



City of Delray Beach, FL

Delray Beach Golf Club Rate Study

Economics & Tax Strategy (ETS) Group – PFM Group Consulting, LLC
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Agenda

- Supply and Demand of Golf in the U.S.
- Overview of Delray Beach Golf Club (DBGC)
- Rate Study
- Comparable Courses
- Case Studies
- Future Rates & Pro Forma
- Considerations
- Next Steps



Golf Supply and Demand in the U.S.

- According to data collected by the National Golf Foundation (NGF), in 2024 more than **545 million rounds** of golf were played, surpassing the previous high of 531 million (2023).
 - This continues a trend that is **more than 10 percent higher than the five-year, pre-pandemic average** (2015-2019)
- Also significant is the **18–34-year-old demographic represents the sport's largest age segment** – the group does not play as frequently as the older cohorts, but points to long-term increases in demand.
- Of the more than **14,000 golf facilities** in the U.S., about 75 percent are open to the public; about 2,600 of these are municipal courses.
- But despite this increase in demand, supply continues to drop; prior to 2006 golf course supply grew by 44 percent; **since 2006, there has been a decrease of 13 percent** and many of these closures have been concentrated in the value-priced segment (courses priced at less than \$40 greens fee)



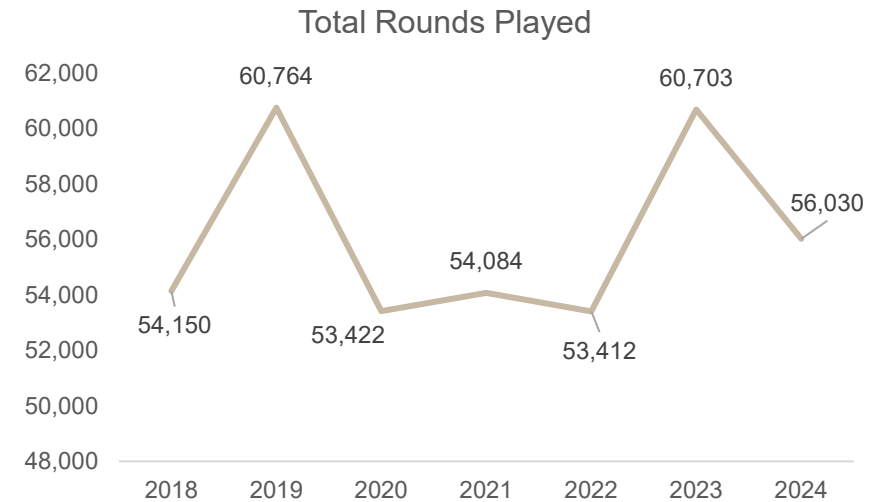
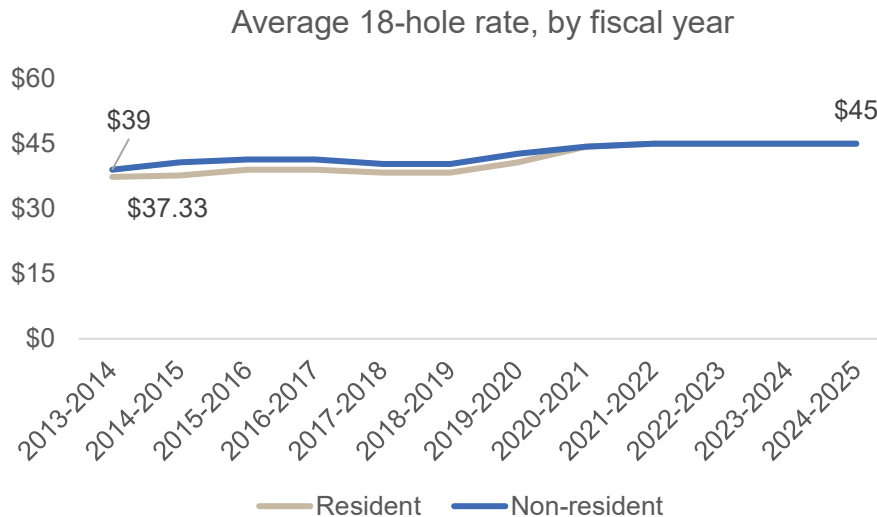
DBGC SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none">▪ Popularity / Number of rounds played▪ Active MGA / LGA associations▪ Active leagues▪ Donald Ross / Dick Wilson design	<ul style="list-style-type: none">▪ Irrigation issues▪ Budgetary constraints / maintenance budget▪ Lower revenues, largely due to rate structure▪ Perceived as lower quality due to course conditions and lack of facilities
Opportunities	Threats
<ul style="list-style-type: none">▪ Growth of golf in post-pandemic years▪ Improved clubhouse / practice facilities▪ Increased junior rounds▪ Increased practice / lessons on site▪ Collaboration with management partner▪ Improved conditions through irrigation, turf management▪ Enthusiasm for “Golden Age” architecture	<ul style="list-style-type: none">▪ Competition from local public courses▪ Reputation for low quality conditions▪ Inclement weather during off-peak times▪ Lack of maintenance budget▪ Lack of capital budget



Current DBGC Operations and Revenues

- DBGC rates have remained mostly unchanged since FY2014; there are currently no discounts for Residents, though “Permit” holders receive a lower rate.
- When factoring inflation, the average real cost of a round has decreased since 2013-2014.
- Number of rounds played have remained consistent and at a healthy quantity – falling between 53,000 and 60,000 each year despite conditions that require improvement.





Rate Study of Comparable Courses

- Of the 29 golf courses reviewed in this study, Delray Beach ranks 11th in terms of average, peak time resident rate.
- Rounds played data are less commonly shared, but through research and outreach PFM established estimates for 14 of the 29 courses, and DBGC ranks 6th among that group.
- A full set of comparable courses and additional data on rates, rounds played, and timing of renovations are shown in subsequent slides.

Rate Category	Comparable Group Average	Delray Beach Golf Course Ranking
Peak Resident Rate	\$63.59	11 of 29
Peak Non-Resident Rate	\$70.59	16 of 29
Off-Peak Resident Rate	\$43.93	13 of 29
Off-Peak Non-Resident Rate	\$48.86	18 of 29
Yearly Rounds*	51,057	6 of 14

Source: City of Delray Beach, PFM



Comparable Courses Reviewed

Golf Course Name	Avg. Peak Rates		Avg. Off-Peak Rates		Total Rounds	Date of Last Renovation
	Resident	Non-Resident	Resident	Non-Resident		
DELRAY BEACH GOLF CLUB	\$51.00	\$51.00	\$33.00	\$33.00	56,030	n/a
THE PARK WEST PALM	\$188.00	\$248.00	\$180.00	\$230.00	40,000	2023
NORTH PALM BEACH COUNTRY CLUB	\$175.00	\$175.00	\$50.00	\$50.00	58,000	2019
PALM BEACH NATIONAL GOLF AND COUNTRY CLUB	\$111.00	\$111.00	\$80.00	\$80.00		2022
SANDHILL CRANE GOLF CLUB	\$109.65	\$129.00	\$50.15	\$59.00	65,000	2023
WESTCHESTER COUNTRY CLUB	\$89.00	\$89.00	\$64.00	\$64.00	60,000	2020
JACARANDA GOLF CLUB	\$89.00	\$104.00	\$69.00	\$69.00		2025
JEFFERSONVILLE COUNTRY CLUB (PA)	\$75.00	\$85.00	\$60.00	\$65.00	50,000	2024
PLANTATION PRESERVE GOLF COURSE AND CLUB	\$74.00	\$104.00	\$45.00	\$62.00	56,000	2006
BOCA RATON GOLF AND RACQUET	\$65.55	\$65.55	\$42.19	\$42.19	40,000	2021

Source: PFM



Comparable Courses Reviewed

Golf Course Name	Avg. Peak Rates		Avg. Off-Peak Rates		Total Rounds	Date of Last Renovation
	Resident	Non-Resident	Resident	Non-Resident		
DELRAY BEACH GOLF CLUB	\$51.00	\$51.00	\$33.00	\$33.00	56,030	
WINSTON TRAILS GOLF CLUB	\$62.95	\$62.95	\$34.95	\$34.95		2024
LAKE WORTH MUNICIPAL GOLF COURSE	\$58.42	\$58.42	\$36.92	\$36.92	50,000	n/a
ATLANTIS COUNTRY CLUB	\$49.00	\$49.00	\$39.99	\$39.99	35,000	n/a
BOCA GREENS COUNTRY CLUB	\$46.73	\$53.28	\$46.73	\$53.28		n/a
DEER CREEK GOLF CLUB	\$45.00	\$50.00	\$30.00	\$33.00	60,000	2004
POMPANO BEACH GOLF CLUB	\$45.00	\$65.00	\$23.00	\$33.00		2013
MADISON GREEN COUNTRY CLUB	\$44.00	\$99.00	\$30.00	\$75.00	40,000	n/a
OSPREY POINT GOLF COURSE	\$42.06	\$42.06	\$32.24	\$32.24		2000
PALM BEACH PAR 3 GOLF COURSE	\$41.50	\$51.50	\$33.00	\$41.00	55,481	2009
PARK RIDGE GOLF COURSE	\$40.66	\$40.66	\$28.04	\$28.04	61,000	2022
THE LINKS AT BOYNTON BEACH	\$40.00	\$40.00	\$28.00	\$28.00		2017

Source: PFM



Comparable Courses Reviewed

Golf Course Name	Avg. Peak Rates		Avg. Off-Peak Rates		Total Rounds	Date of Last Renovation
	Resident	Non-Resident	Resident	Non-Resident		
DELRAY BEACH GOLF CLUB	\$51.00	\$51.00	\$33.00	\$33.00	56,030	
ATLANTIC NATIONAL GOLF CLUB	\$38.32	\$38.32	\$22.99	\$22.99		2011
BOCA DUNES AND COUNTRY CLUB: 9 HOLE/CHAMPIONSHIP COURSES	\$31.78	\$40.19	\$29.91	\$37.38		2019
POINCIANA GOLF CLUB	\$31.31	\$31.31	\$23.36	\$23.36		2025
OKEEHIEEE GOLF COURSE	\$28.00	\$35.00	\$23.00	\$30.00		2020
RED REEF PARK EXECUTIVE GOLF COURSE	\$27.50	\$37.50	\$24.00	\$34.00		2001
BOCA DELRAY GOLF AND COUNTRY CLUB	\$25.00	\$30.00	\$25.00	\$30.00		2024
KINGS POINT GOLF AND COUNTRY CLUB	\$24.00	\$39.50	\$24.00	\$33.00		2022
LAKEVIEW GOLF CLUB	\$20.90	\$22.00	\$15.68	\$16.50	54,000	2008

Source: PFM



Case Study: The Park at West Palm Beach

- **Location:** West Palm Beach, FL
 - **Architect:** Gil Hanse and Jim Wagner
 - **Peak Rate:** +\$230*
 - **Resident Rate:** +\$100*
 - **Annual Rounds Played:** ~40,000 (includes 9-hole)
 - **Most Recent Renovation:** Rebuilt in 2023
 - **Cost of Renovations:** \$56 million
 - **Funding Mix:** Private philanthropy, City funding
 - **Timeline for renovations:** Course closed in 2018, reopened in 2023)
-
- The original municipal course closed in 2018 and then was completely redesigned by Hanse and Wagner.
 - Mostly a privately funded endeavor with the goal of making it a high-price, high-quality product.
 - Extensive practice facilities and new clubhouse also developed.
 - Includes a 9-hole par-3 course with lighting for nighttime play.
 - Employs dynamic pricing with significant discounts available for West Palm Beach residents.



** Dynamically priced; Offers rates for West Palm Beach residents, Florida residents and Non-residents*



Case Study: Dunedin Golf Club

- **Location:** Dunedin, FL
 - **Architect:** Donald Ross
 - **Peak Rate:** \$135
 - **Resident Rate:** \$102
 - **Annual Rounds Played:** 50-60,000
 - **Most Recent Renovation:** Renovated 2024
 - **Cost of Renovations:** \$6.2 million
 - **Funding Mix:** ARPA (\$2.00M), Debt financing (\$2.27M), Unknown (\$2.00M)
 - **Timeline for renovations:** 2021 to 2024
-
- Historically significant course – served as the PGA Headquarters at one point and hosted several high-profile golf tournaments as a result.
 - Environmental study created impetus for renovation work.
 - Full three years from study to re-opening, construction was March – November 2024.
 - Work included green, tee, and bunker restoration plus new irrigation system and drainage improvements.

This Donald Ross muni just came back to life with \$6 million restoration

BY: [JOSH SENS](#) | X | JUNE 23, 2025





Recommended Rate Table

- Based on expected improvements and comparable courses, DBGC should target an initial peak rate of \$80 for residents and \$105 for non-residents; resident discount is approximately 25 percent.
- Rates should continue to increase by about 5 percent through 2031, then revert to an inflation adjusted 2 percent.

Resident	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
December-April											
18	\$82	\$86.10	\$90.41	\$94.93	\$99.67	\$101.66	\$103.70	\$105.77	\$107.89	\$110.05	\$112.25
9	\$36	\$37.76	\$39.65	\$41.63	\$43.72	\$44.59	\$45.48	\$46.39	\$47.32	\$48.27	\$49.23
April-November											
18	\$47	\$49.85	\$52.34	\$54.96	\$57.70	\$58.86	\$60.04	\$61.24	\$62.46	\$63.71	\$64.98
9	\$26	\$27.19	\$28.55	\$29.98	\$31.48	\$32.10	\$32.75	\$33.40	\$34.07	\$34.75	\$35.45
November-December											
18	\$65	\$67.97	\$71.37	\$74.94	\$78.69	\$80.26	\$81.87	\$83.50	\$85.17	\$86.88	\$88.62
9	\$33	\$34.74	\$36.48	\$38.30	\$40.22	\$41.02	\$41.84	\$42.68	\$43.53	\$44.40	\$45.29
Non-Resident	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
December-April											
18	\$107	\$112.35	\$117.97	\$123.87	\$130.06	\$132.66	\$135.31	\$138.02	\$140.78	\$143.60	\$146.47
9	\$47	\$49.28	\$51.74	\$54.33	\$57.04	\$58.18	\$59.35	\$60.54	\$61.75	\$62.98	\$64.24
April-November											
18	\$62	\$65.04	\$68.30	\$71.71	\$75.30	\$76.80	\$78.34	\$79.91	\$81.50	\$83.13	\$84.80
9	\$34	\$35.48	\$37.25	\$39.12	\$41.07	\$41.89	\$42.73	\$43.59	\$44.46	\$45.35	\$46.25
November-December											
18	\$84	\$88.70	\$93.13	\$97.79	\$102.68	\$104.73	\$106.83	\$108.96	\$111.14	\$113.37	\$115.63
9	\$43	\$45.33	\$47.60	\$49.98	\$52.48	\$53.53	\$54.60	\$55.69	\$56.81	\$57.94	\$59.10

Source: PFM



Recommended Rate Table – Existing Permit Holders

- Existing permit holders will be offered reduced rates in line with the current operating model.
- PFM leveraged prior year data on the percentage of rounds played by permit holders to model the updated rates.

Permit Holder	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037
December-April											
18	\$67	\$70.35	\$73.87	\$77.56	\$81.44	\$83.07	\$84.73	\$86.42	\$88.15	\$89.92	\$91.71
9	\$29	\$30.86	\$32.40	\$34.02	\$35.72	\$36.43	\$37.16	\$37.91	\$38.66	\$39.44	\$40.23
April-November											
18	\$39	\$40.73	\$42.77	\$44.90	\$47.15	\$48.09	\$49.05	\$50.03	\$51.04	\$52.06	\$53.10
9	\$21	\$22.22	\$23.33	\$24.49	\$25.72	\$26.23	\$26.76	\$27.29	\$27.84	\$28.39	\$28.96
November-December											
18	\$53	\$55.54	\$58.32	\$61.23	\$64.29	\$65.58	\$66.89	\$68.23	\$69.59	\$70.99	\$72.41
9	\$27	\$28.39	\$29.81	\$31.30	\$32.86	\$33.52	\$34.19	\$34.87	\$35.57	\$36.28	\$37.01

Source: PFM



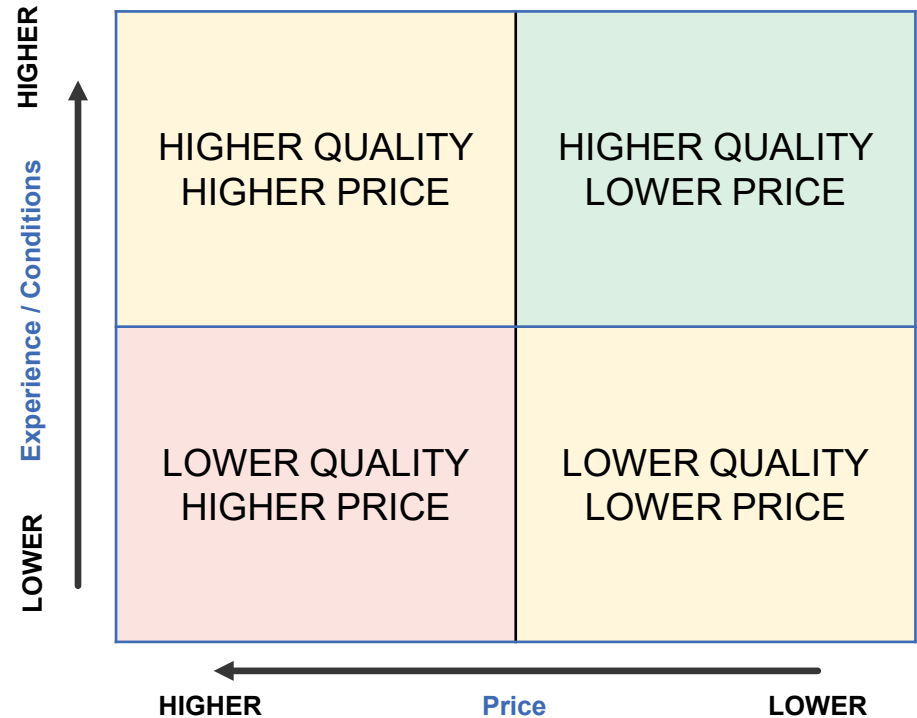
DBGC - Pro Forma Estimates		Actuals			CY - Est.	Construction	Improvements completed by Oct 2026		
FY	2022	2023	2024	2025	2026	2027	2032	2037	
Rounds Played	53,412	60,703	56,030	54,150	0	52,000	52,000	52,000	
Total Revenue per Round	\$ 54.18	\$ 51.04	\$ 50.29	\$ 58.12	\$ -	\$ 93.38	\$ 115.89	\$ 128.61	
Greens Fees per Round	\$ 35.24	\$ 32.38	\$ 33.73	\$ 33.05	\$ 34.71	\$ 73.96	\$ 91.70	\$ 101.24	
FY	2022	2023	2024	2025	2026	2027	2032	2037	
REVENUE									
Greens Fees (Golf Fees-League Fees)*	\$ 1,882,352	\$ 1,965,284	\$ 1,889,998	\$ 2,098,133	\$ -	\$ 3,845,889	\$ 4,768,197	\$ 5,264,474	
Merchandise (Pro Shop)	\$ 126,584	\$ 130,646	\$ 114,855	\$ 124,942	\$ -	\$ 120,453	\$ 150,072	\$ 169,793	
F&B / Catering / Alcohol	\$ 822,372	\$ 933,763	\$ 736,387	\$ 842,989	\$ -	\$ 817,676	\$ 1,018,737	\$ 1,152,607	
Rents-Royalties / Misc	\$ 62,650	\$ 68,858	\$ 76,249	\$ 80,923	\$ -	\$ 71,525	\$ 89,113	\$ 100,823	
TOTAL	\$ 2,893,957	\$ 3,098,552	\$ 2,817,489	\$ 3,146,987	\$ -	\$ 4,855,543	\$ 6,026,118	\$ 6,687,697	
*includes revenue from driving range									
EXPENSES									
Operations (Division 150)	\$ -	\$ -	\$ 40,114	\$ 17,492	\$ -	\$ 20,558	\$ 23,260	\$ 26,316	
Pro Shop (Division 151)	\$ 511,147	\$ 490,767	\$ 518,442	\$ 615,416	\$ -	\$ 517,219	\$ 585,186	\$ 662,084	
Restaurant (Division 152)	\$ 788,406	\$ 874,691	\$ 814,263	\$ 905,533	\$ -	\$ 865,589	\$ 979,335	\$ 1,108,027	
Course Maintenance (Division 153)	\$ 776,683	\$ 876,411	\$ 925,723	\$ 930,865	\$ -	\$ 973,594	\$ 1,370,804	\$ 1,550,939	
Capital Outlay (Division 300)	\$ 118,478	\$ 59,110	\$ 267,872	\$ 90,967	\$ -	\$ 167,578	\$ 189,599	\$ 214,514	
Golf Course (Division 760)	\$ 512,411	\$ 549,137	\$ 620,238	\$ 580,154	\$ -	\$ 599,305	\$ 678,058	\$ 767,161	
Depreciation (Division 840)	\$ 162,548	\$ 180,863	\$ 164,300	\$ -	\$ 131,174	\$ 461,538	\$ 461,538	\$ 461,538	
Existing Debt Service (Division 850)	\$ 18,221	\$ 29,926	\$ 29,128	\$ 29,128	\$ 29,527	\$ -	\$ -	\$ -	
Misc - Admin Expenses (Division 900)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 127,628	\$ 162,889	
Transfers (Division 910)	\$ 34,004	\$ 33,958	\$ 33,137	\$ 32,362	\$ -	\$ 32,362	\$ 32,362	\$ 32,362	
New Debt Service (2026 Project)	\$ -	\$ -	\$ -	\$ -	\$ 767,375	\$ 1,315,500	\$ 1,776,750	\$ 1,779,500	
TOTAL	\$ 2,921,898	\$ 3,094,862	\$ 3,413,217	\$ 3,201,917	\$ 928,076	\$ 5,053,244	\$ 6,224,521	\$ 6,765,332	
TOTAL REVENUE less TOTAL EXPENSES*	\$ 134,607	\$ 184,552	\$ (431,428)	\$ (54,930)	\$ (796,902)	\$ 263,838	\$ 263,136	\$ 383,904	
*no depreciation									

Source: PFM, City of Delray Beach



Desired Future State

- When considering the many comparable golf courses in South Florida, there are three potential paths to success:
 - Higher Quality / Higher Price (The Park)
 - Lower Quality / Lower Price
 - Higher Quality / Lower Price (Dunedin, Jeffersonville)
- The 2016-2017 studies and recent updates reflect a sustainable path to the Higher Quality / Lower Price quadrant.
- Updated analysis in 2025 confirms that market conditions support increased fees, improved conditions, and a volume of play that can allow for additional investment in the future.
- Opportunities to further increase profile through updated branding, new merchandise / pro shop updates, and media coverage.





Considerations

- A higher rate is supported both by the market study and by anecdotal evidence from customers who feel it is worth paying for better conditions.
- The level of renovation planned would bring golf course conditions in-line with high-quality competitors within the market and across the State.
- Closures in the market combined with a renewed enthusiasm for “Golden Age” golf architecture, like that of Donald Ross and Dick Wilson, provide a viable niche for DBGC to fill.
- Beyond greens fees, there are additional opportunities to increase revenue across all categories, including:
 - Food and beverage
 - Merchandise
 - Practice facility usage
 - Increased league, tournament, and outing fees
- It must be noted that expenses will necessarily increase, as well, and should be carefully planned and monitored as it relates to greens fees and other revenue projections.

Thank you

