

Advocacy Plan

2026 - 2030







Advocacy Plan 2026-30

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Overview

The Shire of Murray is one of Western Australia's fastest-growing local governments, combining a rich heritage, outstanding natural environment and expanding economy with a strong sense of community.

Home to the historic town of Pinjarra, the internationally recognised tourism destination of Dwellingup and key industrial precincts including the Peel Business Park and Food Innovation Precinct Western Australia, the Shire contributes significantly to the social and economic prosperity of the Peel Region.

Murray's strategic location, diverse industries and growing population present significant opportunities for investment. Collectively, these opportunities will strengthen the region's economy, improve liveability and deliver lasting benefits for current and future generations.

However, the Murray Region still experiences high levels of socio-economic disadvantage.

While there is a large volume of manufacturing, agriculture and mining jobs, there are far less jobs in business, tourism and other vital services. The lack of diversity renders the economy more vulnerable to external shocks than metro local governments where growth in some industries can compensate for losses in others.

In addition, Murray has a large commuting population, which further confirms the area doesn't meet resident workers' needs - and this gap is growing.

On average, the Murray population is older in age, experiencing more long-term health conditions, has fewer tertiary qualifications and a lower household income. This disadvantage demands increased support and investments in community infrastructure.

With almost 800km of sealed and unsealed roads, much of the Shire's annual budget is allocated to ongoing maintenance and upgrades. With a large commuting population, and reliance on industrial areas to Murray's economy, addressing the issue is critical.

Compounding these challenges is a projected substantial growth in the Peel Region's population over the next 20 years, and a significant portion being expected to be accommodated within Murray.

As such, we must deliver innovative solutions that will address complex challenges now and into the future.

Through this Advocacy document, we have listed opportunities presented by Murray's unique characteristics that will strengthen our identity, address disadvantage and support catalytic change for the Peel Region.

However, we cannot achieve this alone. We need support from both the State and Federal Governments to realise Murray's potential and deliver important projects under the banners of:

- Connectivity
- Community
- Recreation
- Conservation

By advocating to both State and Commonwealth, we are voicing key issues on behalf of the local community in the broader political landscape.

This allows us to work alongside other levels of government to deliver critical infrastructure for our community, and region more broadly.

Our vision for Murray: an outstanding place for community, lifestyle and opportunity



Strategic alignment

Our advocacy efforts align with critical local, regional and State strategies and goals.

Specifically:

Australian Government

- Thrive 2030.

Western Australian Government

- State Planning Strategy 2050
- Perth and Peel @3.5million
- Diversify WA: Future State
- WA Regional Development 2023 Framework.

Peel Development Commission

- Peel Regional Investment Blueprint.

Shire of Murray

- Council Plan 2023-2033
- Pinjarra Revitalisation Strategy
- Murray Economic Development Strategy
- Murray Tourism, Marketing and Communications Plan.



How we advocate

Our advocacy efforts include:

- ✓ Making representations to State and Australian Government Ministers
- ✓ Meeting with local Members of Parliament
- ✓ Engaging with candidates participating in State and/or Federal elections
- ✓ Engage with local and State media
- ✓ Partnering with relevant organisations and agencies
- ✓ Participating in industry advocacy efforts
- ✓ Making submissions to grants and funding opportunities.

Murray snapshot

Area



1,787 km²
Land area



8,931
Dwellings and homes³



83 km
Distance to Perth

Population



21,447
2025³

71,820
2051³

252.45%
Change³
2026-51

Economy



\$3.23 billion
Gross Regional Product²



9,584
Number of jobs²



1,279
Number of businesses¹



9,542
Number of employed residents²



Largest industries

(by employment)



¹ Australian Bureau of Statistics ² NIEIR 2025 ³ Forecast.id

Western Australian comparisons

	Murray	Perth	Western Australia
SEIFA score (Socio-Economic Indexes for Areas)	963	1,037	959
Median equivalised household income	\$875	\$1,307	\$905
Residents aged 15+ held a tertiary degree	9%	35%	13%
Median age	44	39	44
Proportion of residents with a long-term health condition	37%	30%	-
Proportion of residents experiencing high or very high psychological distress	14.8%	-	10.4%



Advocacy Priorities

Transformational projects



Murray Social Services Hub



Murray Library



Murray Aquatic and Leisure Centre



Pinjarra Heavy Haulage Deviation



Murray Social Services Hub

\$ 300,000



Request and Outcome

- | Fund \$300,000 towards the fee to develop the business case and designs.
- | Establish a cross-sector working group to develop a business case for a centrally located Social Services Hub in Murray, ready for government consideration by mid-2027.



Overview

Murray is experiencing significant population growth, with the population forecast to increase by 253% by 2051, making it the fastest-growing local government area in Peel. It is also experiencing significant disadvantage and a severe lack of social services.

53.6% of Murray households were classified as low-income households, compared with 42.2% across WA. In addition, Murray's SEIFA IRSAD score is 931, compared with 944 for WA. Murray sits in the second-lowest national quintile for socioeconomic advantage/disadvantage.

In addition, social and community health services remain heavily concentrated in Mandurah, creating a significant gap between where people are living and where they can access support.

The Peel Community and Community Health Services Industry Mapping Project identified at least 64 community and community health programs delivered by 28 organisations across Peel, yet 93% of surveyed services were based in Mandurah, with no respondents identifying Murray as their service base. More than 40% of service

providers reported a moderate increase in demand for services in Murray, highlighting a growing need that is not being matched by local service infrastructure.

The research specifically recommends that Murray be investigated further to determine how its community can be better supported, particularly given its significant forecast population growth. It also identifies the benefits of co-located and integrated services, in improving the sector's ability to respond to growing demand.

The concept directly supports the priorities identified through Peel Away the Mask III, translating the regional strategy's evidence and recommendations into a practical, place-based response for Murray.

Peel Away the Mask III

Peel Away the Mask is the Peel Region's evidence base for understanding community needs, disadvantage and service gaps, and guiding advocacy and investment to improve outcomes for local people.

Peel Away the Mask III demonstrates that Murray is experiencing significant socioeconomic disadvantage and increasing demand for health and community services, while many essential services remain concentrated in Mandurah. Murray residents are therefore often required to travel outside their community to access support, creating a significant service-access gap for a growing population.

The later 'Peel Away the Mask III Action Plan Review Forum – Report' tracked progress to date. It specifically identified a major barrier in allowing services to expand to support service need, is a lack in suitable accommodation for services. It goes on to state the solution to this would be to invest in the physical facilities and increase infrastructure.

A centrally located Social Services Hub in Murray would address this need.

What could the Hub look like?

A Murray Social Services Hub could be a flexible, co-located and coordinated service model, providing a central and accessible location where government, not-for-profit and community-controlled organisations can deliver services closer to the people who need them.

Rather than requiring every organisation to establish a permanent Murray office, the Hub could combine permanent services, scheduled outreach, shared facilities and community programs.

The Hub could provide access to services including (but not limited to):



Family and domestic violence support



Mental health and wellbeing



Housing and homelessness services



Family and parenting support



Youth services



Financial and community legal services



Aboriginal services

The final mix of services and operating model would be determined through the proposed working group and business case, ensuring the Hub responds directly to the needs of the Murray community.

As well as being an active member of the working group, the Shire of Murray could potentially contribute access to Local Government land, providing a potential foundation for a future Hub.





Service Sector in Focus:

Family and Domestic Violence

Since 2017, family-related Assault and Threatening Behaviour in Murray has increased by approximately

68%

rising from 153 to 257 reported crimes, according to WA Police statistics.

Across the Mandurah Police District, family violence offences averaged

11 per day

in 2024–25, with 3,924 offences recorded across Kwinana, Baldivis, Rockingham, Mandurah, Pinjarra and Dwellingup.

Across Australia,

31%

of all sexual assault incidents were related to family and domestic violence.

Outside major cities,

23%

of women reported experiencing partner violence, compared with 15% in major cities which demonstrates why Murray needs locally available services rather than relying on Mandurah/Perth-based services.

In Western Australia,

30%

of women — around 305,400 — have experienced physical, emotional or economic abuse by a cohabiting partner.



Murray Library



21 million

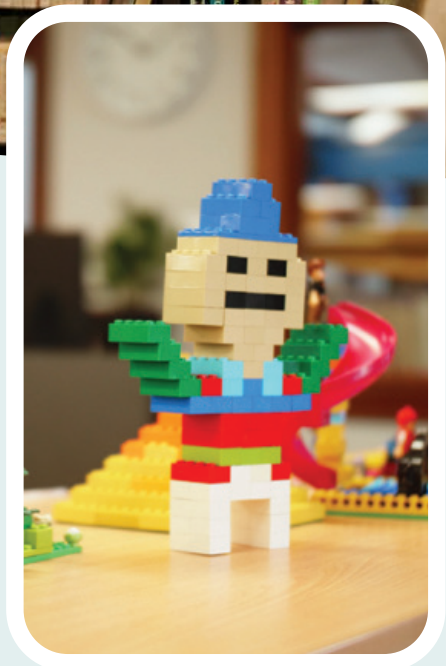


3-4 years



Outcome

A new district quality library where it's more than books. A library designed as an inclusive, intergenerational community hub that reflects the evolving needs of a growing community.



Overview

Pinjarra is the Shire's largest town and designated Secondary Activity Centre for the Peel Region, serving as a key hub for employment, services and administration.

As the Shire grows, so do its infrastructure needs. Population forecasts to 2035 indicate significant growth among residents aged 25–49, which represents both young families and ageing-in-place individuals. These changing demographics highlight the urgent need for accessible, flexible, and inclusive community facilities.

To support the community's future needs, the Shire is progressing strategic planning for the Murray Civic Precinct in Pinjarra. This integrated civic and community hub will include the Library, Civic Centre, Council Chambers and Administration Building.

The existing Murray Library is the Shire's only library and district-level facility, currently servicing over 20,563 residents, and is no longer fit for purpose.

At approximately 512m², the existing Murray Library falls well short of contemporary public library benchmarks. The People Places Library Building Guidelines indicate that, for the Shire's 2025 population, approximately 1,471m² of library floorspace is recommended.

This represents a current shortfall of 959m², meaning the existing facility is operating at around 39 residents per m², compared with a benchmark provision of approximately 14 residents per m². This gap continues to widen as the community rapidly grows.

To address this need, the Shire is planning for a new Murray Library as part of the broader redevelopment of the Murray Civic Precinct through a staged delivery approach. Stage 1 will include the construction of a contemporary facility, delivering essential community infrastructure in a financially responsible and future-focused way.



The new library would feature:

- ✓ A contemporary, expanded library with flexible, multi-functional spaces
- ✓ Dedicated children's and youth activity areas
- ✓ Meeting rooms and community-use spaces
- ✓ Improved accessibility and integration.

Project benefits

- ✓ Flexible facilities that are adaptable for changing community needs
- ✓ District-scale impact that aligns with regional growth and service delivery
- ✓ Strategic location that reinforces Pinjarra as the Peel Region's Secondary Activity Centre
- ✓ Co-located civic facilities maximises community access to services and civic engagement.



Murray Aquatic and Leisure Centre



15 million



3-4 years



Outcome

A contemporary, inclusive and multi-functional community recreational facility that serves as a vibrant place for health, wellbeing and social connection.





Overview

The MALC is Murray's only district-level aquatic and recreation facility and its redevelopment is identified in the Shire's Sport and Recreation Plan as a priority. The existing facility, originally a shared-use site with the Department of Education, is no longer fit for purpose.

Add to this the fact that emerging facilities elsewhere draw users away, and the MALC's viability and the Pinjarra Activity Centre's strategic role is at risk. Importantly, MALC also serves as an emergency response and recovery site, further highlighting its value in community resilience.

Local government aquatic and recreation centres are vital infrastructure that support physical and mental health and wellbeing, social connection and resilience. As trusted and inclusive spaces, they provide safe, welcoming environments for people of all ages, backgrounds, and abilities to engage in health, fitness, and recreational activities.

These centres promote healthy lifestyles, reduce chronic disease risk, support mental health and foster inclusion, particularly for older adults, young people, and families. In addition to their social and health benefits, they generate local employment and contribute to local economies.

The development of on-site facilities at Pinjarra Senior High School and ad hoc expansions over time have resulted in a disjointed layout, poor functionality, and a declining user experience.

Fitness areas are undersized, courts are insufficient and below competition standards, many spaces are inaccessible and staff, administrative and kiosk areas are inadequate. Parking is also insufficient for current demand.

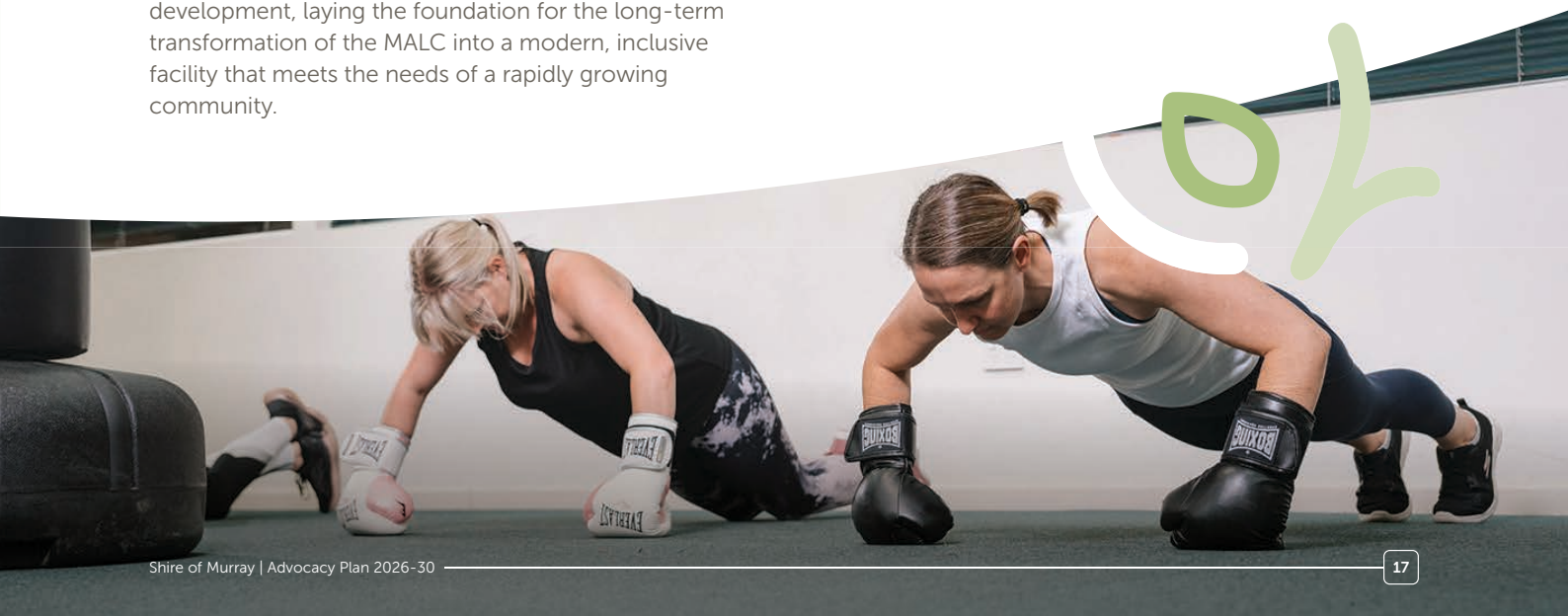
An initial investment of \$15 million will enable a staged development, laying the foundation for the long-term transformation of the MALC into a modern, inclusive facility that meets the needs of a rapidly growing community.

While detailed planning is underway, potential upgrades may include layout reconfiguration to improve functionality, safety and after-hours access, along with more indoor, competition-sized courts and expanded fitness/wellness facilities. The redevelopment also considers upgraded aquatic change spaces to better support families and people with disability, expanded crèche facilities, improved administration and kiosk areas, and dedicated children's water play.

Co-located community and health services are also being explored, along with enhanced design to enable the facility to function as an emergency response and recovery hub, supported by improved access and adequate sealed parking.

Project benefits

- ✓ Fit-for-purpose community infrastructure for a rapidly growing region
- ✓ Community health and wellbeing through inclusive and modern facilities
- ✓ Increased participation in sport and recreation
- ✓ Enhanced emergency preparedness.





Pinjarra Heavy Haulage Deviation



250 million



Unknown



Outcome

A safer, more connected and increasingly vibrant Pinjarra town centre through the delivery of the Pinjarra Heavy Haulage Deviation. Heavy vehicle traffic redirected away from the town centre, improving road safety, reducing congestion and supporting growth.

A daily safety risk

The safety of children and families must be a priority. Around 1,000 children attend St Joseph's Primary School and Pinjarra Senior High School, both located metres from South Western Highway and Pinjarra Town Centre. Every school day, students, parents and carers navigate crossings and footpaths alongside heavy haulage vehicles, creating an ongoing and unacceptable road safety risk.



Overview

The Pinjarra Heavy Haulage Deviation is a long-standing and critical infrastructure priority for the Shire of Murray and the wider Peel region.

Approximately 800 heavy vehicles travel through the Pinjarra town centre each day via South Western Highway, with freight movements continuing to increase as industry and regional growth expands. The volume of heavy haulage traffic impacts road safety, traffic flow, pedestrian amenity and the overall function of the town centre.

With ongoing changes to the broader transport network, including the Tonkin Highway extension, there is uncertainty about how these changes may further increase traffic flows through Pinjarra.

The proposed deviation will provide an alternative freight route around Pinjarra, significantly reducing heavy vehicle movements through the town centre while improving the efficiency of regional freight and supply chain networks. The need for the project has been consistently reinforced by the community. During Shire of Murray consultation undertaken in 2017, 84.6 per cent of respondents agreed a heavy haulage deviation was needed. This community support was reaffirmed during further engagement undertaken by the Shire in 2022, with the project continuing to be a major community priority.

Beyond improving safety and reducing congestion, the project will enhance the amenity and liveability of the Pinjarra town centre by creating a safer and more accessible environment for residents, businesses and visitors. The deviation will also support future economic development and integrated regional growth throughout Peel and the South West region.

The project was originally supported through a combined State and Federal Government commitment of \$250 million, including \$200 million from the Australian Government and \$50 million from the Western Australian Government.

Following the withdrawal of Federal Government funding in 2023, the WA State Government reaffirmed its commitment to the project and allocated a further \$42 million in the 2024/25 State Budget to continue planning and development activities.

However, current State Budget forward estimates do not appear to include significant construction funding beyond planning and design works. This indicates delivery of the deviation may not occur until after 2030 without renewed investment commitments.

Project benefits

- ✓ Improves safety, reduces congestion and improves traffic flow
- ✓ Enhances the amenity and liveability of Pinjarra
- ✓ Supports local business, tourism and town centre activation
- ✓ Improves freight efficiency and regional connectivity
- ✓ Responds to a long-standing community priority
- ✓ Supports future regional growth and infrastructure planning.





Advocacy Priorities

Community projects



Pinjarra Railway Conservation



South Yunderup Bridge



Lions Park Entry Statement



Ravenswood Play Space and Toilets



Dwellingup Community Hall



Pinjarra Golf Club



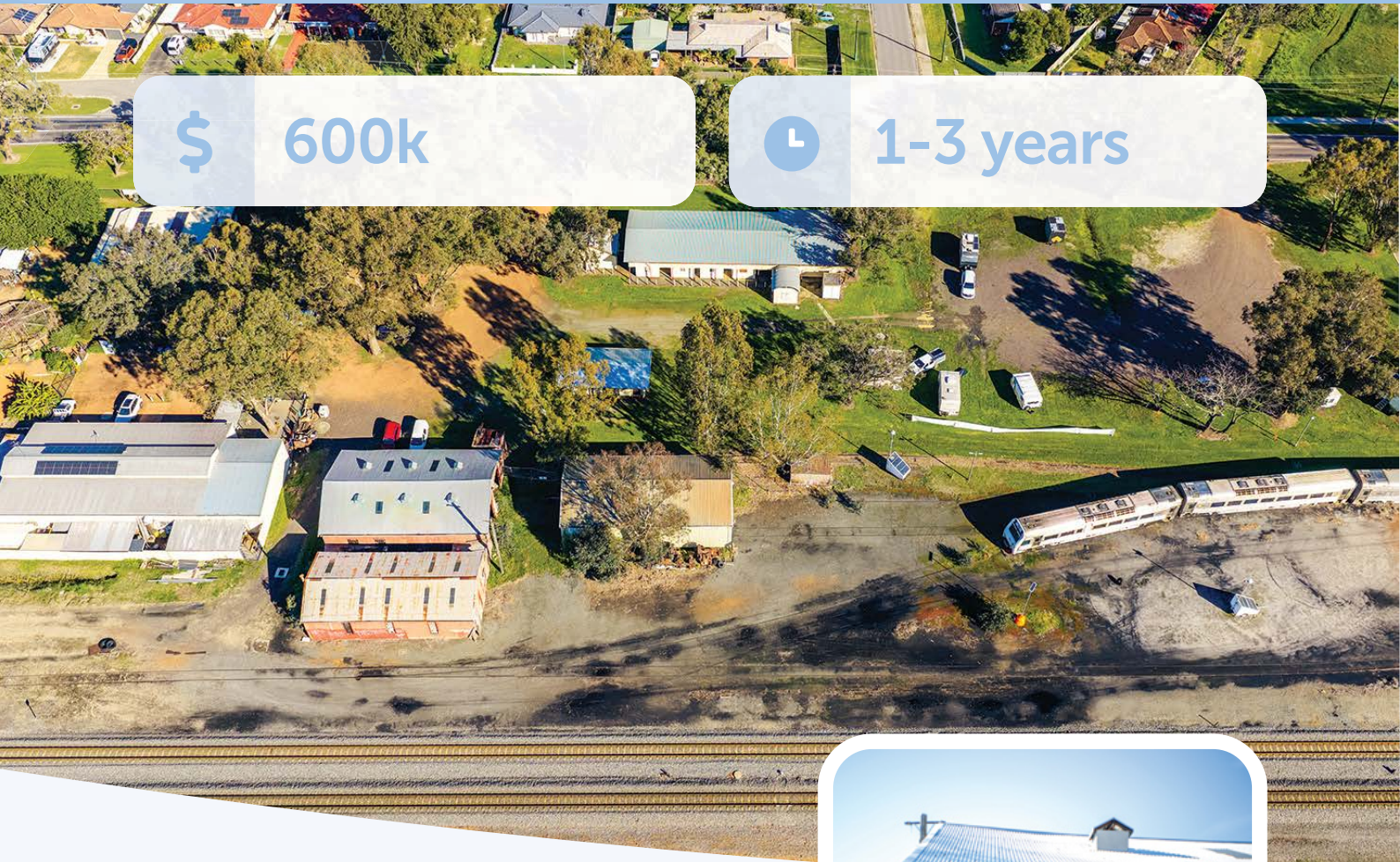
Pinjarra Railway Conservation



600k

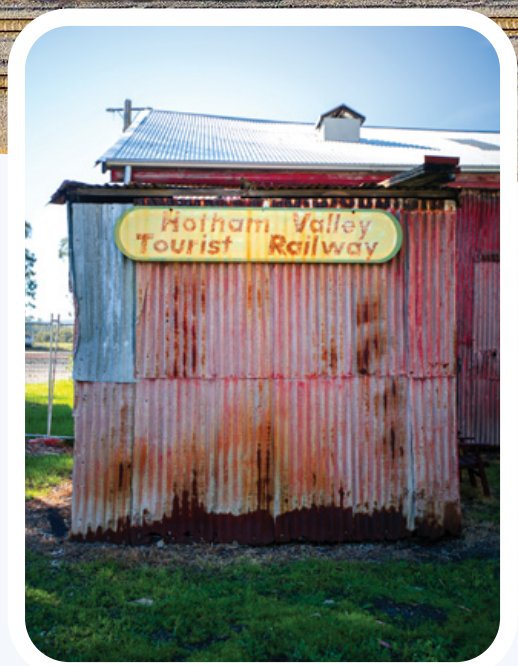


1-3 years



Outcome

Preservation and revitalisation of the Pinjarra Railway Precinct as a significant heritage and tourism destination, protecting irreplaceable railway assets while creating new opportunities for heritage tourism, economic development and community activation.





Overview

The Pinjarra Railway Yards (State Register Place No. 03097) are of exceptional cultural heritage significance and contain some of the WA's oldest surviving railway infrastructure.

Established in 1893, the precinct includes the engine shed (believed to be the oldest remaining in WA) along with the carriage shed, goods shed and barracks. Together, these structures represent rare surviving examples of early railway infrastructure and provide important insight into the operational and social history of the State's rail network.

Without urgent conservation works, deterioration of these heritage assets will continue to accelerate, placing structures of state significance at risk.

To safeguard the precinct, the Shire proposes heritage conservation works. These works will stabilise buildings, address structural issues, remove hazardous materials and prevent further deterioration while maintaining the authenticity and integrity of the site.

Completing this essential first stage will ensure the precinct is structurally stable, safe and protected for future generations, while laying the foundation for broader investment, activation and adaptive reuse opportunities.

This conservation program also supports the long-term vision for the Murray Heritage Railway Project; an ambitious initiative to revitalise the Pinjarra Heritage Railway Precinct and reconnect the historic Pinjarra to Dwellingup Rail Link.

The broader vision includes the development of nationally significant heritage tourism experiences, including a heritage museum, visitor centre, café, event spaces and the adaptive reuse of 13 historic rail carriages for short-stay accommodation and unique dining experiences.

Re-establishing the Pinjarra to Dwellingup Rail Link would enable immersive steam and diesel rail journeys through the Darling Scarp and Jarrah forests, supported by guided tours, heritage interpretation and premium tourism experiences.

By prioritising conservation of the historic railway buildings, the Shire is protecting an irreplaceable heritage asset while creating the foundation for future tourism investment, economic development and destination activation.

Project benefits

- ✓ Protects heritage assets of State significance
- ✓ Preserves rare and historically important railway infrastructure
- ✓ Supports heritage tourism and local economic development
- ✓ Strengthens Murray's tourism and cultural identity
- ✓ Preserves local history for future generations.





South Yunderup Bridge



14.28 million



2-4 years



Outcome

New traffic bridge and cycleway, and associated roadworks.



Overview

The South Yunderup Bridge is a critical transport link providing the only road access for residents within South Yunderup. Constructed in 1975, the bridge is approaching the end of its useful life and no longer meets the needs of the growing community.

A combination of localised conditions, bridge deterioration, increased traffic needs, community expectation and safety standards necessitate the bridge's replacement. While interim structural works have prolonged the bridge's operational life, these measures only delay the inevitable need for full replacement.

Bridge usage

The South Yunderup Bridge currently carries approximately 6,500 vehicles per day, with traffic volumes forecast to increase to 10,000 vehicles per day as development and population growth continue.

The recent development of the Pinjarra/South Yunderup intersection enabled the road alignment to the bridge to be improved, unfortunately the nature of the bridge and the declining state has this bridge in a critical condition.

Currently, the bridge is too narrow and creates a pinch point, therefore the approaches to the bridge require speed reduction to minimise conflict. Unfortunately, there has been a number of traffic incidents involved at the bridge location directly related to the narrowness of the bridge.

Bridge condition

In addition to the increased use, the bridge is nearing a recent Main Roads Condition Report identified the bridge has deterioration, cracking and corrosion and detailed a schedule of works required to maintain the bridge's structural integrity.

However, undertaking such work will only serve to defer an inevitable bridge replacement. It will also not address the increasing pressure of a growing population and increased traffic flow.

There has been progressive structural works undertaken with the latest in 2019 where Main Roads introduced a new propping system to support the concrete bridge beams. In doing so, the load capacity of the bridge was maintained as an interim step before replacement.

The Shire is working with Main Roads to support the ultimate replacement of the bridge. This would involve a road realignment to improve safety, support a bridge widening and enable a much-needed pedestrian/cycle safe zone.

Project benefits

- ✓ Improved connectivity and road safety
- ✓ Extension of cycle network
- ✓ Infrastructure capacity to support future residential development
- ✓ Job creation during construction.



Lions Park Entry Statement



**2.25
million**

\$750,000
Lions Park

\$1.5 million
Pinjarra Town Centre
Entry Statement



1-2 years

Outcome

An entry statement for Pinjarra at Lions Park that meets the needs of a future activated town centre redevelopment.



Overview

As Pinjarra continues to grow, its key gateways should reflect the town's identity and future aspirations. This project will progressively enhance the entry to the Pinjarra Town Centre through upgrades to Lions Park and the delivery of a contemporary entry statement that aligns with the long-term vision for the town centre and the Railway Heritage Precinct.

The project will improve the appearance, functionality and activation of the Lions Park precinct while creating a stronger sense of arrival for residents and visitors. By enhancing landscaping, signage and public spaces, the project will strengthen connections to the town centre, reinforce Pinjarra's unique character and contribute to a more attractive and vibrant destination.

Project benefits

- ✓ A stronger sense of arrival for residents and visitors entering Pinjarra.
- ✓ Enhanced visual appeal and activation of Lions Park.
- ✓ Improved connections between key public spaces and community destinations.
- ✓ A contemporary gateway that reflects Pinjarra's identity and supports tourism and economic development.
- ✓ Increased community pride and a more attractive environment for residents, businesses and visitors.
- ✓ Potential utilisation of historic Australind train as part of entry statement, celebrating the town's history and heritage rail.
- ✓ Infrastructure that supports the long-term vision for a vibrant, connected and welcoming Pinjarra Town Centre.



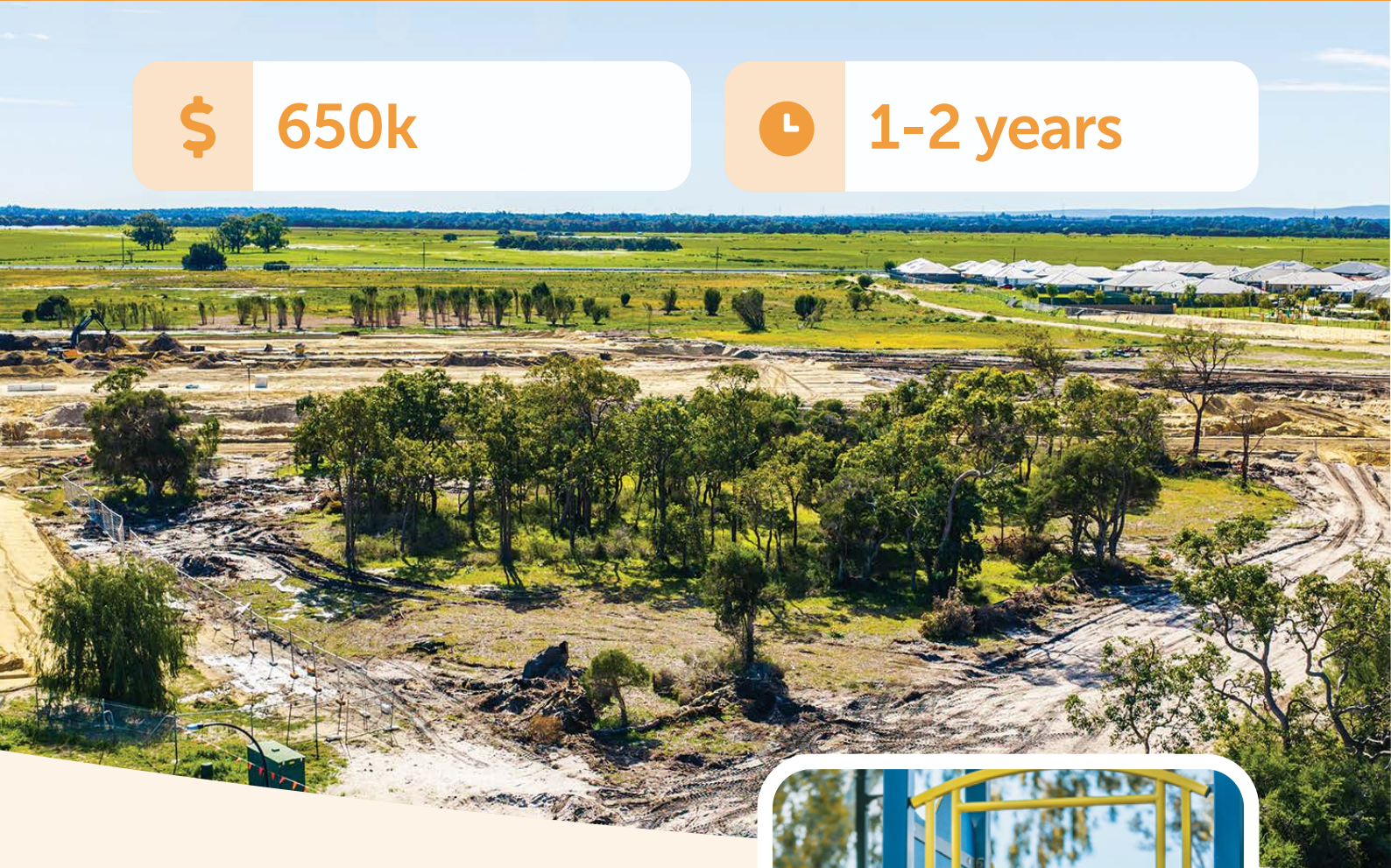
Ravenswood Play Space and Toilets



650k



1-2 years



Outcome

An activated and accessible community recreation space that encourages longer visits, inclusive play and greater opportunities to create a walkable environment.





Overview

Ravenswood is a popular local destination for recreation, walking and family activities.

While the site has established shade, the current lack of essential facilities, absence of public toilets, and limited inclusive play opportunities reduce the length of time families and visitors can comfortably enjoy the area.

This project will allow the area to be well landscaped, deliver new amenities and upgrade the existing play space to create a more functional, inclusive and welcoming community destination.

The proposed works include:

- Construction of new public toilet facilities.
- New play space with equipment that caters to a range of ages and abilities.
- Accessible pathways and supporting infrastructure to improve connectivity and inclusion.
- Landscaping enhancements to complement the existing park environment.

Project benefits

- ✓ Increased community use and activation of much-loved community assets.
- ✓ Improved accessibility and inclusive recreation opportunities for people of all abilities.
- ✓ Longer visitor stays supported by essential public amenities.
- ✓ A more attractive and functional public open space that supports community wellbeing and active lifestyles.





Dwellingup Community Hall



3.1 million



2 years



Outcome

A transformed community hall, into a contemporary, accessible and flexible community hub capable of supporting community events, arts, cultural activities and visitor experiences for decades to come.





Overview

Dwellingup Community Hall is an important community asset that currently remains underutilised due to ageing infrastructure, accessibility issues and ongoing maintenance requirements. This project will repair, modernise and rejuvenate the Hall to create a functional, compliant and welcoming facility that better serves the growing needs of the Dwellingup community.

Demonstrating the strong community desire for this project, the community sought grant funding and engaged consultants to scope and cost the project, readying the project for future funding opportunities. The project will revitalise the historic Dwellingup Community Hall, preserving one of the town's oldest and most important community assets.

The proposed works will:

- Introduce a dedicated gallery and exhibition space showcasing local artists and community history
- Create meeting room spaces and community storage
- Deliver a modern community kitchen suitable for events, workshops and catering
- Allow for a fully accessible venue that welcomes people of all ages and abilities
- Introduce landscaped outdoor gathering spaces and verandas that expand the usable and activation event footprint
- An enhanced façade and streetscape improvements to create a more attractive and activated community focal point.

Project benefits

- ✓ A safe, accessible and compliant community facility
- ✓ Improved comfort and functionality for community groups and visitors
- ✓ Increased capacity to support community meetings, events and functions
- ✓ Enhanced opportunities for arts, culture and community activities
- ✓ Preservation of an important heritage and community asset for future generations
- ✓ Greater activation and long-term sustainability of the Hall.





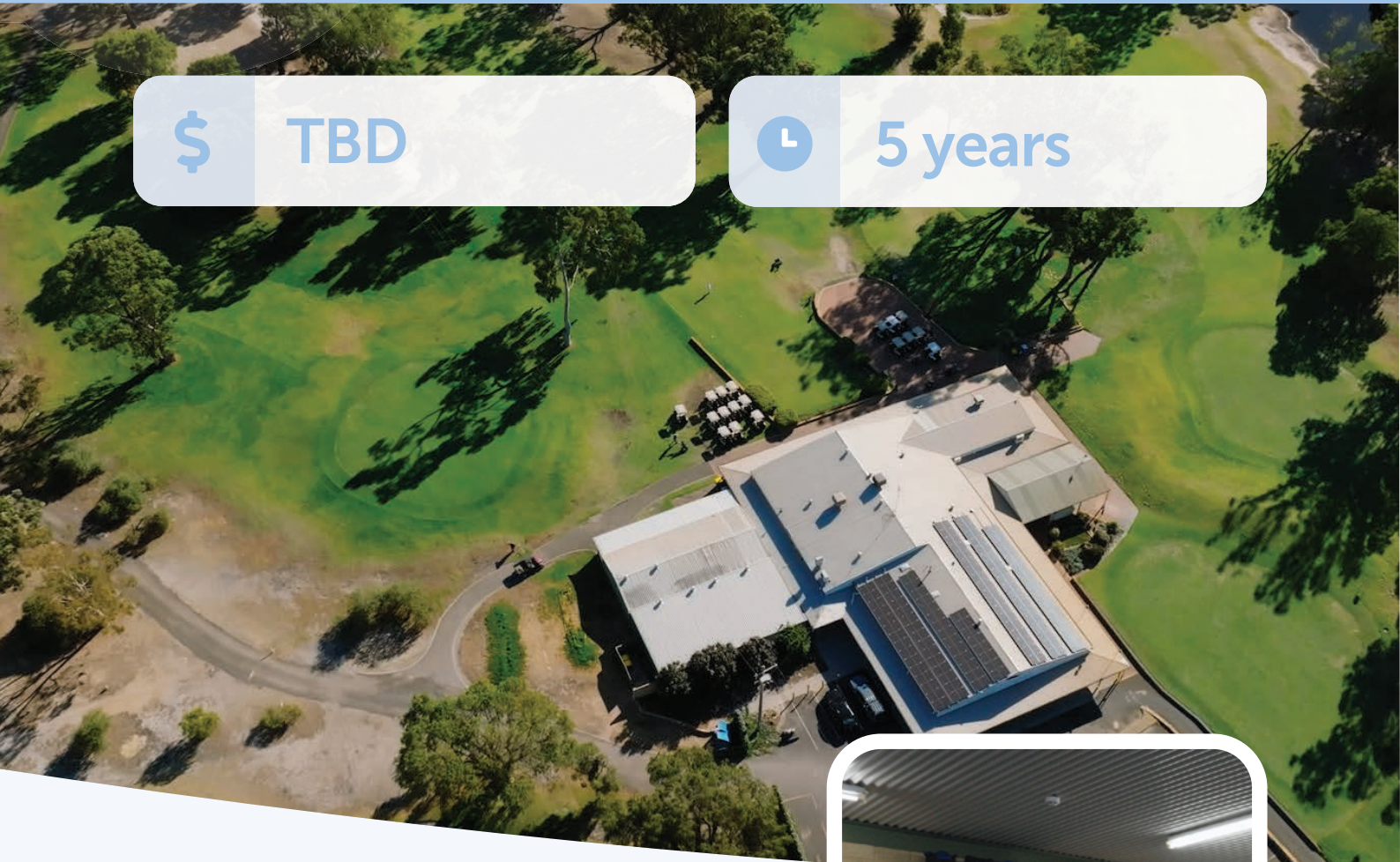
Pinjarra Golf Club



TBD



5 years



Outcome

A contemporary, accessible and financially sustainable regional recreation facility that enhances community participation, tourism and social connection across the Peel region.



Overview

Pinjarra Golf Club is the only golf club within the Shire of Murray and serves as a key regional sporting, recreation and social hub for the Peel region. Established in 1912, the Club has a long history of community participation, volunteerism and social connection.

The Club operates an 18-hole course with a 50-year-old clubhouse that no longer meets modern standards. The Club has a strong membership base, but current facilities limit its ability to diversify revenue and increase community access.

A comprehensive Needs and Feasibility Study was completed in 2025 identifying infrastructure deficiencies which limit the Club's long-term sustainability.

The Club's core infrastructure, including the clubhouse, maintenance facilities and course reticulation, is aged and unfit for purpose. The existing clubhouse does not meet modern standards for accessibility, sustainability, or gender inclusivity, and it limits the Club's ability to host events or expand its hospitality offerings.

To secure a thriving and resilient future, the Club is proposing a major redevelopment to transform the site into a contemporary, accessible, and financially sustainable facility that caters to existing members while attracting new users and diverse revenue streams.

While planning is ongoing, the proposed redevelopment is likely to include:

- A new clubhouse with modern dining and function areas, changerooms, and administration spaces
- Upgraded changerooms and accessible amenities
- New maintenance facilities
- Improved course infrastructure and reticulation
- Family-friendly recreation opportunities such as mini golf
- Expanded parking and upgraded site services

Project benefits

- ✓ New hospitality and function offerings that cater to a broader community
- ✓ Capacity to host larger and diverse events and community functions
- ✓ Increased participation across age groups and demographics
- ✓ Improved volunteer and club operations
- ✓ Diversified revenue and improved financial resilience
- ✓ Enhanced member retention, attraction and long-term club sustainability.



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