



City of
Wanneroo

GOLF COURSES STRATEGIC PLAN

Carramar Golf Course and Marangaroo Golf Course
2019-2034



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Our overall goal

The City’s goal within this Strategic Plan is to describe activities and opportunities to revitalise the civic golf courses in the City of Wanneroo over the next 15 years. This Plan describes how the golf courses will become more appealing to a wider range of users by introducing new services and facilities, and ensuring that they are relevant to changing community expectations and remain profitable.

This Plan has been developed to support the City’s overall vision which describes Wanneroo as vibrant, progressive and prosperous. It also supports the City’s overall Strategic Community Plan 2017/18-2026, particularly the Society and Economy themes.

This Plan describes the City’s initiatives to introduce exciting new facilities including restaurants, spaces for celebratory and community events, and family friendly activities which build upon the golfing theme and make the most of the natural environment.

These complementary facilities and services will diversify users of the golf course sites by attracting a more broad demographic. The Golf Courses Strategic Plan is recognised as a ‘transformational project’ in the City’s Tourism Plan 2019-2024, which describes the following objective:

The City of Wanneroo will be recognised as a vibrant destination with a lifestyle worth experiencing, activated by exciting events, connected communities and nature at its best.

In preparing the Golf Courses Strategic Plan, it is recognised that a large cohort of the golfing community enjoys the traditional golfing

experience available within the City, and it is important to keep providing this type of facility whilst identifying areas for improvement and creating

new facilities to provide for a more inclusive community hub.



Introduction to this Plan

The City is responsible for two civic golf courses:

- Marangaroo Golf Course was developed in 1988 and is located on 60 hectares of land within the suburb of Marangaroo; and
- Carramar Golf Course was developed in 1994 and is located on 67 hectares of land within the suburb of Carramar.

The golf courses currently return revenue to the City in rent, green fees, cart hire and driving range fee income, directed into Golf Course Reserves.

The Reserves fund improvements to tees, greens and fairways in a recurring capital program in accordance with the Masterplan for each course.

It is recognised that the current built facilities at both golf courses (eg pro shop, kiosk and ancillary buildings) are outdated, no longer support the requirements of a

successful golfing experience, and constrain the potential to provide additional or improved services from the sites.

Whilst the City wishes to improve and introduce new facilities at both golf courses, it is recognised that their proximity to each other means that changes should complement rather than compete.

Additionally, it is recognised that the demographics in the Carramar area differ to those in Marangaroo, and this will be considered when planning facilities and activities which would attract local residents as well as those inclined to travel to an iconic destination.

In order to obtain a balance of traditional and contemporary experiences, and to attract a wider audience whilst maintaining and improving on the standards golfing patrons expect, the following six key focus areas have been identified in this Plan:

- Presentation of the tees, greens and fairways;
- Clubhouse and amenities;
- Course improvements;
- Preservation of natural environment;
- Attraction and retention of patrons; and
- Financial resourcing.

These key areas have been identified as a result of community consultation, staff workshops, industry submissions and engagement with the existing golf course operators.

In finalising this Plan, the City considered inputs and feedback from many sources, including:

- Community comments and suggestions;
- Survey responses;
- Industry proposals;
- Specialist golf course consultants; and
- Other golf developments with expanded golf and hospitality offerings.

What has been achieved in the last 5 years

Since 2014, over \$6 million has been spent on capital works at the golf courses including the connection of both courses to mainline sewers and replacing reticulation lines, and renewing the perimeter fencing at Marangaroo.

The majority of capital expenditure has been dedicated to upgrading the golf course playing areas in line with a Masterplan prepared by a specialist golf course designer in 2015, and replacement of key items such as the irrigation systems, which

had reached the end of their useful life. This work has been entirely funded by golf course income.

In 2015 the City recognised it was timely to strategically review the future of the civic golf courses to ensure that they remain attractive and viable.

A specialist golf consultant was engaged to undertake a situational analysis and to develop a report that summarised the current status of the golf courses, providing observations and recommendations

and identifying key challenges and opportunities for contemporary golfing facilities in the medium term.

The current golf course Management Services contract and lease of both courses commenced on 19 September 2017, and in the same month the City commenced a project to consider the strategic evolution of the golf courses in line with the specialist golf consultant's recommendations.

Presentation of the course

The aim is to present the civic golf courses at consistently high standards.

Following a period of significant upgrading and maintenance activity, there will be no significant capital

works undertaken in the 2019/20 and 2020/21 financial years, so that patrons can enjoy the golf courses whilst the City plans for their evolution.

Necessary maintenance and course management will always take place to ensure the courses are presented in the best possible condition.

Clubhouse and amenities

The clubhouses were built more than 25 years ago, and since that time a number of upgrades to amenities have been completed.

However, they are now due for major renovation to meet expectations and to expand the range of uses.

A target for this Plan is to consider opportunities for improvement or major development to each clubhouse and amenities, to commence in the 2022/23 financial year.

Future facilities will be commensurate with the vision for each golf course, which is yet to be determined, and its natural character, and may include:

- Bars and restaurants for casual and formal dining;
- Function centres to provide spaces / venues for celebration; and

- Improved pro-shop and building infrastructure.

Additional facilities and service provision to be considered are:

- Family activities (e.g. playground, mini golf, space for community events);
- Short format 6 and 9 hole games to cater for time poor participants;
- Multiple price points and memberships with flexible payment systems;
- Smart technology - on course data;
- Sports courts and fitness areas;
- Walking and cycle nature trails; and
- Accommodation for tourism and business.

Depending on the nature and type of improvements, there may be a requirement to revise the zoning and permitted uses of the golf courses sites and this will be addressed as part of planning for development and improvements.

State approval will be required to change a portion of Marangaroo Golf Course, which is Crown land, from a Class 'A' Reserve to a classification model which enables appropriate development.

To support new infrastructure and a wider range of service provision, improvements to the utilities supplying the golf courses will be required.

This will include upgrading water and electricity supplies, and introducing gas and the NBN.

Course and driving range improvements

The Golf Course Masterplans prepared in 2015 will be reviewed to consider the potential to revise the layout, flow and difficulty of 18-hole golf, and to provide for shorter games.

The Masterplan review will coincide with considering optimum usage of the entire space within the golf course area boundaries for inclusion in comprehensive Concept Plans for each course.

Whilst it is the City's intention to retain the facility to play 18-holes of golf at both courses, improvements are likely to include:

- Floodlit and improved driving range and practice areas, including the potential to reconfigure these;
- Introduction of appropriate technologies (e.g. Top Tracer, automated ball dispensers);

- Revision of course lay-out to create opportunities for shorter games and for contemporary golf variations at one course;
- Enhanced landscaping, pathways and course hardware sympathetic to the natural environment; and
- Further infrastructure upgrades to utilities and NBN connections.



Preservation of natural environment

Whilst the City is considering development outside of the footprint occupied by existing buildings, the beauty of the natural surroundings is recognised as an appealing aspect of both golf courses.

The City has identified that the natural flora and fauna presents an opportunity to attract non-golfers whilst still preserving the environment, perhaps with the introduction of walking trails and fauna tours.

A flora and fauna survey was undertaken at both golf courses in the spring of 2018 to identify areas of protected vegetation and habitat to support development planning.

Attraction and retention of users

Player and driving range attendances have been trending slightly down since 2015/16 although the last three years have included significant capital works which affected user numbers.

A recent Customer Insights survey at Carramar Golf Course highlighted that 71% of participants are aged over 50 (56% being aged 60+), and the overwhelming majority of players are male (73%). Patronage of Marangaroo Golf Course follows the same trend, albeit with a slightly higher percentage of players aged over 60 years.

The City recognises the loyalty and contribution of regular golfers, and intends to retain the facility to play a traditional 18-hole game. However, the City accepts that longevity of the golf courses can only be achieved by providing additional facilities and services that attract a wider range of users and diversify income streams.

With this in mind, the potential to introduce more contemporary facilities, activities and events, albeit around the golfing theme, aimed at attracting families, women, young people and non-golfers to golf courses is to be explored.

This could include one or both golf courses acting as a community hub, accessible to all groups and individuals for a variety of purposes.

The City and golf course managers will strive to increase regular attendance by local golfing clubs and teams, and school groups as well as providing an environment which attracts new players and those who are time limited and may prefer a shorter game.

This will include investigating opportunities to attract event and tournament bookings at the golf courses.

Fee structure

The fee structure for the golf courses is reviewed annually as part of Council's consideration of the overall Schedule of Fees and Charges, which includes benchmarking to ensure alignment with other local Councils and golf courses, and to reflect player demographics and encourage course usage.

The City will continue to benchmark pricing strategies every year and, whilst planning the redevelopment of the golf courses, will investigate the feasibility of introducing new membership and loyalty plans and other methods to add value to residents.

This might include opportunities for partnering arrangements with other City sporting facilities (e.g. Wanneroo Aquamotion), or reciprocal arrangements with golf courses in neighbouring Council areas.

Financial resourcing

Whilst the City's civic golf courses are financially self-sustaining, the type of developments anticipated will require significantly more in terms of capital investment.

A key objective of any plan for development of the golf courses is that it must be delivered on a cost neutral basis, referring to the need for any Council funding contributed to the development to be recovered in a very short time.

The City will consider a variety of business models to fund

development and to manage the ongoing operations of the new golf course facilities.

These are likely to include investigating sources of external investment, development funding, grants, loans, sponsorship and the potential for new governance arrangements and profit sharing.

This may also include considering out-sourcing the development and ongoing management of the civic golf courses to industry professionals.

In parallel, the City will consider shorter term measures to increase revenue, recognising that financial performance at both golf courses is satisfactory in the current market.

This might include a range of measures such as short-term leasing of unused buildings or introducing new activities which would not negatively impact on the playing of golf or on the tees, greens and fairways.

Time frames for this Plan

July 2019 to June 2021

Planning Stage

- Specialists in this type of facility design will commence preparation of detailed Concepts.
- Draft Concept Plans will be available for community consultation prior to being finalised.
- External consultants and/or development partners will be appointed to support the successful delivery of this Plan.
- Applications for any changes to zoning or permitted use of the golf courses will be lodged, to facilitate implementation of the approved Concept Plans, including changing a portion of Marangaroo Golf Course from a Class A Reserve to a Class C Reserve in line with other similar reserves.

July 2021 to June 2022

Preparation Stage

- The City will commence improvements to servicing and utilities infrastructure to support future developments.
- A detailed project timetable will be prepared to govern the phased development and improvements, with a focus on minimising disruption.

July 2022 to June 2029

Implementation Stage

- Phased development work is undertaken to revitalise the golf courses, making them more appealing and accessible to a wider range of users.

July 2029 and beyond

Review and Future Development Stage

- An updated Golf Courses Strategic Plan is developed, which builds upon the achievements of the last ten years and describes an updated vision and goals for the civic golf courses. This includes the opportunity to introduce short-term accommodation at one or both golf courses.





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