



# Public Golf Courses Strategic Plan

Carramar and Marangaroo Golf Courses  
2024-2039





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## Our overall goal

The City's goal within this revision of the Strategic Plan is to plan and manage opportunities, operations and activities to stimulate and revitalise the public golf courses in the City of Wanneroo over the next 15 years.

This plan focuses on revitalising the golf courses to enhance customer enjoyment by upgrading and adding to the facilities. Through the introduction of modern services, advanced technology, and sustainable practices, we aim to improve the overall experience for a broader range of users.

The emphasis on inclusivity and community relevance will ensure the facility meets evolving expectations, while maintaining its competitiveness and profitability in a rapidly changing market.

This Plan has been developed to support the City's overall vision, to create a welcoming community, connected through local opportunities.

It also supports the goals within the City's Strategic Community Plan 2021-2031.

This Plan describes the City's initiatives to introduce exciting new facilities and opportunities.

Including upgrades to the driving ranges with integrated smart golf technology, improved food and beverage offerings, new spaces for celebratory and community events and family 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 courses by attracting a broader demographic and stimulate participation and enjoyment of the facilities.

The Golf Courses Strategic Plan is acknowledged 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 the improvement of operations, facilities and experiences to provide for more inclusive and vibrant community spaces.







## Introduction to this Plan

The City is responsible for two public golf courses:

- Marangaroo Golf Course was developed in 1988 and is located on 57 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 and driving range fees and other profit share income, directed into the Golf Course Reserves.

The Reserves fund course improvements, upgrades and maintenance.

It is recognised that the current built facilities at both golf courses (eg pro shop, kiosk and ancillary buildings) although fit for purpose and well utilised, are considered dated and no longer support the requirements to be able to provide a complete positive golfing experience and constrain the potential to provide additional

or improved services from the facilities.

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

The City aims to maximise its opportunities with the growing demand for golf, optimise operations, enhance the customer experience and ensure financial stability at both venues.

Providing the community with premier golfing destinations and memorable social experiences.

In order to attain balance of traditional experiences, and to attract a wider audience whilst maintaining and improving on the standards patrons expect, the following key focus areas have been identified in this Plan to deliver high quality facilities and operations:

- Course presentation
- Clubhouse and amenities

- Course and driving range improvements
- Sustainability and the natural environment
- Attraction and retention of patrons
- Fee structures
- Financial resourcing.

These key areas have been identified following community consultation, staff workshops, industry submissions and engagement of Golf Course managers.

In finalising this Plan the City considered input and comment from various sources including:

- Community and patrons
- Surveys
- Industry specialists
- Financial specialists
- Other Local Government golf facilities with recent or proposed expansions to golf and hospitality offerings.

## What has been achieved in the last 5 years

Following on from the significant infrastructure upgrades to the golf courses between 2014-2019 of \$6 million (including sewer connections, full reticulation replacement and perimeter fences).

Since 2019 the City has spent over \$1.5 million on capital works at the golf courses, in general relating to recurring general course upgrades, building and infrastructure maintenance works to the courses.

The majority of this expenditure has been dedicated to upgrading

the golf course playing areas designed to complement the existing course layout.

In accordance with the Golf Courses Strategic Plan 2019-2034, in 2022 the State approved the excision of portion of the Marangaroo Golf Course from Class 'A' Reserve 20091 to better align with future improvements and uses at the course.

The Marangaroo Golf Course is now defined as Reserve 53946 (Class 'C') for the purposes of 'Recreation, Golf Course and Community Purposes'.

A significant step in the implementation of the Golf Courses Strategic Plan 2019-2034, was the successful completion of the expression of interest and restricted tender processes for the appointment of a new managers for the golf courses. The appointment being formalised in November 2022.

The engagement incorporated a commitment from both parties to co-fund significant future capital investment to the golf courses to provide significant improvements and upgrades to both venues.

## Course presentation

The aim is to present the golf courses at a consistently high standard and remain competitive through continuous improvement of operations and facilities.

Following a period of significant upgrading and maintenance activity from 2015-2019, there has been limited capital works undertaken since the change of courses management in 2022.

Necessary maintenance and course management will always be the priority to ensure the courses are presented in the best possible condition to ensure an enjoyable experience for patrons.

Whilst both golf courses are well-utilised and are popular with the community, aspects of the facilities at both courses are dated and could be significantly improved

to expand community usage and patronage.

The City has made a commitment to become a Waterwise Council setting water efficiency goals and also educating staff and contractors in water efficiency and management.

## Clubhouse and amenities

The clubhouses were built more than 30 years ago, and since that time a number of cosmetic upgrades to amenities and maintenance upgrades have been completed.

However, they are now due for major renovation to meet user and market expectations and to improve the range of offerings and opportunities for the golf courses to optimise operations, enhance the customer experience, remain competitive and improve financial viability.

A target for this Plan is to consider opportunities for improvements or re-development to the golf courses, earmarked to commence in the 2024/25 financial year.

Future facilities will be commensurate with the vision for each Golf Course, additional facilities and service provision to be considered are:

- Undercover driving range facilities with integrated smart technology
- Improved food and beverage offerings

- Upgrades to pro-shop and building infrastructure to improve functionality, aesthetics and ambience
- Family friendly spaces and activities (e.g. playground, space for community based events)
- Additional carparking to accommodate increased patronage.

## Course and driving range improvements

The Golf Courses Masterplan prepared in 2015 will be reviewed to coordinate and align maintenance, upgrades and improvements to the courses and facilities.

Due to recent market trends and significant growth across the golf industry, the golf courses currently have limited capacity to increase player golf 'rounds', however through the proposed capital

improvements there is a significant opportunity to increase patronage and income through proposed capital improvements that will be reflected in increased utilization of the driving ranges and food and beverage income.

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:

- Undercover Driving Ranges with Integrated smart technology (ball tracking and gamification)
- Clubhouse upgrades
- Kiosk/Kitchen upgrades
- Carpark extensions
- Enhanced landscaping complementary to the natural environment
- Utility services infrastructure upgrades.



## Sustainability and the natural environment

The proposed re-development improvements and upgrades have been designed to stay within existing developed footprints where practicable to retain the natural beauty and habitats of the surrounds.

This is recognised as a major aspect of the golf courses appeal and that the natural flora and fauna presents an opportunity

to attract non- golfers whilst still preserving the environment.

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

The City has committed itself to being recognised as a waterwise council and in 2019 endorsed the Waterwise Council Action Plan.

In accordance with the Action Plan the City and Managers of golf courses have collaborated and initiated waterwise management strategies focused on achieving and maintaining Waterwise accreditations.

## Attraction and retention of users

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 improved facilities and services that attract a wider range of users and diversify income streams.

Since Covid-19 the golf industry has seen a resurgence in popularity.

In recent years the golf courses have experienced a significant increase in golf rounds played and driving range patronage.

As both courses near their capacity limits, this growth trend is however expected to stabilise in the future.

While this stabilisation might constrain revenue growth from golf rounds, there is an opportunity to optimise revenue through improved technology enhanced facilities, improved operations and offerings and strategic pricing adjustments to remain competitive and appealing to current and prospective customers.

Guided by golfing market resources, global trends and community engagement the importance of off-course golf activities in drawing a wider audience, such as young players and women is important to attract and retain customers.

Prioritising improvements that foster a vibrant social atmosphere and elevate the food and beverage

offerings, will provide the ability for the golf courses to attract and engage golfers and non-golfers alike.

Customer experience is the basis of the strategy, broadening and enhancing service offerings from playing and tuition to retail and hospitality and entertainment to inspire a memorable visit for every patron.

With the growth in population within the City, strategic investigations and monitoring of the property and golfing markets will be ongoing to consider additional future golf course opportunities and acquisitions.

## 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 implement strategic pricing adjustments and initiatives to remain attractive and a competitive golfing destination.

## Financial resourcing

Whilst the City's golf courses are financially sustainable, the proposed developments anticipated will require significant capital investment resourcing.

A key objective of the plan for re-development of the golf courses is for delivery of improvements and return on funds to be in the shortest possible time frame to the benefit both the City and Golf Course Managers.

The City will consider the business models for the redevelopment of the new golf course facilities.

Project funding sources will likely include City reserve funding, loans, in and co-contributions under the supply contract.

Consideration to the outsourcing of design, construction and project management or the golf courses capital upgrades and improvements to Golf Course

managers and industry aligned professionals and consultants. Strategies will be put in place to minimise financial and operational impacts during the re-development phases.



# Timeframes for this Plan

## July 2024 to June 2025

### Planning and design phase

- Concepts designs and financial modelling of proposed capital improvements and upgrades
- Initiate supplementary agreement to existing supply contract to guide capital works projects
- Endorsement of proposed concept designs, project funding and project management agreements
- Preparation and endorsement of detailed design drawings
- Procurement and appointment of external consultants and/or development partners to support the successful delivery of this Plan
- Planning and scheduling phase prepared to govern the phased development and improvements, with a focus to minimise disruptions to the courses daily operations.

### Course presentation and maintenance

- Masterplan review - create long-term program for scheduled works and responsibilities for general course upgrades and maintenance for 2025/26 and beyond (tees, greens and paths etc)
- Ongoing course presentation and maintenance commitments (tees, greens and paths etc)
- Achieve and maintain Waterwise accreditations.

## July 2025 to June 2027

### Construction phase

- Undertake capital upgrades project works - construction phase
- Practical completion capital upgrades.

### Course presentation and maintenance

- Implement general course maintenance in accordance with Masterplan review works program (tees, greens and paths etc)
- Maintain or improve Waterwise accreditations.

### Marketing and promotion

- Marketing strategies and community attraction initiatives for new facilities.



## July 2027 to June 2034

### Implementation phase

- Continuous refinement of operational efficiency and functionality of new facilities
- Marketing and promotional strategies
- Initiate contract renewal process - Golf Course Management and Maintenance Lease and Supply Contractual Agreement.

### Course presentation and maintenance

- Ongoing course maintenance works in accordance with Masterplan review works program (tees, greens and paths etc)
- Maintain or improve Waterwise accreditations.

## July 2034 and beyond

### Review and future development stage

- Review and update the Golf Courses Strategic Plan, which builds upon the achievements of the last five years and describes an updated vision and goals for the golf courses

### Course presentation and maintenance

- Ongoing course maintenance works in accordance with Masterplan review works program (tees, greens and paths etc)
- Maintain or improve Waterwise accreditations.





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