

Strategic Plan 2025 - 2032

Our Environment

The challenges that we face at WGC in the 21st Century include:

- A small club faced with rising employee, course and facilities' maintenance costs while attempting to limit the cost of membership resulting in the need for a strong able volunteer member group to maintain high levels of course playability.
- Out of the 29 Tasmanian municipalities, Waratah-Wynyard is 10th lowest socio-economic region in Tasmania.
- An aging membership with the challenges of lessening mobility as we age and the need to provide suitable facilities
- Competition from other sporting pursuits that require less of a time commitment at a lower annual cost which impacts on our ability to:
 - Attract new younger-cohort members earlier in their careers, and
 - Maintain current members
- A reducing old school sense of "club ownership" within the club culture which limits the volunteer base within the club both for committee positions and course maintenance workers
- A location that is threatened by changing weather conditions, difficult growing conditions and the effects of climate change such as rising sea levels, increased damaging winds and storms and drier warmer summers.
- A course that is 100 years old with aging course infrastructure, many older trees entering end of life, and some aging facilities and equipment

Our Vision

To provide the most enjoyable nine-hole total golf experience in the north west of Tasmania

Our Mission

To always present our golf course in excellent, safe playing condition and to provide an enjoyable, inclusive social outlet for our members and visitors

Our Strengths

- **Location and course aspect.** Quality, attractive playing experience is one of the fundamental elements that initially attracts potential members and visitors to our course, as well as providing strong incentive for members to remain at our course over other courses.
- **Welcoming, inclusive club culture.** The social aspect of our club is characterised by a welcoming and respectfully inclusive culture. All our golf events are gender neutral and at least half of the events are nine hole to cater for those in our community that are unable to commit the time required for 18-hole events.
- **Strong active female membership.** The female contingent in our club is one of the most active and cohesive ladies golfing groups in northwest Tasmania and it plays a significant role in the management and conduct of events at our club.

Focus Areas

The planning for and implementation of this strategic plan fall into four major focus areas:

- Course Development
- Clubhouse and Facilities
- Membership
- Golf Management and Personnel

1. Course Development

Objectives

- **1.1 Fairway Watering**
 - **Background to Need**
 - Fairway watering is becoming increasingly critical to our ability to maintain the course in a suitable playing condition. Increased dryer and windier easterly weather patterns experienced over the past 5 years or so plus the threat of climate change are key contributors to the serious deterioration in the condition of the fairways. We have limited capacity to irrigate efficiently as it must be done manually during daylight hours. Each year, the recovery from the summer dry is taking longer and longer which again limits the fairway's capacity to fully recover. Furthermore, increased participation rates on the course are also having a detrimental effect during the drier periods.
 - **Importance and Priority**
 - The condition of our course is arguably the most important element of our ability to attract membership, visitors, maintain our current membership and to increase participation rates at WGC. The relative priority for this objective is **CRITICAL**
 - **Key Issues**
 - Financially beyond our reach to complete as a single project
 - Loss of revenue during construction
 - The system needs to future proof the requirement to replace the greens and tees irrigation system. All irrigation projects need to be considered alongside each other to future proof future needs and avoid wasteful expenditure by ensuring irrigation lines are capable of handling the total future irrigation requirement.
 - **Key Strategies**
 - Investigate a phased approach to implementation of project
 - If phased, the second phase may be contingent on satisfying projects 1.5 and 1.9
 - Utilise member skill sets and labour where possible to offset contractor costs
 - Seek grant and political support to reduce financial burden on club
 - Implement progressive construction to limit the number and periods of time fairways are out of play at any one time
 - Formulate a holistic view of future irrigation related projects and identify where there are potential savings by ensuring pump and line capacities as

well as system controllers are capable of handling the future requirements so that we do not create parallel or redundant systems.

- **1.2 Replacement of Green and Tee Irrigation System**

- **Background to Need**

- The tee and green sprinklers and associated irrigation lines are over 30 years old. The sprinklers are also of old technology that requires significant earthworks in order to repair and inspect them.

- **Importance and Priority**

- The maintenance burden of these items is increasingly time costly and their replacement/repair on failure is no longer cost effective. Further, these old technology sprinklers cannot be inspected nor minor repairs carried out while in situ. The cost in green keeper's time is substantial. The relative priority for the Green and Tee Irrigation System is **HIGH**.

- **Key Issues**

- Any replacement sprinklers need to be able to be inspected and repaired while in situ
- Any replacement/new irrigation related projects on the course need to be take account of the future requirement to replace the greens and tee irrigation system
- Financial cost of replacing the system as a total replacement is beyond our financial capacity

- **Key Strategies**

- Formulate a holistic view of future irrigation related projects and identify where there re potential savings by ensuring pump and line capacities as well as system controllers are capable of handling the future requirements so that we do not create parallel or redundant systems.
- Investigate the options or steps that may exist towards upgrading sprinklers with new technology sprinklers as they fail
- Utilise member skill sets and labour where possible to offset contractor costs
- Seek grant and political support to reduce financial burden on club

- **1.3 Removal and Replacement of Trees**

- **Background to Need**

- Most of the larger trees on our course were planted more than 50 years ago and many are coming to their end of life and the potential for them to drop branches places our members safety at risk. Many of these older trees are failing in the damaging storms experienced over the last few years.

- **Importance and Priority**

- The safety of members and visitors is of paramount importance. The relative priority for the removal of trees before they become dangerous is **CRITICAL**

- **Key Issues**

- Strategic, gradual and considered removal of trees over time is necessary to avoid destroying the playing condition, course rating and enjoyability of golfers
- Replacement trees must be planted ahead of trees being removed because of the lead times to maturity in order to maintain course rating and playing condition

- Native trees that have limited impact (such as surface roots and dropping of small limbs and fruits that can damage greenkeeper machinery) on course maintenance are preferred.
 - The types of trees and bushes capable of withstanding the harsh wind and salty conditions of our location are limited
 - Many of the trees are in Crown Land and their removal may have serious impact on erosion around the boundaries of the course
 - **Key Strategies**
 - Engage with horticulturists to determine those native species most likely to survive in the prevailing conditions
 - Seek political and government agency (such as Parks and Crown Lands) support to reduce financial burden of removing trees not on our land
 - Assign annual budget to replacing and removing trees
 - Create strategic plan for systematic replacement of trees over next ten-year period
 - Utilise member skill sets and labour where possible to offset contractor costs
- **1.4 Refurbishment of bunkering**
 - **Background to Need**
 - The sand in our bunkering is inconsistent and suffers from wind erosion in the areas exposed to the ocean shoreline. Also, many of the bunkers are difficult for our older cohort to enter and exit without some risk of injury.
 - **Importance and Priority**
 - The condition of our course is a priority and consistency of the bunkers improves player enjoyment. The safety of our members and visitors entering and exiting bunkers is also a paramount concern. The relative priority for this objective is **HIGH**
 - **Key Issues**
 - The size of the grains of sand
 - The ability for the sand to withstand wind erosion and to set firmly without setting hard
 - The sand must be able to be shaped correctly to enable firm sides and a softer base
 - Correct shaping will decrease the time spent raking
 - **Key Strategies**
 - Trial some different sand fills to determine the most appropriate sand for our conditions. Once determined, replace sand in all bunkers
 - Shape the bunkers such that the sides are hard and allow the ball to feed down onto the flatter base of the bunkers
 - Investigate safer entry and exit points to the bunkers.
- **1.5 Security of water supply**
 - **Background to Need**
 - Over the past many decades, our water supply has come from a spring some 600m from our boundary. With the encroachment of housing developments and development a large farm enterprise in the area immediately above the spring, there is potential for what has been a guaranteed source of fresh

water to dry up, or water to be taken from the spring higher up the catchment area.

- **Importance and Priority**
 - Loss of a guaranteed fresh water supply for our course has the potential to significantly increase costs to our members should we have to purchase water or find an alternative source. The priority for this objective is **CRITICAL**
- **Key Issues**
 - Obtaining alternative sources of fresh water may be expensive
 - Previous investigation into a bore on site failed to find a suitable rate of flow of fresh water to maintain the course, especially during the warmer, windier months. It is unknown how extensive the investigation was.
 - Previous contact with Taswater to investigate receipt of treated water proved unsuccessful due to our relatively low water requirement.
 - This project may be a prerequisite to phase 2 of fairway watering
- **Key Strategies**
 - Investigate alternative sources of water through Taswater, water diviner etc.
 - Obtain guarantees/license to draw a sufficient quantity of water from the easement.
 - Investigate a water sharing option with another body to see if between us, we could meet the volume requirements of Taswater for treated water.
 - Install a further large water storage tank on site to minimise the effect of reduced flow rates from the spring
 - Seek political/council support for our water to be guaranteed into the future
- **1.6 Redevelopment of 16th Tee**
 - **Background to Need**
 - The trees on the river side of the 16th Tee are old and will become a safety concern in the next few years. The 7th and 16th holes are very similar and removal of those trees gives us the opportunity to have a greater degree of distinction between the two holes
 - **Importance and Priority**
 - Removal of trees on riverside of the 16th tee will provide space to move the tee and create more of a dogleg in the 16th fairway
 - Shifting of the tee towards the river gives us alternative area for the construction of the additional cart shed in the vicinity of the existing cart shed. The relative priority for this objective is **LOW**
 - **Key Issues**
 - The large macracarpa pines will need removing when they become potentially dangerous. Redevelopment cannot occur until the trees are removed
 - The trees are on Crown Land and approval is needed to remove them
 - The construction of the additional cart shed may precipitate earlier removal of the trees to accommodate its construction adjacent to the existing cart shed.
 - **Key Strategies**
 - Steps towards the redevelopment will be constrained by other projects such as removal of trees and a final decision on the location of the additional cart shed.

- Utilise member skill sets and labour where possible to offset contractor costs
- **1.7 Installation of cart paths**
 - **Background to Need**
 - We have an older cohort of members, who as they get older, lose a degree of mobility and require the use of a golf cart in order to continue to take part in the golf events. During the wetter months, carts have a detrimental effect on our fairways and green surrounds. At times, the course has to be closed to carts for an event due to the potential for damage on the fairways and green surrounds caused by the carts in excessively wet periods.
 - **Importance and Priority**
 - The condition of our course is a major priority as is our commitment to maintaining high levels of participation among our members and visitors throughout the year. The priority for this objective is **LOW**
 - **Key Issues**
 - Financially, this project is beyond our capacity to install concrete paths
 - Crusher dust paths impose a significant maintenance burden of greens staff, especially after heavy rain.
 - **Key Strategies**
 - Cart paths to be installed gradually over time as the club can afford it
 - As an interim, consider crusher dust paths with the view of replacing with concrete over time
 - Utilise member skill sets and labour contributions where appropriate
 - Seek grant and political funding support for the project
- **1.8 Automation of and Replacement of Greenkeepers' Machinery**
 - **Background to Need**
 - Replacement machinery should be covered essentially by our depreciation funding schedule. The tasks carried out by green's and volunteer staff can be made safer and less time consuming if we had machinery that made tasks less of a manual burden, such as sand spreaders and bunker machines.
 - **Importance and Priority**
 - Use of machinery to reduce the manual labour content of repetitive tasks can save significant time, increase safety and reduce the physical stress on our green staff and elderly volunteer team. The relative priority for this objective is **MEDIUM**
 - **Key Issues**
 - Items of green's machinery are expensive
 - Large items of machinery will put available covered housing at a premium
 - **Key Strategies**
 - Ensure that our depreciation funding is sufficient for the ongoing replacement of green's machinery
 - Establish a priority replacement and new machinery schedule
 - Seek grants to partially fund new machinery as it becomes available
 - Any refurbishment of the Machinery Facility should provide sufficient space to efficiently house the range of new equipment that is listed on the new machinery schedule
- **1.9 Removal and Replacement of Concrete Water Tanks**
 - **Background to Need**

- The three concrete tanks all leak and cannot continue to be used for water storage.
- **Importance and Priority**
 - Depending on the water flow requirements of the proposed irrigation related projects, it is assessed that a tank will be required to replace the three concrete tanks. The relative priority for this objective is **MEDIUM**
- **Key Issues**
 - The size of the replacement tank will depend the total water requirements vs time of application and time of day for delivery.
 - The flow rate from the dam to the storage tanks may be an issue
 - The current new tank is currently sufficient to supply phase 1 of the fairway watering project
 - Completion of this project may be a prerequisite for pahse 2 of fairway watering
 - We require Crown Lands permission to dispose of the concrete tanks along the foreshore as a preventative erosion mechanism
- **Key Strategies**
 - A study into the total water requirement of the proposed irrigation projects at any point in a day plus the required rates of resupply must be conducted to quantify pipe and pump sizes and appropriate control systems
 - Seek approval from Crown Lands to use tanks as erosion mitigation should the tanks be suitable for such purpose
 - Utilise member skill sets and labour where possible to offset contractor costs

2. Club and Facilities Development

The clubhouse includes the clubhouse and its internal facilities, the parking infrastructure and the gardens and outdoor infrastructure immediately adjacent to the clubhouse.

Objectives

- **2.1 Refurbishment of the Bar**
 - **Background to Need**
 - The bar facilities have not undergone any real updating for over 20 years. Some of the refrigeration is outdated and probably inefficient given today's standards.
 - **Importance and Priority**
 - The bar facility, in particular some of the refrigeration facilities are aged and in need of refurbishment. The bar is a key generator of wealth assisting in keeping membership affordable. The priority for this objective is **MEDIUM**
 - **Key Issues**
 - A functioning bar facility is a major generator of income to the club
 - The bar is a key component contributing to the social life of the club
 - **Key Strategies**
 - Investigate options to refurbish the bar area in a staged fashion that minimises downtime of the bar facility
 - Consider options for a temporary bar while bar is being renovated
 - Seek financial and equipment support from major supply breweries
 - Seek grant and political financial support

- **2.2 Additional Cart Shed**
 - **Background to Need**
 - Carts provide the opportunity for our older and less mobile members to be actively involved in golf. There are no vacancies for carts in our current cart shed.
 - **Importance and Priority**
 - Maintaining our membership and participation rates is a priority of the club. In order to facilitate the opportunity for these members to continue playing, carts can prolong their active participation. A further cart shed is required to house any further carts. The relative priority for this objective is **MEDIUM**
 - **Key Issues**
 - There are limited locations which are appropriate for construction of the new shed
 - Take into consideration the future demand for cart shed accommodation when determining size
 - **Key Strategies**
 - Conduct formal consideration re the preferred location for a shed of adequate size to accommodate future demand.
 - Seek grant and political financial support
 - Utilise member skill sets and labour contributions where appropriate

- **2.3 Replacement of Club House Roof**
 - **Background to Need**
 - Repairs to the club house roof to prevent leaking have been carried out but they have been quick fixes. Much of the iron is rusty and needs replacing.
 - **Importance and Priority**
 - Complete replacement of the clubhouse needs to be carried out to obviate regular repairs and prevent water damage to the internal structures. The priority for this objective is **HIGH**
 - **Key Issues**
 - Financially, this is a significant impact on our bottom line
 - The solar panels are old and it may be cost effective to replace them concurrently with the roof as we must remove them for the roof installation
 - **Key Strategies**
 - Seek a cost-effective solution to replacing solar panels in conjunction with the replacement roof
 - Utilise member skills and labour
 - Seek grant and political financial support for this project
 - Utilise member skill sets and labour where appropriate

- **2.4 Redevelopment of Course Maintenance Facility**
 - **Background to Need**
 - While the current facility can house all the machinery, space is very limited and requires machinery to be stored and retrieved in a set sequence. Some adhoc improvements were made nearly a decade ago to provide shelter from wind and rain but we have since acquired more machinery. Space for storage of tools and other greens equipment is also constrained and limits their efficient storage and use.

- **Importance and Priority**
 - The safe storage of machinery and equipment is important as is their efficient retrieval. Time wasted storing and retrieving equipment is detrimental to the effective, and already limited, time greens and volunteer staff spend on course maintenance tasks. The relative priority for this objective is **LOW**
- **Key Issues**
 - The current facility is not a purpose-built facility
 - There is limited land space available that can be used for a maintenance facility
 - Any new build may require the removal of the current facility
 - Financial burden of a new facility is beyond our current capacity to fund outright
- **Key Strategies**
 - Building on to the current facility is an option in the short term.
 - Investigate the use of the additional cart shed as an interim solution should the old facility be removed
 - Consideration of this project should be done in conjunction with the construction of the additional cart shed
 - Seek grant and political support for partial funding of the project
 - Utilise member skill sets and labour contributions where appropriate

3. Membership

Objectives

- **3.1 Affordability of Club Membership**
 - **Background to Need**
 - The northwest of Tasmania is reportedly in a lower socio-economic region. Across the board, sporting pursuits are broadly supported in the region, many of which have a lower cost-of-entry than golf given the cost of equipment and annual club membership.
 - **Importance and Priority**
 - Affordability of golf as a sport is one of the principal barriers to membership. If golf is seen as affordable in comparison with other sporting pursuits, then membership is likely to grow. The priority for this objective is **HIGH**
 - **Key Issues**
 - Costs of maintenance and essential equipment is always increasing
 - Staying financially competitive with other new sports such as pickleball is becoming more difficult
 - Members are likely to look for alternative pursuits if large membership increases occur
 - **Key Strategies**
 - Maintain competition entry costs as low as practicable
 - Seek sponsorship of major events to offset cost of conducting events from member contributions
 - Ensure bar profits are a significant contributor to club financial position
 - Increase non golfing events, such as trivia and musical events, at the club to generate income

- Promote the club facility as a celebration and corporate meeting venue
 - Seek grant and political financial support for projects
 - Impose excise increases and annual CPI increases to adjust costs to members to avoid the need to make major increases
- **3.2 Attracting New Members**
 - **Background to Need**
 - Since the COVID period, we have experienced a steady influx of new members, many of them of a younger generation. We cannot be complacent and need to always work towards increasing member numbers. A Try Golf programme being run by the ladies at the club over the past 3 years has been instrumental in increasing the female component of our membership significantly.
 - **Importance and Priority**
 - The steady inflow of new members is a precondition to survival of clubs into the future. New members are the way we create a natural regeneration of the club. Relative priority for this objective is **HIGH**
 - **Key Issues**
 - Our club is in competition for members with two other 9 hole golf clubs within 15km
 - **Key Strategies**
 - Be fully aware of what the competing golf clubs are considering and offering to members
 - Be the leader among local golf clubs for affordable, well-organised and well-executed golf and social events
 - Conduct regular fun golf events open to the public and visitors, such as Tradies Days
 - Introduce Try golf or similar style events open to men, ladies and children
 - Offer the course facilities to local schools during school holidays
- **3.3 Retention of Current Members**
 - **Background to Need**
 - Since the COVID period, active participation of male and female members in club events has increased while our total membership has been relatively stable. Part of the reason for the slow increase has to do with the relatively large aged (over 70yrs old) cohort who for numerous reasons (usually health related) are unable to continue to play golf.
 - **Importance and Priority**
 - Given the competition golf faces from bowls and other less time-consuming active outlets, it is important that we cater for our member's needs both from a sporting and a social perspective. The relative priority for this objective is **HIGH**
 - **Key Issues**
 - It would appear that the playing condition of the course, the range of 9 and 18 hole events available and the inclusive, friendly culture of its members continue to make a significant contribution to our ability to retain members.
 - **Key Strategies**
 - Engage regularly with our membership as to what they would like their club to provide and the issues they have with the current set up.

- Listen to and always address member concerns in a timely manner and as a matter of priority
- Hold regular social events at the club outside golf to include member spouse's and friends in order to broaden the social landscape of the club
- Continue to prioritise course condition and development, inclusive social interaction and an equal mix of both traditional 18 hole and 9 hole events in our strategic and business plans
- Continue to make membership of the club as affordable as possible by working hard to reduce the cost to membership of improvements and redevelopments

4. Golf Management and Personnel

Objectives

- **4.1 Increase Percentage of Younger Members in Committee Positions**
 - **Background to Need**
 - Committee positions are dominated by our older member cohort. New younger members would provide a different perspective to the more traditionalist approach of the older members.
 - **Importance and Priority**
 - It is important that all age groups are represented in the management of the club. New younger members would provide a different perspective to the more traditionalist approach of the older members. The priority for this objective is **MEDIUM**
 - **Key Issues**
 - Younger members are generally time poor with many competing requirements for their time such as work and family commitments
 - Time required to act effectively in some committee positions, such as Captain, is a significant issue
 - **Key Strategies**
 - Investigate shared responsibility of committee positions
 - Increase the number of committee positions so that high workload tasks are broken down into narrower ranges of responsibility
- **4.2 Increase Number of Active Course Volunteers**
 - **Background to Need**
 - With only one permanent green keeper on staff, effective maintenance of the course relies heavily on volunteer help.
 - **Importance and Priority**
 - The condition of our course is an absolute priority, so supplementing permanent staff with adequately trained volunteers is essential if we are to achieve our mission to “always present our golf course in excellent, safe playing condition”. The relative priority for this objective is **HIGH**
 - **Key Issues**
 - Finding volunteers that can regularly dedicate their time to volunteering at the course

- High turn over of volunteers impacts adversely on our ability to have a core group of volunteers that are adequately trained on the various machinery items
- **Key Strategies**
 - Constantly engage with our membership to identify able members who are willing to dedicate time to volunteering at the course
 - Adequately train each volunteer on a range of equipments so that they can be utilised in a number of roles
 - Take steps to make volunteering at the course a happy, satisfying experience and one that is highly appreciated by the membership as a whole

Relative Priorities of Objectives

The following provides the relative priority of objectives. This does not preclude a lower priority being actioned before a higher priority because other issues such as affordability, access to external money sources etc may preclude the higher priority being actioned. However, action to address critical and high priorities should receive ongoing and sustained effort.

CRITICAL:

- 1.1 Fairway Watering – major roadblock is access to funding
- 1.3 Removal of Dangerous Trees – must be actioned as necessary regardless of cost
- 1.5 Security of Water Supply

HIGH:

- 1.2 Replacement of Greens and Tees Irrigation System
- 1.3 Planting of Replacement Trees
- 1.4 Refurbishment of Bunkering
- 2.3 Replacement of Clubhouse Roof
- 3. 1 Affordability of Club Membership
- 3.2 Attracting new members
- 3.3 Retention of Current Members
- 4.2 Increase Number of Active Course Volunteers

MEDIUM:

- 1.8 Automation of and Replacement of Greenkeeper's Machinery
- 1.9 Removal and Replacement of Concrete Water Tanks
- 2.1 Refurbishment of the Bar
- 2.2 Additional Cart Shed
- 4.1 Increase Percentage of Younger Members in Committee Positions

LOW:

- 1.6 Redevelopment of 16th Tee
- 1.7 Installation of cart paths
- 2.4 Redevelopment of Course Maintenance Facility

Milestones

Success in any or all of the projects listed above can be measured in terms of increased membership and increased player participation, both member and visitor. Increased membership will result from improved course and playing conditions and better facilities. Accordingly, our milestones are:

- **Increase male and female membership by 3-5% year on year for the duration of this strategic plan**
- **Increase non-member participation by 3-5% year on year for the duration of this strategic plan**
- **Increase percentage of younger (below 55 years) members taking active role in management of the club so that they account for a minimum of 50% of committee positions by 2030.**