



The Coral Gables

GOLF & COUNTRY CLUB

Granada Golf Course Utilization & Revenue Analysis And Policy Reset

*Commission Meeting
Tuesday, April 14, 2026*

**CORAL
GABLES**
THE CITY BEAUTIFUL



Presentation Overview:

- **Purpose:** Comprehensive operational reset to protect and preserve a city asset.
- **Goals:** Balance access, sustainability, and financial performance.
- **Objectives:**
 - Align with market benchmarks
 - Improve cost recovery
 - Enhance user experience
 - Ensure long-term sustainability



Fee Structure Adjustments – Adopted 3-10-26:

Adopted Granada Golf Fee Increases:

Category	Previous Fee	Adopted Fee Increase
Tee Time – Resident	\$22.00	\$30.00
Tee Time – Non-Resident	\$28.00	\$39.00
Twilight – Resident	\$19.00	\$27.00
Twilight – Non-Resident	\$26.00	\$35.00
Ride & Save – Resident	\$38.00	\$45.00
Ride & Save – Non-Resident	\$45.00	\$59.00
Green Replay – Resident	\$19.00	\$27.00
Green Replay – Non-Resident	\$26.00	\$35.00
Junior – Resident	\$11.00	\$13.00
Junior – Non-Resident	\$15.00	\$17.00
Golf Cart	\$17.00	\$18.00

* Non-resident rates remain 30% above resident rates

- Community Recreation department maintains a **five-year fee schedule**
- Fees generally see a **5% percent increase** every two years

Commission Adopted Country Club Membership Fee with Golf - Breakdown: (Golf-Only Value)

- Membership structure change:** From unlimited rounds to maximum of 30 complimentary rounds per year (with cart) with an additional \$5 discount each additional round played, and 7-day priority tee time booking.

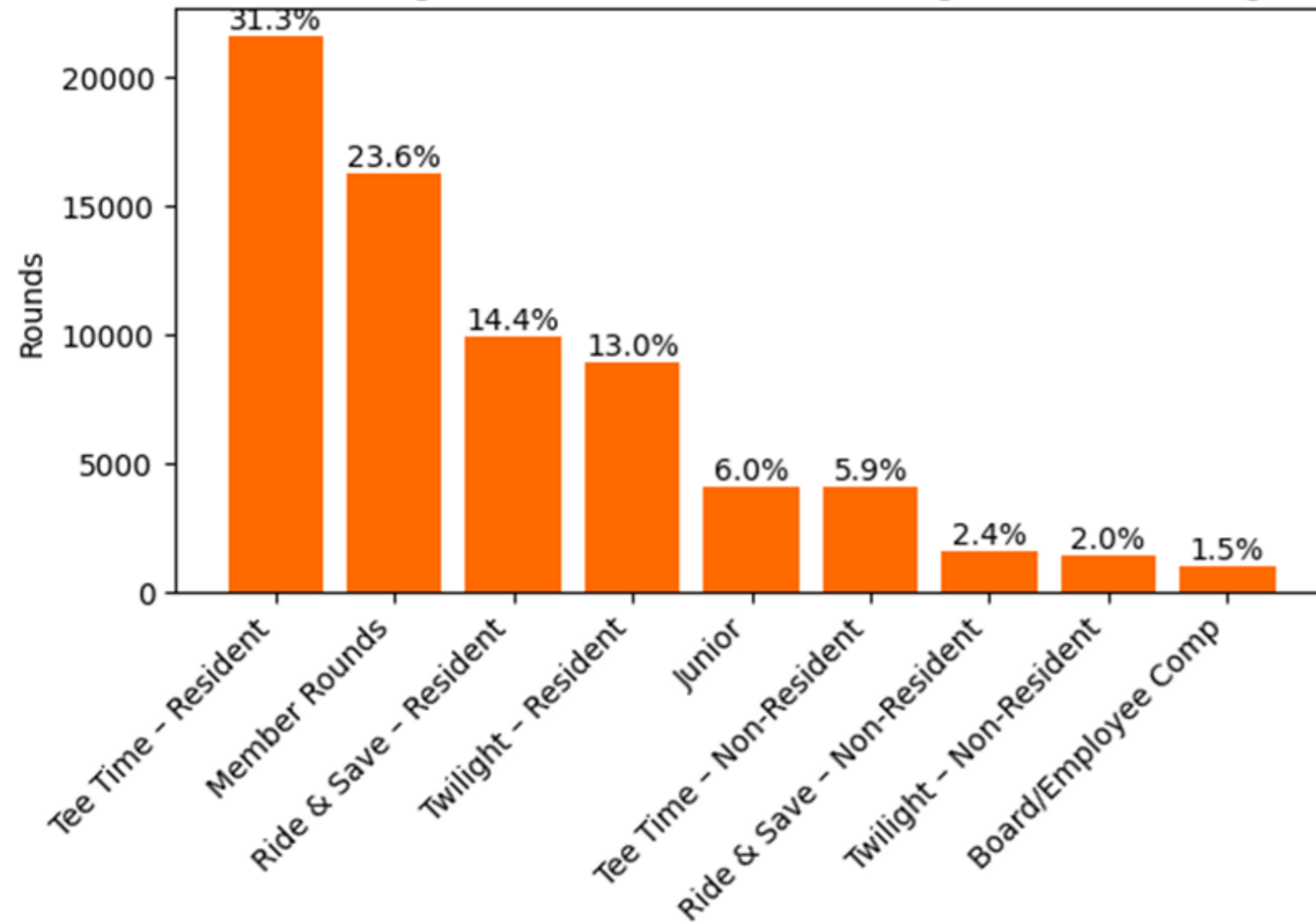
Category	Current Fee	Adopted Fee	Less Country Club Value	Net Golf Fee (New)	\$ Increase	% Increase
Single Resident*	\$921	\$2,100	\$1,050	\$1,050	\$129	14.01%
Single Non-Resident*	\$1,331	\$2,730	\$1,350	\$1,380	\$49	3.68%
Couples Resident*	\$1,616	\$3,434	\$1,550	\$1,884	\$268	16.58%
Couples Non-Resident*	\$2,332	\$4,465	\$2,000	\$2,465	\$133	5.70%

Round Usage Analysis of Fiscal Years 2024 & 2025:

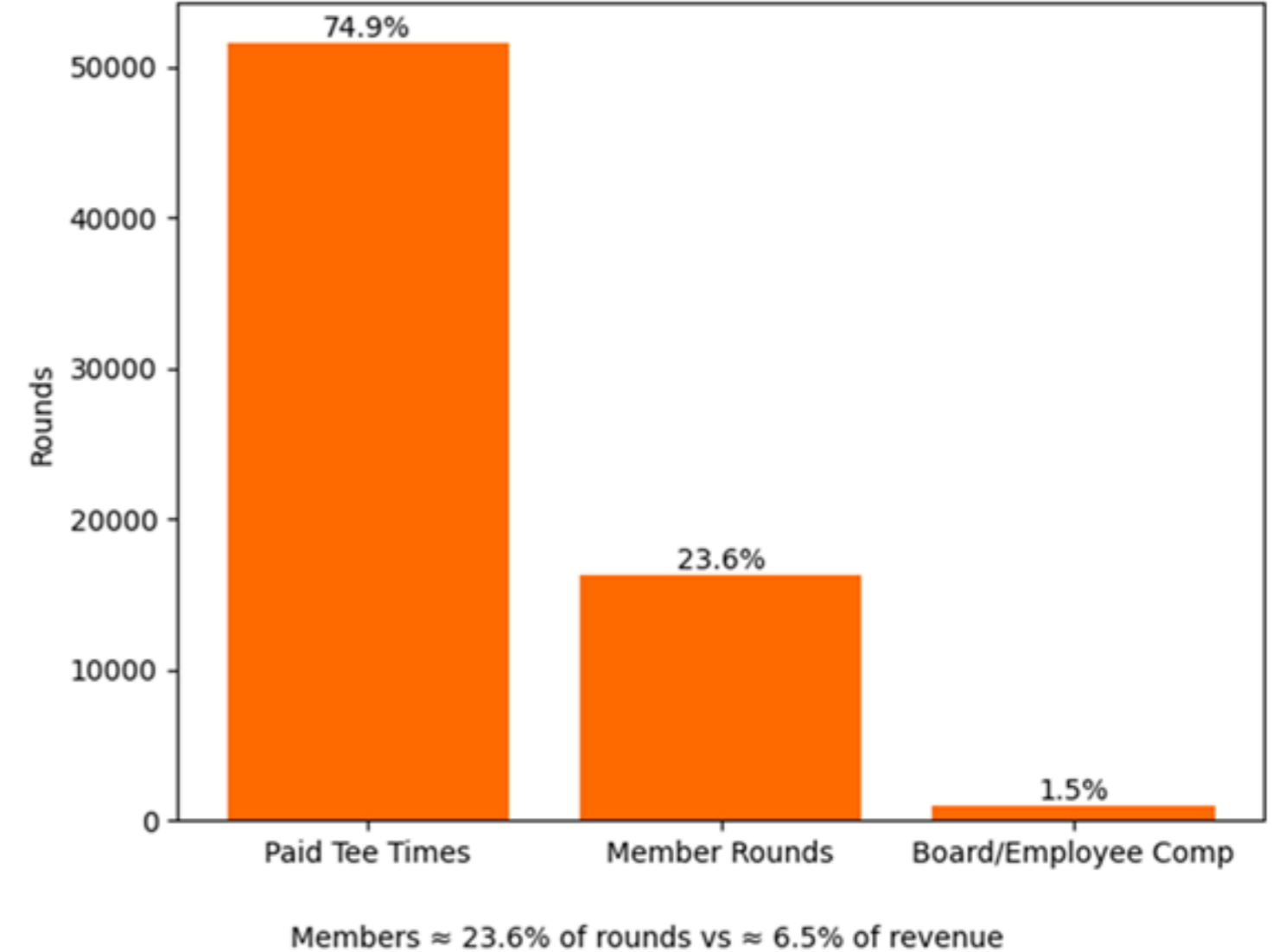
Category	FY24	FY25	Average FY24-FY25
Tee Time – Resident	21,710	21,435	~21,572.5
Tee Time – Non-Resident	4,523	3,604	~4,063.5
Twilight – Resident	9,142	8,746	~8,944
Twilight – Non-Resident	1,573	1,253	~1,413
Ride & Save – Resident	10,260	9,543	~9,901.5
Ride & Save – Non-Resident	1,861	1,382	~1,621.5
Junior	4,136	4,072	~4,104
Member Rounds (City’s Granada Golf Membership with Unlimited Rounds)	17,097	15,459	~16,278
Board / Employee Comp	1,290	784	~1,037

Round Usage Analysis Fiscal Years 2024-2025:

Granada Golf Course Usage (% of Total Rounds - Average FY24-FY25, Highest to Lowest)



Granada Golf Course Usage Breakdown (% of Total Rounds - Average FY24-FY25)



- 86 current Granada golf members account for approximately **16,278 annual rounds** out of 68,935 total rounds played at the Granada Golf Course, which represents **24% of total course usage**.

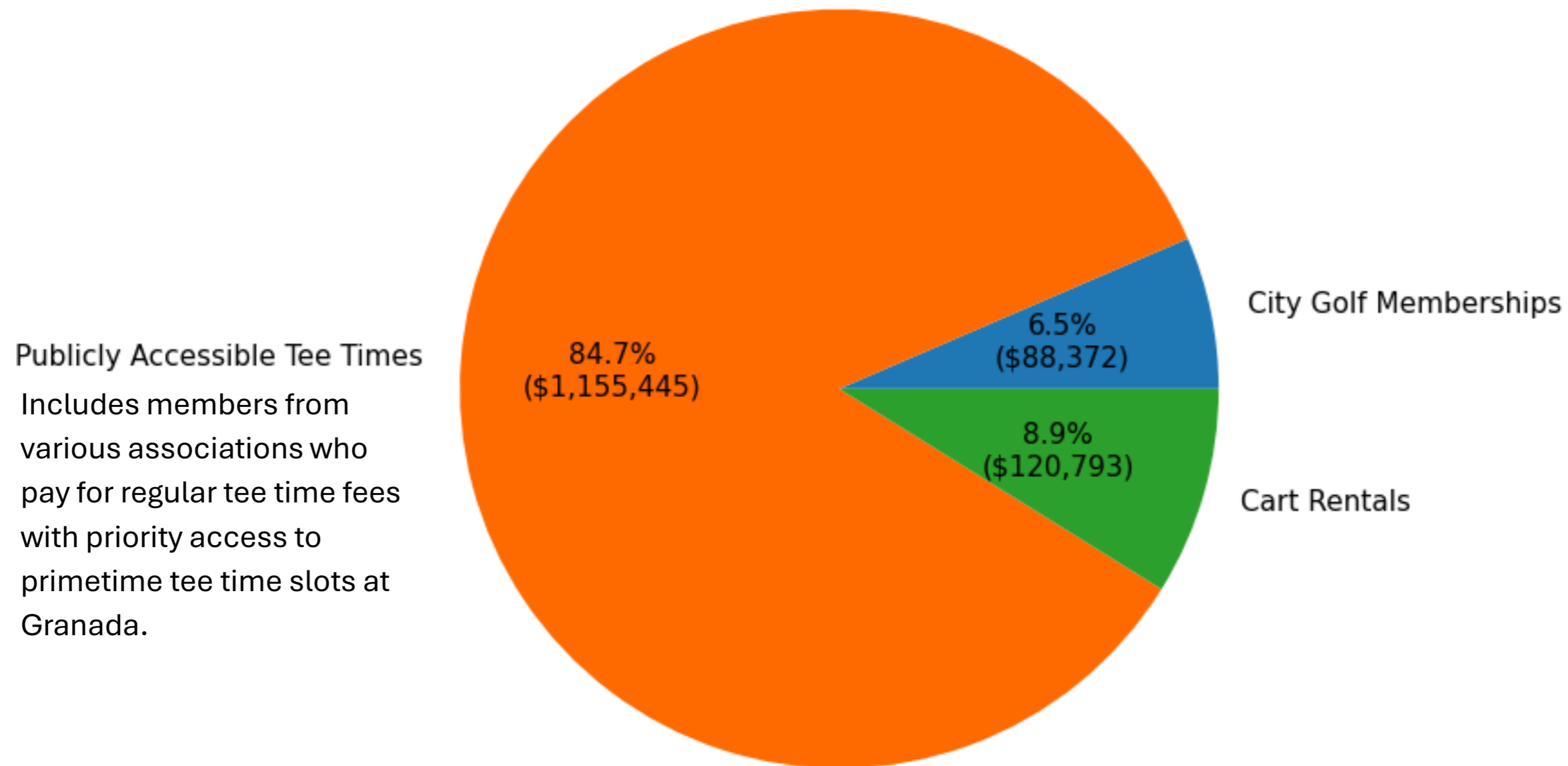
Granada Golf Course Revenue Breakdown:

Category:	FY24:	FY25:	Average FY24-FY25:
Total Revenue from City Memberships	\$98,816.11	\$77,927.22	\$88,371.67
Total Revenue from Publicly Accessible Tee Times	\$1,184,640.30	\$1,126,248.80	\$1,155,444.55
Total Revenue from Carts	\$113,252.30	\$128,333.00	\$120,792.65
Total City Revenue	\$1,396,708.70	\$1,332,509	\$1,364,608.85

- Annual operating expenses, not including capital costs are approximately **~\$926,000**.
- Operating expenses for FY26 are projected to increase to **\$1,952,000** to include contracted maintenance & course improvements.

Sales Revenue Impact by Category Versus Usage by Category:

Granada Golf Course Tee Time and Cart Rental Revenue Breakdown
(Average FY24-FY25)



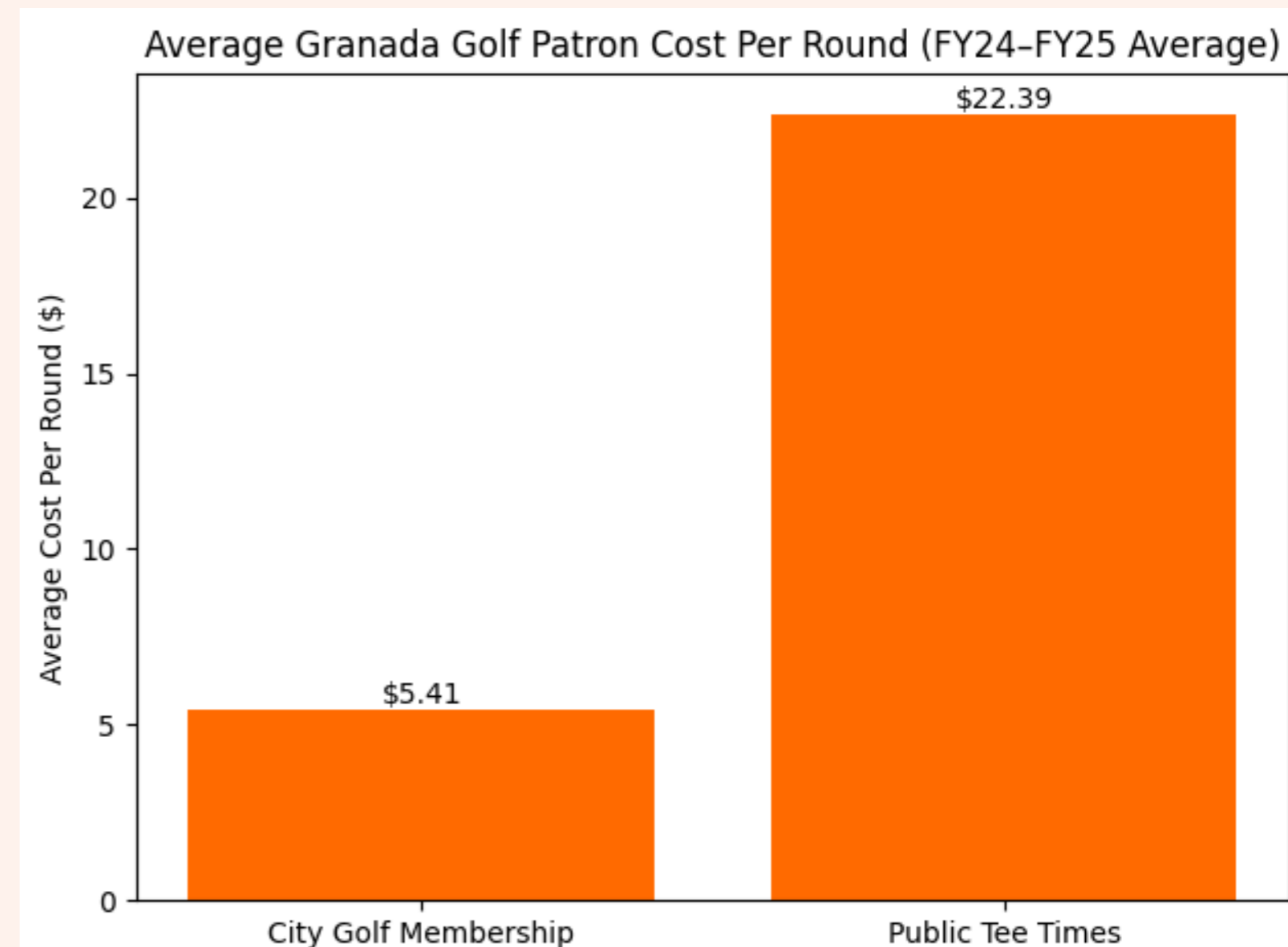
- Members account for the lowest contributor in city revenue and yet they account for one-quarter of total course usage.
- Memberships generate only **~6.5% of revenue** while consuming **~24% of total rounds**.
- More revenue comes from cart rentals than it does from memberships.

Average Granada Golf Patron Cost Per Round By Category:

Members pay approximately ~\$5.41 per round, compared to ~\$22.39 per round for public users.

Category:	FY24:	FY25:	Average FY24-FY25:
City Golf Membership Cost Per Round	~\$5.78 per round	~\$5.04 per round	~\$5.41 per round
Publicly Accessible Tee Time Cost Per Round	~\$22.27 per round	~\$22.51 per round	~\$22.39 per round

(*Not including board/employee comped rounds)



Non-City Memberships – Independent Associations at the Granada Golf Course:

Category:	Granada Golf Association (GGA):	Greenway Women's Golf Association:	Women's Golf & Bridge Club:
Registered on Sunbiz	Yes	Yes	Yes
Reported Active Date	August 1960	1964	1936
Reported number of members	60	55	35

* Information provided by respective association representatives at city's request

- Member benefits include priority access to prime tee times; conference room use.
- Associations established over 50 years ago. No formal agreement or documented arrangement.
- Associations collect dues and dues are used for various expenses including handicap fees. GGA reported collecting and donating over \$500,000 over a period of 20 years to charitable organizations.

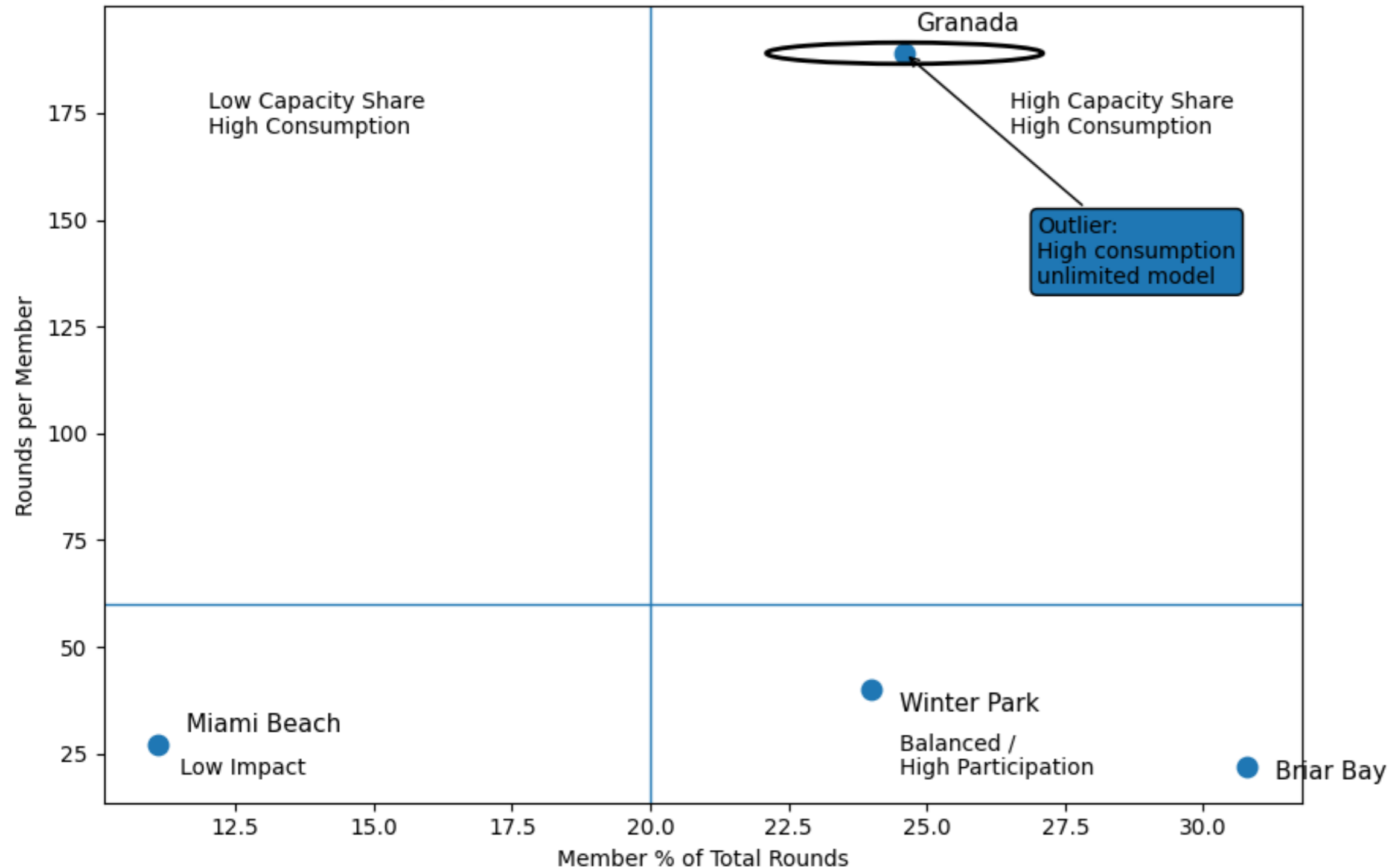
Benchmarking Memberships with Comparable Municipal Courses:

Model	Total Rounds Played	Active Amount of Members	Rounds Played By Members	Member % of Rounds	Rounds Per Member	Structural Insight
Granada Golf Course	~68,000+	86	~16,278	~24.6%	~189	Unlimited access, concentrated usage, capacity imbalance
Winter Park	~50,000+	300	~12,000	~24%	~40	Unlimited rounds – high member participation but balanced play usage
Briar Bay	~30,000+	435	~9,468	~30.8%	~22	Discount model, high member participation, low intensity
Miami Beach	~54,000+	220	~6,000	~11.1%	~27	Discount model, minimal impact



Membership Modeled Scenarios:

Membership Utilization Comparison Across Golf Course Models



What the previously commission adopted 30-round cap does:

- Eliminates overuse
- Reclaims 75–85% of member-held capacity
- **Creates flexibility to:**
 - *Increase public access (revenue)*
 - *Expand membership base (equity)*
 - *Improve course conditions (reduced wear)*

Membership Modeled Scenarios:

Scenario:	Members:	Rounds Per Member:	Total Member Rounds:	Capacity Impact:
Current Usage	86	~189	~16,278	~24.6%
Cap only model on existing member count	86	30	2,580	~3.9%
Balanced model with cap on rounds and increased member capacity	~300	30	9,000	~13.6%
Full capacity model with cap on rounds	~500	30	15,000	~22.6%

While Granada’s member usage accounts for approximately one-quarter of total rounds, consistent with peer facilities, the current unlimited membership structure allows a small group of 86 members to consume capacity at a rate 4 to 7 times higher than comparable systems.

Capacity Issues and Expert Recommendations:

Industry Guidance:

- *National Golf Foundation (NGF)* recommends to not exceed 50,000 annual rounds to maintain highest quality playing conditions.
- *Brightview* confirms the recommendation and holds the NGF in highest regard as authority.

April 3, 2026

Fred Couceyro CPRP, Director
Coral Gables Community Recreation
405 University Dr.
Coral Gables, FL 33134

RE: Granada GC Activity and Condition

Fred,

It is great to hear about the continued success of the City's Granada Golf Course. As you may remember, I led an NGF consulting team in review of the golf course in 2014-2015, in advance of the renovation, helping the City consider its golf professional options and market analysis. As we noted to you then, and reiterate now, maintaining outstanding golf playing conditions on the golf course is a key to success, and managing activity to prevent overuse is an important "best practice" in maintaining top-quality conditions.

While I have no hard number to share on the maximum number of rounds played for a 9-hole golf course to sustain high quality, I can tell you that I rarely see 9-hole golf courses exceed 50,000 rounds in a year and still maintain highest quality playing conditions. When rounds activity exceeds this level, overuse and wear start to show in conditions that are manifested in divots, ball marks, traffic wear (cart and foot), bunker degradation, among other items. Managing the activity through common mechanisms like pricing, tee-time spacing and even periodic course closures (known in the industry as "down time for maintenance") are recommended to retain conditions.

I hope this summary can help the City as it considers options for Granada GC. I recall the course as a real jewel for Coral Gables, attracting both a local regular-play base of customers, as well as some visitor and tourist demand, especially in the winter season. Maintaining the highest quality playing conditions should be a priority for the City, and controlling the volume of activity is a common part of a proper facility management plan that has asset preservation as a top priority.

Fred, I appreciate your continued interest in the National Golf Foundation and its consulting services. Our goal is to serve our clients and the industry. If you need any additional information, please call me directly at (561) 354-1642.

Sincerely,



Richard B. Singer
Director of Consulting Services
rsinger@ngf.org

Capacity Issues and Expert Recommendations:

- **Industry Standards:** Current usage exceeds industry standards by 36%
- **Effects of Overuse:** declining turf conditions, higher maintenance costs, reduced player experience, accelerated deterioration requiring a higher impact and cost commitment for a capital course restoration.
- **Course Equity and Stewardship Concerns:** A small group which includes non-residents are consuming a disproportionate share of a public asset. Meanwhile, the residents that are part of the general public pay 4x more per round and have less access to tee times.

Financial Reality - Model is Not Sustainable:

- FY25 total revenue: approximately ~1.33 million
- FY 26 projected operating and capital costs: approximately ~1.95 million
- Previously priced revenue model does not cover projected operating and capital costs.
- Cost recovery can be improved through pricing alignment, and membership reform.
- Revenue generation is necessary to fund maintenance and capital reinvestment.

Financial Sustainability:

City of Coral Gables Golf & Country Club Complex Capital Project Investments and Improvements

City of Coral Gables Golf & Country Club Complex Facility Category:	Completed Capital City Investments from 2022 - To Date:	Current Capital Project Investments in Queue:	Future Capital Investment Needs Pending Available Funding:	Total Capital City Investment:
Coral Gables Country Club Facility - Includes Building, Venue, Athletic Club, Café and Master Plan	\$ 2,725,261.82	\$ 4,063,516.00	\$ 9,000,000.00	\$ 15,788,777.82
Golf Course Facility - Includes Grounds, Shelters, Proshop Building and Maintenance Barn	\$ 3,171,310.24	\$ 2,725,984.00	\$ 3,500,000.00	\$ 9,397,294.24
Tennis Facility - Includes Building and Courts		\$ 635,000.00	\$ 3,000,000.00	\$ 3,635,000.00
Total	\$ 5,896,572.06	\$ 7,424,500.00	\$ 15,500,000.00	\$ 28,821,072.06

Coral Gables Golf and Country Club, Miami, Florida.



The Coral Gables

GOLF & COUNTRY CLUB

