	187	187	100%
8. Business Center	102	91	89%
Total	868	771	89%
Incremental Spaces with Garage	403		
New Total	1,271	771	61%



The Associate Parking Garage will be fully operational by December 15

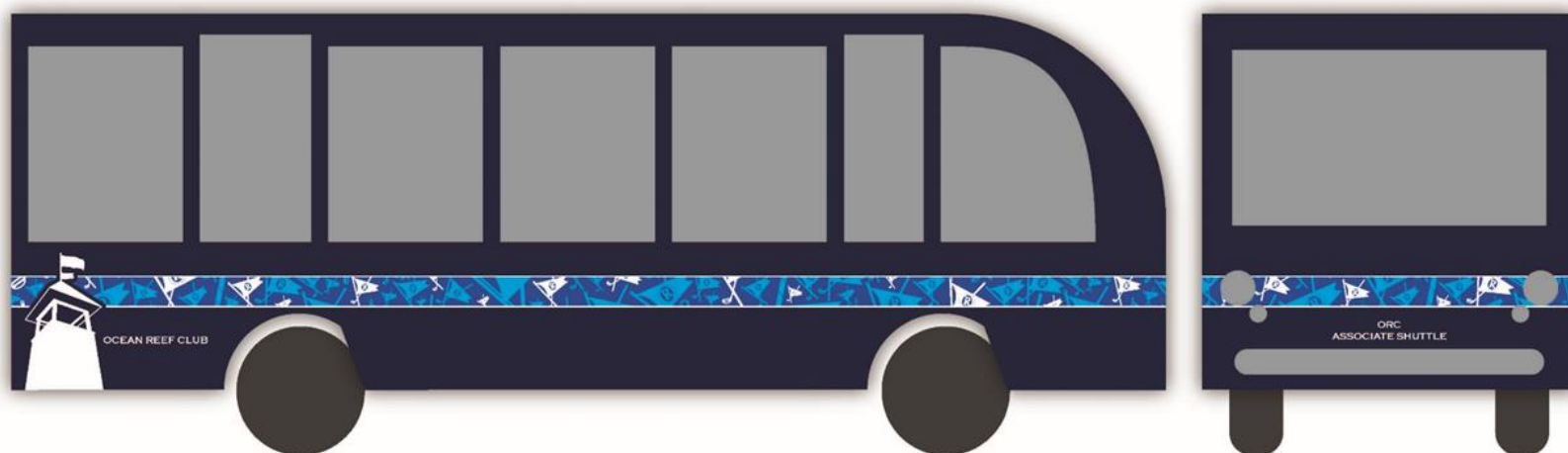
Based upon 403 incremental garage spaces, there should be 42% more spaces available during peak utilization for Members and their guests.



# TRANSPORTATION PLAN

## THREE 15 PASSENGER ELECTRIC TROLLEYS

Customized and branded with appropriate ORC look and feel.



## TROLLEY ROUTES

South Harbor:

Spa & Fitness

Fishing Village:

Club & Tenants  
(MarineMax, Retail)

Core Area:

Inn, F&B,  
Marina,  
Recreation

## BRANDED, BEACH CRUISER- STYLE BICYCLES



The Club will enforce that all Club Associates, ORCA Employees and Fishing Village Tenants utilize the garage.





# ASSOCIATE GARAGE PROJECT COST

Budgeted Cost	Current Estimated Cost	Paid to Date	Remaining Cost
\$9 Million <i>Fixed contract price</i>	\$9 Million	\$6.4 Million	\$2.6 Million

COMPLETION DATE: 12/15/20

# OCEAN ROOM STRUCTURAL REPAIRS



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# OCEAN ROOM STRUCTURAL REPAIRS







# STRUCTURAL REPAIRS PROGRESS PHOTOS



**OLD**



**NEW**

Note: These structural repairs will extend the useful life of the building for 25+ years



# OCEAN ROOM STRUCTURAL REPAIRS

Budgeted Cost	Revised Cost	Paid to Date	Remaining Cost
\$800K	\$1.9 Million*	\$1.5 Million	\$0.4 Million

COMPLETION DATE: 11/25/20

\*Due to the age of the building and unforeseen underground structural repairs the overall cost increased.



# OCEAN ROOM & INN LOBBY



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# OCEAN ROOM







# PHASED COMPLETION TIMELINE

<u>AREA</u>	<u>PROJECTED COMPLETION</u>
Ocean Room Kitchen	Dec. 15 – 31, 2020
Ocean Room	Dec. 31, 2020 – Jan. 15, 2021
Reef Lounge	Jan. 15 – Feb. 15, 2021
Inn Lobby/Front Desk	Mar. 1 – 15, 2021



# INN LOBBY & OCEAN ROOM

Budgeted Cost	Revised Cost	Paid to Date	Remaining Cost
\$10.5 Million	\$12 Million*	\$ 5.6 Million	\$6.4 Million

\*Due to the age of the building and unforeseen structural repairs that needed to be addressed, cost has increased.



# GOLF CLUBHOUSE



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# GOLF CLUBHOUSE

OLD



NEW







# GOLF CLUBHOUSE



ESTIMATED COMPLETION DATE 11/2021





# TEMPORARY CLUBHOUSE OPERATIONAL PLAN

- Golf Shop in temporary trailer
- Temporary cart barn installed
- Expanded patio for Toski's lunch
- Opened and expanded Anchor Drive curb for better cart flow and safety







# GOLF CLUBHOUSE

Budgeted Cost	Current Estimated Cost	Paid to Date	Remaining Cost
\$22.2 Million	\$22.2 Million	\$3.9 Million	\$18.3 Million







# BUCCANEER ISLAND LAGOON

ON HOLD AS WE CONTINUE TO EVALUATE





# UPDATE ON FUNDING MAJOR CAPITAL PROJECTS

**BOB MANZO**



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# ALL CAPITAL PROJECTS

	Budgeted Cost <i>(In Millions)</i>	Revised Estimated Cost <i>(In Millions)</i>	Paid to Date <i>(In Millions)</i>	Remaining Cost <i>(In Millions)</i>
Associate Parking Garage	\$9.0	\$9.0	\$6.4	\$2.6
Inn & Ocean Room	\$10.5	\$12	\$5.8	\$6.2
Ocean Room Structural Repairs	\$0.8	\$1.9	\$1.5	\$0.4
Golf Clubhouse	\$22.2	\$22.2	\$3.9	\$18.3
Total	\$42.5	\$45.1	\$17.6	\$27.5

Projects are expected to be completed without any assessments or need for any outside financing due to the coronavirus situation.



# FINANCIAL IMPACT OF COVID

## BOB MANZO



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# IMPACT OF COVID: MARCH-NOVEMBER



	April to November	Actuals	Variance	Notes
Cash Balance - April	58.51	58.51	-	
Excess of Accounts Receivable over Accounts Payable - April 1	8.12	8.12	-	
Cash from Capital Assessment (billed in April)	5.70	5.70	-	
Cash from 2021 Member Dues (billed in August)	27.33	27.33	-	(1)
Forecasted Net Operating Cash Losses				
April	(4.60)	(3.78)	0.83	
May	(2.62)	(2.44)	0.18	
June	(3.13)	(1.93)	1.20	
July	(2.62)	(0.78)	1.84	
August	(2.62)	(1.51)	1.11	
September	(2.63)	(1.50)	1.13	
October	(1.77)	(0.98)	0.79	
November	(5.00)	(5.26)	(0.26)	
Forecasted Spend on Routine Capex	(6.25)	(6.80)	(0.55)	
Cash Balance before Spend on Major Projects	68.41	74.68	6.27	
Forecasted Spend on Major Projects				
Clubhouse	(6.00)	(5.20)	0.80	(2)
Ocean Room (including Structural Repairs)	(7.40)	(8.30)	(0.90)	(2)
Parking Garage	(7.80)	(7.36)	0.44	(2)
Forecasted Cash Balance - End of Period	\$ 47.21	\$ 53.82	\$ 6.61	(3)

## Notes:

- (1) Revenues exceeded projections due to Membership, small member weddings, Marina and Airport fuel sales.
- (2) Payroll & Expense savings due to focused and disciplined approach
- (3) Better than anticipated real estate results.





# IMPACT OF COVID ON MEMBER EVENTS & GROUP BUSINESS

	3-Year Historical Average	2020 Forecast	2021 Budget Preliminary Budget	Variance 2021 Budget to Historical Average
Number of Member Events & Groups	263	127	24	(239)
Member Event & Group Business	26,123	9,715	1,827	(24,296)
Total Revenue	\$ 17,062,301	\$8,437,488	\$1,457,376	\$(15,604,925)
Estimated Net Contribution/Profit	\$8,438,111	\$3,613,433	\$595,448	\$(7,842,663)

Note: More than half of events are Member families or Member Sponsored

# 2020 YEAR TO DATE OPERATING RESULTS

	Budget 2020	Actual / Forecast 2020	Act / Fcst To Budget
Revenue	\$122,547,960	\$105,602,712	-\$16,945,248
Cost of Sales	\$18,148,757	\$15,764,870	-\$2,383,887
Owner's Distribution	\$7,036,250	\$6,273,876	-\$762,375
Payroll	\$37,544,141	\$31,864,946	-\$5,679,195
Other Expenses	\$13,960,489	\$11,893,242	-\$2,067,247
Undistributed Expenses	\$32,349,648	\$30,335,829	\$2,013,818
Gross Operating Surplus	\$13,508,675	\$9,469,949	-\$4,038,726
Real Estate / Other	\$3,892,495	\$5,828,075	\$1,935,581
Net Operating Surplus	\$17,401,170	\$15,298,024	-\$2,103,146

- Revenue loss attributed to closures in April – June, COVID restrictions and loss of conference groups
- Payroll & Expenses reduced accordingly to revenue loss
- Membership & Real Estate both performed very well





# REAL ESTATE OVERVIEW

	2018	2019	2020
# of Homes Sold In Community	135	131	148
Average Sale Price	\$2.6M	\$2.5M	\$2.7M

- The number of transactions is 10% higher this year than last, and Average Sale Price is up \$200K
- After a slow down in March and April due to immediate Covid impact, there was a spike in sales July – November. This has by far been the busiest summer in our Club's history and the pace of activity is accelerating into the fall and winter months.
- Our Ocean Reef real estate market is always led by the high end properties and this market is clearly in that mode. As the inventory comes down in each category, pricing enhances.
- Many of our current buyers are families and entrepreneurs



# OCEAN REEF CLUB REAL ESTATE

NET INCOME	
2018	\$1.6M
2019	\$2.4M
2020	\$4.9M
Total 2018-2020	\$8.9M



# CLUB OPERATIONS OVERVIEW

ALEX TONARELLI



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# ASSOCIATE UPDATE



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# ASSOCIATE UPDATE

## COVID OVERVIEW

- Healthcare benefits provided to furloughed Associates
- PTO cashed out for furloughed Associates
- 70% of Associates are back to work
- Ocean Reef Community Foundation supported Upper Keys food banks along with monthly grants for medical care, transportation, childcare and more.

## SEASONAL PROGRAM

319 Seasonals vs 340 last year  
32% of seasonal Associates are returning!

Comprehensive Staff Housing Program in place

## PLATINUM CLUB AWARD

OCEAN REEF CLUB RATED #2 OUT OF 150  
COUNTRY CLUBS NATIONWIDE FOR 2020

### SEVEN SELECTION CRITERIA

- Universal Recognition
- Excellence in Amenities and Facilities
- Caliber of Staff and Professional Service Levels
- Quality and Commitment of Membership
- Governance & Prudent Fiscal Management
- Adapting to Changing Times
- Overall Experience





# ASSOCIATE RECOGNITION



**Derek Swoboda**  
PGA Southern Chapter Teaching  
Pro of the Year



**Chef Eric Andreu**  
at The Masters in Augusta  
Champions Dinner for Tiger Woods



# OTHER CLUB PROJECTS



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# SUMMER IMPROVEMENTS

## KEY LARGO BUILDING RENOVATION – TEMPORARY FRONT DESK LOCATION







# SUMMER IMPROVEMENTS



## NEW BUCCANEER ISLAND PLAYGROUND





# SUMMER IMPROVEMENTS

## MARINA

Sea Water Channel Curtain (140 ft)



## AIRPORT

**AWOS** (Automated Weather Observing System) – allowing pilots to gain real-time, on-site weather info in flight, coming soon.

**GCO** (Ground Communications Outlet) – allows pilots to communicate with local ATC (Air Traffic Controls) via phone line by radio, commencing Nov. 2020.

**ADSB** (Automatic Dependent Surveillance Broadcast) – allows Airport Team to observe local aircraft by radar via PC







# SUMMER IMPROVEMENTS: OUTDOOR FITNESS TENT



- Outdoor fitness tent, 30'x50'
- Located in the front parking lot of the Member Fitness Center.
- Will only lose 6 parking places, in exchange for an outdoor alternative.
- Rubberized fitness flooring, equipped with an assortment of fitness equipment.
- Available from dawn to dusk daily.
- Will continue to provide a variety of outdoor group exercise classes.





# SUMMER IMPROVEMENTS: RETAIL

## THE BURGEE SHOP

SHOP RELOCATED & EXPANDED  
To Orvis space, right next to Reef Treats.



Orvis moved to former Port O'Call Location  
Leggiadro moved to former Burgee Shop Location





# SUMMER IMPROVEMENTS: FOOD & BEVERAGE



Reduced noise level  
(replaced acoustical panels)

Refinished floors



Enhanced and expanded  
porch seating (+24)

Replaced wall covering

Refinished flooring







# SUMMER IMPROVEMENTS: FOOD & BEVERAGE



**RAW BAR**  
OCEAN REEF CLUB

Raw Bar

Daily • 11:00am – 9:00pm

**New this Season:**

Raw Bar expanded its seating to include a dockside patio with 12 new seats and tiki hut extension with 32 additional seats.





# SUMMER IMPROVEMENTS: FOOD & BEVERAGE



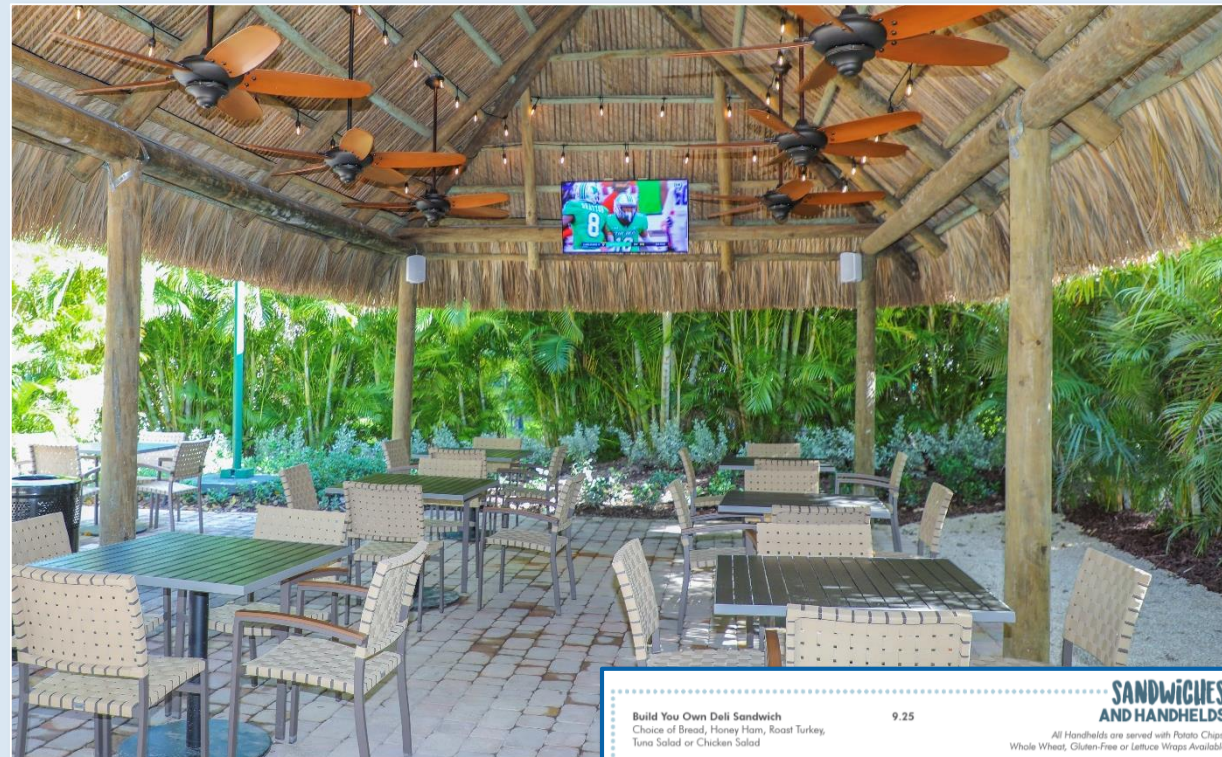
Reef Hut – Now Open

Daily for lunch • 11:00am – 4:00pm

Daily for dinner • 5:00pm – 8:00pm

New this Season:

Now with a bigger kitchen, allowing more menu options along with a greater capacity to provide fast, relaxed service. Additional outdoor tiki hut seating of 36 has also been added to its refreshed décor.



		SANDWICHES AND HANDHELDS	
		All Handhelds are served with Potato Chips. Whole Wheat, Gluten-Free or Lettuce Wraps Available	
<b>Build Your Own Deli Sandwich</b>	9.25		
Choice of Bread, Honey Ham, Roast Turkey, Tuna Salad or Chicken Salad			
<b>Mahi Sandwich</b>	15.00	<b>Turkey Reuben</b>	12.00
6 oz. Mahi Fillet Grilled or Blackened, Lettuce, Tomato, Mango Relish, Toasted Brioche Bun		Sliced Turkey Breast, Sauerkraut, Swiss cheese, Thousand Island, Sliced Marbled Rye	
<b>Italian Sandwich (Hot or Cold)</b>	12.00	<b>California Turkey Melt</b>	12.00
Ham, Salami, Capicola, Peppers, Provolone Cheese, Hoagie Roll		Spinach, Avocado, Muenster Cheese, Swiss Cheese, Ranch Mayo, Grilled Sourdough	
<b>Mama V's Chicken Sandwich</b>	12.00	<b>Pressed Cuban Sandwich</b>	12.00
Fried Chicken Breast, Lettuce, Tomato, Onion, Spicy Mayo, Brioche Bun		Major Roast Pork, Ham, Swiss Cheese, Pickles, Mustard, Cuban Bread	
<b>Pulled Rotisserie Chicken</b>	12.00	<b>Philly Cheesesteak Sandwich</b>	Chicken 10.00 Beef 12.00
Open Face Focaccia Bread, Chipotle Mayonnaise, Roasted Pepper, Avocado, Spinach, Provolone Cheese		Grilled Onions, Peppers, Mushrooms, Provolone Cheese, Hoagie Roll	
<b>Reef Hut's Signature Fried Chicken</b>	12.00	<b>*Reef Hut's Signature (Box.) USDA Prime Burger</b>	14.00
<b>Chipotle Sandwich</b> Crispy Chicken Breast, Avocado, Pepper Jack Cheese, Chipotle Mayo, Lettuce, Tomato, Brioche Bun		Lettuce, Tomato, Red Onion, Toasted Brioche Bun	
<b>Buffalo Chicken Caesar Wrap</b>	12.00	<b>Add Cheese, Bacon Or Mushrooms</b> 1.00	
Crispy Chicken Tenders, Buffalo Sauce, Caesar Salad, Flour Tortilla		<b>*Coffee-Rubbed Cheeseburger</b>	16.00
<b>Key Largo Wrap</b>	12.00	Angus, Red Onion, Goat Cheese Crumbles, Chipotle Mayo, Toasted Potato Bun	
Crispy Chicken Tenders, Romaine Lettuce, Shredded Cheddar Cheese, Pumpkin Seeds, Cucumber, Diced Tomato, Honey-Mustard Ranch, Tortilla		<b>Reef Hut Naked Chicken Wings</b>	(6) 9.00 (12) 18.00
		<b>Crispy Chicken Fingers (5)</b>	10.00
		Ranch, Honey Mustard or BBQ Sauce	





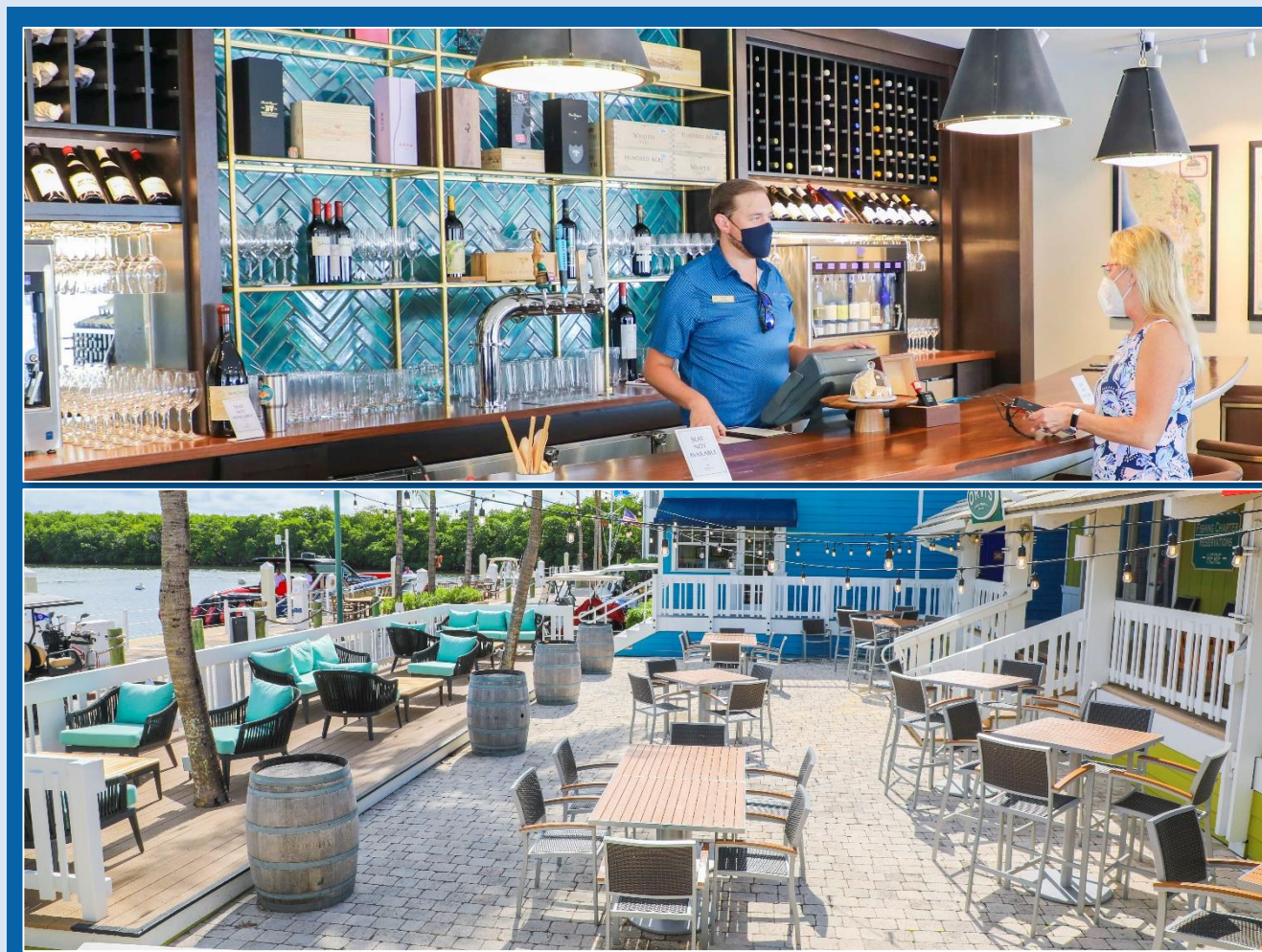
# SUMMER IMPROVEMENTS: FOOD & BEVERAGE



**Port O'Call – Now Open**  
Daily • 11:00am – 8:00pm

## **New this Season:**

Port O' Call has moved into the space previously occupied by Leggiadro, expanding from 450 sf to 1,145 sf. Indoor and outdoor seating will be available for tasting wines by the glass with artisanal cheese and charcuterie boards while shopping for your favorite bottles.







# SUMMER IMPROVEMENTS: FOOD & BEVERAGE



Reopening Monday, November 23  
Snack Bar: Daily • 8:00am – 4:00pm  
Lunch: Daily • 11:00am – 3:00pm

## New this Season:

Expanded seating to include an outdoor patio, making it ideal for a quick casual lunch. The menu will also include a few more of everyone's favorite comfort items.





# PALM COURT NIGHTS

## NEW THIS SEASON



**Palm Court Nights**  
Daily • 6:00pm – 9:00pm  
Opened Last Night !!

New al fresco dinner option featuring  
a Mediterranean family-friendly menu  
Reservations accepted



### SOUP

**LENTIL STEW 9**  
Tomatoes, Carrots, Onion, Feta, Cilantro

### MEZE

**GREEK SAMPLER 25**  
Hummus, Feta Dip, Babaganoush, Garden Vegetables, Grilled Pita

**MUSSELS WITH MERGUEZ 20**  
Red Onion, Piquillo Peppers, Fennel Cream, Grilled Bread

**GRILLED ARTICHOKE 12**  
Lemon Tahini Sauce

**ZUCCHINI FRITTERS 12**  
Scallion Relish, Raita

**GRILLED KEY WEST PINK SHRIMP 17**  
Red Pepper Cocktail Sauce

**PURPLE OCTOPUS 23**  
Confit Fingerling Potatoes, Yellow Pepper Aioli, Teardrop Peppers, Chickpeas

**FRIED CALAMARI 17**  
Sweet Peppers, Spicy Tomato Sauce

**HANDMADE PALAFELS 13**

### SALADS

**BLACK OLIVE CAESAR 16**  
Baby Romaine, Black Olive Caesar Dressing, Parmesan Croutons, Anchovy, Sun-dried Tomato Relish

**GREEK VILLAGE 14**  
Tomato, Cucumber, Red Onion, Feta, Olive Dust, Red Wine Vinaigrette

**COMPRESSED WATERMELON SALAD 14**  
Feta, Red Onion, Pine Nuts, Gold Raisins, Mint, Verjus

**QUINOA TABOULI 14**  
Parsley, Scallions, Tomatoes, Cucumber, Lemon Vinaigrette

**PANZANELLA 17**  
Heirloom Tomato Medley, Parmesan Croutons, Shallots, Basil, Artichokes, Romaine, Kalamata Olives, Forum Cabernet Vinaigrette

### MAINS

**GRILLED WHOLE MARINATED SEABASS 45**  
Crispy Yukon Potatoes, Oregano, Herb Salad, Tomato, Kalamata Olives, Lemon Aioli, Charred Lemon

**FISH OF THE DAY 25**  
Crispy Yukon Potatoes, Oregano, Herb Salad, Tomato, Kalamata Olives, Lemon Aioli, Charred Lemon

**GRILLED CHURRASCO STEAK 39**  
Crispy Yukon Potatoes, Oregano, Herb Salad, Tomato, Kalamata Olives, Lemon Aioli, Charred Lemon

**LAMB CHOPS 48**  
Crispy Yukon Potatoes, Oregano, Herb Salad, Tomato, Kalamata Olives, Lemon Aioli, Mint Gremolata, Charred

**GRILLED HALF CHICKEN 27**  
Crispy Yukon Potatoes, Oregano, Herb Salad, Tomato, Kalamata Olives, Lemon Aioli, Charred Lemon

**LAMB BURGER 22**  
Raita, Feta, Roasted Tomatoes, Arugula, Crispy Potatoes

**PALAFEL BURGER 16**  
Tahini Sauce, Roasted Tomatoes, Feta, Arugula

### KABOBAS

**CHICKEN 23 / BEEF 27 / SWORDFISH 26**  
**SHRIMP 29 / VEGETABLE 18**  
Served with Crispy Yukon Potatoes, Oregano, Herb Salad, Tomato, Kalamata Olives, Lemon Aioli, Hummus, Tzatziki and Grilled Pita

### DESSERTS

**PISTACHIO BAKLAVA 10**  
**HONEY YOGURT 12**  
Sable, Crusted Pistachios

**GREEK YOGURT PANNA COTTA 14**  
Stone Fruit

**CHOCOLATE CAKE 13**  
Goat's Cheese Filling, Pistachio, Pine Nut Cookies

### KIDS

**KABOBAS**  
**CHICKEN 14 / BEEF 15 / FISH OF THE DAY 16**  
**SHRIMP 18 / VEGETABLE 12**  
Served with Crispy Yukon Potatoes, Oregano, Herb Salad, Tomato, Kalamata Olives, Lemon Aioli, Hummus, Tzatziki and Grilled Pita

**HOT DOG 9**  
French Fries, Salad or Fruit

**KIDS BURGER 10**  
French Fries, Salad or Fruit

**CHICKEN FINGERS 10**  
French Fries, Salad or Fruit

Chef de Cuisine Kareem Anguin  
Sous Chef Ryan Schmidt  
Manager Eva Dobol









# TOWN HALL WATERSIDE

## NEW THIS SEASON

### Marina Courts at Town Hall

Thursday – Sunday • 5:00pm – 10:00pm

Opening Tonight!

PIZZA  
TRADITIONAL  
AMERICAN

BBQ  
POKE BAR  
LOBSTER BAKE  
TACOS

A space for families to dine together with a variety of menus offered. Seating available under an open air tent or outside under the stars.







# CARYSFORT KITCHEN POP-UP DINNERS

## NEW THIS SEASON

Carysfort Kitchen Pop-Up Dinners  
Available Nov. 27 & 28 & Dec. 26-Jan. 3



Offered during peak holiday weeks through Season

Pop-up dinners featuring a variety of mouthwatering  
family-style menus



BAJA LOBSTER NIGHT  
FRIED CHICKEN NIGHT  
FISH FRY  
TACO NIGHT

SEAFOOD BOIL  
INDIAN NIGHT  
STEAK HOUSE NIGHT

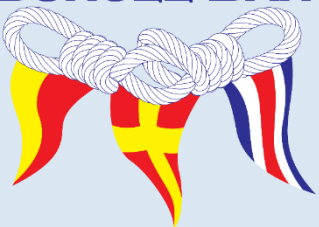


# FOOD & BEVERAGE

## ALL OTHER DINING OPTIONS



## BURGEE BAR



Food service: Daily  
Bar service: Daily



Open Daily



Lunch Daily



Open Daily



Food service: Daily  
Bar service: Daily



Open Mon-Fri.

## IN HOME CATERING

Available Daily for  
parties no larger than 25 people and must  
follow safety protocols.

## CATERING HOME DELIVERIES

Holiday meals delivered to your doorstep

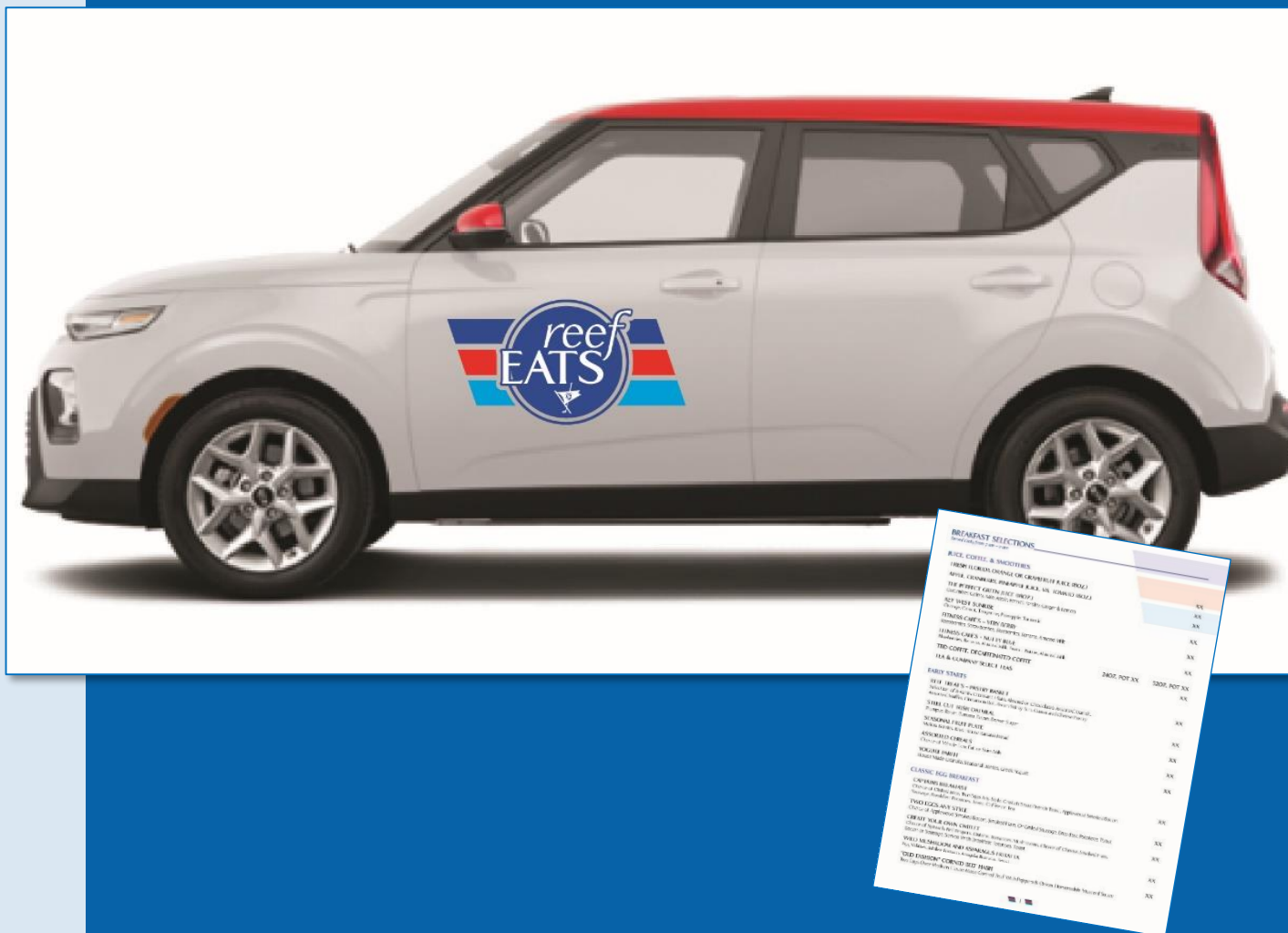
## FARMER'S MARKET

121 Marina Parking Lot  
Mondays & Thursdays, select Saturdays





This menu will feature Member's favorite items from each of the Club's restaurants, prepared in one kitchen with quick delivery and efficient ordering systems.





# DINING SEATING COMPARISON

	Pre-COVID (100% Capacity)				2021 Season (50% Capacity Indoors and new concepts)		
Outlet	Breakfast	Lunch	Dinner		Breakfast	Lunch	Dinner
19th Hole		76	76				
Palm Court*		278				278	
Islander			181				102
Palm Court Dinner*							278
Burgee Bar			188				108
Gianni			192		158		158
Raw Bar		72	72			86	86
Reef Lounge			75				
Ocean Room (breakfast service)	150						
Ocean Room Grill (dinner service)							150
Reef Hut		62	62			80	80
Toski's*		8				48	
Town Hall Waterside*							150
CH Prime			108				
Total	150	424	979		158	492	1112
<b>TOTAL SEATS</b>			<b>1553</b>				<b>1762</b>
<b>NET GAIN</b>							<b>209</b>

\*venues are weather permitting





# OTHER CLUB ENHANCEMENTS COMING SOON

## RECREATION ENHANCEMENTS

Basketball Courts

Playground at Nature Center

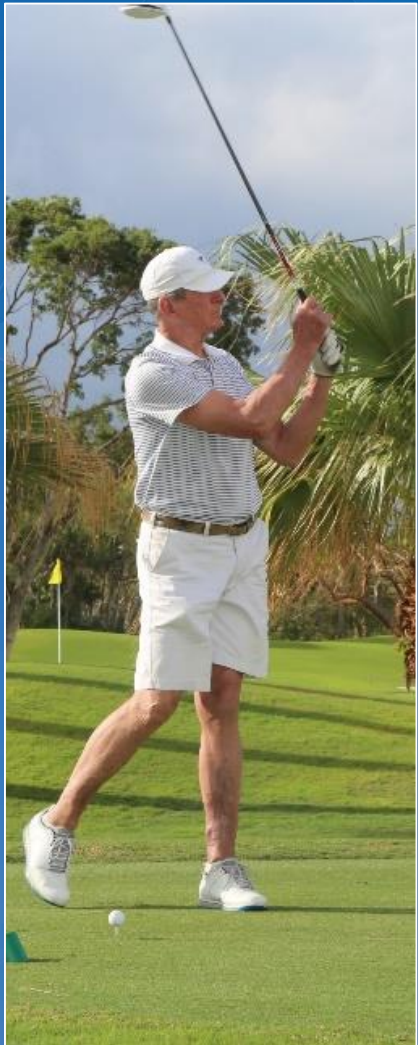
## ACADEMY OF GOLF ENHANCEMENTS

Swing Catalyst





# KEY CLUB EVENTS





## HALLOWEEN WEEKEND



## HARVEST MOON CROQUET, PICKLEBALL & TENNIS



## MEMBER GUEST GOLF TOURNAMENT







# EQUITY WELCOME BACK WEEK







# THANKSGIVING WEEKEND

- Community Thanksgiving Celebration – Nov. 25  
*virtual this year*
- Turkey Carving Demo – Nov. 25
- Traditional Turkey Shoot taking place on Thanksgiving
- Thanksgiving Day Dinners at Town Hall & Carysfort Hall
- Traditional Gobble Wobble – Nov. 27  
*taking place with new format*
- Drive-In Events – Movie and Concert
- Scavenger Hunt Event – Nov. 29
- New Carysfort Pop-Up Dinners  
*mouthwatering family-style menus*





# CHRISTMAS WEEK

- Deck the Walls Ceremony – December 20
- Grinch's Shore Party – December 22
- Gingerbread House Decorating – now delivered to your home – December 23
- Elf Greetings in place of Elf Tuck-Ins – December 24
- Family Style Christmas Dinners on December 24 & 25
- Traditional Super Bingo with a new format taking place on December 26
- New Family Fun Zones – December 26-January 2
- Traditional Reindeer Run – December 27
- New Mega Machines at ORC – December 28







# NEW YEAR'S EVE

- Two Fireworks Shows at 8:30pm & 12:00 midnight
  - Promotion of multiple viewpoints (Sunrise Bridge, Out on Water, Buccaneer Island)
  - Promotion of choosing one show or the other (avoid attending both)
- Two Family Style Dinners will be offered at Palm Court and Carysfort Hall
- Restaurants will be open and offering take-out
- Reef Hut family style take-out

No Beach Concert or entertainment  
No Food & Beverage on Main Beach



# MEMBERSHIP OVERVIEW

## RAY LARKIN



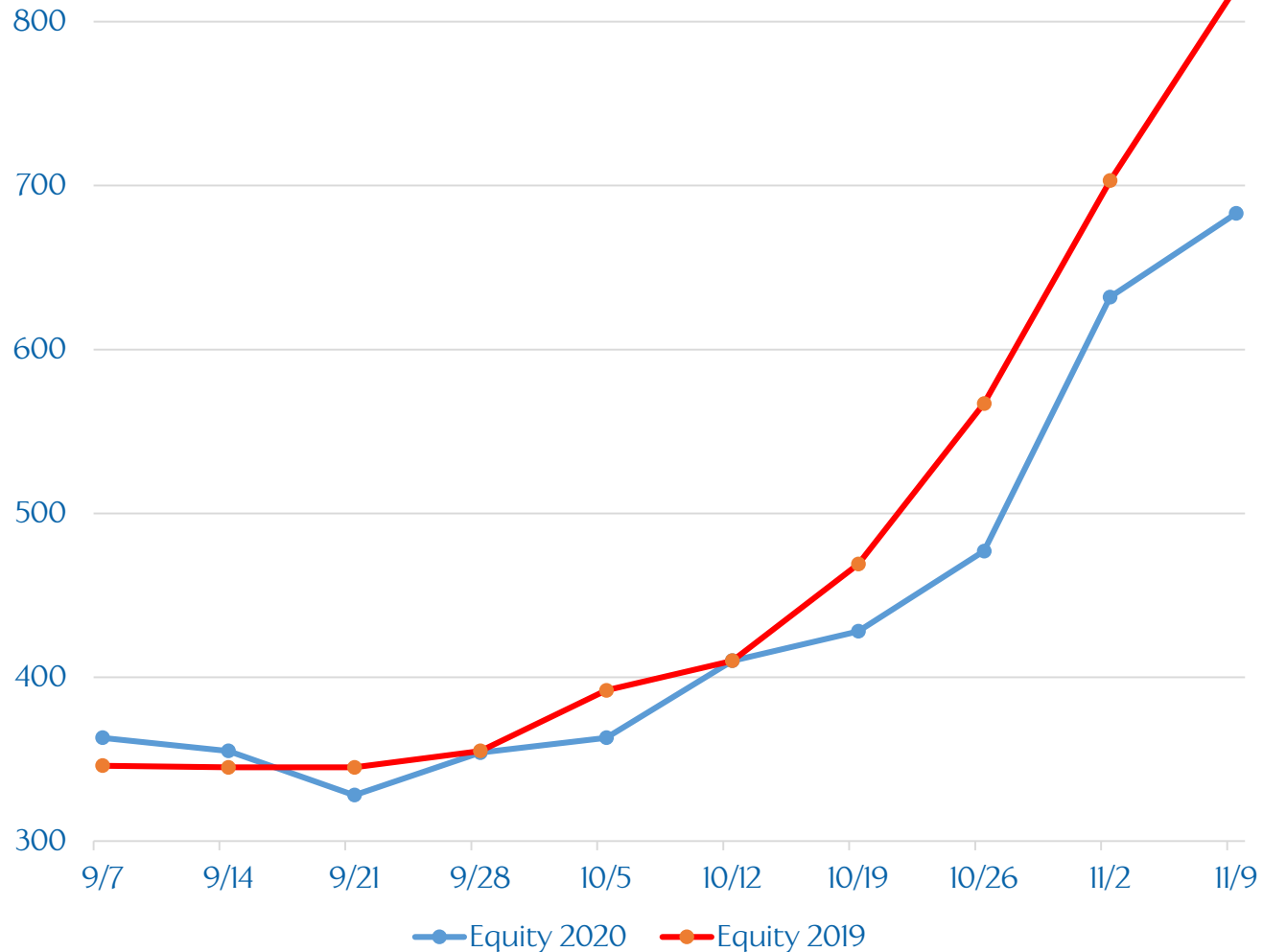
OCEAN REEF CLUB®  
A UNIQUE WAY OF LIFE  
KEY LARGO, FLORIDA



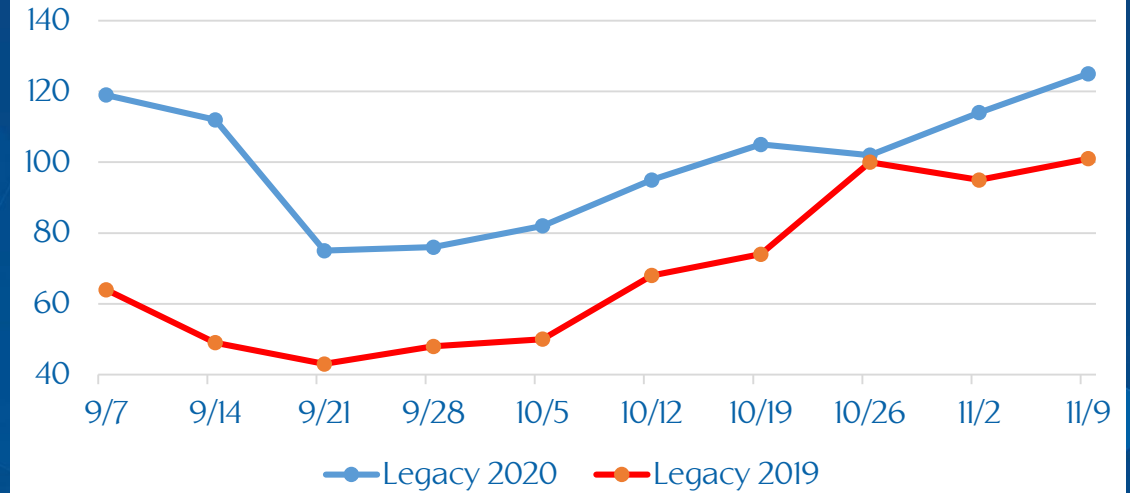


# MEMBER COUNT WEEKLY

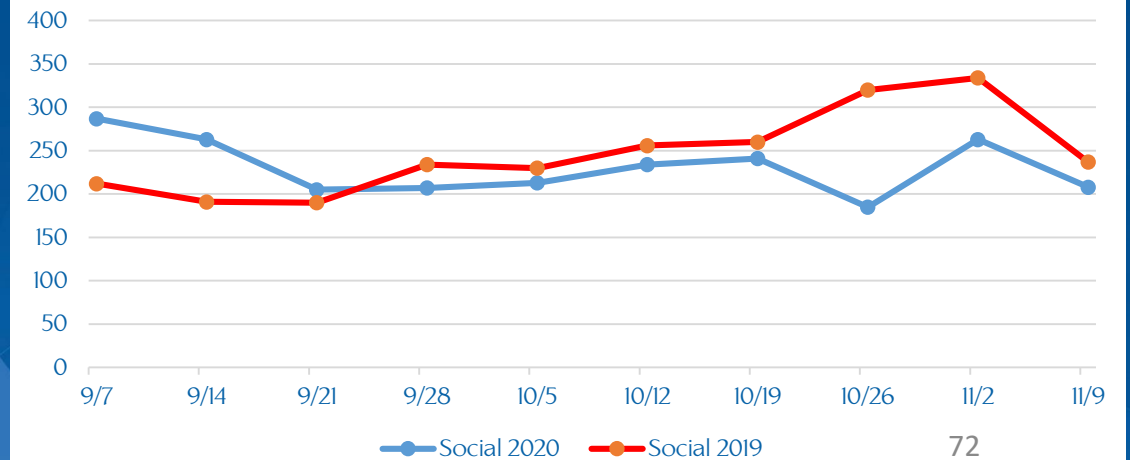
## Fewer Equity Members



## More Legacy Members



## Fewer Social Members





# MEMBERSHIP NUMBERS BY CATEGORY

MEMBER TYPE	# MEMBERS
Patron (Equity)	140
Charter (Equity)	1491
Legacy	1479
Social	2350





# **TOTAL NUMBER OF NEW EQUITY FAMILIES**

# **75**

# STRONG DEMAND

for Membership

## Social Waitlist



# 361

## Members in Waiting





# DUES RENEWAL - 2021

OVERALL  
71% YTD vs. 55% STLY



OCEAN REEF CLUB

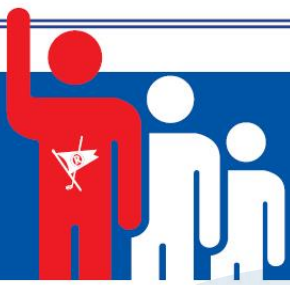
# CENSUS 2020



## FINAL RESULTS

THE 2020 OCEAN REEF CLUB CENSUS  
RICHARD WEINSTEIN





# WHY IS THE CENSUS SO IMPORTANT?

2010

## FIRST ORC CENSUS

Became a fact based “guiding light” to the Board and to the Management bringing real credibility to decisions ... and to our members ...



2020

## THIRD ORC CENSUS

After a decade of learning .. Is the Nature of our Membership the same or different than 5 and 10 years ago? Now we have the answers...

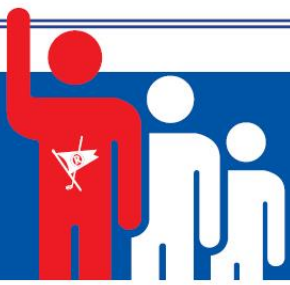


2015

## SECOND ORC CENSUS

Based on learning, benchmarks and insights...trends emerged offering the ability to project future behavior



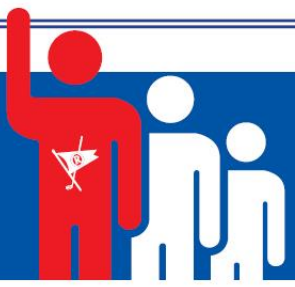


# CENSUS RESPONSE

**A GREAT RESPONSE ... OVER 50%  
OF OUR TOTAL MEMBERSHIP.**

2430 FAMILIES representing 5311 MEMBERS have responded.





# AREAS OF DISCOVERY

**THE WAY WE WERE AND THE WAY WE ARE**

**SHARED BELIEFS AND CULTURE**

**HOW WE VALUE OUR LIFESTYLE**

**THE FUTURE**



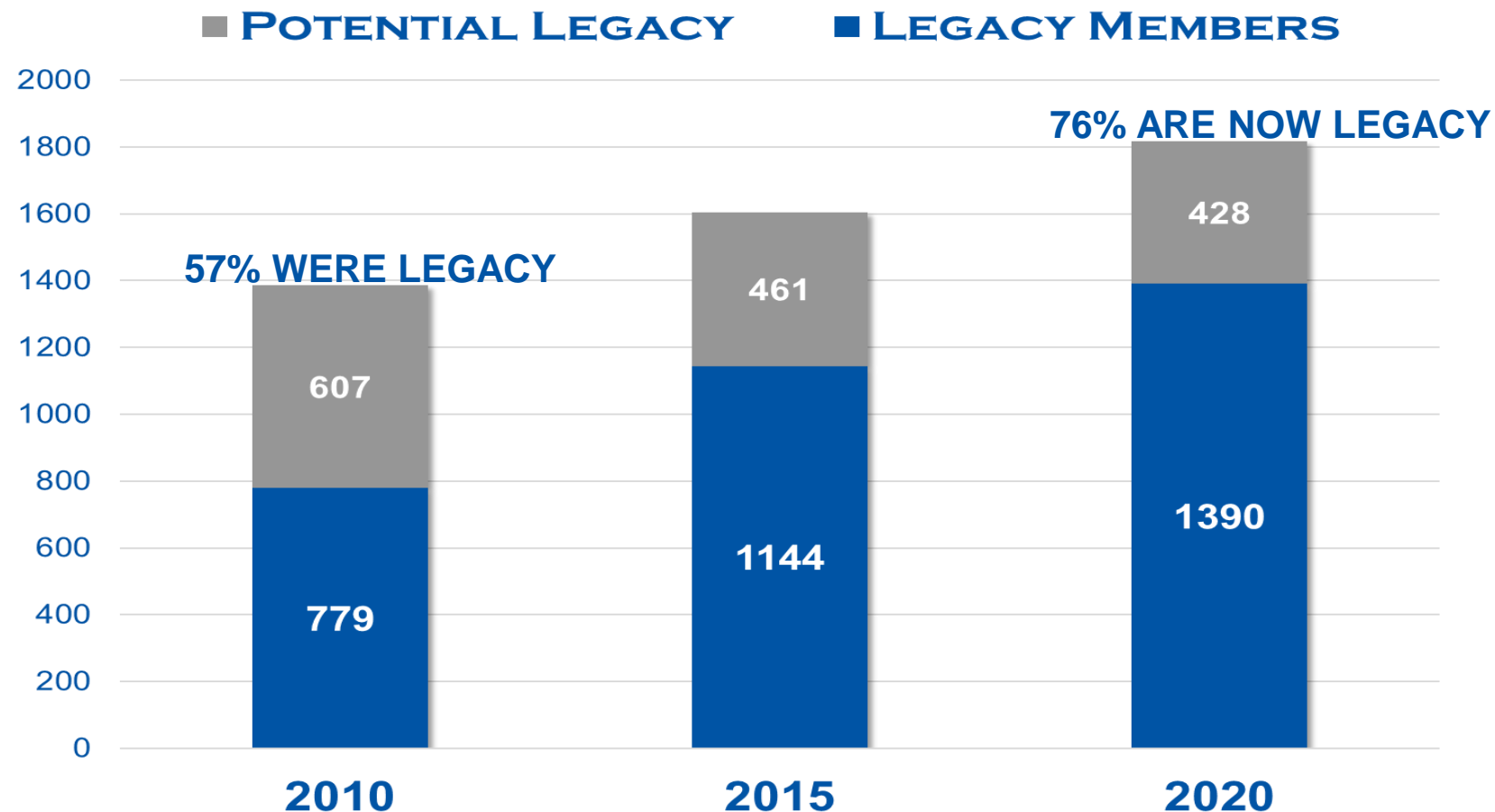
# THE WAY WE WERE & THE WAY WE ARE

A LOOK AT THE MEMBERSHIP OVER A DECADE



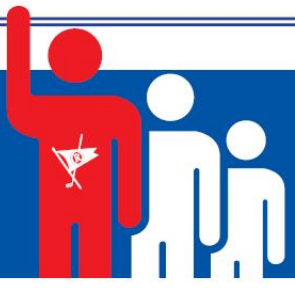
# OUR LEGACY CONTINUES

CENSUS  
2020

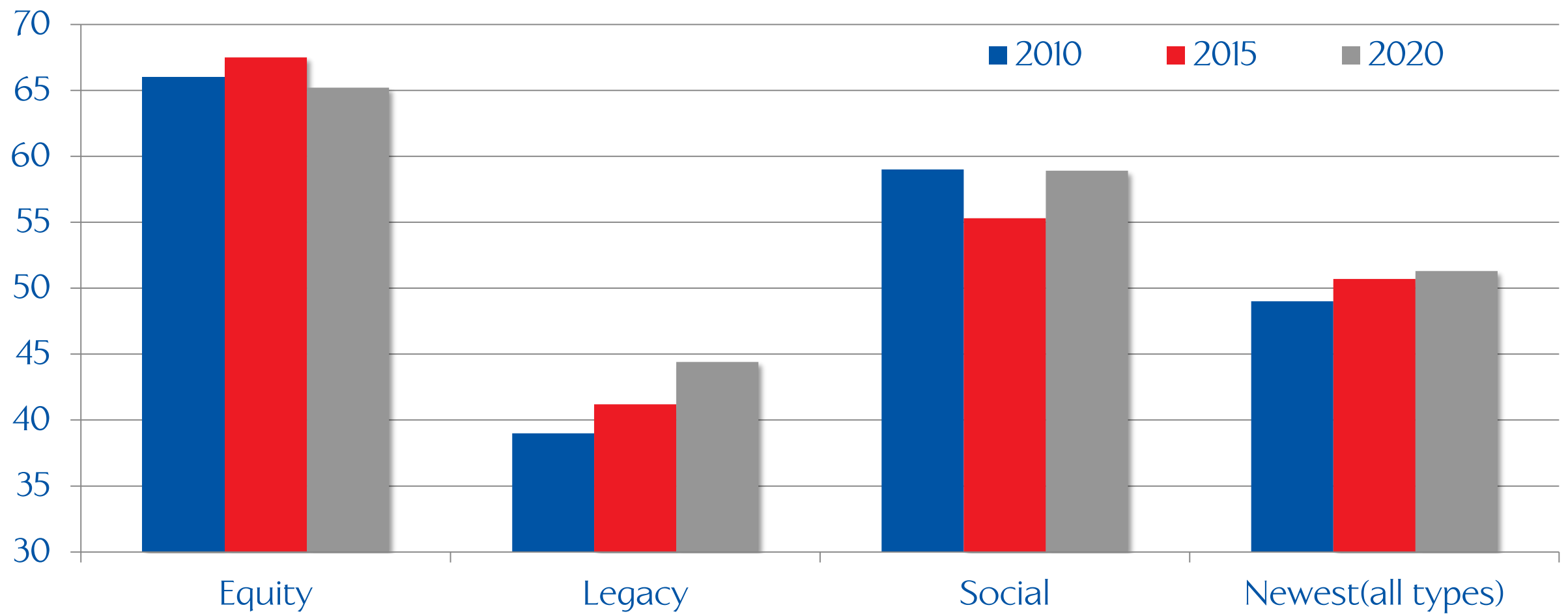


\*Under 50



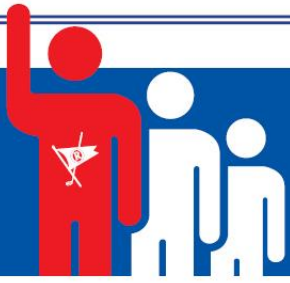


# MEDIAN AGE IS SAME AS 10 YEARS AGO



The overall median age of all members is 58.7 up from 56





# WHAT WE USE THE MOST

## TOP 5 Regular Use by All Members

#1

Fishing Village Shops

79%



#2

Member Fitness Center

71%



#3

Buccaneer Island  
Pool Deck & Chairs

69%



#4

Buccaneer Island  
Beach Area

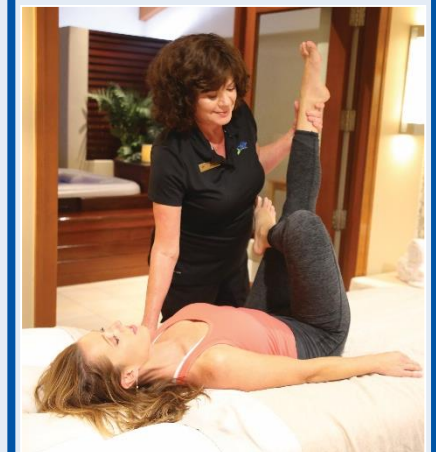
69%

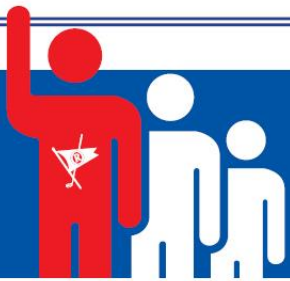


#5

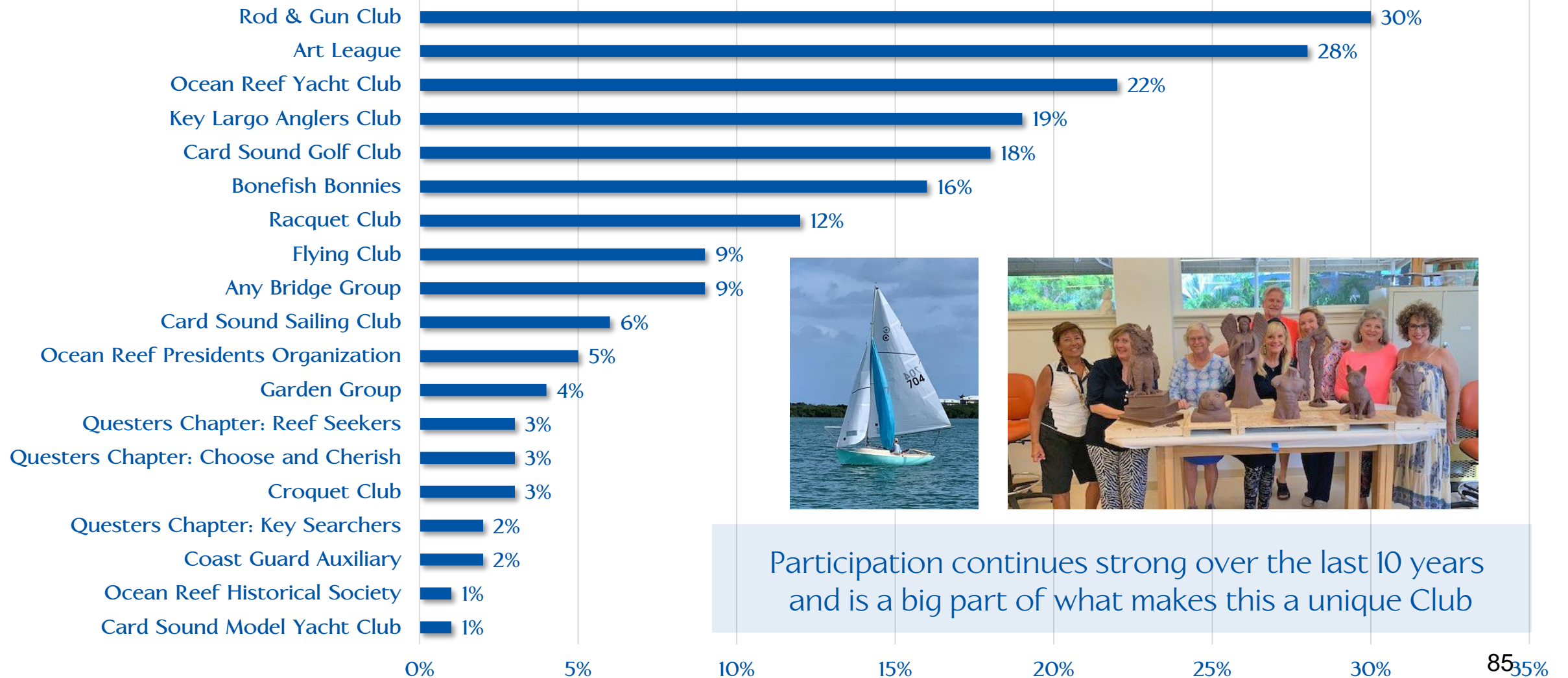
The Spa

57%



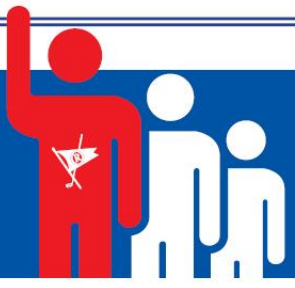


# CLUBS WITHIN THE CLUB

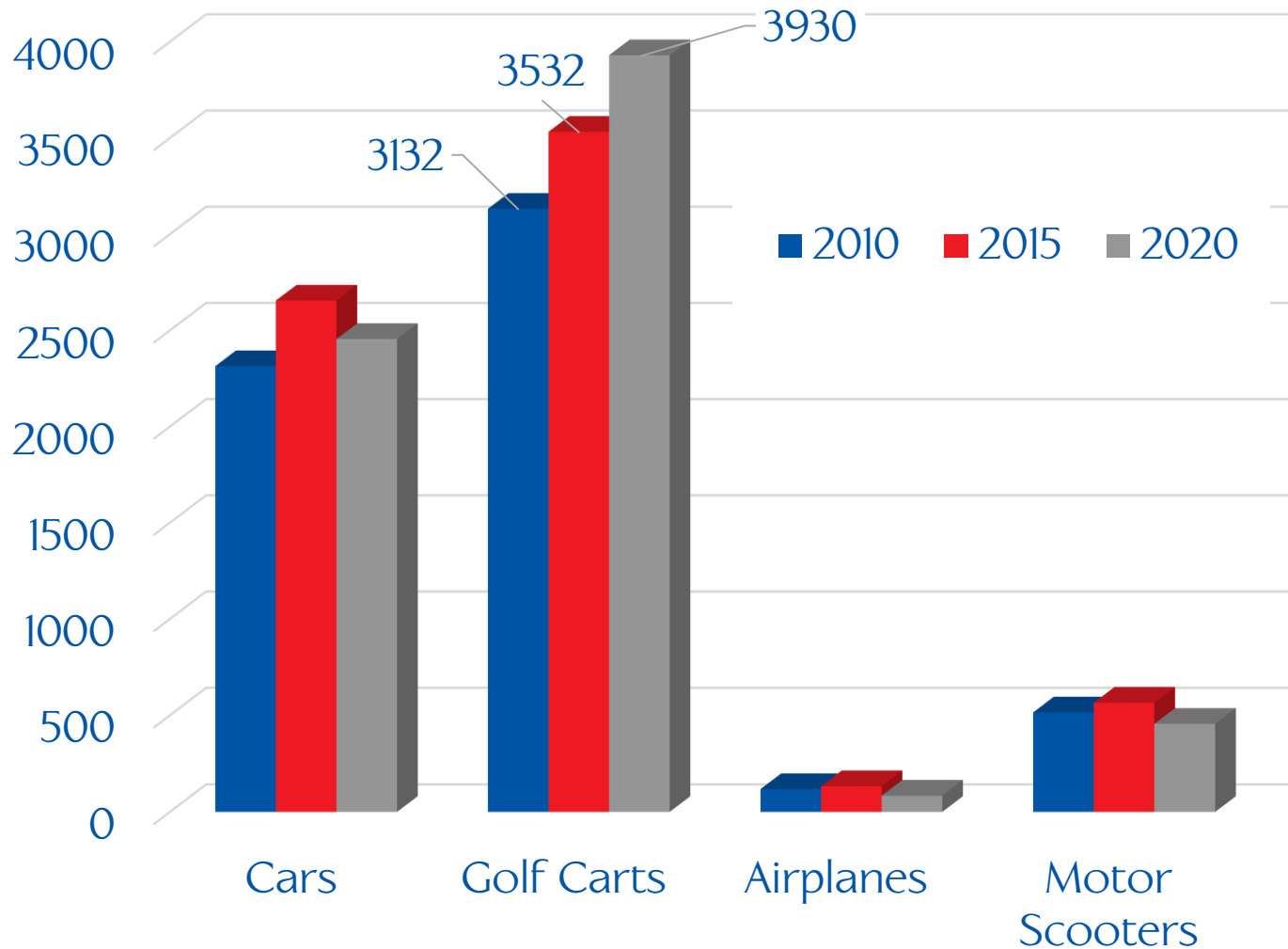


Participation continues strong over the last 10 years  
and is a big part of what makes this a unique Club



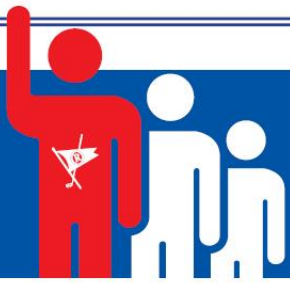


# CARS, CARTS AND MORE



## MORE GOLF CARTS ON THE ROAD





# MEMBERSHIP DEVELOPMENT AND THE IMPORTANCE OF SOCIAL MEMBERS

0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20+

0 years  
LEARNED about Ocean Reef Club

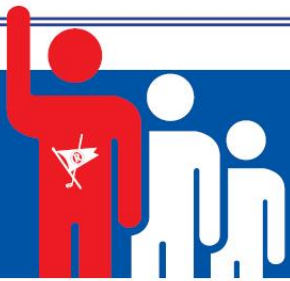
1.6 years slightly longer than 2015  
VISITED Ocean Reef Club for the first time

10.7 years .7 more than 2015  
JOINED Ocean Reef Club

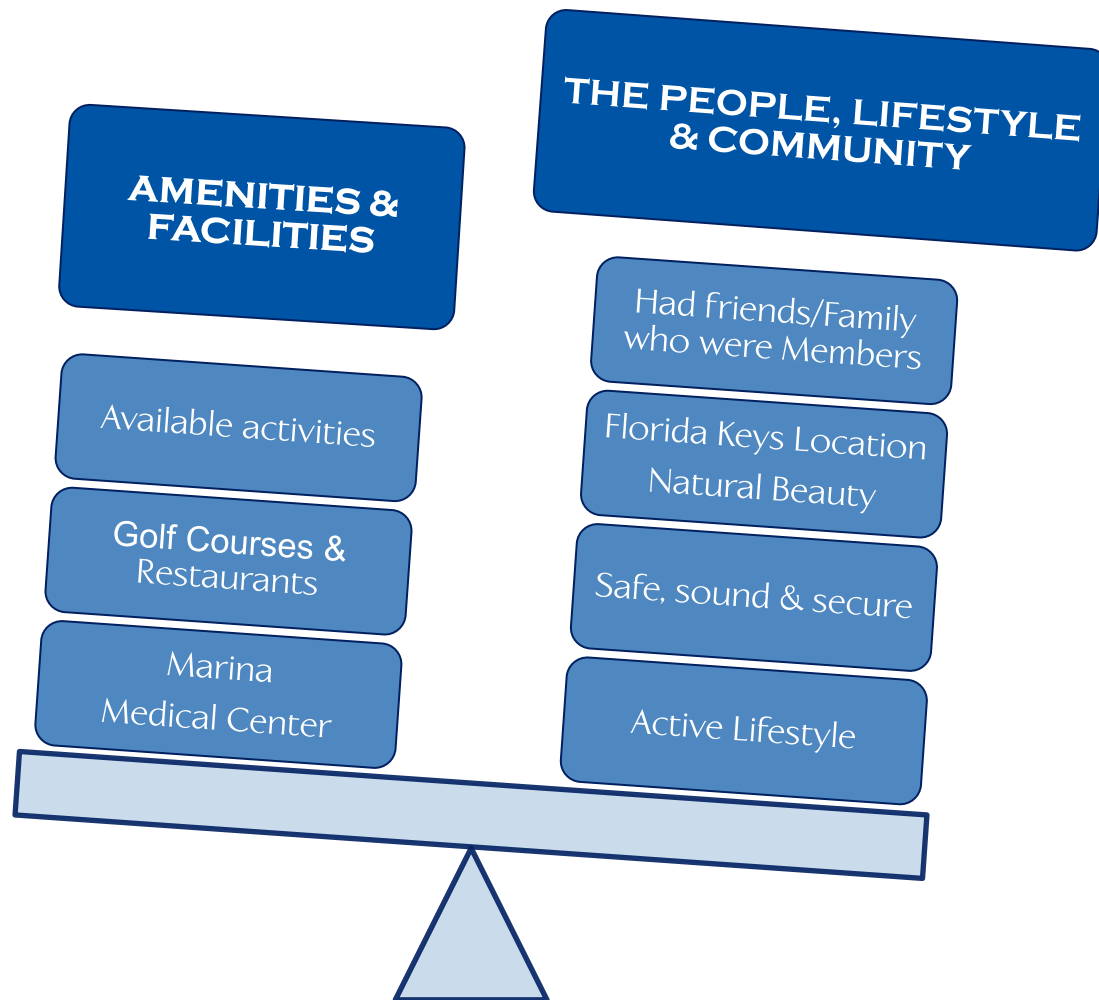
14.9 years 2 years longer than 2015  
AVERAGE LENGTH  
of current membership

Social Membership accounts for 73% of today's Equity Members





# REASON FOR CHOOSING ORC



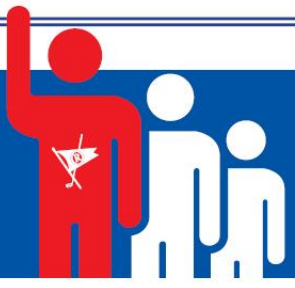
## MOST IMPORTANT REASONS





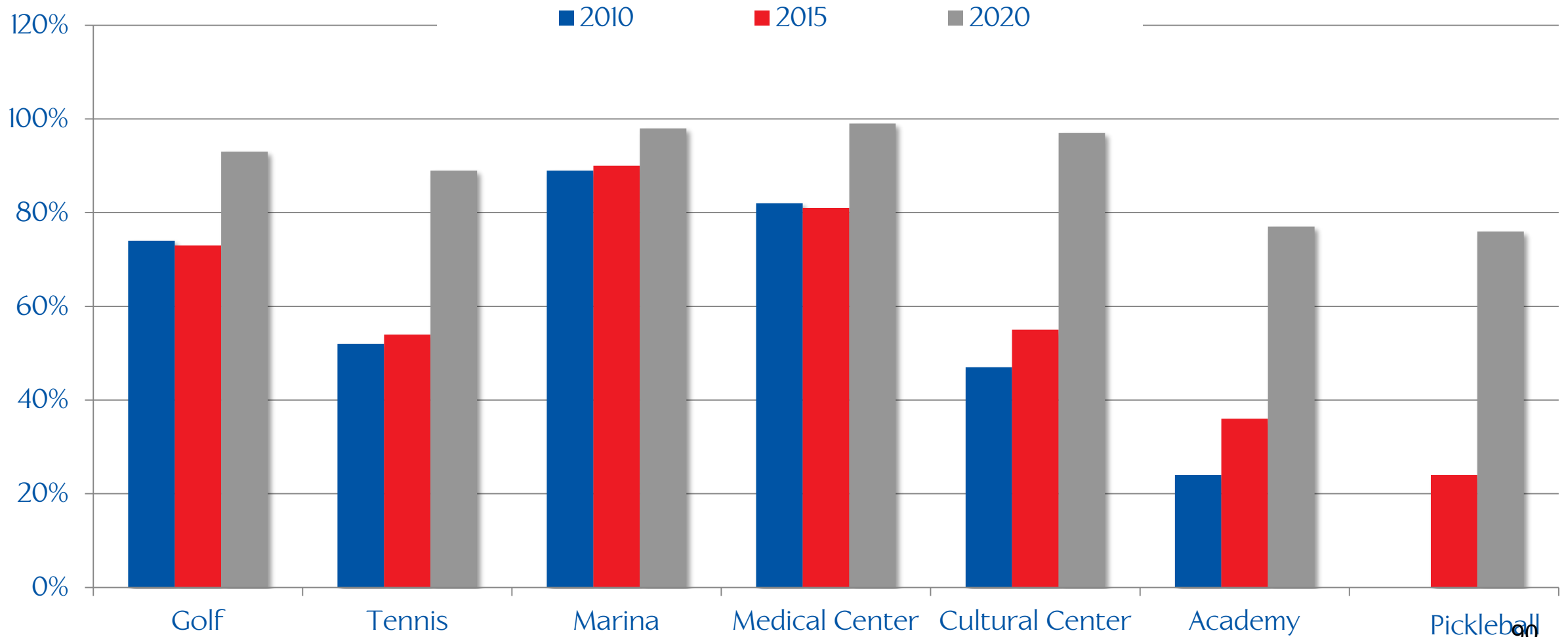
**HOW WE VALUE OUR INVESTMENTS IN OUR CLUB,  
OUR COMMUNITY, AND REAL ESTATE**





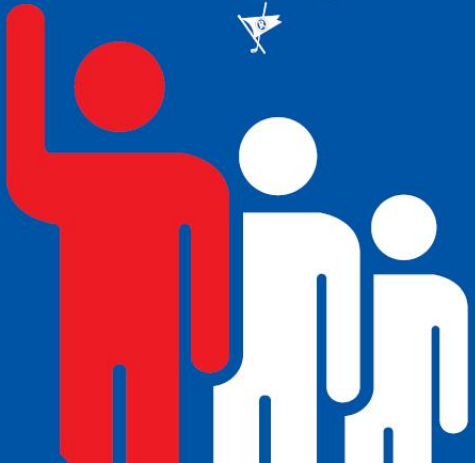
# WHAT WE VALUE HIGHLY AT THE CLUB

(ALL MEMBERS & EQUITY ALMOST IDENTICAL)

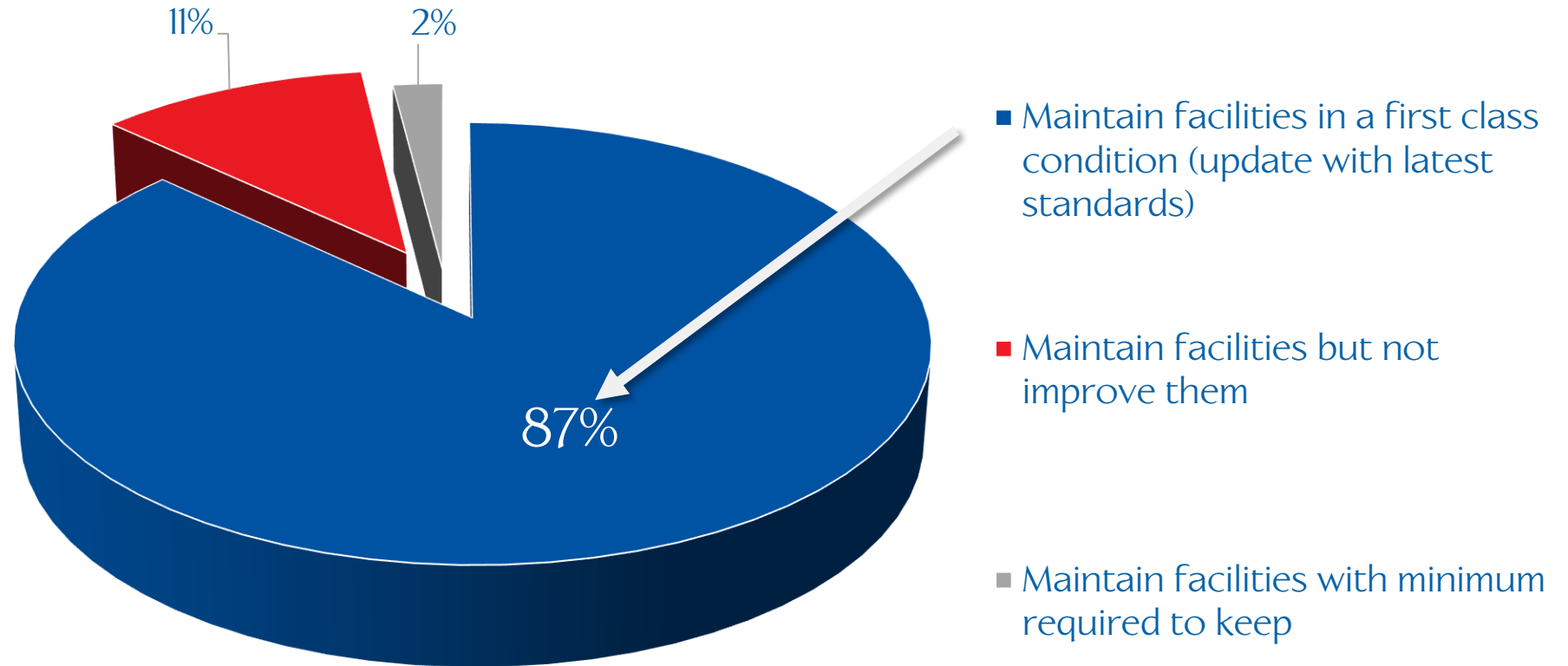


# THE CONTINUED IMPORTANCE OF OUR MAJOR CAPITAL PROJECTS

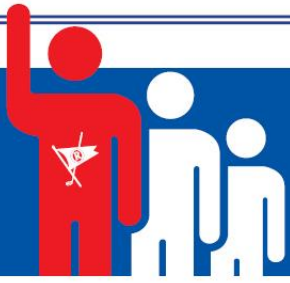
CENSUS  
2020



Over the next 5 years the Club should  
**MAINTAIN FACILITIES IN A FIRST CLASS CONDITION.**  
Unchanged at 87% from 2015





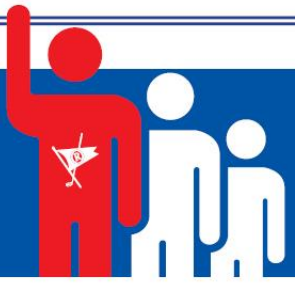


# MAJOR CAPITAL PROJECTS

## 2010 CENSUS RESPONSES RESULTED IN:



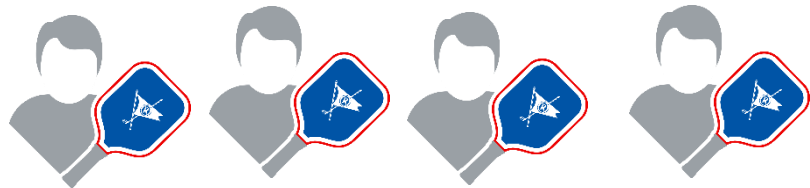




# ABOUT PICKLEBALL

**2015: 8% WERE PLAYING**

**2020: 47% ARE PLAYING**



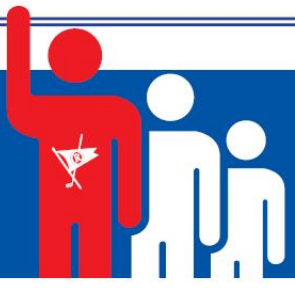
**580% INCREASE  
FROM 2015!**





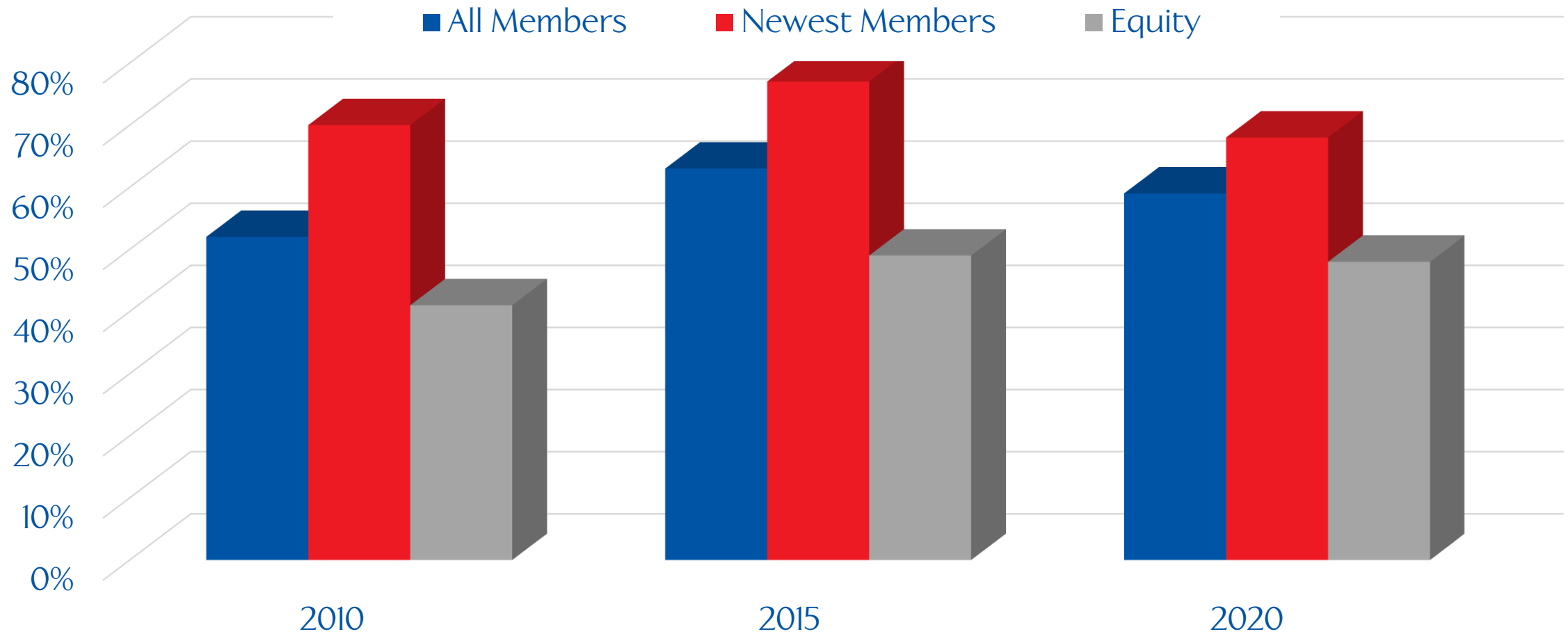


# **HOW WE SEE AND BELIEVE IN THE FUTURE OF OUR CLUB**

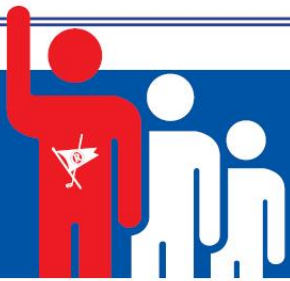


# HOW MUCH WE EXPECT TO USE THE CLUB IN THE FUTURE

Expect to use the Club more in the next **3-5 YEARS:**

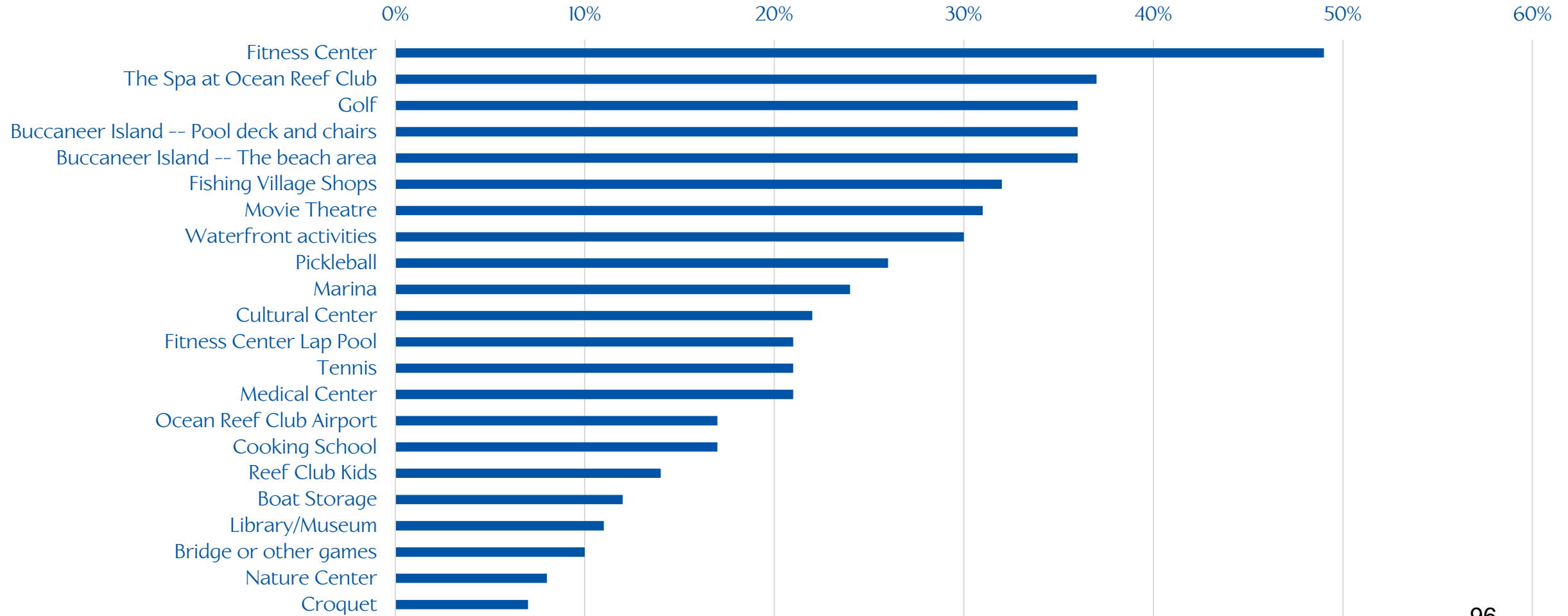


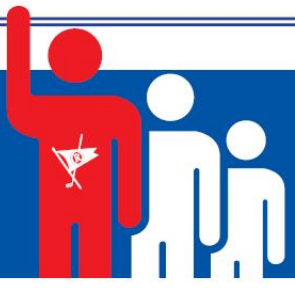




# HOW MUCH WE EXPECT TO USE THE CLUB IN THE FUTURE

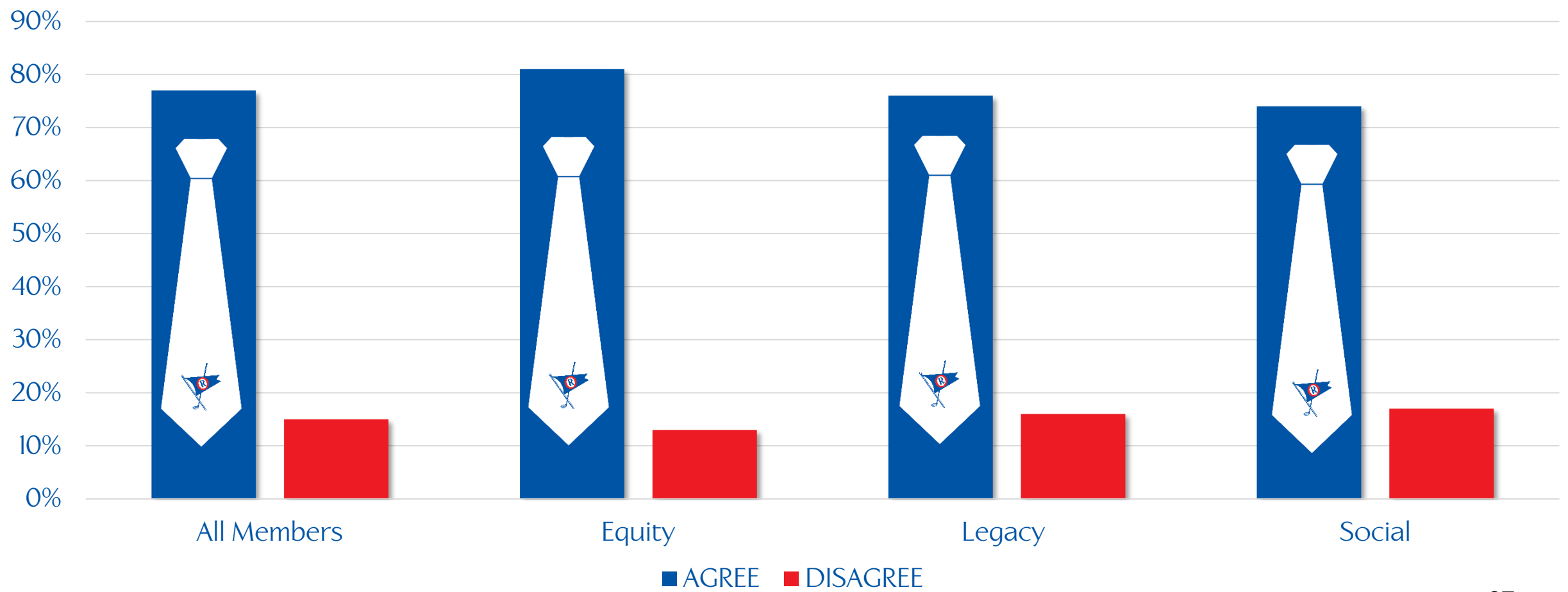
Where Additional Use Will Take Place





# STILL AN IMPORTANT TRADITION

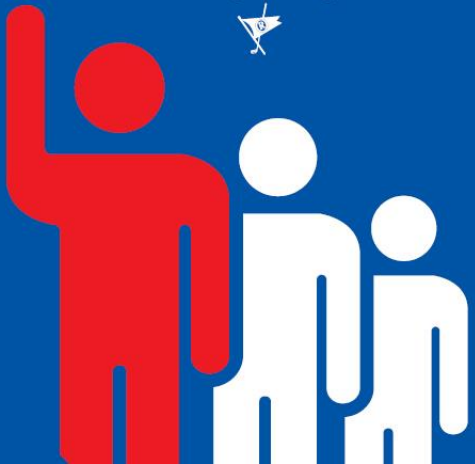
The Dress Code Should Remain as a Key Club Tradition



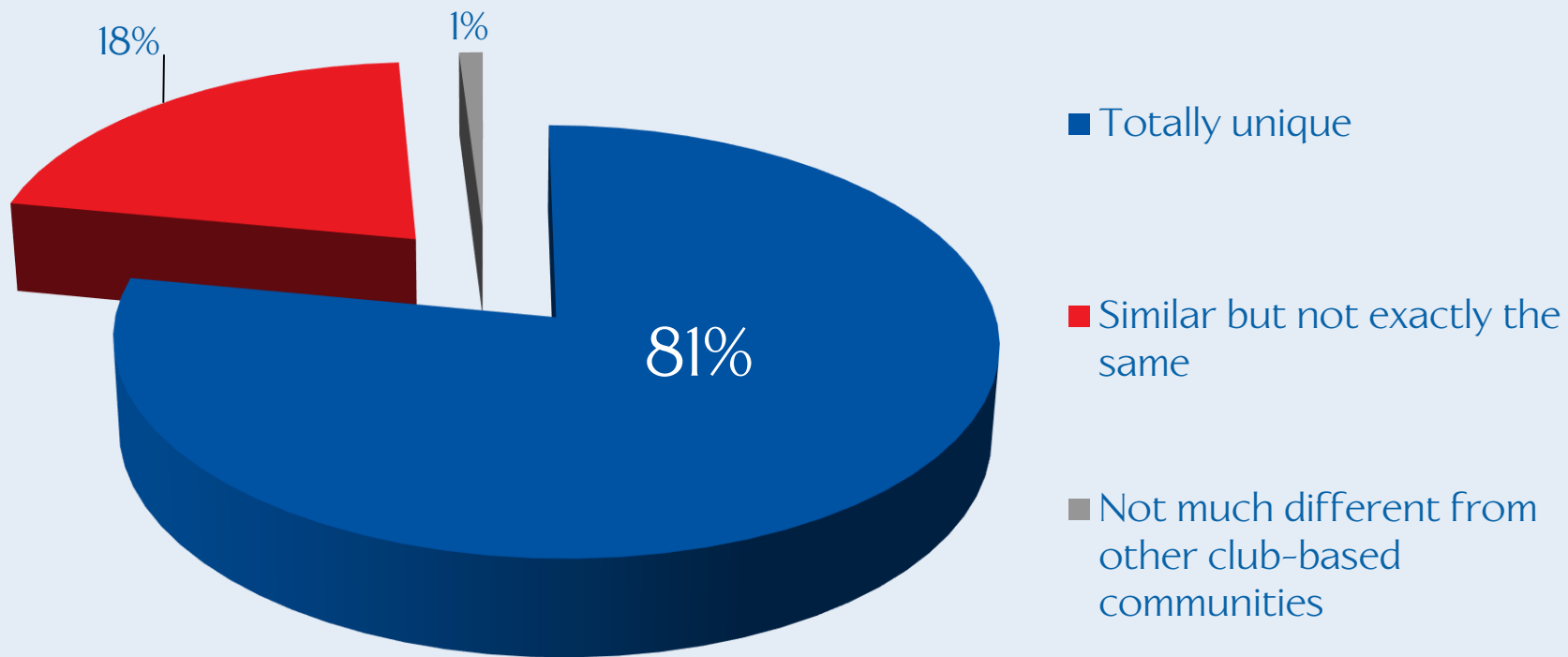


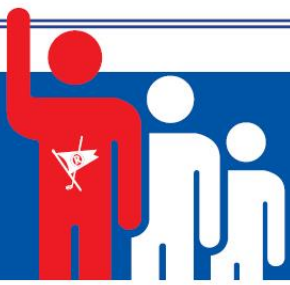
# HOW UNIQUE IS ORC?

CENSUS  
2020



The vast majority of Members believe the Club  
is **TOTALLY UNIQUE**, 3% More than in 2015.





# FOUR KEY TAKEAWAYS

- 1** Members regularly engage with the array of offerings at the Club creating an active and intellectually stimulating environment that adds to the vitality of the overall community.
- 2** The Club provides great value to the members across all experiences.
- 3** Confidence in the future is very high.
- 4** The Census results act as a guide for future programs and capital investments.



# UPDATE ON HOMESTEAD AIRFORCE BASE

TERESA HOLMES



OCEAN REEF CLUB®

A UNIQUE WAY OF LIFE

KEY LARGO, FLORIDA

# QUESTIONS & ANSWERS



OCEAN REEF CLUB®

A UNIQUE WAY OF LIFE

KEY LARGO, FLORIDA



# THANK YOU



OCEAN REEF CLUB®

A UNIQUE WAY OF LIFE

KEY LARGO, FLORIDA