



Traralgon Golf Club Socio-Economic Analysis

Traralgon Golf Club Planning Scheme Amendment

**Report undertaken for Dartmouth Consulting Pty Ltd and
Latrobe City Council**

June 2025

REMPPLAN

Traralgon Golf Club Socio-Economic Analysis

Traralgon Golf Club Planning Scheme Amendment

This report has been prepared by the team at REMPLAN

Arlette White
Senior Economist

Briony Pearson
Consultant

JUNE 2025

REMLAN, Dartmouth Consulting and Latrobe City Council hold all rights in relation to this document. Reproduction or distribution of this document in part, or as a whole, requires the express permission of either of these parties.

DISCLAIMER:

All figures and data presented in this document are based on data sourced from the Australian Bureau of Statistics (ABS), other government agencies and information provided by Dartmouth Consulting, Latrobe City Council and Traralgon Golf Club. Using ABS datasets, the regional economic modelling software REMPLAN, developed by REMPLAN has also been applied to generate industrial economic data estimates. This document is provided in good faith with every effort made to provide accurate data and apply comprehensive knowledge. However, REMPLAN does not guarantee the accuracy of data nor the conclusions drawn from this information. A decision to pursue any suggestions mentioned in the report is wholly the responsibility of the party concerned. REMPLAN advises any party to conduct detailed feasibility studies and seek professional advice before proceeding with any action and accept no responsibility for the consequences of pursuing any of the findings or actions discussed in the document. REMPLAN reports incorporate AI driven analysis to enhance accuracy and efficiency. All AI generated results are thoroughly reviewed and validated by our experts to ensure reliability and quality.

RESOURCES:

Economic Impact Modelling has been undertaken using REMPLAN™ software that has been authored by Principal Research Fellow (ret.), Ian Pinge, at La Trobe University Bendigo.

CONTACT:

REMLAN
PO BOX 5006, SANDHURST EAST,
BENDIGO, VIC 3550
TEL: 1300 737 443
Email: info@remplan.com.au

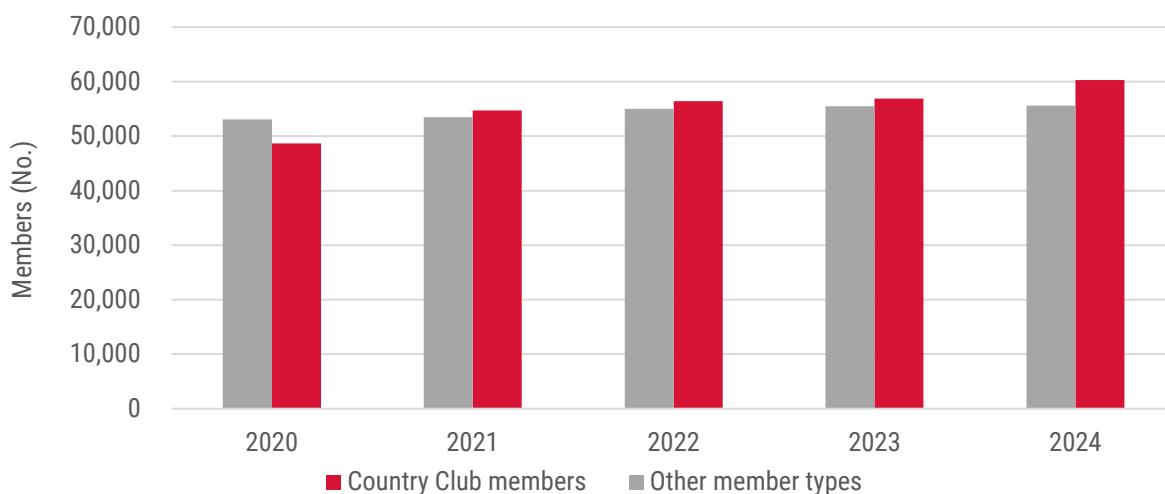
Executive Summary

Growth of Golf as an Accessible Sport

Golf is one of Australia's fastest-growing and most accessible sports, offering opportunities for people of all ages, abilities, and backgrounds to engage in regular, low-impact physical activity. Participation has grown strongly in recent years, supported by programs targeting juniors, seniors, women, and people with disabilities. Beyond physical benefits, golf delivers significant social value by promoting community interaction, reducing social isolation, and supporting mental wellbeing. Golf clubs often act as important community hubs, fostering inclusion, volunteerism, and charitable activities, while preserving vital green open space in increasingly urbanised environments.

Over the past five years, total golf memberships in Victoria have grown by 14%, rising from 101,764 in 2020 to 115,907 in 2024. This steady growth is particularly significant given the disruptions caused by the COVID-19 pandemic, highlighting the sport's resilience and ability to adapt during challenging social and economic conditions. Growth has been even stronger in regional Victoria, where memberships increased by 24% over the same period. This surge reflects the strong demand for accessible recreational opportunities outside metropolitan centres and underscores the important role golf plays in bringing communities together. Notably, regional clubs now account for over 50% of all golf memberships in Victoria, demonstrating their significant and growing contribution to the state's golfing community.

Figure ES-1: Regional Golf Memberships



Source: Golf Victoria.

Traralgon Golf Club

The Traralgon Golf Club (TGC) reflects broader golfing trends and contributions at a local level. Established in 1904, TGC is a longstanding community asset in Latrobe City, Victoria. TGC is one of the largest and most active clubs in Gippsland, helping to meet regional demand for accessible, high-quality golf facilities. The Club complements nearby courses and enhances the recreational offering across the region, supporting golf tourism, player development, and regional sports participation. Its central location, regular competitions, and hosting of major events such as the Pro-Am Classic further position it as a critical venue for the sport's continued growth beyond metropolitan Melbourne.

Club operations support community health and wellbeing, provides inclusive recreational opportunities, supports the visitor economy and generate local employment. TGC generates \$1.5 million in gross annual revenue, supports 16 jobs (9 ongoing and 7 casual jobs), and plays an active role in community development through charitable fundraising, junior programs, and volunteer engagement. The Club also maintains important environmental functions, including native vegetation protection, biodiversity support, and urban cooling benefits.

Figure ES-2: Traralgon Golf Club aerial view



Located just outside Traralgon's town centre along the Princes Highway, the TGC is easily accessible to both local residents and visitors from Greater Melbourne and regional Victoria. The Club has held sole ownership of the site since 1995. TGC operates over a land size of 40 hectares which includes extensive open space to accommodate the Club's 18-hole golf course, practice facilities, and clubhouse.

Figure ES-3: Traralgon Golf Club location in relation to Traralgon Township



Source: Reproduced from VicPlan.

Options Analysis

The TGC site in Traralgon West has been identified by Latrobe City Council (LCC) as a strategic asset and is currently under review to inform a proposed Planning Scheme Amendment. Located within a designated 'Future Residential Area,' the site presents an opportunity to deliver housing for future populations. The review process will evaluate the most appropriate future use of the site and the TGC's role in delivering community, health, and environmental outcomes.

This report presents a socio-economic analysis of two options for the future use of the TGC site: a business as usual scenario, underpinned by the Club's Strategic Plan and Course Masterplan; and a hypothetical relocation option. The business as usual scenario indicates a strong and sustainable future for TGC, projecting a net community benefit of \$8.3 million over 20 years with a cost-benefit ratio of 1:1.32. Planned improvements, including a new 19th hole, are expected to enhance member participation, financial stability, and the Club's role as a major community hub.

Conversely the hypothetical relocation scenario – based on preliminary assumptions – carries substantial risks. Relocation would require an estimated \$50 million investment, generate a temporary decline in membership and revenue, and threaten established community ties. It would result in a negative net community benefit of -\$17.1 million over 20 years, with a cost-benefit ratio of 1:0.70. The relocation option also risks the loss of existing environmental assets and increases uncertainty around accessibility for current members. It is noted that the relocation analysis was based on preliminary information and would require detailed feasibility investigations if pursued.

Table ES-1 Options Analysis

Business as Usual	Traralgon Golf Club Relocates
Net Community Benefit + \$8.3M over 20 years (CBR 1.00:1.32)	Net Community Benefit - \$17.1M over 20 years (CBR 1.00:0.70)
Community Maintains strong community connection.	Community Potential to expand, but risks loss of social ties.
Health (Participation) Supports activity and wellbeing; highly accessible.	Health (Participation) Reduced participation during transition; long-term gains depend on site accessibility.
Environment Preserves native vegetation and biodiversity.	Environment Opportunity for new environmental design but risks disturbance.
Economy Supports local jobs, visitor economy, and stable events.	Economy Potential to increase tourism with larger events post-relocation.
Financial Strong, stable financial outlook under Strategic Plan.	Financial Short-term revenue decline; potential long-term gains.
Housing No additional housing created.	Housing Allows approx. 400 new dwellings.
Open Space Retains valuable recreational green space.	Open Space Loss of existing green space, however there is opportunity for new open space following planning and investment.

Conclusion

Based on the findings of this assessment, the continued operation of Traralgon Golf Club (TGC) at its existing site is the preferred option for delivering long-term community, environmental, and economic benefits. Having served the Latrobe community for over a century, TGC plays a vital role in supporting physical and mental health outcomes, fostering social cohesion, contributing to the visitor economy, and preserving valuable green open space and biodiversity within an increasingly urbanised area.

Retaining TGC at its current site offers a greater degree of certainty, lower risk, and a more immediate and measurable community benefit. Continued investment in the current facility will allow the Club to build upon its strong historical foundations, enhance its contribution to community health and wellbeing, and secure its position as a vital social and recreational asset for the Latrobe community into the future.

Short Forms and Abbreviations

\$M	\$ millions
M ²	Square metres
ABS	Australian Bureau of Statistics
CBA	Cost Benefit Analysis
CBR	Cost Benefit Ratio
DELWP	Department of Environment, Land, Water and Planning
EIA	Economic Impact Analysis
GRP	Gross Regional Product
KGC	Keysborough Golf Club
LCC	Latrobe City Council
LGA	Local Government Area
NPV	Net Present Value
SESH	South West Sports Hub
TGC	Traralgon Golf Club
VFR	Visiting Friends and Relatives

Contents

EXECUTIVE SUMMARY	II
SHORT FORMS AND ABBREVIATIONS	VI
1. INTRODUCTION	1
2. THE GROWTH OF GOLF AS AN ACCESSIBLE SPORT	2
2.1 GOLF PARTICIPATION	2
2.2 GOLF AS A DRIVER OF ECONOMIC AND SOCIAL OUTCOMES.....	4
3. TRARALGON GOLF CLUB	7
3.1 OVERVIEW.....	7
3.2 CLUB OPERATIONS	9
3.3 CLUB SITE AND SURROUNDINGS	13
3.4 DEMOGRAPHIC OVERVIEW: GOLF CLUB CATCHMENT AREAS	15
3.5 CLUB ROLE IN PROVISION OF REGIONAL GOLF OPPORTUNITIES.....	17
4. AMENDMENT PROPOSAL: SECURE TRARALGON GOLF CLUB OPERATIONS	20
4.1 BUSINESS AS USUAL: OPTION OVERVIEW.....	20
4.2 BUSINESS AS USUAL: CONSIDERATIONS	20
4.3 BUSINESS AS USUAL: NET COMMUNITY BENEFIT	24
5. ALTERNATE PROPOSAL: TRARALGON GOLF CLUB RELOCATES	27
5.1 TGC RELOCATION: OPTION OVERVIEW	28
5.2 TGC RELOCATION: CONSIDERATIONS	28
5.3 TGC RELOCATION: NET COMMUNITY BENEFIT	33
6. OPTIONS ANALYSIS.....	35
7. CONCLUSION	36
8. REFERENCES.....	37
APPENDIX A. CASE STUDY – KEYSBOROUGH GOLF CLUB RELOCATION.....	38
APPENDIX B. ECONOMIC IMPACT ANALYSIS.....	41
APPENDIX C. COST BENEFIT ANALYSIS ASSUMPTIONS.....	44

1. Introduction

Established in 1904, Traralgon Golf Club (TGC) is a longstanding community asset in the Latrobe Valley. It features an 18-hole championship golf course with tree-lined fairways, and well-maintained greens. In addition to its high-quality course, the Club features a functional clubhouse, pro shop, practice facilities, and a function space. Regular competitions, including initiatives for women, juniors, and seniors, promote inclusivity and participation, while its status as a community organisation ensures affordable fees and reinvestment into facilities.

Serving as a local hub and a drawcard for visitors from Greater Melbourne and beyond, the Club contributes to regional economic growth by supporting tourism and local businesses. By enhancing accessibility, recreation, and health, the TGC plays a vital role in community enrichment and Gippsland's reputation as a destination for outdoor activities.

The TGC site in Traralgon West, Victoria, has been identified by Latrobe City Council (LCC) as a location of strategic interest and is currently under investigation to inform an amendment to the Latrobe Planning Scheme. Situated within an area designated as a 'Future Residential Area' in the planning scheme, the site presents a significant opportunity to explore long-term planning outcomes that balance residential growth, economic sustainability, and community benefit.

The proposed amendment will evaluate the most appropriate future use of the TGC site, considering zoning options, development constraints, and broader strategic land use objectives. As part of this project, Council is assessing the site's current use and community value, including its social, economic, and health-related contributions.

This report, along with its supporting analysis, examines a range of critical aspects related to the TGC, including the community and social benefits provided, its financial and operational viability, and an options analysis to assess TGC's site future potential. The findings of the report will assist LCC in determining whether rezoning the TGC site is appropriate, and if so, which zoning classification would best support the Club's long-term sustainability.

The analysis presented draws on a range of data sources in addition to information provided by TGC and LCC. Key data sources referenced throughout the report include the Australian Bureau of Statistics, Golf Australia, Golf Victoria, the Department of Environment, Water and Planning (DELWP), and the Australian Sports Commission (AusPlay).

2. The Growth of Golf as an Accessible Sport

2.1 Golf Participation

Golf plays a significant role in the lives of Australians, attracting a diverse range of participants and visitors. The sport continues to engage millions annually, with participation extending beyond regular golfers to include casual players, visitors, and those attending non-golf related events at golf facilities.

Golf courses provide much more than opportunities for sport and leisure; they also act as hubs for community interaction, supporting inclusivity and engagement across various demographics. With 37% of adult Australians visiting golf facilities as non-players, these spaces serve as critical venues for promoting physical activity, social connection, and community cohesion.

As one of Australia's most popular sports, golf has cemented its place among the nation's top 15 recreational activities for adults. Known for its universal appeal, golf attracts players of all ages and skill levels, offering a variety of playing opportunities that range from traditional courses to driving ranges and mini golf. According to AusPlay statistics published by the Australian Sports Commission, 955,724 Australians actively participated in golf in 2023/24, with the sport ranking 12th among the top 15 activities. This ranking reflects golf's popularity and its ability to engage a broad demographic, from casual players seeking relaxation and enjoyment, to more competitive participants aiming to hone their skills. Ranking of national sports by participation is included in (Figure 2-1) below.

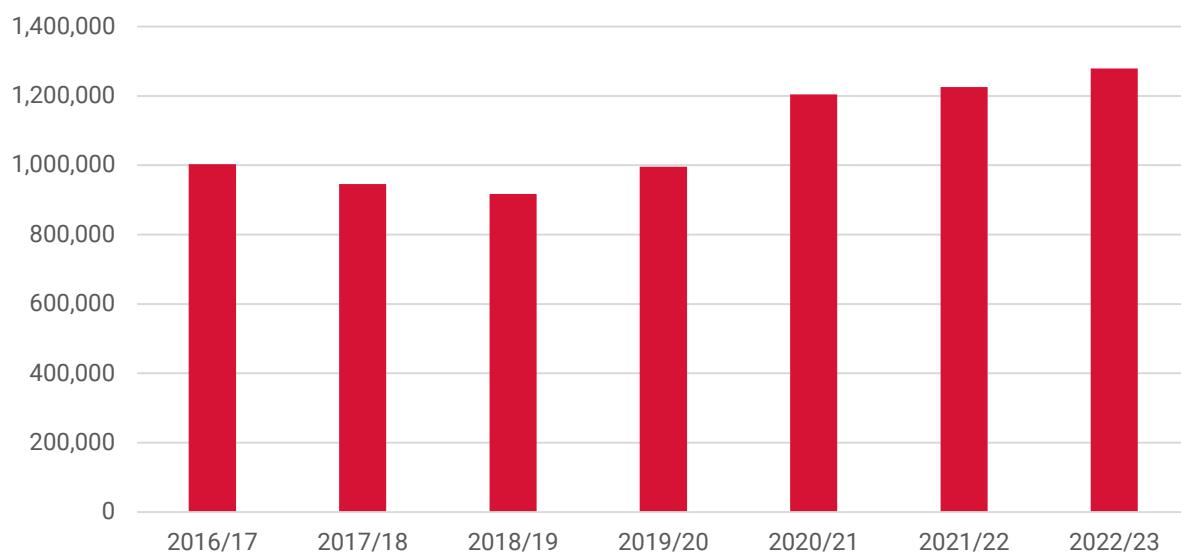
Figure 2-1: Ranking of National Sports Participation, Adults, Top 15, 2024

TOTAL PARTICIPANTS		MALE PARTICIPANTS		FEMALE PARTICIPANTS	
Rank	Sport	Rank	Sport	Rank	Sport
1	Walking (Recreational)	1	Walking (Recreational)	1	Walking (Recreational)
2	Fitness/Gym	2	Fitness/Gym	2	Fitness/Gym
3	Bush walking	3	Running/jogging	3	Bush walking
4	Running/jogging	4	Bush walking	4	Swimming
5	Swimming	5	Swimming	5	Running/jogging
6	Cycling	6	Cycling	6	Pilates
7	Football/soccer	7	Football/soccer	7	Yoga
8	Pilates	8	Golf	8	Cycling
9	Yoga	9	Basketball	9	Tennis
10	Basketball	10	Tennis	10	Netball
11	Tennis	11	Cricket	11	Dancing (recreational)
12	Golf	12	Australian football	12	Basketball
13	Australian football	13	Table tennis	13	Football/soccer
14	Cricket	14	Badminton	14	Golf
15	Netball	15	Athletics, track & field	15	DanceSport

Source: Australian Sports Commission (2024a).

Over the six years from 2016/17 to 2022/23, adult golf participation in Australia grew by 28%, increasingly from 1.0 million participants in 2016/17 to 1.3 million in 2022/23.

Figure 2-2: Golf Participation, Australia 2016/17 to 2022/23



Note: 2023/24 data is not included as it is not comparable to historical data due to new estimation method.

Source: Australian Sports Commission AusPlay.

Golf Australia has played a key role in fostering growth in golf participation through strategic initiatives that prioritise inclusivity and accessibility. Programs like *Get Into Golf* (*Get Into Golf Women*), *MyGolf* and *TeeMates* introduce beginners, juniors and those with disabilities to the sport, creating structured pathways for skill development and diverse engagement. Golf Australia is also actively working to inspire women and girls to participate, feel welcomed and be supported, to achieve the goals set out in the *Vision 2025: The Future of Women and Girls in Golf* strategy. Additionally, ongoing partnerships with schools and community organisations is set to see expansion of golf's reach, positioning golf as a sport for everyone.

In 2023/24, Victoria recorded 240,508 adults actively participating in golf, securing the sports position as the 12th most popular activity among the top 15 recreational activities in the state. Notably, one in five active golfers in Victoria is female, reflecting the sport's growing appeal and inclusivity.

The outlook for golf participation in Australia and Victoria remains highly promising. As a sport that continues to grow in popularity and adapt to changing social context, golf is well-positioned to build on its growing reputation as an accessible, inclusive, and socially enriching activity. With various programs promoting beginner engagement, junior development, and gender equity, the sport is actively shaping a strong future. This is reflected in Victoria, with strong participation rates and the increasing involvement of women highlighting the commitment to a strong golf community.

Golf memberships form a cornerstone of the sport's success in Australia, providing players with consistent access to courses, facilities, and a sense of belonging within the golfing community. Memberships foster social connections and support the long-term sustainability of golf clubs. Golfers with membership are more likely to engage with the sport and participate on a regular basis compared to casual participants.

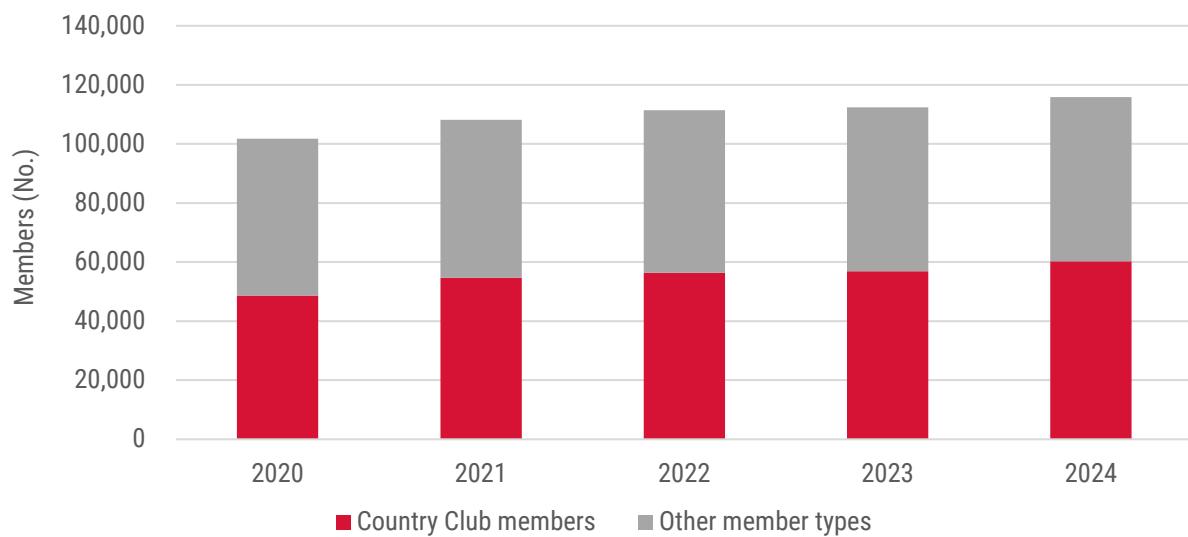
Over the past five years, total golf memberships in Victoria have grown by 14%, increasing from 101,764 memberships in 2020 to 115,907 in 2024 (Figure 2-3). This steady growth is especially significant given

the challenges posed by the COVID-19 pandemic, which disrupted many recreational activities and routines. The consistent rise in golf memberships highlights the sport's ability to adapt and thrive, even during difficult social and economic contexts.

Regional Victoria has seen an even greater increase, with country club memberships rising 24% over the same period reflecting the strong demand for golf in regional Victoria. Notably, memberships at regional clubs now account for more than half of total golf memberships in Victoria, demonstrating the significant contribution regional clubs make to the state's golfing community.

Golf club efforts to invest in facilities, programs, and flexible membership options across Victoria have played a key role in supporting this membership growth, ensuring golf continues to be a valued, popular, and enjoyable activity across the state. Relative to the rest of Australia, Victoria boasts the second-highest number of regional clubs, surpassed only by New South Wales, highlighting the state's strong commitment to supporting a thriving regional golf community¹.

Figure 2-3: Victorian Golf Memberships



Source: *Golf Victoria (2021, 2022, 2023, 2024)*.

2.2 Golf as a Driver of Economic and Social Outcomes

Golf plays an important role in fostering social connections and building stronger, more inclusive communities. Through outdoor activity, time in nature, and shared experiences, golf brings people from diverse backgrounds together, reducing social isolation and encouraging a sense of belonging. Clubs serve not only as venues for play but also as community hubs, hosting meals, events, business meetings, and leisure activities for both golfers and non-players. Beyond recreation, golf instils values such as respect, honesty, and self-discipline, while supporting charitable initiatives like The Longest Day² for the Cancer Council's research.

The sport also offers significant health benefits, providing accessible opportunities for physical activity, mental well-being, and social engagement. As a moderate-intensity exercise suitable for people of all ages and abilities, golf improves cardiovascular fitness, joint mobility, and combats sedentary lifestyles. Walking during rounds contributes greatly to physical health, while the natural, green environments of

¹ *Golf Australia (2023)*.

² The Longest Day <https://www.longestday.org.au/>

golf courses support mental wellness by reducing stress, enhancing mood, and improving cognitive function. By preserving open spaces, golf courses offer communities essential areas for recreation and relaxation.

Golf contributes to environmental sustainability through the preservation of green spaces and biodiversity. Golf courses often serve as urban sanctuaries, providing habitats for various plant and animal species, supporting aquatic ecosystems, and aiding in flood control. They also help mitigate urban heat, improve air quality through carbon sequestration, and offer cooler environments in increasingly urbanised settings. These benefits demonstrate how golf contributes to creating healthier, greener communities and more resilient urban landscapes.

Economically, golf delivers broad value across Australia by supporting players, businesses, workers, and the visitor economy. Player expenditure on memberships, green fees, equipment, and travel injects significant spending into the economy, while golf tourism drives demand for accommodation, food services, and retail. The sport also creates diverse employment opportunities across course management, coaching, events, and hospitality. Furthermore, golf's role in promoting healthier lifestyles helps ease pressure on the healthcare system, reinforcing its contribution to community resilience and long-term economic prosperity.

Reporting undertaken for Golf Australia³ investigated and evaluated key community outcomes derived from golf in Australia. The report was supported by technical analysis which determined the values of social, health, environmental, and economic benefits associated with the sport.

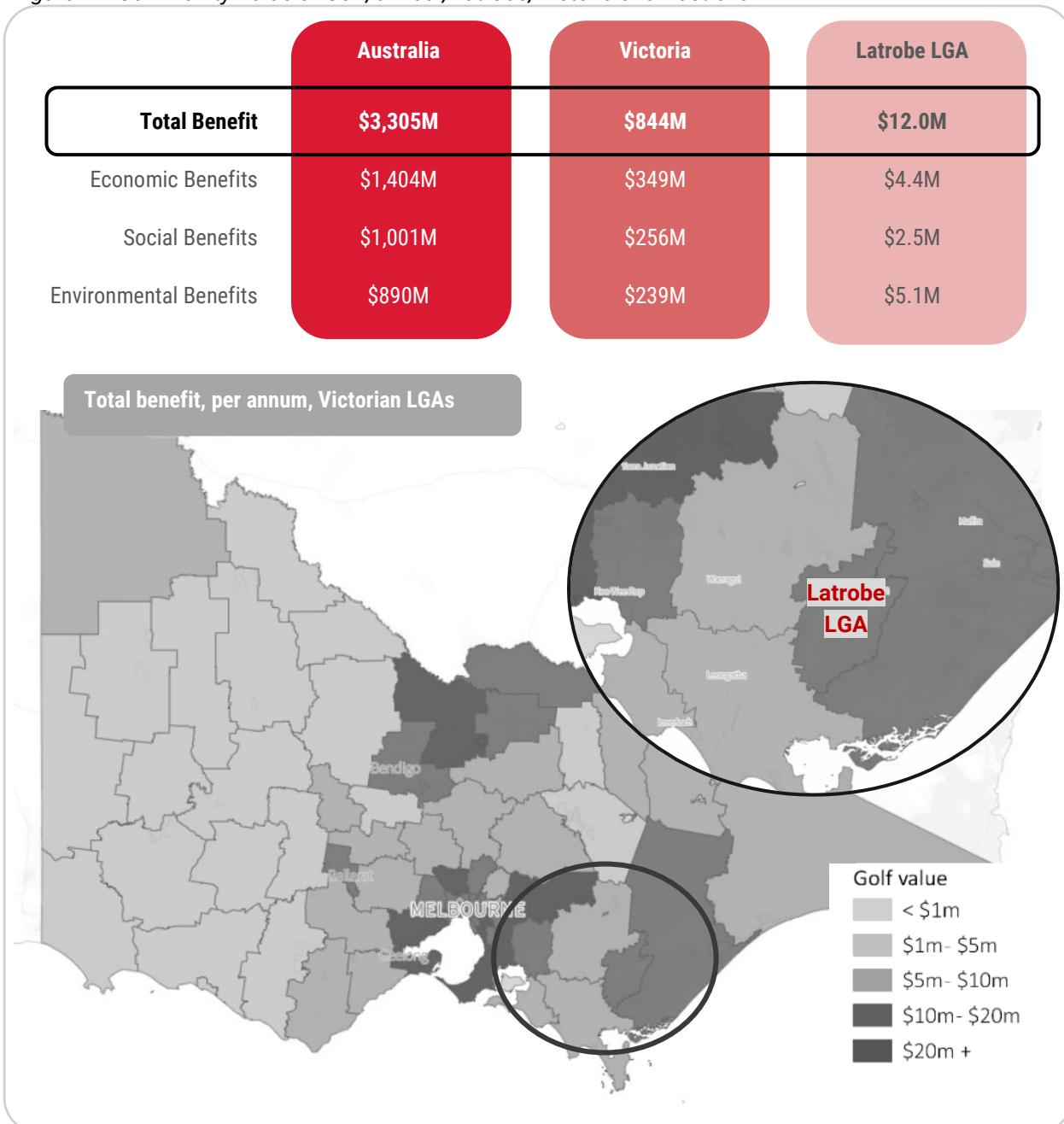
The value of benefits considered:

- **Economic benefits** for golf players, golf related businesses, golf industry workers and the health sector.
- **Social benefits** including physical health, mental health and neighbourhood amenity.
- **Environmental benefits** such as water filtration and purification, flood and storm water protection, carbon sequestration, urban cooling, biodiversity and habitat.

The community value generated by golf in Latrobe LGA was determined to be \$12.0 million (Figure 2-4), with \$5.5 million due to environmental benefits, \$4.4 million due to economic benefits and a further \$2.5 million in social benefits. As illustrated in the map the value of golf in Latrobe LGA is amongst the highest across the State, with the contribution of golf to the majority of Victorian LGAs sitting below \$10 million.

³ SGS Economics and Planning (2023).

Figure 2-4 Community Value of Golf, annual, Latrobe, Victoria and Australia



Source: SGS Economics and Planning (2023).

3. Traralgon Golf Club

3.1 Overview

TGC is a well-established golf course located in the heart of the Latrobe Valley, Victoria. Founded in 1904 the Club has a rich history and is known for its 18-hole championship course, which has lush fairways, native trees and well-maintained greens. TGC offers a range of facilities for both members and visitors, including a functional clubhouse, pro shop, practice facilities, and a function space that hosts events and social gatherings. The Club is known locally for its welcoming atmosphere, regularly hosting competitions, social events, and tournaments that foster inclusivity and entertainment for members and guests. The Club hosts a busy calendar of weekly competitions for ordinary club members and social golfers, juniors, open to members and non-members alike.

Weekly events include:

- a seniors' competition on Mondays, attracting approximately 50 participants;
- an open competition on Tuesdays with 100-130 participants;
- a junior clinic, also on Tuesdays, attended by up to 30 participants;
- a ladies' competition on Wednesdays with around 40 participants;
- a Thursday open competition with a shotgun start, drawing around 90 participants; and
- a popular Saturday open competition with 140-200 participants.

The TGC actively promotes inclusivity by supporting female participation through complimentary access to women's golf clinics, and encouraging senior golfers to remain engaged through a dedicated 9-hole competition each week. Beyond weekly events, the Club runs several tournaments throughout the year, including *Foursomes Championships* (Mixed, Men, and Women), *Par 3 Days*, *Junior Pro-Am*, *Pro-Am Classic*, and hosting responsibilities for Golf West Gippsland events, such as Pennants and Veterans competitions.

The TGC operates as a community based, public-access organisation, keeping fees affordable and reinvesting profits into course and facility improvements for the benefit of members and visitors. With a welcoming environment and accessible membership options, the Club encourages residents to engage with and enjoy its facilities. Beyond its role as a recreational hub, the Club actively contributes to the community through various charitable events.

For over 20 years, the Lions Club of Traralgon has held an annual fundraising golf event, raising approximately \$7,000 each year for local causes, such as the Traralgon railway reserve, palliative care, and the Gippsland Emergency Relief Fund (GERF). This event has contributed an estimated \$140,000 to the community over its time. Similarly, the Rotary Club of Traralgon, in partnership with Lifeline and the Australian Community Service Organisation (ACSO), facilitates the "*Tee Up for Mental Health*" golf day, which has raised more than \$100,000 to support mental health initiatives, including Lifeline services and Mental Health First Aid programs across Gippsland.

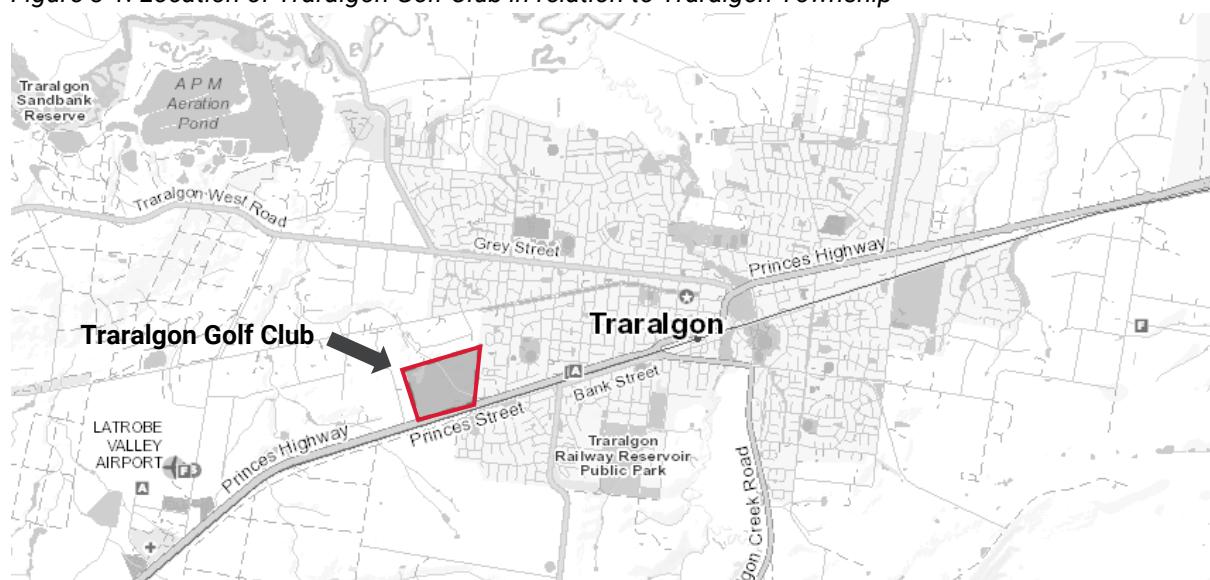
Most recently, the Club participated in *The Longest Day* golf challenge, raising over \$24,000 for Cancer Council cancer research, placing it among the top 10 contributors nationwide. Additionally, the Club hosts events such as *Pink Week* for cancer research and fundraisers for motor neurons disease (MND), demonstrating its commitment to supporting vital community and health initiatives.

Golf is recognised as an important contributor to tourism and outdoor recreation in Victoria. The TGC not only serves the local community but also attracts golfers from Greater Melbourne and across the

state. These visitors contribute to regional economic activity, supporting local businesses and highlighting Gippsland as a destination for visitation and outdoor recreation.

Located just outside Traralgon's town centre along the Princes Highway, the TGC is easily accessible to both local residents and visitors from Greater Melbourne and regional Victoria. The Club has held sole ownership of the site since 1995. TGC operates over a land size of 406,000 square meters which includes extensive open space to accommodate the Club's 18-hole golf course, practice facilities, and clubhouse.

Figure 3-1: Location of Traralgon Golf Club in relation to Traralgon Township



Source: Reproduced from VicPlan.

The TGC site comprises two land parcels – 280A Princes Street (LOT 1 LP16999) and 280B Princes Street (Lot 1 TP517031) – and is zoned Rural Living Zone – Schedule 1 (RLZ1) under the Latrobe Planning Scheme. This zoning is typically applied to areas where residential development occurs in a rural setting, often with larger lots that provide a transition between urban and rural land uses. The RLZ1 zoning reflects the site's location on the peri-urban fringe of Traralgon and permits land uses that are compatible with rural living, low-density residents' development, and limited agricultural activities. While not specifically a recreational zone, use of the site as a golf course is consistent with the zone's discretionary uses, provided relevant planning approvals have been granted or maintained.

Table 3-1: Traralgon Golf Course Property Details

	280A Princes Street	280B Princes Street
Lot and Plan Number	Lot 1 LP16999	Lot 1 TP517031
Lot Size	405,600m ²	1,000m ²
Planning Zones	Rural Living Zone – Schedule 1	Rural Living Zone – Schedule 1
Planning Zones Image		

Source: DELWP, Planning Property Report.

3.2 Club Operations

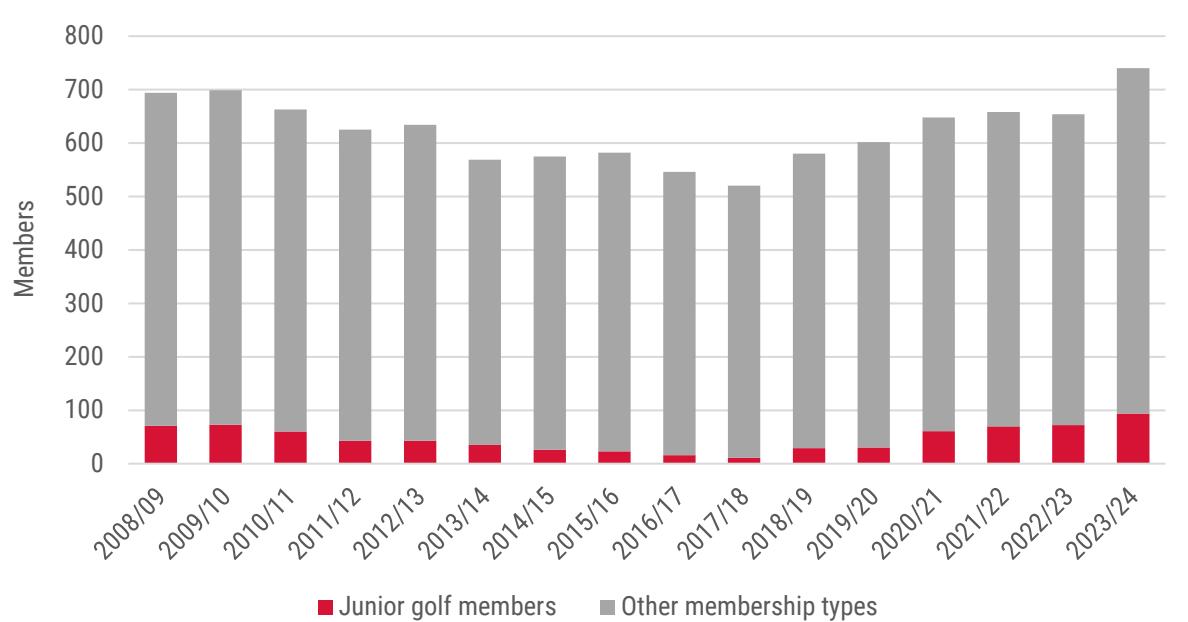
Membership

Over the past six years, TGC's membership base undergone strong growth reaching the highest membership level in 19 years at the end of 2023/24 (720 members). Ordinary memberships, the Club's largest category, includes 304 male and 30 female members. Social golfing memberships have more than doubled, with a 113% increase, reaching 98 members in 2023/24, while junior memberships have also experienced growth from 11 members in 2017/18 to 94 in 2023/24 (755% increase), demonstrating the Club's success in appealing to younger players and families.

This growth in member numbers reflects the Club's ability to attract a diverse membership base, which is vital for long-term success and operational sustainability. The growing membership base not only supports revenue from competitions, pro shop sales, clubhouse and bar services, and sponsorships but also reinforces the Club's role as a vibrant community hub. In the 2023/24 financial year, revenue from membership subscriptions covered 97% of course expenditure compared to 75% the previous year. This highlights the importance of continued growth in member numbers and participation to the Club's financial stability. As membership numbers continue to rise, the Club is well-positioned to build on its success and further strengthen engagement with the broader Gippsland community.

In addition to its membership base, casual golfers play a key role in supporting the Club's operations through green fees. In 2023/24, green fee revenue totalled \$102,649, with most casual players opting for 9-hole rounds (77%) and the remainder (23%) playing 18-hole rounds. Despite a recent increase in green fees to \$38 for 18-holes and \$25 for 9-holes (up from \$30 and \$20 respectively), there has been no noticeable decline in casual golfers' participation, with 4,737 green fee players recorded for the year. This consistent engagement from casual golfers highlights the accessibility and appeal of the Club's facilities, contributing to its financial sustainability and community presence.

Figure 3-2: Traralgon Golf Club Annual Memberships, 2008/09 to 2023/24



Source: Traralgon Golf Club (2024, 2023, 2022, 2020, 2019).

Events

The PGA Australia Pro-Am (Professional-Amateur) tournaments are unique golf competitions that group amateur and professional golfers, offering a valuable opportunity for amateurs to refine their skills while playing alongside professional players (groups often consist of two amateur golfers paired with one professional). Pro-Am tournaments are held at various locations across Australia, ranging from local club events to PGA tour competitions.

At TGC, the Pro-Am tournament has been an annual tradition since 1991, establishing itself as a highlight of the regional Victorian golfing calendar. This event attracts amateur golfers from across Gippsland and professional golfers, including those who have competed on international circuits such as the American, Asian, and European tours. In 2024, the Traralgon Pro-Am tournaments welcomed 60 professionals, 28 amateur players, and in excess of 30 junior players (professionals and amateur), showcasing a diverse mix of talent and supporting strong connections within the golfing community.

In recent years, the TGC committee elevated the tournament by combining it with the Traralgon Classic, an event for elite amateur players. This integration has transformed the competition into the two-day Traralgon Pro-Am Classic, an expanded format which broadens its appeal to participants and spectators. The Traralgon Pro-Am Classic is the only two-day tournament in Gippsland and the only Club that has more professional applications than there are spots available.

The Pro-Am Classic brings people together and celebrates golf, community and collaboration. It strengthens the TGC's reputation as a leading golf course in Gippsland and draws attention to the Clubs' facilities and opportunities for growth.

Financial Operations

A sustainable financial strategy is central to the Club's success, enabling the delivery of high-quality facilities, services, and experiences for members, guests and the broader community. A review of the Club's financial performance from 2017/18 to 2023/24 reveals income growth, albeit accompanied by rising costs that have impacted profitability.

Total income, which includes gross profit and other income, has steadily increased from \$760,000 in 2017/18 to \$1,206,000 in 2023/24, reflecting an 8% average annual growth, highlighting the Club's ability to diversify and expand revenue streams, driven by membership growth, events, pro shop sales, donations, and an increased number of sponsors.

TGC strategically drives revenue by raising member numbers rather than aggressively raising membership fees, ensuring a sustainable flow of funds while keeping golf accessible and affordable for members. This approach has proven effective, with subscription revenue in 2023/24 covering 97% of course expenditure, a significant improvement from 75% in the previous year, showcasing the Club's dedication to financial sustainability and member satisfaction.

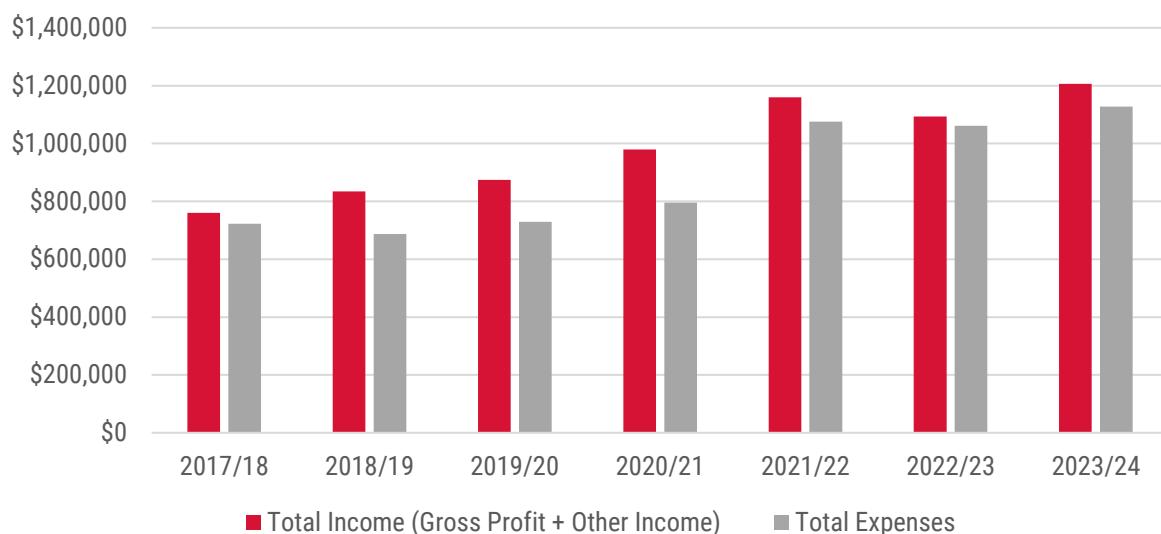
Sponsors play a vital role in supporting the Club's operations and fostering connections with the local business community. In the 2023/24 financial year, the Club was supported by over 130 local businesses, contributing approximately \$120,000 in cash sponsorships. In addition to monetary contributions, many sponsors provide in-kind support through materials, discounts, or vouchers for competition prizes. For example, AUSREO supplied reinforcing materials for a recently constructed shed at the TGC, while other sponsors offered discounted supplies or services, contributing an estimated \$16,000 in additional value.

In addition to sponsors, much of the success of the Club is attributed to the support of its volunteers, who play a pivotal role in various aspects of the Clubs' operations. TGC is estimated to support 124 volunteer positions, fulfilled by 80 volunteers, as some volunteers take on multiple roles. The volunteer Board of Directors, comprising eight members, provide strategic leadership and governance of the golf club. Other volunteer positions include:

- Support for Board of Directors – 8 volunteers
- Directors Committees – 35 volunteer positions.
- Pro-Am Classic Committee – 13 volunteer positions.
- Pro-Am Classic Event – 20 volunteer positions.
- Junior Coordinator and Assistants – 5 volunteer positions.
- Course Volunteers – 20 volunteer positions (5-6 at any one time).
- Bar and Clubhouse – 6 volunteer positions.
- Course Masterplan and Strategic Plan Working Groups – 8 volunteer positions.
- Seniors and Special Events – 8 volunteer positions.
- Pro shop – 1 volunteer position.

Annual expenses have grown at a faster pace than income, increasing from \$723,000 in 2017/18 to \$1,128,000 in 2023/24, an average annual growth rate of 8%. The steepest increase occurred between 2020/21 and 2021/22, primarily due to rising wage costs as a result of the Club taking over pro shop operations in conjunction with increased spending on repairs and maintenance. Expenses over recent years have included expenditure on a range of strategic investments such as upgrades to the car park and clubhouse furniture, acquisition of a utility vehicle and tipper, enhancement of course drainage, and the implementation of a comprehensive tree program. These strategic investments are critical to maintaining and improving TGC facilities, ensuring long-term success and appeal to the community.

Figure 3-3: Traralgon Golf Club, Income and Expenditure Summary, 2018/19 to 2023/24



Source: Traralgon Golf Club (2024, 2023, 2022, 2020, 2019).

Strategic Direction

TGC is actively working on the development of a Course Master Plan to establish a governance framework and a comprehensive strategic direction for the golf course. This plan will serve as a guide for future investment, ensuring alignment with strategic imperatives to secure the Club's long-term sustainability and success. By addressing current challenges, leveraging growth opportunities, and strengthening its community presence, the Course Master Plan aims to solidify TGC's position as a valued community asset. The plan includes the development of a 19th hole, which will enable the course to remain operational while essential maintenance and improvements are carried out.

In addition to the Course Master Plan, the Club is also developing a broader Strategic Plan. This plan will outline holistic strategies to guide investment and implementation across key areas, including the Club's values and culture, organisational structure, staffing, skills development, systems, and leadership approaches. Together, these initiatives will provide a cohesive framework for achieving the Club's long-term goals and enhancing its operations.

Figure 3-4 Traralgon Golf Club – Strategic Imperatives

A course that by 2045 is the best course in Gippsland.

- A course that incorporates aspects that underpin good golf courses, not limited to,
 - is 'better' for members with an improving reputation
 - simplicity
 - visual attraction with some 'memorable golf holes and greens', and
 - enjoyment with appropriate risk-reward, and as required, challenging.
- A course that mitigates key risks
 - player & neighbour safety, limited land, tight design, boundary encroachment, etc.
- A course that due to the seasonal differences and a clay base, is...
 - adaptable for winter & summer play,
 - delivers enhanced winter turf, green surrounds, greens, and bunker agronomy
 - compatible with existing drainage layout and delivers improved course drainage
 - sympathetic with but not limited by the original course design
 - informs on appropriate cart use.
- A course, by design, that future proofs against technological advances in golf equipment
- A course plan that works for the diversity of ability, age and gender
 - is designed for a diversity of ability, attracts and retains new, older & younger members, increases female participation
- A course with improved practise facilities
 - or at least does not compromise existing practise facilities.
- A course tree and water plan that includes,
 - the need to remove trees that are unsafe or adversely impacting agronomy or adversely impacting course integrity.
 - long term sustainable water access that meets the course needs.
- A course that is financially sustainable c/o
 - new capex is affordable and can be funded in line with TGC budgets and projections,
 - considers key infrastructure, and
 - on-going maintenance costs can be sustainably covered by forecast revenue.
- A Master Plan to be based within TGC's current 100 acres, creates a 19th hole and incorporates above.

Source: Traralgon Golf Club (2023).

3.3 Club Site and Surroundings

TGC occupies a prominent site with frontage to Princes Street, a key road link through Traralgon that provides direct access to the Princes Highway. Princes Highway is a major transport route connecting Traralgon with Melbourne and towns throughout Gippsland, ensuring accessibility for both locals and visitors. The nearby bus stop at Coonoc Road on the Princes Highway, serviced by Bus Route 1 (Moe – Traralgon via Morwell), enhances public transport connectivity, linking the golf club to a broad residential catchment across the Latrobe Valley

Princes Street features a mix of residential, commercial, and recreational spaces, placing the Club in a convenient and strategic location close to the town centre. Direct access to the clubhouse and on-site parking from Princes Street ensures ease of access for members and guests, while the Club's proximity to residential neighbourhoods enhance its appeal. Many junior players and residents can easily walk or bike to the course which is why the Club is well integrated with the community.

The site features a natural waterway through the centre of the golf course, adding both visual and environmental value. This waterway, combined with strategically positioned dams on the northwest side of the property, enhances the course's aesthetics and supports effective drainage.

The TGC is bordered by a mix of residential, educational, and hospitality properties, enhancing the Club's accessibility and appeal. On the eastern side, the Club is adjacent to residential properties, Lavalla Catholic College, and Motel Traralgon. To the north, the Club is bordered by large residential properties, adding to the open setting of the course. On the western side, it adjoins large residential properties and the Quality Inn & Suites Traralgon, providing convenient accommodation options for visiting golfers and tourists. This diverse blend of neighbouring properties not only enhances the Club's accessibility for residents and students but also makes it an attractive destination for visitors seeking a golf experience.

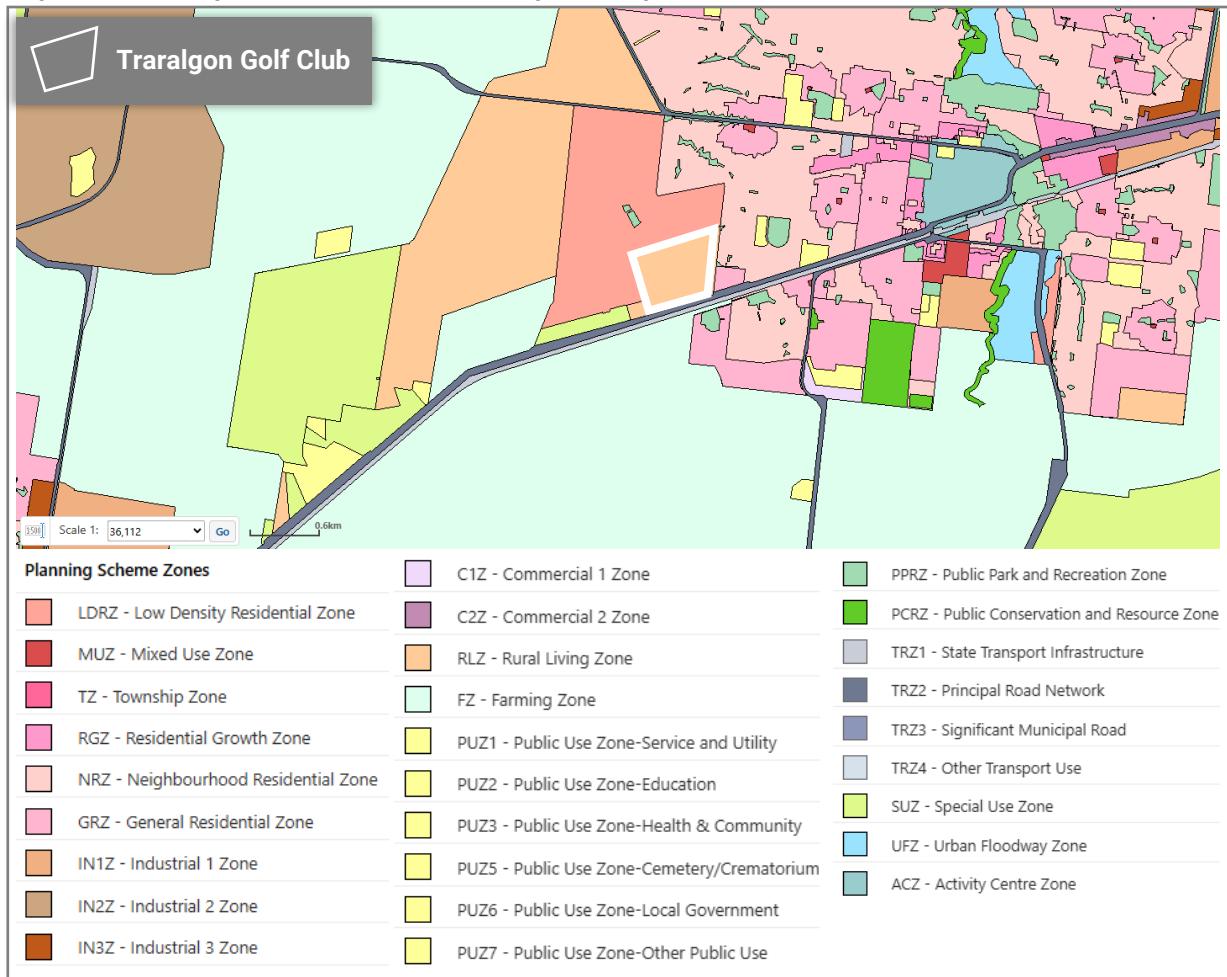
Land to the north and north west of TGC is zoned Low Density Residential, i.e. housing on larger blocks. Further north beyond the Low Density Residential Zone is an area of Rural Living. To the south and southwest of TGC the land is primarily zoned as Farming and is predominantly used for agricultural activities and is characterised by low-density development. To the east of the Club, there are areas zoned as General Residential Zone. These zones support residential development and are indicative of the suburban expansion of Traralgon.

Along the Princes Highway corridor, particularly to the east of the golf club, there is a strip of land zoned as Special Use. This area is designated as an 'Urban Gateway' and accommodates various commercial enterprises, including car and caravan yards.

Figure 3-5: Traralgon Golf Course Surrounding Land Use Aerial Image



Figure 3-6: Traralgon Golf Course Surrounding Planning Zones



3.4 Demographic Overview: Golf Club Catchment Areas

Demographics of the local residents living in proximity to TGC highlight opportunities for engagement and growth. Two population catchment areas (illustrated in Figure 3-7) are considered:

- **Primary region:** a 20-minute drive time from TGC, and
- **Secondary region:** a 60-minute drive time from TGC.

Understanding social context of these areas is essential for identifying the local market and recognising the Club's role in fostering participation, recreation, and social inclusion in the community.

The primary region encompasses a population of 77,228 residents, with a balanced gender distribution of 48.9% male and 51.1% female. A notable demographic feature of this area is the representation of working-age adults aged between 45 and 64 years. One in five residents falls within the 50 to 64 year cohort in particular, a key demographic that aligns with golf participation, offering a reliable base for memberships and regular engagement. In addition, the presence of younger residents, including school-aged children and youth, presents opportunities for the TGC to host family-friendly events and to continue supporting junior golf programs, attracting the next generation of golf participants.

Households within the 20-minute drive catchment earn a median weekly income of \$1,264, which is slightly higher than the broader Latrobe LGA (\$1,258) but lower than the secondary region (\$1,367). Combined with high levels of home ownership, this indicates a relatively stable and financially capable community that can support golf-related activities, provided offerings remain accessible and appropriately priced.

The secondary region broadens the TGC's reach, encompassing a population of 198,275 residents and incorporates a mix of small community clubs and larger country golf clubs. Demographic trends in this region closely mirror those of the primary region, with a balanced gender split and a substantial proportion of older workers and retirees. Notably, two in five residents in the secondary region are aged 50 and over, highlighting a key target demographic for TGC's programs and activities. However, the region also has a large proportion of children and youth, aged 5 to 24 years, underscoring the potential for engaging various age groups in golf and community activities to broaden the reach of the Club.

This demographic overview highlights the diversity of the population in both catchments, with balanced gender distributions, strong working-age representation, and significant proportions of residents aged 50 and over.

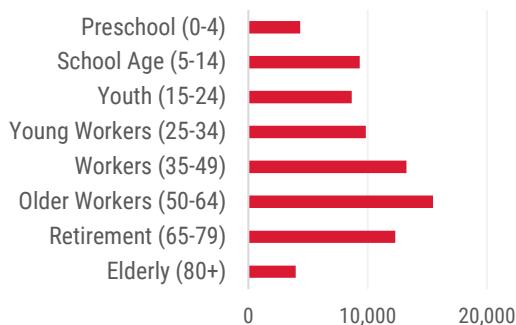
Figure 3-7 Local Community Demographics - Population Catchments

PRIMARY REGION

20 minute drive time



 **77,228**
Residents



One in five residents (or 15,500) within 20-minutes of Traralgon Golf Club is aged 50-64 years.

 **49%**
Male

 **51%**
Female

 **\$654**
Median Weekly Personal Income

 **\$1,264**
Median Weekly Household Income

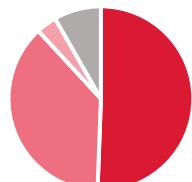


Dwelling Tenure

- Owned with a mortgage (44.5%)
- Owned outright (33.6%)
- Rented (21.9%)

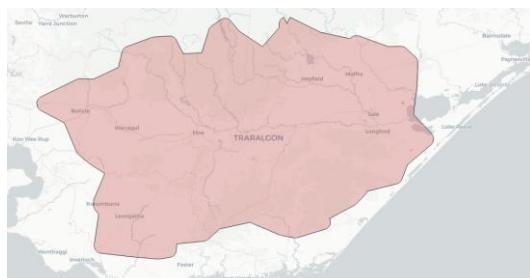
Labour Force Status

- Employed (50.6%)
- Not in labour force (37.6%)
- Unemployed (3.6%)
- Other (8.3%)

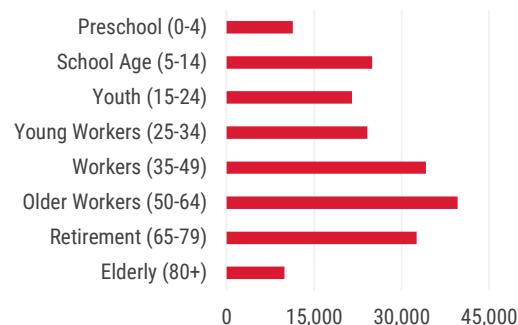


SECONDARY REGION

60 minute drive time



 **198,275**
Residents



One in five residents (or 39,600) within 60-minutes of Traralgon Golf Club is aged over 50-64 years.

 **49%**
Male

 **51%**
Female

 **\$687**
Median Weekly Personal Income

 **\$1,367**
Median Weekly Household Income

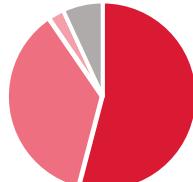


Dwelling Tenure

- Owned with a mortgage (40.5%)
- Owned outright (36.8%)
- Rented (22.6%)

Labour Force Status

- Employed (54.1%)
- Not in labour force (36.4%)
- Unemployed (2.7%)
- Other (6.9%)



3.5 Club Role in Provision of Regional Golf Opportunities

Figure 3-8 illustrates a 15-minute drive time from golf courses across Victoria, highlighting the spread of golf courses and the accessibility of the sport.

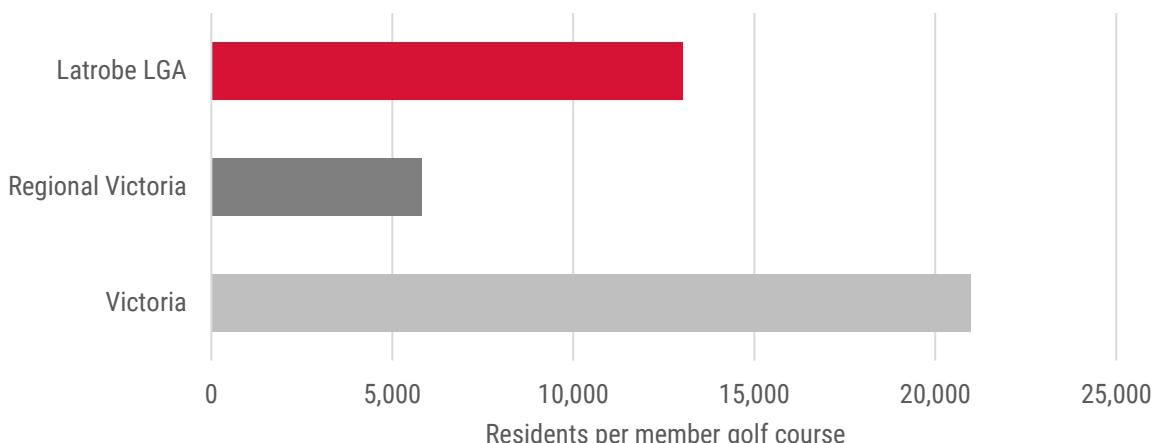
Figure 3-8 Accessibility to Member Golf Courses, Victoria



Source: Adapted from Golf Australia (2022) Accessibility of Member Courses (p21).

Figure 3-9 presents a rate of population per member course for Victoria, regional Victoria and Latrobe LGA. Regional Victoria is well serviced by member courses with about 5,800 persons per member course compared to the State average of 21,000 persons per member course. Compared to regional Victoria, Latrobe LGA is considered as having a poorer provision of member courses with more than twice the rate of persons per member course (13,000).

Figure 3-9 Provision of member golf courses, Latrobe, Regional Victoria and Victoria



Source: Based on Golf Australia (2022).

The TGC is a popular golf course in Gippsland offering a comprehensive range of facilities and a high-quality experience. The Gippsland features a variety of well-maintained courses, catering to golfers of all skill levels.

Investigations into golfing opportunities surrounding the TGC has been undertaken based on the two golf club catchments described in the previous section:

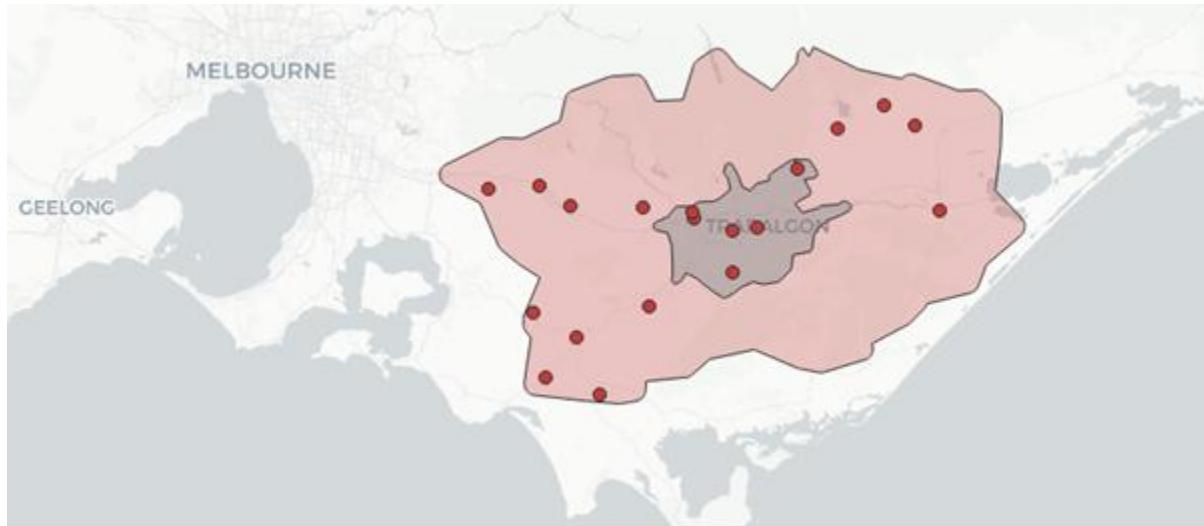
- Primary region – Golf courses within a 20-minute drive of the TGC.
- Secondary region – Golf courses extending to a 60-minute drive time of the TGC.

Within the primary region, both Morwell Golf Club and Moe Golf Club feature 18-hole courses with practice facilities, clubhouses, bars, and bistros, making them appealing alternatives for both residents and visitors seeking a complete golf experience. While the Churchill Monash Golf Club on the southern end of the primary region offers a smaller 9-hole course, it also features a clubhouse and bar, providing a casual setting for community engagement and golfing.

Extending to the secondary region, there are several large clubs including Warragul, Leongatha, Garfield, and Drouin, all of which offer 18-hole courses with a clubhouse and function spaces for events. Toongabbie, Newry and Heyfield Golf Clubs, with smaller member numbers, also offer 18-hole courses, catering to golfers seeking a quieter, more rural atmosphere.

Together, the primary and secondary regions offer a diverse selection of golf courses, catering to varying skill levels, recreational preferences, and competitive opportunities. Within a 20-minute drive, residents have access to well-equipped clubs, including the facilities provided by the Traralgon Golf Club.

Figure 3-10: Location of Golf Clubs within Primary and Secondary Catchments



Membership numbers are a critical aspect of a club's success. With around 740 members (as at the end of 2023/24FY), TGC is among the larger clubs in the area, second only to Warragul Country Club with 819 members. High member numbers support the Club's financial viability by generating consistent revenue from membership fees, competition entries, and regular use of the facilities. Additionally, a strong membership base also contributes to a vibrant club atmosphere, promoting social engagement and participation among members. Larger clubs, such as Traralgon, are better positioned to offer a wide range of events, competitions, and social gatherings, offering a unique experience for members and visitors compared to smaller clubs in the region.

Alongside Warragul Country Club, TGC serves as a key central and accessible hub for golf within the region, contributing to the local community and economy. By maintaining its robust membership base and facilities, TGC not only meets the needs of current members but also strengthens its role as a leading recreational and social venue. This strengthens its long-term relevance and sustainability.

The significant role of TGC in the local regional golfing context (i.e. within a 60-minute drive time catchment) is demonstrated in Table 3-2. Compared other local golf clubs TGC is distinguished by its large membership base and extensive facilities.

Table 3-2 Golf Club Facilities Comparison within Secondary Catchment

Course	No. Members	18-hole course	9-hole course	Practice facilities	Club house	Bar or Bistro	Function space
Churchill Monash Golf Club	231		✓	✓	✓		
Drouin Golf and Country Club	552	✓			✓		✓
Garfield Golf Club	585	✓			✓		
Heyfield Golf Club	90	✓			✓		
Korumburra Golf Club	219	✓			✓	✓	✓
Leongatha Golf Club	562	✓			✓		✓
Maffra Golf Club	237	✓			✓	✓	
Meeniyan Golf Club	96	✓			✓		✓
Mirboo North Golf Club	125	✓				✓	
Moe Golf Club	186	✓		✓	✓	✓	✓
Morwell Golf Club	206	✓		✓	✓	✓	
Newry Golf Club	98	✓			✓		
RAAF East Sale Golf Club	-		✓				
Sale Golf Club	244	✓					✓
Toongabbie Golf Club	45	✓			✓		
Trafalgar Golf Club	275	✓			✓	✓	✓
Traralgon Golf Club	740	✓		✓	✓	✓	✓
Woorayl Golf Club	126		✓				
Warragul Country Club	819	✓			✓	✓	✓
Yallourn Golf Club	367	✓			✓	✓	✓

Source: Golf Victoria (2024).

4. Amendment Proposal: Secure Traralgon Golf Club Operations

4.1 Business as Usual: Option Overview

Securing the existing site for TGC operations would encompass the following key elements:

- Confidence for the Club to invest in the site, in particular to realise the course Masterplan and Club Strategic Plan.
- Continued growth in memberships, however a likely rapid growth in membership following completion of the Masterplan, i.e. improvements to golf course.
- Growth in memberships will boost revenue such that profits will grow, as expenses will stabilise due to course improvements.
- Delivery of events will continue, in particular the Pro-Am Classic will be retained.
- Intrinsic community value of site as a greenspace is retained.

4.2 Business as Usual: Considerations

Community Outcomes

Traralgon Golf Club (TGC) remains deeply committed to maintaining its strong community-focused identity. Unlike some clubs that incorporate gaming machines to boost revenue, TGC has consciously avoided this strategy to preserve its core values while balancing growth and financial sustainability. The Club's emphasis on inclusivity, community engagement, and affordability continues to deliver wide-reaching social and community outcomes.

TGC benefits from the support of approximately 80 volunteers who contribute across the Board of Directors, subcommittees, junior programs, the pro shop, working groups and the coordination of annual events such as the Pro-Am Classic. Volunteers play an essential role in operations, assisting with course maintenance, event delivery, and ongoing improvements through working bees and informal mentoring programs. Volunteers assist with tasks such as mowing, bunker maintenance, tree clean-up, mulching, and gardening, creating a culture of shared ownership. Volunteer contributions are regularly recognised through newsletters to boost morale and engagement.

The Club runs a robust schedule of weekly events for a wide range of participants, including senior rounds, open competitions, junior clinics, ladies' competitions, and shotgun start competitions. TGC also hosts major annual events, including the Foursomes Championships (mixed, men's, and women's), Par 3 days, Pennant for Golf West Gippsland, Golf West Gippsland Veterans events, the Junior Pro-Am, and the Pro-Am Classic. Additional opportunities include:

- Weekly junior clinics coordinated by a junior volunteer team.
- New member welcome events and buddy programs to ease integration.
- Inter-club events and open days to broaden community participation.
- Opportunities for non-members to engage, with around 4,740⁴ green fee/social players supported annually.

TGC actively engages with local businesses through event sponsorships and supports a range of charitable initiatives, including fundraising for mental health, cancer research, palliative care, and other local causes. Family-friendly events such as fundraisers, wakes, birthdays, and engagements hosted at the club create multigenerational experiences. TGC has made accessibility a priority by focusing on

⁴ Estimated by Traralgon Golf Club.

growing membership rather than significantly increasing fees, ensuring golf remains affordable for a broad cross-section of the community. Additionally, TGC's facilities support broader community efforts: the Lions and Rotary clubs use the clubhouse weekly, free of charge, for sandwich-making programs benefitting local schools.

Health Outcomes

TGC plays an important role in promoting community health by encouraging regular, moderate physical activity that is known to support cardiovascular fitness, musculoskeletal strength, and joint mobility. Structured opportunities for walking and playing, offered through weekly events, help foster consistent exercise habits across all ages and abilities, including seniors and juniors. These activities contribute to preventative health outcomes and may help reduce the long-term burden on the healthcare system.

Beyond physical benefits, the club promotes mental well-being by offering a combination of exercise, social interaction, and time spent in natural environments. Programs like *Tee Up for Mental Health* and other wellness events further support awareness, social connection, and mental health education within the community.

The Club also integrates broader public health initiatives into its activities, such as linking participation to the Heart Foundation Walking program through newsletters and raising funds for cancer research. By creating inclusive opportunities for physical and mental wellness, TGC serves as a valuable community asset that fosters healthier, more connected communities.

Environmental Outcomes

The TGC site plays a critical role in maintaining valuable urban green space and supporting local biodiversity. It provides important ecological benefits through its wetlands, native vegetation, and preserved remnant trees, which together create habitats for a range of native fauna, including birds, frogs, and potentially threatened species. By retaining this large, contiguous green area within an increasingly urban setting, the Club helps mitigate urban heat effects and contributes to improved air quality.

Club operations actively support the site's environmental value through responsible landscape management practices. The Club's Tree Management Program ensures the preservation and sustainable care of native vegetation while maintaining safety for members and visitors. Wetlands and aquatic habitats are carefully maintained to support healthy ecosystems, reinforcing the club's role in promoting ecological health.

Future development of the site is guided by biodiversity values and conservation assessments, ensuring that enhancements are aligned with environmental stewardship principles. TGC course's lush fairways, native trees, and open green spaces continue to serve as critical infrastructure for sustaining local biodiversity, balancing recreation with conservation for the benefit of the broader community.

Economic Outcomes

The annual economic contribution of the TGC to the Latrobe LGA was estimated using REMPLAN – *regional economic modelling and analysis system*. An economic impact analysis (EIA)⁵ was undertaken to estimate the direct and flow-on benefits generated by the Clubs' operations and associated visitor activity. This analysis focused on two key components:

⁵ Further detail on the methodology and assumptions adopted for the CBA are provided in Appendix B.

- **Ongoing operations and employment:** This includes annual revenue generated by the club and the wages paid for direct onsite employment.
- **Visitor expenditure:** This encompasses spending by non-local visitors who participate in casual rounds of golf and those attending the club's annual Pro-Am Classic event (players, supporting relatives and friends, and caddies). This component captures tourism-related activity such as spending on accommodation, food and beverages, retail, and transport within LCC.

Onsite economic activity as reflected by the payment of annual wages (\$0.5 million) and accrual of annual revenue (\$1.5 million), generate demand for local goods and services with Latrobe LGA, these supply chain effects include multiple rounds of flow-on effects as servicing sectors increase their own economic activity and demand for local goods and services. Associated with this direct and supply chain activity is the payment of wages, some of which is consumption expenditure, in turn some of that consumption expenditure would be captured in Latrobe LGA. Therefore, the direct activity of TGC is estimated to generate a total economic effect (i.e. direct, supply chain and consumption) valued at \$2.7 million in gross revenue within Latrobe LGA, annually. This gross revenue generates the equivalent of \$1.2 million in value-added, a directly contribution to Gross Regional Product (GRP) for Latrobe LGA.

TGC supports the Latrobe visitor economy by attracting casual golfers throughout the year, and professional and amateur players and spectators during the Pro-Am Classic. It is estimated, on average, TGC attracts in excess of 630 visitors (i.e. persons who reside outside of Latrobe LGA) annually, the majority of whom are considered to be day trip visitors (i.e. do not stay overnight). The direct and indirect effects of the visitor expenditure associated with these visitors is estimated to support a total of \$211,535 in gross revenue.

Financial Outcomes

The last seven years (2017/18 to 2023/24) the Club has consistently traded profitably, a markedly improved financial position in comparison to the past, when between 1999 and 2017 the Club only traded profitably three out of 19 years. The improved financial position has been attributed to growing membership base, sponsorship and volunteer work.

As detailed in Table 4-1 net profits tend to fluctuate reflective of ground and asset improvements, most recently in 2022/23 when in excess of \$290,000 was invested in projects and equipment purchases (\$160,000 of which was for car park sealing), resulting in a net profit of \$32,123.

Table 4-1 Summary of Annual Reports, Traralgon Golf Club, 2017/18 – 2023/24

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Income (Sales + Passive Income)	\$896,673	\$925,144	\$906,154	\$884,881	\$1,141,559	\$1,406,113	\$1,543,733
Total Income (Gross Profit + Other Income)	\$760,054	\$833,994	\$873,860	\$979,069	\$1,160,220	\$1,093,131	\$1,206,318
Total Expenses	\$723,119	\$686,959	\$729,500	\$795,480	\$1,075,835	\$1,061,008	\$1,128,341
Net Profit After Tax	\$36,935	\$147,035	\$144,360	\$183,589	\$84,385	\$32,123	\$77,977

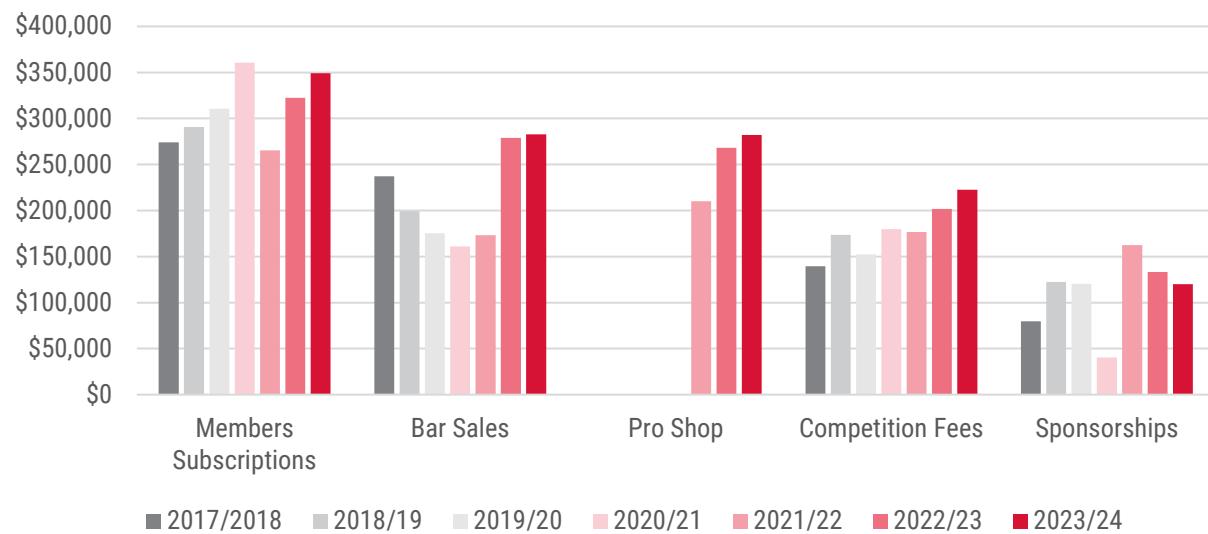
Source: Traralgon Golf Club (2024, 2023, 2022, 2020, 2019).

TGC annual reporting for the past seven years reflects the Club's financial sustainability with sustained revenue growth over the seven years (Table 4-1). Annual change in the largest revenue streams are

presented in Figure 4-1. Member subscriptions have increased from \$274,000 in 2017/18 to \$349,000 in 2023/24. Revenue from the Pro Shop has become one of the income items since TGC took over management and operation in 2020/21.

Revenue from memberships increased 8% on the year prior, and 27% compared to six years prior. Membership numbers will continue to drive revenue growth with the Club noting that attracting members and not necessarily increasing the cost of subscriptions, ensures the Club remains affordable and attractive to a wide range of community members.

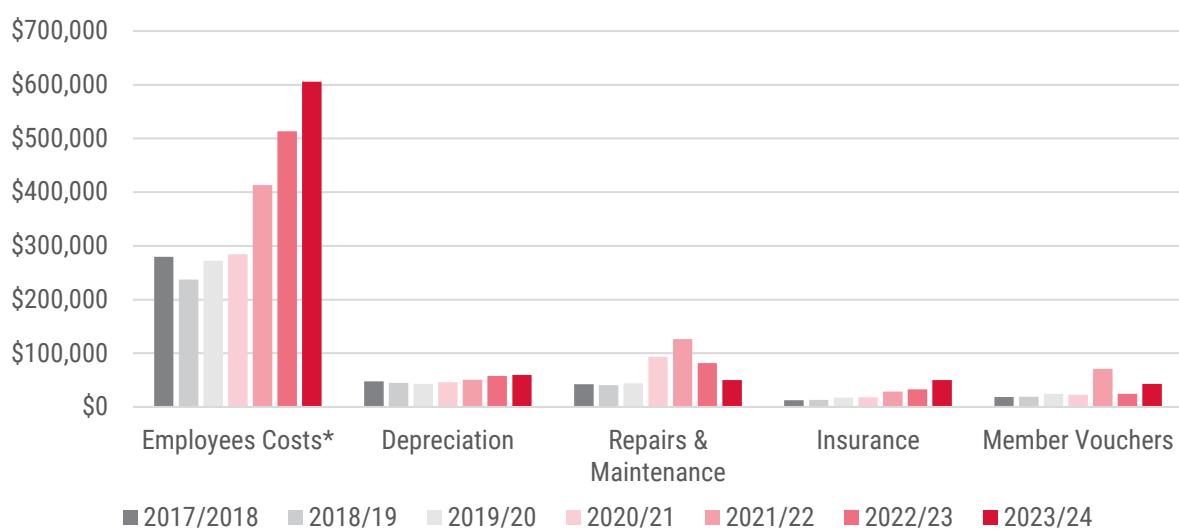
Figure 4-1 Traralgon Golf Club, Five largest revenue items, 2017/18 – 2023/24



Source: Traralgon Golf Club (2024, 2023, 2022, 2020, 2019).

Total annual expenses have increased 56% from \$723,000 in 2017/18 to \$1,128,000 in 2023/24 (Table 4-1). Just over half of annual expenses are due to employee costs, which increased in 2021/22 when the Club took over operations of the Pro Shop, as reflected in Figure 4-2. The largest increase in expense item has been insurance costs which have increased four-fold between 2017/18 and 2023/24 (\$13,000 to \$50,000), this has been due to the increases in building costs.

Figure 4-2 Traralgon Golf Club, Five largest expense items, 2017/18 – 2023/24



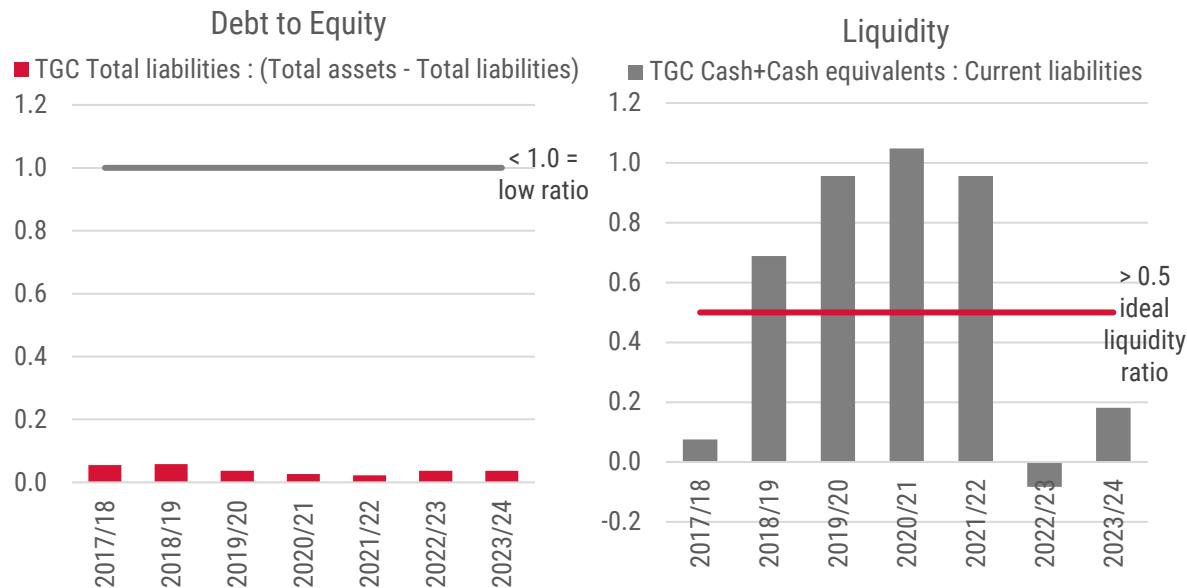
Source: Traralgon Golf Club (2024, 2023, 2022, 2020, 2019).

*Note: Since 2020/21 TGC has taken over Pro Shop operations and payment of Pro Shop staff costs.

TGC's debt to equity ratio and liquidity ratio are presented in Figure 4-3, highlighting the Club's conservative and stable approach to financial management. The low debt-to-equity ratios indicate a low-risk financial strategy with minimal reliance on debt to fund operations. While TGC's cash liquidity ratio has been low in the past couple of years, it has generally been high over the past seven years, reflecting the organisation's ability to meet short-term obligations with liquid assets if required.

Overall, TGC demonstrates strong and stable financial performance, underpinned by sustained conservative growth in its key revenue stream: membership subscriptions.

Figure 4-3 Traralgon Golf Club, Liquidity, 2017/18 – 2023/24



Source: Traralgon Golf Club (2024, 2023, 2022, 2020, 2019).

4.3 Business as Usual: Net Community Benefit

The net community benefit of the business as usual option has been determined based on information provided by TGC, insights from SBP Advisory reporting for Golf Australia and a series of assumptions developed by REMPLAN.

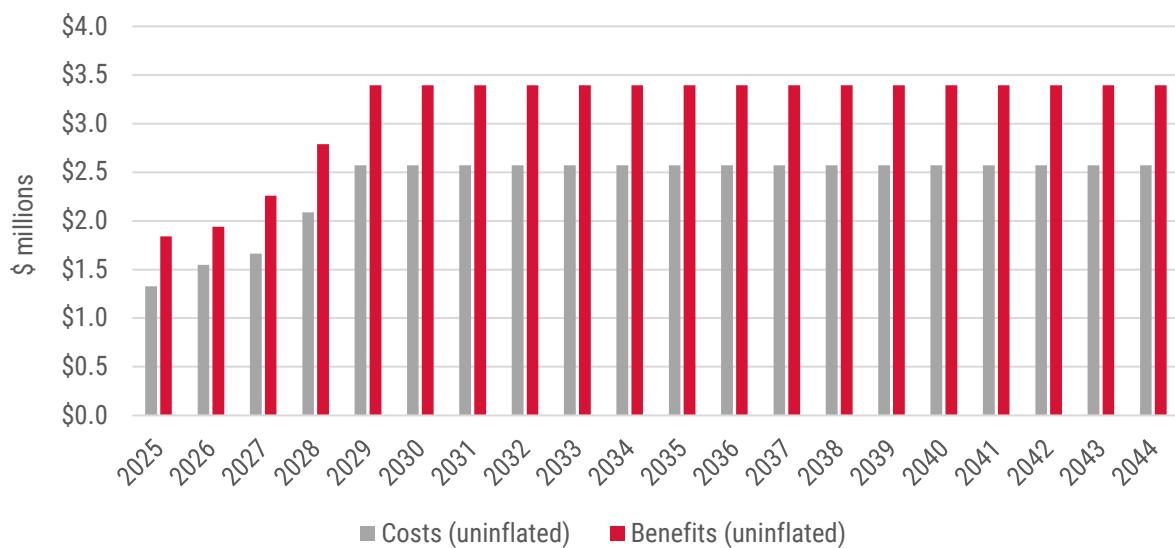
A cost benefit analysis (CBA) has been undertaken to determine the net societal benefit associated with the TGC continuing operations at the current site over a 20-year period, including implementation of the TGC Masterplan (development of 19th hole). Assessment of costs and benefits under this business as usual option are outlined in Table 4-2 below.

Table 4-2 Business as Usual: Cost Benefit Analysis Inclusions

Cost Benefit Element	Description
Description	TGC continues to operate. Strategic Plan is implemented, 19 th hole developed in 2025-2026
Land size	No change (from 40.6ha at the current site)
Membership	Memberships continue to grow moderately. Following Strategic Plan implementation, memberships rapidly increase to a maximum of 1,145 by 2029 in response to improved golf course outcomes.
Expense	\$140,000 expenditure for 19 th hole in 2026.
Revenue	Annual revenue increases in line with growth in member numbers.
Visitor economy impact	Number of casual players from outside the region continues to grow moderately, then increase in response to Strategic Plan implementation. Pro-Am Classic continues annually.
Social value (health benefits)	Based on the number of golfers (members and casual players) who play multiple rounds per week, as identified by Traralgon Golf Club. The number of frequent players grows moderately, then increases once Strategic Plan is implemented.
Environmental value	No change.

Total annual costs and benefits under the business as usual option are illustrated below in Figure 4-4, and largely reflects implementation of the Strategic Plan and the boost in membership out to 2029.

Figure 4-4 Business as Usual: Cost and Benefits Summary



A cost benefit ratio (CBR) demonstrates the relationship between the relative costs and benefits of an option. Various discount rates have been applied to the costs and benefits over a 20-year period to determine the net present value (NPV), i.e., converting the future values into present values. Under the CBA framework, the ratios of costs to benefits in NPV terms is presented (NPV being the current value of projected cash flows). NPV and CBR are both presented in order to guide the decision-making.

The NPV of the costs and benefits associated with the business as usual option have been calculated at the discount rates of 4 per cent, 7 per cent and 10 per cent, and are presented below in Table 4-3. Under all three discount rates, the ratio of costs to benefits is \$1.00 to \$1.32. Therefore, it is estimated that for every dollar of cost associated with TGC operations over a 20-year period, a benefit of \$1.32 is likely to be derived. The value of the net benefit (NPV) under a 7% discount rate is \$8.3 million⁶.

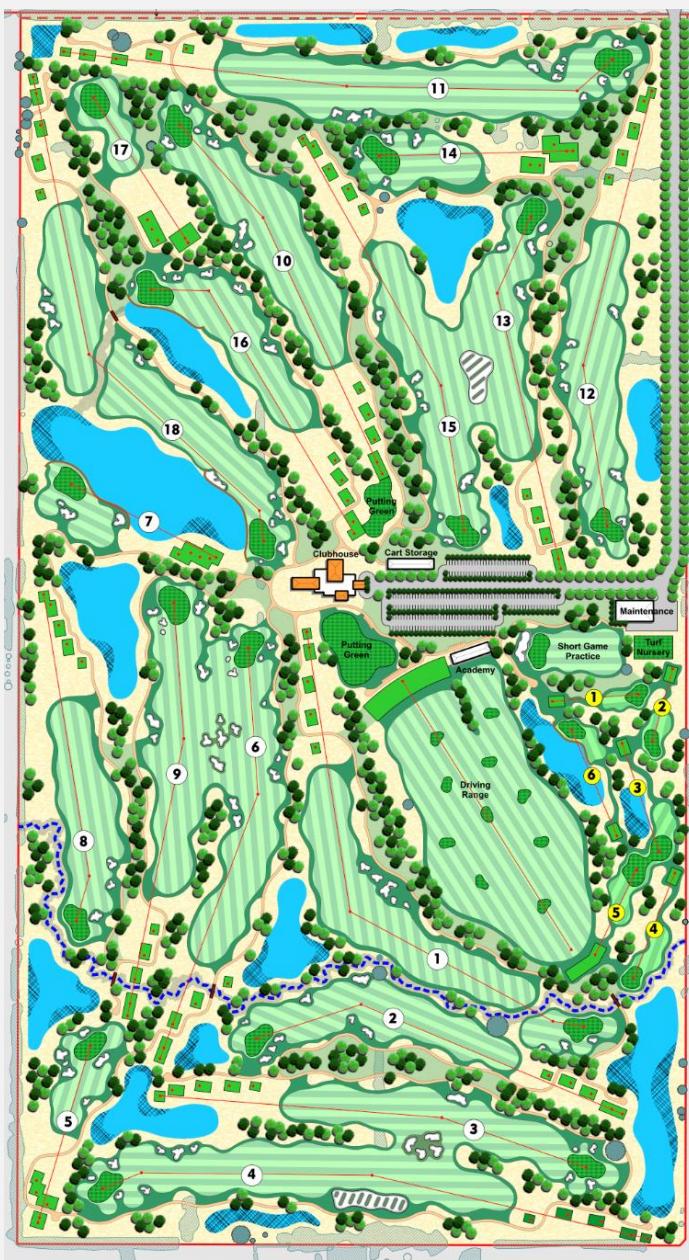
Table 4-3 Business as Usual: Cost Benefit Analysis Summary

	NPV discount rate		
	4%	7%	10%
Total Cost – Net Present Value (\$M)	\$32.8	\$25.8	\$20.8
Total Benefit – Net Present Value (\$M)	\$43.4	\$34.1	\$27.5
Net Benefit – Net Present Value (\$M)	\$10.6	\$8.3	\$6.7
Cost Benefit Ratio	1.00 : 1.32	1.00 : 1.32	1.00 : 1.32

⁶ Further detail on the methodology and assumptions adopted for the CBA are provided in Appendix CC.

5. Alternate Proposal: Traralgon Golf Club Relocates

CASE STUDY: KEYSBOROUGH GOLF CLUB RELOCATION



Keysborough Golf Club (KGC), a private club established in 1950 in Melbourne's south-east, has faced challenges such as aging infrastructure and declining memberships. To secure its future, the club proposes relocating 2.5 km to Pillars Road, Bangholme. The move aligns with the South East Sports Hub (SESH) initiative, aimed at modernising regional sporting facilities and improving community health and inclusion.

The estimated **\$60 million relocation** will be funded through the sale of the current site to Intrapac Property, which plans to develop a new residential precinct at the site of up to 1,600 homes⁷. The redevelopment is expected to contribute \$1.1 billion to Victoria's economy and create over 6,500 short-term construction jobs. Additionally, the new golf course construction will inject \$51 million into the local economy and generate around 310 jobs.

The project has undergone extensive stakeholder consultation and planning applications. A major hurdle remains the need for a Victorian Government amendment to the Urban Growth Boundary (UGB), necessary for the housing development to proceed⁸. As of early 2025, planning approvals are in progress, but full relocation is pending UGB approval.

KGC's relocation demonstrates the potential benefits of strategic redevelopment, including improved

facilities and economic growth. However, it also highlights significant challenges such as regulatory approvals, planning complexity, and community engagement. Careful evaluation is essential to ensure benefits outweigh the costs and risks.

Further detail available Appendix A.

⁷ <https://www.sesportshub.com.au/housing/>

⁸ <https://www.sesportshub.com.au/kgc/>

5.1 TGC Relocation: Option Overview

For the purpose of investigating potential outcomes of the TGC site, an alternate option to business as usual has been developed to reflect a scenario whereby the Club sells the site to a private developer and relocates TGC to new site and establishes a new and improved golf course and club facilities. This option is hypothetical and has been based on research undertaken by REMPLAN and discussion with Golf Australia.

This option is based on the following assumptions:

- TGC sells site for redevelopment.
- TGC remains operating at existing site until new course is ready.
- TGC relocates to a new, larger (50 hectares) site.
- 30 hectares are developed, yielding around 330 dwellings at an assumed 900 sqm.

5.2 TGC Relocation: Considerations

Relocation and Redevelopment Costs

Relocation of TGC would require substantial capital investment and a wide range of cost components, including decommissioning existing site and establishment of a new and improved golf facility. For the purpose of this preliminary analysis drawn from desktop research and the elements of the Keysborough Golf Club case study, REMPLAN has estimated an indicative total cost of approximately \$50 million, to relocate TGC to a new facility on a 50 hectare site.

A major upfront cost under this option would be the acquisition of suitable land to accommodate an 18-hole course, clubhouse, and training facilities. Land values in regional Victoria vary depending on many factors including location, zoning, and land characteristics, with sites closer to town likely to attract higher per-hectare values.

The development of the course itself is expected to account for the largest share of total costs. This includes site preparation, earthworks, drainage and irrigation, turfing, construction of greens, tees, fairways and bunkers, landscaping, and purchase of maintenance equipment.

The construction of built facilities including a clubhouse, training amenities, car parking, and supporting infrastructure, is estimated to comprise approximately a quarter of the overall capital cost. Additional investment would be required for training and practice facilities, such as a driving range, short game areas, and technology-enabled spaces (golf simulation).

Finally, allowances have been made for project management, legal costs, permits and approvals, and a contingency allowance of approximately 20% to account for potential cost escalations or unforeseen requirements. These costings are intended for indicative purposes only and do not represent a detailed feasibility or cost assessment.

Site Considerations

In addition to the significant costs associated with relocation and redevelopment, identifying suitable land for golf course development presents several complex challenges that extend beyond availability and cost. A range of physical and environmental characteristics must be thoroughly assessed to determine whether a site is viable, functional, and suitable in the long term.

Typography, referring to the shape and slope of the land, is a critical consideration. Ideally, the terrain should be gently undulating without steep gradients, as excessive slopes can complicate construction and increase design and maintenance costs.

Soil quality is equally important. Well-drained sandy soils are preferred, as they reduce the need for costly engineering works and support better playing conditions. By contrast, clay-heavy or highly erosive soils can require modification, such as the importation of sand or topsoil and the installation of extensive drainage systems – adding both up front and ongoing costs.

Environmental factors add further complexity to identifying suitable sites for golf course development. According to information provided by Golf Australia, a range of detailed surveys and investigations are typically required prior to any development proceeding. These assessments help ensure that environmental, cultural, and land conditions are suitable, and include:

- Ecological surveys to identify significant or remnant vegetation and endangered flora or fauna,
- Investigations of groundwater and existing watercourses,
- Cultural heritage assessments (CHMP) to identify indigenous and colonial sites of significance,
- Geotechnical investigations for topsoil depth and geological suitability,
- Testing for acid-sulphate soils, areas of landfill, and soil/water suitability for agronomic use.

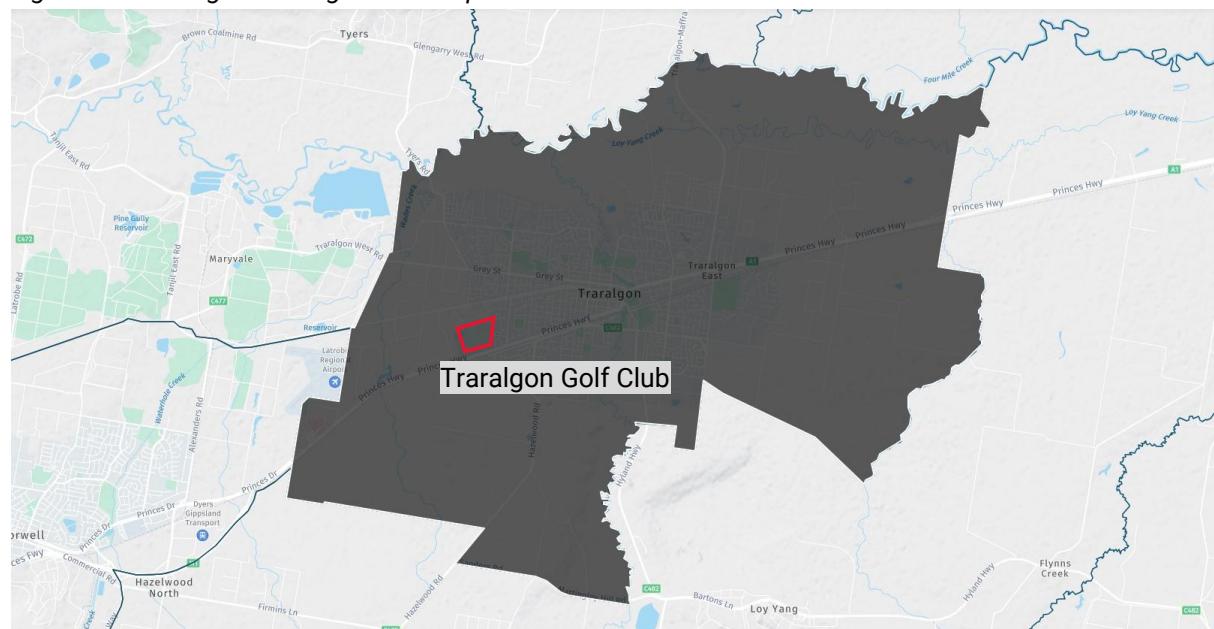
Together, these considerations demonstrate how difficult it can be to secure land that meets all the necessary criteria for golf course development. They also highlight the importance of thorough, early-stage site assessments to avoid unforeseen barriers, should TGC relocation be considered as an option.

Housing for future populations

Population forecasts recently prepared for Latrobe City Council⁹ include the small area of Traralgon-East which includes TGC (Figure 5-1).

⁹ Population and household forecasts, 2021 to 2046, National Forecasting Program, .id (informed decisions), February 2025 <https://forecast.id.com.au/latrobe>

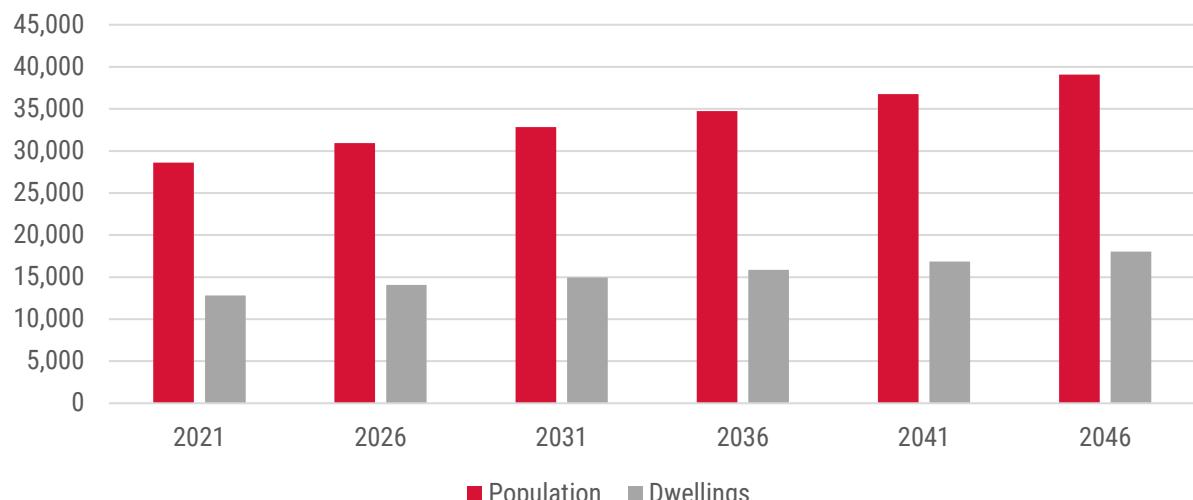
Figure 5-1: Traralgon-Traralgon East Population Forecast Area



Source: Population and household forecasts, 2021 to 2046, National Forecasting Program, *.id (informed decisions)*, February 2025.

The total population in the Traralgon-Traralgon East area is projected to grow by 8,539 residents, reaching 39,079 by 2046, a 28% increase over 25 years. Growth in this area accounts for 65% of the total projected growth for the Latrobe Local Government Area (LGA)¹⁰. To service the forecast growth in population the number of dwellings in the Traralgon-Traralgon East area is required to increase by 5,215 dwellings is forecast, representing a 40.7% increase over the 25-year period, exceeding the anticipated population growth rate. This trend suggests that as population ages, additional dwellings will be required to accommodate the growing community, driven in part by a slight decline in average household size, from 2.35 persons per dwellings in 2021 to 2.25 by 2046.

Figure 5-2: Population and Dwelling Forecasts, Traralgon-Traralgon East, 2021 to 2046



Source: Population and household forecasts, 2021 to 2046, National Forecasting Program, *.id (informed decisions)*, February 2025.

¹⁰ Latrobe LGA is forecast to grow by 16% or 13,085 residents by 2046.

The population and dwelling forecasts for the Traralgon-Traralgon East area indicate steady growth through to 2046, presenting both challenges and opportunities for the region. With a projected population increase of 28.0% and a 40.7% rise in dwellings, the area is expected to account for 58.1% of total dwelling growth in the Latrobe LGA. This indicates the community surrounding the TGC is expected to grow, with evolving housing and recreational needs. The anticipated population growth presents an opportunity for the TGC to grow its membership base and enhance community engagement. As more residents move into the area, the Club is well positioned as a central recreational and social hub, catering to the diverse needs and interests of the community.

The average annual dwelling development forecast for Traralgon-Traralgon East¹¹ is between 180 and 200 per annum, and assumes:

- Major sites contribute 2,970 assumed dwellings throughout the forecast period (out to 2046).
- Infill is likely to contribute 2,465 assumed dwellings over the forecast period, with an average infill rate of 98.6 dwellings per year to 2046.

The potential dwelling yield for the TGC site is between 300 – 600 dwellings dependent on the density and if, should development occur, a community master plan is developed which may incorporate activity centres and active transport routes.

Nearby is the Hollydale site, comprising 58 hectares of developable land¹², considered to be a short-term development opportunity with a highly motivated land owner. Whereas the TGC site is a longer term opportunity given the establishment of the golf course, and TGC's desire to retain the property.

Community outcomes

Relocating the TGC presents an opportunity to build upon the club's existing community value by developing an expanded range of long-term benefits aligned with modern recreation needs and regional growth. A new, purpose-built facility could retain the core strengths of the current club while potentially enhancing social, recreational, and economic outcomes for the Latrobe community.

While the current site supports a diverse membership base, relocation could enable a course designed for greater accessibility and inclusion, with features such as gender-inclusive amenities, and flexible layouts catered to all ages and abilities. Enhanced infrastructure, such as lighting, walking paths, and shared-use areas could broaden the Club's appeal to families, casual users, and non-golfing community groups. A new clubhouse could also expand the Club's functionality by offering flexible spaces for events, wellness activities and community gatherings, further increasing the Club's role as a social hub in Latrobe.

Relocation could also allow for an expansion of current programs through new training and practice facilities, including a driving range, short game areas, and golf simulators. These additions could further strengthen junior development, school participation, and initiatives to boost female and youth engagement, building on the Club's existing contribution to the sport.

At a regional level, a modern facility could enhance Latrobe's ability to attract larger tournaments, clinics, and visitor golf experiences, supporting greater tourism and economic activity beyond what is currently achievable. A new site could also incorporate environmentally sustainable design elements such as native landscaping and water sensitive features, improving land use outcomes.

However, these benefits must be weighed against potential drawbacks. A more remote location may reduce accessibility for current and future members and users, particularly those who walk or cycle to the existing TGC course. The Club's long standing identity and community connection could also be

¹¹ <https://forecast.id.com.au/latrobe/residential-development?WebID=180>

¹² Échelon Planning. (2023).

impacted, and the transition period may cause disruption. There is also a risk a new facility may not fully replicate the established cultural and social values of the current site.

While option 2 presents a chance to modernise and expand TGC's community impact, its success would depend on several critical factors and carries significant risk for the Club, its existing members, and the broader community.

Health Outcomes

Relocation of the TGC would initially have a negative impact on health and participation outcomes. During the transition period while the new course is being developed, member numbers are likely to fall sharply accompanied by a decline in casual player visitation. The uncertainty, disruption, and increased travel times during this period could result in some members permanently leaving the club. Key events such as the Pro-Am Classic may also be paused or scaled down during this time, further reducing participation opportunities.

However, once the new course is established, health and sport participation outcomes are expected to significantly improve. The new facility will attract new members helping Club membership numbers to recover and in the future grow beyond current levels. Expanded, modern facilities would allow the club to further diversify its' membership base, including juniors, women, and senior players, strengthening social connections and encouraging regular physical activity. Over the longer term, relocation is likely to therefore enhance community health benefits through increased participation and improved community engagement.

Environmental outcomes

TGC relocation will result in the loss of established environmental assets at the existing site. Key impacts would include the removal of:

- Wetlands and aquatic habitats,
- Remnant native vegetation patches,
- Habitat for wetland birds, frogs, and possibly threatened fish species,
- Contributions to local stormwater management, urban cooling, and carbon sequestration.

The full development of the current site into residential housing would replace green open space with hard surfaces, which could increase urban heat effects and reduce biodiversity locally.

At the new location, if the site was suitable, there would be an opportunity to recreate many of the environmental benefits if the new golf course is designed using sustainable principles. This could include integrating wetlands, native vegetation corridors, and habitat protection measures into the course layout. However, it would take several years for new ecosystems to mature and provide similar environmental functions.

Financial Outcomes

In terms of revenue, the club would face a significant short-term downturn. Membership numbers, green fee revenue, and event-related income would decline while the new site is under development. However, in the longer term, the financial outlook could improve substantially. Once the new course is fully operational:

- Membership revenues would increase in line with expected growth in membership numbers,
- Event may become more frequent and larger due to increased capacity, potentially increasing event and sponsorship revenue,

- Broader visitor attraction would stimulate further growth in the Club's income streams.

Despite the positive long-term outlook, financial risks include potential cost overruns, delays in course establishment, challenges in retaining or regaining members, and uncertainties about land availability and site suitability.

In addition to direct financial costs, some existing members would incur increased travel time to access the new facility, a financial burden particularly during the transition period.

5.3 TGC Relocation: Net Community Benefit

The net community benefit of the TGC relocating has been determined using preliminary information. These results are intended for indicative purposes only due to limited data availability, and have been informed by data provided by TGC, insights from SBP Advisory reporting for Golf Australia, and a series of REMPLAN assumptions. REMPLAN recommends that further, detailed analysis be conducted to determine feasibility of site development, should that be considered.

A CBA has been undertaken to determine the societal benefits associated with the TGC relocation over a 20 year period, including land acquisition of a new site and course development.

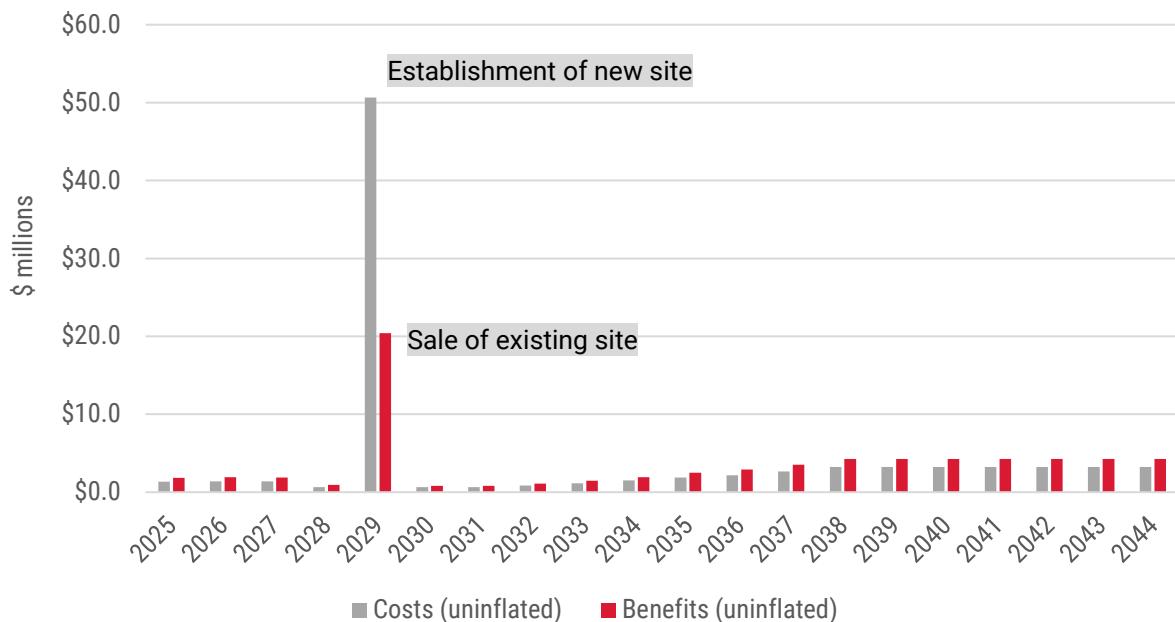
The CBA of the TGC relocation considers a range of costs and benefits associated with the relocation option. Costs include ongoing golf club operations, land acquisition, the development of a new course, construction of clubhouse and training facilities, associated project management expenses, and additional travel time costs for members and social players accessing a new site. Benefits include revenues (operational and sale of land), net economic gains from increased visitation to Latrobe LGA, and the health and environmental benefit associated with a new site.

Table 5-1 TGC Relocation: Cost Benefit Analysis Inclusions

Cost Benefit Element	Description
Description	TGC relocates to new site. Development of new 18-hole golf course at new site with clubhouse and training facilities. New course operational from 2031.
Land size	Increased to 50ha (from 40.6ha at the current site)
Membership	Memberships decline due to closure of existing site and pick back up to increase moderately once new site is operational from 2031 onwards. Memberships rapidly increase to a maximum of 1,341 in response to new course and facilities.
Expense	TGC Relocation: \$50M expenditure on land acquisition and development of new golf course, clubhouse and training facilities.
Revenue	Annual revenue increases in line with growth in member numbers.
Visitor economy impact	Like memberships, the number of casual players from outside the region declines due to closure of existing site and picks back up in line with National participation growth once new site is operational. Pro-Am Classic continues annually at new site.
Health benefits	Based on the number of golfers (members and casual players) who play multiple rounds per week, as identified by Traralgon Golf Club. Following the closure of the existing site, the number of frequent players is expected to decrease. However, will increase moderately once the new site becomes operational (in line with membership growth).
Environmental value	Following closure of existing site, environmental value of new site increases over the long term once course is operational.

Total annual costs and benefits under the relocation option are illustrated below in Figure 5-3 and reflect the transition period and cost of relocation. Following relocation and a period of establishment, events, memberships and operations (revenue and expense) grow over time as the new facility attract increased patronage.

Figure 5-3 Traralgon Golf Club Relocation: Cost and Benefits Summary



The NPV of the costs and benefits associated with the TGC relocation option have been calculated at the discount rates of 4%, 7% and 10%, as presented in Table 5-1. Specifically, at the central discount rate (7%), it is estimated that for every dollar of cost incurred over the 20-year analysis period \$0.70 in benefits would be derived¹³. Under this option, there is a negative net benefit of -\$17.1 million (NPV) over the analysis period.

The net benefit and CBR are poorer under this option compared to the business as usual option, suggesting that maintaining current Club operations and realising the Club's Master Plan and Strategic Plan at the current site offers a more beneficial outcome of the community.

Table 5-2 TGC Relocation: Cost Benefit Analysis Summary

	NPV discount rate		
	4%	7%	10%
Total Cost – Net Present Value (\$M)	\$68.0	\$56.9	\$48.6
Total Benefit – Net Present Value (\$M)	\$50.1	\$39.8	\$32.6
Net Benefit – Net Present Value (\$M)	-\$17.9	-\$17.1	-\$16.0
Cost Benefit Ratio	1:00 : 0.74	1:00 : 0.70	1:00 : 0.67

¹³ Further detail on the methodology and assumptions adopted for the CBA are provided in Appendix CC.

6. Options Analysis

Table 6-1 summarises the key outcomes for the two options considered for the TGC: business as usual and Club relocation. It is important to note that further detailed investigation would be required should the relocation option be considered.

Table 6-1 Options Analysis

	Business as Usual	TGC Relocates
Net Community Benefit (cost to benefit ratio)	Estimated net benefit of \$8.3 million over 20 years with a CBR of 1 : 1.32	Estimated net cost of \$17.1 million over 20 years with CBR of 1 : 0.70
Community outcomes	Maintains existing community connection and social value.	Offers potential to expand community use if well designed, but risks disrupting current social ties.
Health outcomes (participation)	Continues to support physical activity and mental wellbeing through accessible recreation. Remains centrally located and accessible to a broad range of users including those who walk or cycle.	Reduced participation while TGC transitions fully to new site. May enhance health outcomes long-term with enhanced facilities. Accessibility will be highly dependent on location; relocation may disadvantage current members and users.
Environmental outcomes	Maintains existing vegetation and landscaping which includes mature trees and native species.	Offers opportunity to improve environmental design but will require careful planning to manage land disturbance.
Economic outcomes	Continued operation support local jobs and events and casual players continue to support the visitor economy.	Once fully established the new gold course has potential to increase on site employment, and regional tourism appeal if designed to host larger tournaments.
Financial outcomes	TGC continues to deliver strong and stable financial performance with the potential for improved returns following Strategic Plan delivery.	TGC likely to experience a short-term revenue decline during transition, however there is a strong case for improved long-term financial outcomes.
Housing development	Option does not allow for provision of housing.	Option allows for provision of almost 400 new dwellings.
Open space	Preserves existing open space asset that supports sport and passive recreation proximate to town.	Potential to create enhanced open space but would require investment and planning.
Natural hazards	TGC contains areas of trees that are not considered to be a bushfire threat as they are maintained as low threat vegetation.	Development within the site may have bushfire implications depending on its intended use and future vegetation management.
Delivery risk	Low risk as operations continue uninterrupted.	High risk delivery due to appropriate location, potential for site remediation, land acquisition, capital investment, planning approvals, and transitional impacts.

7. Conclusion

Based on the findings of this assessment, the continued operation of TGC at its existing site is the preferred option for delivering long-term community, environmental, and economic benefits. The Club is embedded in the local community having operated for more than a century. The Club supports physical and mental health outcomes, fosters social cohesion, contributes to the visitor economy, and maintains significant green open space and biodiversity within an increasingly urbanised environment.

The business as usual option, which includes the implementation of the Club's Strategic Plan and Course Masterplan, is projected to deliver a positive net community benefit of \$8.3 million over a 20-year period, with a cost-benefit ratio of 1:1.32. This option supports financial sustainability, reinforces community connections, and retains critical recreational and environmental infrastructure proximate to the Traralgon township.

Conversely, preliminary analysis of the relocation option indicates significant risks and uncertainties. Although relocation could present opportunities for facility expansion and future membership growth, it would involve a substantial capital investment estimated at approximately \$50 million. The relocation option returned a negative net community benefit of -\$17.1 million over 20 years, with a cost-benefit ratio of 1:0.70. These results reflect the considerable risks associated with site considerations, land acquisition, capital development, transitional disruption to operations and membership, potential environmental losses at the existing site, and the uncertain suitability of a new location. It should be noted that the relocation assessment was based on preliminary information and would require further detailed investigation to confirm feasibility.

Retaining TGC at its current site offers a greater degree of certainty, lower risk, and a more immediate and measurable community benefit. Continued investment in the current facility will allow the Club to build upon its strong historical foundations, enhance its contribution to community health and wellbeing, and secure its position as a vital social and recreational asset for the Latrobe community into the future.

8. References

Australian Sports Commission (2024a). AusPlay Survey 2023/24 accessed 4 December 2024
<https://www.clearinghouseforsport.gov.au/research/ausplay/results#data_tables_br_july_2023_june_2024>.

DELWP, Planning Property Report: 280a Princes Street Traralgon 3844, accessed 5 December 2024, <<https://www.planning.vic.gov.au/planning-schemes/planning-property-report>>.

DELWP, Planning Property Report: 280b Princes Street Traralgon 3844, accessed 5 December 2024, <<https://www.planning.vic.gov.au/planning-schemes/planning-property-report>>.

Échelon Planning. (2023). *Traralgon West future residential area: Issues, opportunities and options report*. Prepared for Latrobe City Council.

Golf Australia (2023). 2022/23 Golf Participation Report, accessed 27 November 2024 <https://assets.ctfassets.net/2023_Golf_Club_Participation_Report_FINAL.pdf>

Golf Victoria (2020). Annual Report, accessed 10 December 2024 <https://assets.ctfassets.net/Golf_Victoria_Annual_Report_2020_-Low_Res.pdf>

Golf Victoria (2021). Annual Report, accessed 10 December 2024 <https://assets.ctfassets.net/2021_Golf_Victoria_Financial_Annual_Report.pdf>

Golf Victoria (2022). Annual Report, accessed 10 December 2024 <https://assets.ctfassets.net/GolfVic_2022AnnualReport_FINAL.pdf>

Golf Victoria (2023). Annual Report, accessed 10 December 2024 <https://assets.ctfassets.net/GA_2023_Golf_Victoria_Annual_Report_FA_Pages.pdf>

Golf Victoria (2024). Annual Report, accessed 10 December 2024 <https://assets.ctfassets.net/GA_2024_Golf_Victoria_Annual_Report_6.pdf>

Traralgon Golf Club (2024). The 120th Annual Report and Balance Sheet of The Traralgon Golf Club Inc. 2023 / 2024.

Traralgon Golf Club (2023). The 119th Annual Report and Balance Sheet of The Traralgon Golf Club Inc. 2022 / 2023.

Traralgon Golf Club (2022). The 118th Annual Report and Balance Sheet of The Traralgon Golf Club Inc. 2021 / 2022.

Traralgon Golf Club (2020). The 116th Annual Report and Balance Sheet of The Traralgon Golf Club Inc. 2019 / 2020.

Traralgon Golf Club (2019). The 115th Annual Report and Balance Sheet of The Traralgon Golf Club Inc. 2018 / 2019.

VicPlan (2024). VicPlan MapShare, Victorian Government, accessed 4 December 2024
<<https://mapshare.vic.gov.au/vicplan/>>

Appendix A. Case Study – Keysborough Golf Club Relocation

Background

Established in 1950, Keysborough Golf Club (KGC) is a private club located in Melbourne's south-east. In recent years, the club has faced challenges due to aging infrastructure and a limited capacity to attract new members. To address these challenges and secure its long-term viability, KGC has proposed relocating approximately 2.5km from its current Hutton Road site to a new location on Pillars Road, Bangholme.

This relocation forms part of the broader South East Sports Hub (SESH) initiative, which aims to modernise sporting infrastructure across the region and help meet growing demand for high-quality recreational facilities that support improved health outcomes, social cohesion, and inclusive recreation opportunities.

Appendix Figure A-i South-East Sports Hub and Keysborough Golf Club Relocation Sites



Source: <https://www.sesportshub.com.au/housing>

Relocation Costs

The estimated cost of the KGC relocation and associated development is approximately **\$60 million**. This existing site redevelopment is to be privately funded by Intrapac Property, which has agreed to purchase the existing KGC land. The current site is proposed to be redeveloped into a residential precinct comprising up to 1,600 dwellings, including a mix of detached houses and medium-density housing¹⁴.

The proposed housing development is forecast to generate:

- A \$1.1 billion contribution to the Victorian economy
- Over 6,500 short-term jobs during the construction phase

In addition, Ethos Urban¹⁵ estimates that construction of the new golf course will contribute a further \$51 million to the local economy and support approximately 310 short-term jobs during the build phase.

The \$60 million investment will fund the construction of¹⁶:

¹⁴ <https://www.sesportshub.com.au/housing/>

¹⁵ <https://www.sesportshub.com.au/kgc/>

¹⁶ <https://www.sesportshub.com.au/kgc/>

- A new 18-hole championship-standard golf course, designed by Graham Marsh
- A modern clubhouse and hospitality facilities
- Gender-equitable and youth-friendly change rooms
- Multi-purpose function spaces for club and community use (hire)
- A covered driving range and 6-hole (Par 3) short course
- An indoor golf simulator

Appendix Figure A-ii Keysborough Golf Club Masterplan – Relocation Site on Pillars Road



Source: <https://www.sesportshub.com.au/kgc/>

Planning and Approval Process

The relocation project has progressed through several key stages, including:

- **Stakeholder engagement**, including consultation with club members, residents, and government stakeholders

- **Rezoning and planning permit applications** for both the current and proposed sites
- **Partnerships with planning and development experts**, including Mesh Planning

A critical requirement for the project's success is the amendment of the Urban Growth Boundary (UGB). Although the existing KGC site is located just metres outside the current UGB, residential development cannot proceed unless the Victorian Government formally approves the boundary adjustment to include the site within the designated urban growth area¹⁷.

As of early 2025, planning permits for the new golf course and stage 1 of the SESH development have been submitted. However, the broader relocation and redevelopment project remains contingent on the state government approval of the UGB amendment.

Conclusion

The relocation of KGC shows how strategic redevelopment can deliver valuable benefits to members and the community including upgraded facilities, stronger financial sustainability, and significant economic and social contributions to the wider community.

However, it also highlights the challenges involved. These include navigating complex planning processes, gaining regulatory approval, and managing local community concerns.

While relocation can be a powerful and transformative solution, it may not always be the right one. Each project must be assessed on a case-by-case basis to decide whether the long-term benefits truly outweigh the costs, risks, and disruptions involved.

¹⁷ <https://www.sesportshub.com.au/housing>

Appendix B. Economic Impact Analysis

Methodology

An economic impact analysis (EIA) has been undertaken using REMPLAN – *regional economic modelling and analysis system*. The results of the EIA are considered to reflect the regional economic contribution of the TGC.

The economic impacts of TGC have been applied to REMPLAN economic data for the defined region of Latrobe LGA incorporating data sourced from the ABS 2021 Census (Place of Work Employment Scaled), 2021/2022 ABS National Input / Output Tables, and ABS Gross State Product (June 2024).

Revenue and employment assumptions are based on data provided to REMPLAN by TGC.

Economic impacts are reported in terms of Output, Value-Added and Employment (Jobs):

- Output data represents the gross revenue generated by businesses/organisations in each industry in a defined region. Gross revenue is also referred to as total sales or total income.
- Value-Added data represents the marginal economic value that is added by each industry sector in a defined region. Value-Added by industry sector is the major element in calculating Gross Regional Product.
- Employment data represents the number of people employed by businesses/organisations in each industry sector in a defined region. Employment data presented in this report is based on the location of work, i.e., no inference is made as to where workers reside.

The indirect effects are the flow-on supply chain and consumption effects due to the direct change. A supply chain effect is an increase in output (or jobs or value-added) generated by servicing industry sectors in response to the direct change in output and demand. As output increases, so too does employment and wages and salaries paid to local employees. Part of this additional household income is used for consumption in the local economy, leading to further increases in demand and output. This is the consumption effect.

The flow-on impacts for the region's economy from a direct change are presented in terms of Output, Employment, and Value-Added economic multipliers. Economic multipliers are determined by the increase or decrease applied to that particular economic indicator (i.e., Output, Employment, or Value-Added). For example, an increase in Output will yield a particular Output multiplier, the jobs equivalent of that increase in Output will determine the Employment multiplier, and the Value-Added equivalent of that increase in Output will determine the Value-Added multiplier.

Annual Operations Impact

TGC generated \$1.5 million in revenue¹⁸ over the 2023/24 financial year, this revenue in conjunction with the payment of \$0.5 million in wages has had a range of direct and indirect effects on the local Latrobe LGA economy.

The direct economic activity associated with TGC generating annual revenue supports demand for intermediate goods and services within the Latrobe LGA (i.e. a supply chain effect). The supply chain effects include multiple rounds of flow-on effects, as servicing sectors increase their own output and demand for local goods and services in response to the direct change to the economy. It is estimated

¹⁸ Total income (Sales + Passive Income), as reported in Traralgon Golf Club Annual Report 2023/24.

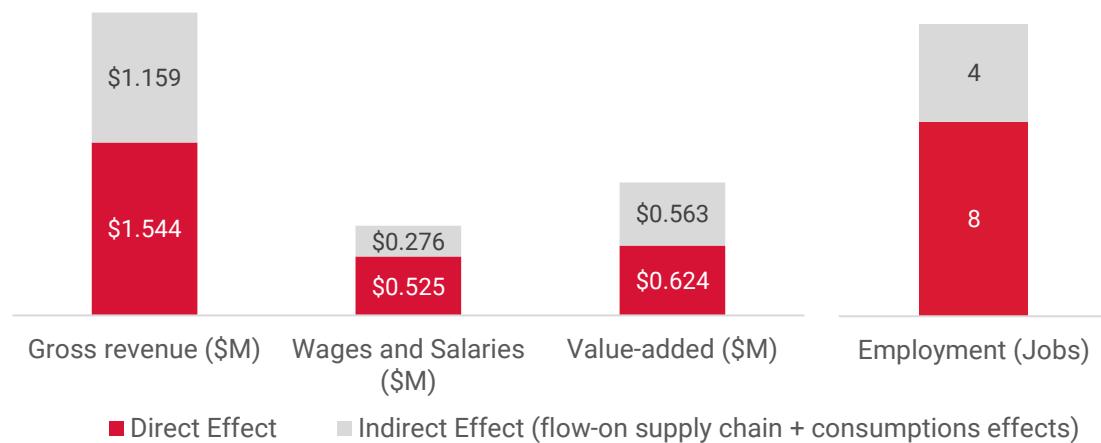
the flow-on supply chain effects due to TGC operations includes a further \$0.6 million in revenue and another 2 local jobs.

The increases revenue associated with the direct and supply chain effects supports additional employment in Latrobe LGA. This change in employment increases total of wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is likely to be captured within the Latrobe LGA. The annual consumption effects are estimated to include \$0.5 million in revenue and another 2 jobs.

TGC is estimated to generate the following annual impacts on the economy of Latrobe (inclusive of direct, supply chain and consumption effects):

- Gross revenue of \$2.7 million.
- Employment: Supporting of 12 ongoing jobs.
- Wages and salaries: \$0.8 million.
- Value-Added: \$1.2 million of value-added contributed to the Latrobe's Gross Regional Product.

Appendix Figure B-i Traralgon Golf Club Annual Economic Impact on Latrobe LGA



Source: REMPLAN Economy.

Appendix Table B-1 Traralgon Golf Club Annual Economic Impact on Latrobe LGA

	Direct Effect	Supply Chain Effect	Consumption Effect	Total Effect	Type 2 Multiplier
Output (\$M)	\$1.544	\$0.649	\$0.510	\$2.702	1.75
Employment (Jobs)	8	2	2	12	1.500
Wages and Salaries (\$M)	\$0.525	\$0.166	\$0.110	\$0.801	1.526
Value-added (\$M)	\$0.624	\$0.272	\$0.291	\$1.186	1.902

Visitor Economy Impact

TGC supports Latrobe LGA's visitor economy through attracting casual golf players throughout the year, professional and amateur players during the TGC Annual Pro-Am Classic (Pro-Am) along with spectators, and family and friends. The following outlines the estimated economic impact of visitors (players, spectators, and visiting friends and relatives (VFR)) who visit Latrobe LGA due to the TGC. The following assumptions have been adopted to estimate the value of annual visitor expenditure:

- Pro-Am held annually over 2 days.
- Pro-Am competitors total 88, comprising of:
 - 60 professional players, all are visitors, who stay overnight in Latrobe LGA for 3 nights.
 - 28 amateur players, half (14) are visitors, who day trip into Latrobe LGA for the purpose of competing.
- Pro-Am visiting friends and relatives (VFR) and caddies:
 - 30 friends and relatives and caddies are estimated to visit Latrobe LGA along with professional players who stay overnight (estimate of 0.5 VFR and/or caddies per professional player).
- Pro-Am spectators total 200:
 - Each spectator spectates for one round of golf.
 - A quarter (50) are visitors, who day trip into Latrobe LGA for the purpose of spectating.
- Green fee players total 4,737, 10 (474) are assumed to be visitors, who day trip into Latrobe LGA for the purpose of playing casual golf.

In summary, visitor expenditure impact modelling has been undertaken on 638 day trip visitors, and 90 overnight visitors who stay for 3 nights in Latrobe LGA. The estimated value of visitor expenditure is \$125,476, this is a direct boost to the local economy, in particular the industry sub-sectors of retail trade, and accommodation and food services.

The direct economic activity (i.e. visitor expenditure) supports demand for intermediate goods and services within the Latrobe LGA (i.e. supply chain effect). The supply chain effect includes multiple rounds of flow-on effects, as servicing sectors increase their own output and demand for local goods and services in response to the direct change to the economy. It is estimated the flow-on supply chain effects include a further \$45,201 in gross revenue.

The increase in revenue associated with the direct and supply chain effects supports additional employment in Latrobe LGA. This change in employment increases total wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is likely to be captured locally within Latrobe LGA. The annual consumption effects are estimated to include \$40,858 in gross revenue.

TGC supports the visitor economy by generating the following annual impacts on the Latrobe economy (inclusive of direct, supply chain and consumption effects)

- Gross revenue: \$211,535.
- Wages and salaries: \$54,998.
- Value Added: \$104,430 contributed to local Gross Regional Product (GRP).

Appendix Table B-2 Traralgon Golf Club Visitor Economy Impact, Latrobe LGA, annual

	Direct Effect	Supply Chain Effect	Consumption Effect	Total Effect	Type 2 Multiplier
Output (\$)	\$123,476	\$45,201	\$40,858	\$211,535	1.686
Employment (Jobs)	1	0	0	1	1.000
Wages and Salaries (\$)	\$36,588	\$9,576	\$8,834	\$54,998	1.503
Value-added (\$)	\$62,801	\$18,313	\$23,316	\$104,430	1.663

Appendix C. Cost Benefit Analysis Assumptions

Item	Description / Calculation	Value	Source
Maximum members	Sustainable maximum number of members	1,200 persons	Traralgon Golf Club
Frequent golfer	Persons who play at TGC multiple times a week	120 persons	Traralgon Golf Club
Visiting casual golf players	10% of all players are visitors to Latrobe LGA	474	Traralgon Golf Club
Benefit of visiting players	All visiting golfers are day trip visitors. Benefit captured is value-added, i.e. the marginal economic wealth generated by direct visitor expenditure.	\$86 per visitor.	Tourism Research Australia. REMLAN Economy.
Asset renewal	Cost to implement renewal strategy (the 19 th hole)	\$140,000	Traralgon Golf Club.
Environmental benefit	Environmental benefit per m ² (\$0.25) x TGC land size (406,660 m ²)	\$406,660	Golf Australia (2021) Extrapolated by REMLAN.
Health benefit per frequent golfer	Social and health benefit per participant golfer who plays multiple times a week = \$67.54	\$67.54	SGS Economics and Planning (2023)
Pro-Am economic benefit at existing site	Benefit captured is value-added, i.e. the marginal economic wealth generated by direct visitor expenditure. Professional players = 60 (all visitors) Visiting friends and relatives = 30 (all visitors) Amateur players = 28 (half are visitors) Spectators = 200 (a quarter are spectators)	\$36,541 value-added	Traralgon Golf Club. Tourism Research Australia. REMLAN Economy.
Pro-Am economic benefit at new location	Economic benefit associated with an expanded Pro-Am competition, twice that achieved at the existing site.	\$73,082	REMLAN assumption. REMLAN Economy.
New golf course costs	Land purchase = \$5.0M Course Development = \$17.0M Club House = \$11.3M Practice Facilities = \$4.0M Project Management & Contingency = \$12.7M	\$50.0M	REMLAN assumption based on desktop research and high level cost estimates provided by Golf Australia.
Travel time costs	Value of time taken for frequent golfers to travel to new TGC site assuming a 40 minute return trip. One hour of a golfer's time is valued at 40% of the hourly equivalent of average weekly income.		Australian Bureau of Statistics, 2022. Australian Transport Assessment and Planning (ATAP) Guidelines Steering Committee (2016) ¹⁹

¹⁹ https://www.atap.gov.au/sites/default/files/pv2_road_parameter_values.pdf