



CAIRNS
GOLF CLUB

STRATEGIC PLAN

Driving Towards 2035 & Beyond

A Premier Community Destination. More Than Golf.







President's Message

On behalf of the Board, I am proud to present Cairns Golf Club's Strategic Plan — Driving Towards 2035 and Beyond.

This is not a typical strategic plan. Most in our sector follow a familiar formula: a three-year horizon, five standard pillars, and a long list of operational objectives refreshed each cycle. They are practical, but they optimise for the short term — for what a club needs right now, rather than what it needs to become.

This plan takes a ten-year view. The cultural and organisational change required to operate as a truly premier club takes time. So do the physical ambitions that will define our future — a Course Enhancement Plan, a Clubhouse Development, world-class practice facilities. These need to be planned properly, funded responsibly, and executed with confidence.

A ten-year framework provides that discipline. It also provides something shorter cycles cannot: stability and continuity across changes in Board and management.

Our membership is at practical capacity. The strategic question we face is not "How do we attract more people?" — it is "How do we build something worthy of the members we already have, and the generations that will follow them?"

Two strategic mindsets anchor this plan: ****More Than Golf**** and ****Profit for Purpose****. This Club should be a destination, not just a course. A community institution, not just a sporting venue. And financial strength is what makes that possible — healthy surpluses directed toward the facilities, experiences, and standards our members deserve.

Rather than thirty or forty objectives that drift toward operational task lists, this plan is built around four significant strategic objectives — a long-term Masterplan for course, clubhouse, and practice facilities; a brand refresh that matches our ambition; structured pathways and programs that grow the game; and a financial diversification strategy that secures our future. These set the direction for the decade ahead. Operational initiatives will flow from them through annual planning and management work programmes.

The plan also establishes six focus areas — Sustainability, Professionalism, Balanced Approach, Experience, Environment, and Legacy — as the standard against which every significant decision should be measured. Together with the two strategic mindsets, they form the decision-making framework for the Club's future.

Golf in Australia is experiencing a genuine structural shift — in who plays, how they engage with the game, and what they expect from the clubs that serve them. The Background section of this plan sets out that context in detail.

The closure of Paradise Palms has created a real void in this region. The opportunity in front of Cairns Golf Club is significant, and the decisions we make in the next few years will determine whether we capitalise on it.

This plan asks something meaningful of us. Some decisions will not deliver their full benefit to current members. They are investments in the Club that our members' children and grandchildren will enjoy. A club that has served this community for over a hundred years has an obligation to think across generations, not just across financial years.

At its core, this plan is a commitment to start thinking, acting, and operating as the club we aspire to be — the premier golfing and community destination in Northern Australia.

Warren Buffett once said that someone is sitting in the shade today because someone planted a tree a long time ago. This plan is about planting trees.

I am proud of what this plan represents, and confident in what it will make possible.

Thank you for your support and your commitment to this great Club.

Sam Bush

Sam Bush
President
Cairns Golf Club

A large, mature tree stands on the left side of a golf course. The sun is positioned behind the tree, creating a bright starburst effect and casting a long shadow on the grass. In the background, a green golf course stretches out with a yellow flag on a green, surrounded by more trees and distant hills under a clear blue sky.

**Someone's sitting in the shade today because
someone planted a tree a long time ago.**

- Warren Buffett



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Background

The changing landscape of Golf in Australia

This Strategic Plan does not exist in a vacuum. It has been shaped by a broader set of changes happening across Australian golf — changes that are reshaping who plays, how they play, and what they expect from the clubs and facilities that serve them. Understanding this context is essential to understanding the choices we have made.

From Boom to Structural Shift

What began as a COVID-era phenomenon — people turning to golf as one of the few activities available during lockdowns — has evolved into something far more enduring. Golf in Australia is no longer experiencing a “COVID boom.” It is experiencing a golf boom, and the numbers reflect that clearly.

Australian golf participation has grown by 48% since 2022. In 2025, an estimated 4 million Australians engaged with golf in some form — 1.3 million played on-course, 1.6 million engaged off-course through driving ranges, mini golf, and simulators, and 1.1 million participated in both on and off-course activity.

This is no longer a niche sport dominated by retirees. Golf has genuinely broadened its audience, and the clubs and facilities that understand this shift are positioning themselves accordingly.

A Younger, Broader Participant Base

The demographic profile of golf is changing in meaningful ways. The average age of golf club members across Australia has declined from 63 to 55 in recent years. More significantly, the average age of someone new to the game is now approximately 37. These are not retirees discovering golf in later life — they are working adults, often with young families, bringing different expectations around time, experience, and what they value from a club.

This younger cohort also engages with the game differently. They are more likely to have entered golf through off-course formats — simulators, entertainment venues, and technology-driven range experiences — before transitioning to on-course play. Clubs that create compelling pathways for these participants, and that offer experiences beyond the game itself, are best placed to convert casual engagement into long-term membership.

Technology & the Off-Course Experience

Technology has fundamentally changed participant expectations around practice and off-course experiences. Research shows that golfers are now willing to drive up to 20 minutes further than they otherwise would to access a driving range with modern ball-tracking and shot analysis technology. The standard range bucket experience is no longer sufficient for a growing segment of the market — participants want data, feedback, and an engaging environment.

For Cairns Golf Club, this represents both a challenge and a significant opportunity. Investment in technology-enabled practice facilities is not simply a capital upgrade — it is a strategic lever for attracting and retaining the next generation of golfers, and for deepening the engagement of existing members who want more from their time at the club.

Clubs Are Investing to Future-Proof

Across Australia, progressive golf clubs are recognising that the current boom represents a once-in-a-generation opportunity to reset their long-term trajectory. Rather than simply managing increased demand, forward-thinking clubs are using the momentum — and the financial capacity it creates — to undertake significant capital investment: new and upgraded clubhouses, technology-integrated practice precincts, course enhancement programmes, and expanded food and beverage offerings.

The clubs that will thrive over the next decade are not necessarily the ones with the biggest budgets — they are the ones making the most deliberate decisions right now. They are asking themselves: what do we need to build today so that this club is still the first choice for golfers in our region in twenty years' time?

What this means for Cairns Golf Club

Cairns Golf Club is not immune to these shifts — it is part of them. Our membership is younger than it was a decade ago. We are seeing more families, more women, and more people in their thirties and forties engaging with the game for the first time or returning after years away. The post-COVID participation surge has strengthened our financial position and filled our tee sheets. But demand alone does not future-proof a club.

The closure of Paradise Palms Golf Club has created a genuine void in the Far North Queensland golfing landscape. Cairns Golf Club has both the opportunity and the responsibility to fill that void — to become the undisputed premier golfing and community destination in the region. That will not happen by accident. It will require deliberate strategy, sustained investment, and a willingness to build for the long term.

This Strategic Plan is our response to that context. It is informed by the trends above, grounded in the realities of our own club, and shaped by a clear-eyed view of where Australian golf is heading. The opportunity is here. The question is whether we are ready to seize it.

Our Purpose, Vision & Ambition

OUR PURPOSE

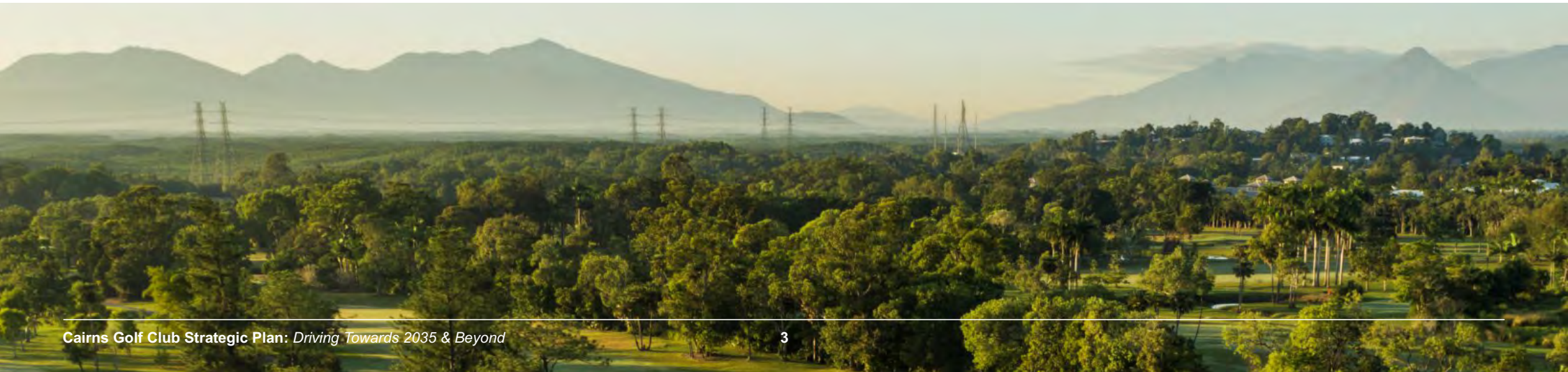
To provide a welcoming, sustainable and resilient golf club that delivers quality golf, strong connection, and enjoyment for members, guests, and the broader community.

OUR VISION

To be Northern Australia's most respected golf club, recognised for outstanding course conditions, strength in community, leading with integrity, sustainable operations, and memorable experiences.

OUR AMBITION

To strengthen Cairns Golf Club's position as a premier golfing hub and inclusive community destination by 2035 and beyond, balancing member value with growth, innovation, and leadership within the region.



Our Commitment to Excellence

Cairns Golf Club has served this community for over 100 years. This Strategic Plan sets the standard for the next chapter; to operate as a premier organisation in every respect.

Premier is not about size. It is about standards, mindset, and execution. It is about excellence. The best golf clubs, sporting organisations, and community institutions share common traits: they set high expectations, invest in their people, maintain their assets with discipline, govern with transparency, and deliver consistently excellent experiences. That is the standard we will hold ourselves to.

This commitment applies equally across the four areas of our business:

- **Course** — Presentation, playability, and maintenance at the highest standard achievable for our climate and conditions.
- **Community** — An inclusive club that is genuinely central to the lives of its members, and provides an exceptional experience for visitors and guests.
- **Facility** — A clubhouse, golfing hub, and supporting infrastructure that members are proud of and visitors remember.
- **Business** — Financial discipline, diversified revenue, professional governance, and a sustainable operating model that secures the Club's future.

It's our commitment to start **thinking, acting, and behaving like the club we aspire to be**, rather than simply operating as the club we have historically been.





Strategic Mindset

More Than Golf

Cairns Golf Club is not just a place to play 18 holes. It is a place to connect, to belong, and to enjoy time with family, friends, and the wider community. Our ambition is for members and guests to see the Club as a genuine destination — somewhere they come for breakfast, lunch, or dinner; somewhere juniors hang out at the practice facilities after school; somewhere families spend a Saturday afternoon.

There are many members today that are “carpark golfers” — they arrive, check in at the Pro Shop, play their round, and leave. Their only interaction with the Club is the game itself. This Strategic Plan seeks to change that. By investing in better food and beverage, integrated practice facilities, social programming, and a welcoming clubhouse environment, we will build a culture where the Club is the natural place to be — not just the place to play.

Membership numbers and public demand are currently at or close to practical capacity. The strategic question is no longer “How do we attract more people?” — it is “How do we deepen the connection between the people we already have and the Club they belong to?”

When members use the Club more — dining, socialising, practising, bringing their families — everyone benefits. Member satisfaction increases. Revenue grows. The Club becomes a stronger, more vibrant community institution. That is what “More Than Golf” means in practice.

Profit for Purpose

This Strategic Plan reshapes what it means to operate as a community-based not-for-profit. Generating healthy operating surpluses is not in conflict with our values — it is essential to them. Surpluses are reinvested directly back into the Club for the benefit of members and the wider community.

The philosophy guiding this Strategic Plan is “profit for purpose.” Strong financial performance enables the Club to improve facilities, enhance experiences, invest in its people, and secure the Club’s long-term future.





Strategic Focus Areas

The Club's strategic decision making is organised around the two strategic mindsets and six focus areas. Each represents a distinct area of priority, but all are interdependent — together they form the Club's value proposition to members, guests, staff, and the community.

Sustainability

Secure the Club's long-term financial health through strong governance, disciplined investment (Profit for Purpose), and responsible operations.

Professionalism

Foster a skilled, engaged, and accountable team culture that delivers excellent service and upholds the Club's standards.

Balanced Approach

Balance the needs of members, commercial opportunities, and the broader community in a fair and considered way.

Experience

Create memorable, high-quality golf and social experiences that strengthen loyalty, advocacy, and the Club's reputation.

Environment

Maintain and enhance the Club's course, clubhouse, and natural surroundings through responsible stewardship and smart investment.

Legacy

Build a Club that endures — honouring its history, investing in its people, and securing its place in the community for generations to come.

Sustainability

Secure the Club's long-term financial health through strong governance, disciplined investment (Profit for Purpose), and responsible operations.

➔ FINANCIAL SUSTAINABILITY

- Healthy operating surpluses reinvested into the Club (profit for purpose)
- Long-term financial planning, budgeting, and cash flow discipline
- Transparent financial reporting and accountability to members

➔ COURSE & INFRASTRUCTURE

- Course excellence designed for tropical conditions, including bunker maintenance and drainage
- Planned asset renewal and capital investment guided by long-term planning
- Functional, welcoming clubhouse and supporting facilities
- Technology that supports efficient operations and member engagement
- Course that provides a fun and competitive environment for all ages and abilities

➔ FINANCIAL DIVERSIFICATION

- Development of additional revenue streams to reduce reliance on green fees and subscriptions
- Strategic partnerships with local businesses, tourism operators, and accommodation providers to grow visitor rounds and drive ancillary spending
- Expansion of food and beverage operations to capture non-golf revenue
- Exploration of grant funding, sponsorship opportunities, and government investment programs to support capital works and community-focused initiatives

➔ RISK & COMPLIANCE

- Proactive identification and management of strategic, operational, and financial risks
- Safety, compliance, and reputational risk oversight
- Up-to-date policies and procedures consistently applied across the Club

KEY MEASURES

- Operating surplus as a percentage of total revenue (e.g. EBITDA ratio)
- Sustainable Model: Membership Fees covers Course Costs
- Asset vs Liability Ratio
- Revenue diversification ratio (non-subscription revenue as % of total)
- Capital expenditure vs. long-term asset plan
- Gearing Ratio (ability to carry debt)
- Cash reserve adequacy (Contingency Fund, Rainy Day Fund, Facility Fund)
- Compliance (ATO, ASIC)

SUCCESS LOOKS LIKE

A financially strong, well-governed club that reinvests in its people, facilities, and future — with the trust and confidence of its members and stakeholders.



A premier community destination. More than golf.

Professionalism

Foster a skilled, engaged, and accountable team culture that delivers excellent service and upholds the Club's standards.

▶ OUR PEOPLE

- Skilled, supported, and engaged staff who are proud of their workplace
- Clear reporting lines and role accountability across the organisation
- Leadership development and succession planning at all levels
- Staff wellbeing and a positive, respectful workplace culture

▶ GOVERNANCE & LEADERSHIP

- Clear roles, responsibilities, and accountability for the Board and management
- Strategic oversight focused on long-term outcomes and ethical decision-making
- Contemporary governance frameworks aligned with best practice
- Effective committee structures with clear terms of reference
- Regular review of governance effectiveness

▶ RELATIONSHIPS

- Government advocacy at local, state, and federal levels
- Strategic tourism partnerships that position the Club within the broader Cairns visitor economy

▶ BRAND & REPUTATION

- A strong, positive brand recognised across Far North Queensland
- Active promotion as a premier golfing and community destination
- Consistent member and visitor satisfaction driving advocacy
- Digital engagement and communication that keeps members informed and connected

▶ COMMUNICATION & ENGAGEMENT

- Clear, concise and transparent communication that is timely, relevant and effective
- Be consistent with "Telling our story" and bringing our community along on the journey
- Engage all members, guests, visitors and community through structured and planned communication strategies
- Embrace social media and the many forms of communication channels

KEY MEASURES

- Member satisfaction score (via annual or biennial survey) and Net Promoter Score
- Staff engagement (Staff retention metrics)
- Membership retention metrics
- Brand awareness (website views/visitors)
- Social Media Engagement (Likes, Follows, Views, Connections)

SUCCESS LOOKS LIKE

A Club where staff, volunteers, and leaders are skilled, valued, and motivated — delivering consistent service and upholding professional standards that reflect well on the Club.



Balanced Approach

Balance the needs of members, commercial opportunities, and the broader community in a fair and considered way.

MEMBER ACCESS & CAPACITY

- Fair and equitable access to the course for all member categories
- Thoughtful management of visitor, green fee, and event traffic
- Alignment between tradition and evolving member expectations
- Appropriate member capacity and categories that sustains the club experience

COMMERCIAL & COMMUNITY ALIGNMENT

- Sustainable events, competitions, and commercial play that complement member priorities
- Food, beverage, and hospitality offerings that serve both members and visitors
- Pro Shop services aligned with member and visitor needs
- Respectful and mutually beneficial integration with the local community

COMMUNITY LEADERSHIP

- Active contribution to the Cairns and Far North Queensland community
- Hosting and supporting community events and initiatives
- Mentoring junior, emerging, and less-experienced members ('Big Brother' approach)
- The Club as a platform for health, connection, activity, and wellbeing

THE NOW vs THE FUTURE

- Decisions are made with the long-term health and sustainability of the Club in mind, not just immediate outcomes
- Capital investment and financial decisions weigh immediate impact alongside long-term return and sustainability
- Strategic initiatives are staged and sequenced to deliver value today while building toward the Club's 2035 vision
- Maintain accountability to both current members and future generations of the Club
- Pursuing operational improvements now alongside longer-term infrastructure planning

KEY MEASURES

- Member access metrics (tee time availability by category) – decrease in timesheet wait list
- Visitor/green fee rounds as % of total rounds
- Community events hosted per year
- Corporate Golf events hosted per year

SUCCESS LOOKS LIKE

A Club that fairly balances enjoyment, access, and financial performance — where every member, guest, and visitor feels they belong and are valued.



A premier community destination. More than golf.

Experience

Create memorable, high-quality golf and social experiences that strengthen loyalty, advocacy, and the Club's reputation.

GOLF EXPERIENCE

- Well-run, enjoyable competitions and events for all skill levels
- High-quality course conditions suited to the tropical environment
- Practice facilities that support player development and encourage members to use the Club beyond their round
- Strong pathway programs for juniors and beginners

HOSPITALITY & SOCIAL

- Quality food, beverage, and service standards that make the Club a genuine dining and social destination
- Social, family-friendly, and inclusive activities beyond golf
- Member-focused spaces that encourage connection and community
- Events that celebrate the Club's culture and bring people together

INCLUSION & WELLBEING

- Diverse, inclusive membership that reflects the Cairns community
- Pathways for juniors, women, and non-traditional golfers
- A female friendly environment with support mechanisms that aids the growth and development of female participants
- Programs that support physical, mental, and social wellbeing through golf

TECHNOLOGY & INNOVATION

- Keep up to date with new technology to help streamline operations and improve administration efficiency
- Adoption of smart course monitoring technology — including soil moisture sensors, GPS-guided maintenance equipment, and water management systems
- Enhanced digital presence and social media engagement to attract younger demographics and promote Club activities
- Implementation of technology to improve the social and golf experience and engagement

KEY MEASURES

- Course condition satisfaction rating
- F&B revenue per member (average spend)
- Statement of Intent (female/inclusion/diversity)
- Female membership ratio (& year on year membership growth)
- Practice facility utilisation
- Club Social events hosted per year (& attended)
- Junior and female program participation rates (year on year programs participants)

SUCCESS LOOKS LIKE

Members and visitors consistently enjoy positive, memorable experiences — strengthening loyalty, advocacy, and the Club's reputation as the premier destination in the region.



Environment

Maintain and enhance the Club's course, clubhouse, and natural surroundings through responsible leadership and smart investment.

ENVIRONMENTAL STEWARDSHIP

- Water, energy, and resource efficiency across all operations
- Environmentally responsible turf and course management practices
- Climate resilience planning for infrastructure and course assets
- Reduction of the Club's environmental footprint over time
- Improve Course tolerance to extreme weather conditions (wet-season-proof)

NATURAL SURROUNDINGS

- Preservation and enhancement of the Club's natural landscape
- Biodiversity and habitat consideration in course maintenance
- Responsible use of chemicals, fertilisers, and water resources

SAFETY & RISK

- Maintain a proactive safety culture ensuring all facilities, course, and equipment meet current legislative and industry standards
- Identify and manage environmental and operational risks, including extreme weather and tropical conditions, that could impact the course, infrastructure, or member safety
- Regularly review the Club's risk register, emergency procedures, and insurance arrangements to reflect evolving operations and assets

KEY MEASURES

- Water usage per hectare
- Create and maintain risk matrix
- Energy consumption and renewable energy adoption
- Chemical and fertiliser usage reduction targets
- Environmental Management Plan completion and compliance
- Vegetation Plan included in Course Enhancement Plan

SUCCESS LOOKS LIKE

A well-maintained, environmentally responsible Club — where the course, facilities, and natural surrounds are protected and enhanced for current and future generations.



Legacy

Build a Club that endures — honouring its history, investing in its people, and securing its place in the community for generations to come.

➡ HONOURING OUR HISTORY

- Preserve and celebrate the Club's history, traditions, and the contributions of those who built it
- Maintain clubhouse memorabilia, archives, and recognition of long-serving members and life members
- Balance respect for tradition with the confidence to evolve and grow

➡ INVESTING IN THE NEXT GENERATION

- Create strong junior and youth pathways that give young golfers a genuine home at the Club
- Foster mentoring, knowledge transfer, and leadership development across all member age groups
- Ensure decisions made today do not burden or disadvantage future members and generations

➡ LONG-TERM CLUB STEWARDSHIP

- Plan and invest with a 10–20-year horizon, not just the current term or financial year
- Build financial reserves and asset maintenance schedules that protect the Club's future capacity
- Uphold the Club's role as a trusted community institution — a place of belonging that outlasts any individual Board or management team

KEY MEASURES

- Junior participation rates (year on year growth memberships and programs participants)
- Transition Rate (increase % of junior and female novice members moving to full memberships)
- Long-term capital plan progress
- Succession planning status (Board and management)
- Celebrate achievements and acknowledge milestones

SUCCESS LOOKS LIKE

A Club with deep roots and a long horizon — one that honours where it came from, invests wisely in today, and leaves something genuinely worth inheriting for the next generation of members.





Key Strategic Objectives

The following four strategic objectives translate the Club's focus areas into major programs of work. Each objective will be supported by detailed action plans, responsible owners, and measurable milestone.

1 10-15 year Masterplan

2 Branding Update

3 Pathways & Programs

4 Financial Diversification

Strategic Objective 1: 10-15 year Masterplan

COURSE ENHANCEMENT PLAN

Develop a staged, costed plan to progressively improve course conditions, playability, and presentation. Priorities include bunker refurbishment, drainage upgrades, fairway and green improvements, and tropical-resilient turf management strategies suited to Far North Queensland's climate.

CLUBHOUSE IMPROVEMENT PLAN

Create a long-term plan for clubhouse renewal that enhances member comfort, functionality, and first impressions. This includes reviewing layout, amenities, bar and dining spaces, locker facilities, and outdoor areas to create a welcoming environment that encourages members and guests to use the Club as a genuine social destination.

PRACTICE FACILITIES DEVELOPMENT PLAN

Invest in a world-class practice precinct that supports player development at all levels and becomes a drawcard in its own right — a place where juniors, members, and coaching programs come together. This includes a driving range upgrade, short-game area (inc. Practice Bunker), putting green, and coaching bays.

FUTURE GOLF GROWTH OPPORTUNITIES (BEYOND 18)

Investigate the feasibility of expanding the Club's golf offering beyond just 18 holes, particularly given the closure of Paradise Palms and increased regional demand. A feasibility study should assess land availability, capital requirements, member appetite, and the commercial opportunity.

Strategic Objective 2: Branding Update

NEW LOGO & VISUAL IDENTITY

Commission a professional process to deliver a timeless, traditional logo that clearly communicates who Cairns Golf Club is and what it stands for. The new identity should work across all touchpoints — signage, apparel, digital, print, and merchandise.

BRAND STANDARDS & APPLICATION

Develop a comprehensive brand guide that ensures consistent application across all Club communications, assets, and experiences.

DIGITAL PRESENCE & COMMUNICATIONS

Refresh the Club's website, social media channels, and member communications platforms to reflect the new brand and better engage members, visitors, and prospective members.

Strategic Objective 3: Pathways & Programs

JUNIOR DEVELOPMENT PROGRAM

Establish a clearly structured, multi-stage junior program that takes young golfers from their first introduction through to elite competition pathways. Stages should include beginner clinics, social golf, inter-club competition, and representative pathways.

FEMALE PATHWAY PROGRAM

Design and deliver an engaging, welcoming pathway for women entering golf at any age or stage, progressing from 'come and try' experiences through to regular competitions and full membership.

COMMUNITY & SCHOOL ENGAGEMENT

Partner with local schools, community groups, and health organisations to introduce golf to new audiences across Cairns and the Far North.

Strategic Objective 4: Financial Diversification

HOSPITALITY, FOOD & BEVERAGE

Elevate the Club's food and beverage offering to become a genuine reason for members and visitors to stay. This includes reviewing menu quality, opening hours, service standards, and venue presentation.

MINI GOLF

Investigate the development of a themed, high-quality mini golf course that activates underutilised space and attracts families, tourists, and non-golfers to the Club.

EVENTS & FUNCTIONS

Position the Club as a premier venue for corporate events, private functions, and community gatherings.

FUNDING & GRANTS

Proactively pursue government, sporting, and community grants to supplement the Club's own investment capacity and accelerate key projects, particularly around infrastructure, environment, and participation programs.

cont... Strategic Objective 4: Financial Diversification

SPONSORSHIP

Develop a structured sponsorship program offering local and regional businesses meaningful partnership opportunities, generating reliable revenue that supports Club events, facilities, and programs.

GOVERNMENT LOBBYING AND ADVOCACY

Actively engage with local, state, and federal government representatives to advocate for the Club's interests — including infrastructure funding, land use, tourism investment, and sport and recreation policy. Build strong relationships with key decision-makers and industry bodies to ensure Cairns Golf Club has a seat at the table on issues that affect its future.

ACCOMMODATION (FEASIBILITY STUDY)

Explore the viability of on-site accommodation to capture the growing golf tourism market in Far North Queensland.

Implementation Timeline

The following timeline provides indicative phasing for the four Strategic Objectives. Detailed action plans, responsible owners, and specific milestones will be developed and reviewed annually.

Strategic Objective	Short Term (6-24 months)	Medium Term (3-5 years)	Long Term (6-10 years)
1. Masterplan	<ul style="list-style-type: none"> • Commission course enhancement plan • Scope practice facilities upgrade • Beyond 18 Feasibility Study 	<ul style="list-style-type: none"> • Begin staged course improvements • Practice precinct operational • Commence clubhouse review 	<ul style="list-style-type: none"> • Clubhouse renewal underway • Masterplan major milestones complete
2. Branding Update	<ul style="list-style-type: none"> • Commission new logo and visual identity • Develop brand standards guide • Roll out new brand across all touchpoints 	<ul style="list-style-type: none"> • Website and digital refresh complete • Brand established and embedded 	<ul style="list-style-type: none"> • Review Branding- its impact, its alignment and if it has aged.
3. Pathways & Programs	<ul style="list-style-type: none"> • Launch junior development program • Pilot female pathway program • Establish school partnerships 	<ul style="list-style-type: none"> • Programs scaled and self-sustaining • Community engagement embedded 	<ul style="list-style-type: none"> • Pathways producing representative-level players • Club recognised as regional leader in development
4. Revenue Diversification	<ul style="list-style-type: none"> • Elevate F&B offering • Mini golf feasibility study • Events strategy developed 	<ul style="list-style-type: none"> • Mini golf operational • Functions and events revenue growing • Accommodation feasibility complete 	<ul style="list-style-type: none"> • Diversified revenue base established • Accommodation decision actioned

Monitoring & Accountability

A premier organisation does not just set a strategy — it tracks, measures, and holds itself accountable against it. The following review cadence ensures this Strategic Plan remains a living document, not a shelf document.

Frequency	Activity	Owner
Monthly	Board Meeting agendas and metrics to reflect the delivery of the Strategic Plan and deliverables	General Manager / Board
6 Monthly	Progress review against Strategic Objectives and action plan milestones	General Manager / Board
Annually	Scorecard review against Key Measures for each Focus Area. Report to members at AGM	Board / President
Biennially	Member satisfaction survey benchmarked against prior results and industry standards	General Manager
3 Yearly	Major Strategic Plan review and refresh. Reassess priorities, targets, and phasing.	Board / Strategic Sub-Committee

Strategic Plan Roadmap

Vision

To be Northern Australia's leading member-focused golf club, recognised for outstanding course conditions, strong governance, sustainable operations, and memorable experiences.

Our Commitment

Our Commitment to Excellence - To operate as a premier organisation across every dimension — course, community, facility, and business.

Two Strategic Mindsets

More Than Golf

Build a club that is a genuine community destination, not just a place to play a round.

Profit for Purpose

Surpluses are reinvested directly back into the Club for the benefit of members and the wider community.

Strategic Focus Areas

1. Sustainability

Financial strength, responsible governance, disciplined investment, risk management, and profit for purpose.

2. Professionalism

Skilled and engaged people, strong governance, community leadership, and a respected brand.

3. Balanced Approach

Fair member access, inclusive culture, sustainable commercial operations, and community alignment.

4. Experience

Memorable golf and social experiences, high-quality hospitality, technology, and junior pathways.

5. Environment

Course excellence, environmental leadership, climate resilience, and responsible resource management.

6. Legacy

Honouring the Club's history, investing in the next generation, and making decisions with a long-term horizon.

Strategic Objectives

Objective 1

10–15 Year Masterplan — Course, clubhouse, practice facilities, and 'Beyond 18' feasibility study.

Objective 2

Branding Update — New identity, brand standards, and digital presence.

Objective 3

Pathways & Programs — Junior, female, and community engagement programs.

Objective 4

Financial Diversification — F&B, mini golf, events, and accommodation feasibility.



Looking Ahead

This Strategic Plan provides a clear, balanced framework to guide decisions, investment, and priorities toward 2035 and beyond. It will be supported by measurable actions, regular review, and ongoing engagement with members and stakeholders. The six strategic focus areas — Sustainability, Professionalism, Balanced Approach, Experience, Environment, and Legacy — are not siloed priorities. They are interconnected dimensions of a thriving club. Progress in one area strengthens the others. The Board and Management are committed to

transparent reporting against this Plan, ensuring members can see how decisions connect to strategy and how the Club continues to grow as the premier golfing destination in Northern Australia. This is not a plan for the next Board term. It is a plan for the next decade and beyond. It demands premier thinking, premier discipline, and premier execution — while never losing sight of who we are and the community that has sustained this Club for over 100 years.

Driving Towards 2035 & Beyond



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