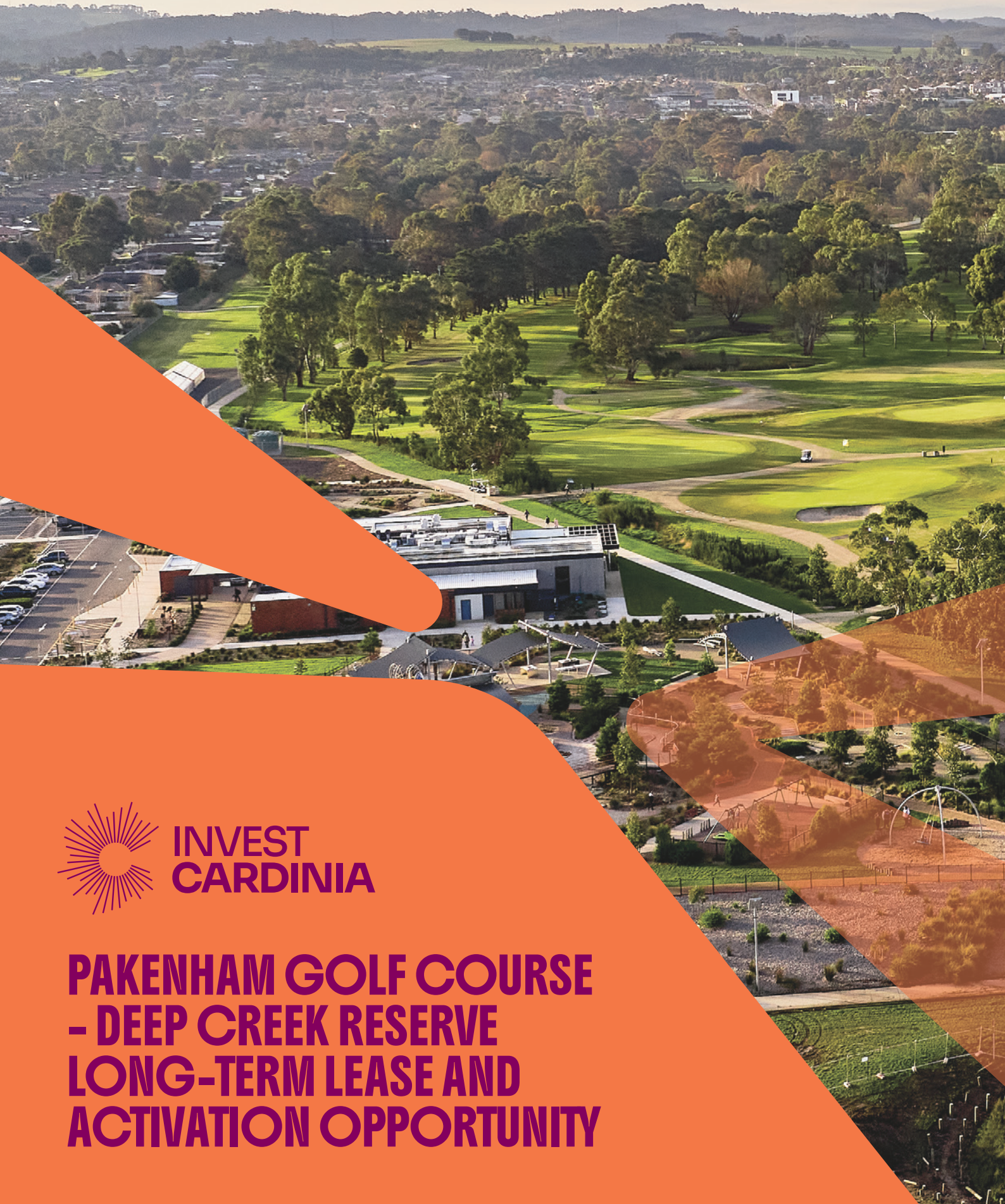
Cardinia



INVEST CARDINIA

PAKENHAM GOLF COURSE - DEEP CREEK RESERVE LONG-TERM LEASE AND ACTIVATION OPPORTUNITY

CARDINIA SHIRE COUNCIL INVITES EXPRESSIONS OF INTEREST FROM SUITABLY EXPERIENCED AND CAPABLE OPERATORS TO DELIVER THE LONG-TERM LEASE, ACTIVATION AND MANAGEMENT OF PAKENHAM GOLF COURSE AND ASSOCIATED LAND AND ASSETS WITHIN DEEP CREEK RESERVE.

Located in Melbourne's south-east growth corridor, Deep Creek Reserve represents a substantial recreation, leisure and place-based activation opportunity.

The site comprises an 18-hole golf course footprint, driving range and practice facilities, an established main building and precinct, and adjacency to a high-quality regional parkland environment incorporating play spaces, trails, environmental assets and community facilities.

Council's intent is to engage the market to test viable and sustainable long-term concepts that:

- Deliver strong community and place outcomes
- Demonstrate commercial sustainability over the lease term
- Support appropriate operator-led capital investment
- Reposition and activate the site in alignment with its evolving catchment

The opportunity is structured to enable proponents to:

- Retain and revitalise on-course golf offerings
- Reconfigure golf to a shorter-form model
- Introduce complementary or alternative off-course golf, recreation, hospitality or leisure uses (consistent with permitted zoning)
- Activate the main building and surrounding precinct as an integrated and commercially coherent destination

Council invites innovative, well-founded and investment-ready concepts that demonstrate commercial credibility, operational capability and long-term sustainability.

A growth corridor activation opportunity

Pakenham is experiencing sustained population growth and residential development. Deep Creek Reserve sits within an expanding catchment with increasing demand for accessible sport, recreation, leisure and hospitality experiences.

The site benefits from strong regional connectivity, including proximity to Pakenham Train Station, arterial road networks and expanding residential catchments, reinforcing its accessibility and destination potential.

The scale of the site, combined with the main building infrastructure and surrounding parkland, provides a rare opportunity to:

- Deliver a contemporary golf and leisure offer
- Integrate hospitality, event and community uses
- Create a commercially viable destination within a public reserve context
- Establish a strong reputation and renewed identity for the precinct

This Expression of Interest process seeks to identify an operator capable of realising this opportunity and delivering a sustainable long-term outcome.

ACTIVATION OPPORTUNITIES









CONTEMPORARY PUBLIC GOLF

SHORT-FORM OR ALTERNATIVE GOLF EXPERIENCES

OFF-COURSE GOLF AND ENTERTAINMENT, SUCH AS EXPANDED DRIVING RANGE AND/OR MINI-GOLF

HOSPITALITY AND EVENTS

RECREATION AND LEISURE INTEGRATION

SITE, OPPORTUNITY AND ASSETS

1 The Golf Course Footprint

The existing 18-hole golf course footprint provides scale and flexibility to test both continuation and reconfiguration concepts.

2 Main Building and Precinct

The main building and surrounding precinct provide a foundation for integrated golf, leisure, hospitality and community activation.



3 Infrastructure Assets

Infrastructure renewal, including irrigation system upgrade where required, forms part of the long-term value creation and asset stewardship opportunity.

4 Deep Creek Reserve Context

The golf course sits within a broader recreation precinct, creating potential for complementary or alternative activation and destination positioning (consistent with permitted zoning).

Existing community and education uses, including the Cardinia Environment Coalition (CEC), operate within parts of the main building and adjacent land. Future operators will be expected to accommodate the continued presence of CEC within the Main Building. Proponents should review the EOI documentation for further detail regarding existing arrangements and operational interface requirements.

5 Growth Corridor Catchment

The site is positioned to respond to an expanding and diversifying local market.

6 Activation Opportunities

Potential Activation Themes

- Contemporary public golf
- Short-form or alternative golf experiences
- Off-course golf and entertainment, such as expanded driving range and/or mini-golf
- Hospitality and events
- Recreation and leisure integration

The site is positioned to respond to an expanding and diversifying local market.



Commercial and Leasing Framework

Council intends to offer a long-term lease (up to 20 years) to support appropriate operator-led investment, activation and ongoing management of Pakenham Golf Course and associated land and assets.

- The lessee will assume responsibility for operations, maintenance and lifecycle asset management within the leased area.
- Capital investment may be required to restore, reposition and sustain the facility.
- Lease structures may be fixed, staged, turnover-based or hybrid, where supported by clear commercial rationale and capital investment alignment.
- Proposals must demonstrate long-term commercial sustainability over the lease term.

Council seeks commercially viable, investment-ready proposals capable of delivering durable community and place outcomes.



Reference concepts for market testing

To support transparent and structured evaluation, respondents will be required to address two reference concepts:

Reference Concept 1
Continuation of an 18-hole on-course golf offering, broadly consistent with the existing footprint, with scope for complementary or alternative golf, leisure and hospitality uses (consistent with permitted zoning).

Reference Concept 2
A reduced on-course golf offering (short-form configuration), with scope for expanded complementary or alternative golf, leisure and hospitality uses (consistent with permitted zoning).

Proponents may also submit a Preferred Concept, provided both reference concepts are addressed.

This approach enables Council to assess market feasibility and commercial sustainability across multiple potential configurations.

What Council is seeking

Through this EOI process, Council seeks to identify an operator that can demonstrate:

- Proven operational capability and relevant experience
- A clear and viable commercial model
- Appropriate capital investment commitment
- Alignment with community access and place outcomes
- A credible delivery and activation strategy
- A clear land and asset configuration consistent with the proposed concept

INVEST CARDINIA

Expression of Interest process

The Expression of Interest will be conducted in accordance with Council's procurement framework.

The formal EOI documentation includes:

- Conditions of EOI
- Project Brief and Requirements
- Response Schedule

Submission requirements and process details are outlined in the detailed EOI documentation.

Key dates

9.00am (AEDT) Saturday 28 March – EOI Opens.

10.00am - 12.00pm (AEST) Wednesday 15 April – Onsite EOI Briefing Session (in person, attendance highly recommended).

2.00pm (AEST) Tuesday 12 May – EOI Closes.

May – Evaluation of submissions.
Council is committed to a structured, transparent and commercially rigorous evaluation process.

Late May – Proponent interviews (if required).

June – Preferred proponent(s) identified and recommendation prepared (subject to Council processes and endorsement).

Post-June (subject to Council endorsement)

- Consideration of submissions
- Agreement negotiation and finalisation
- Council approval and statutory process, as required

Further Information

The detailed EOI documentation and supporting material are available through Council's procurement portal. Questions can be submitted via the portal. Registration for the onsite EOI briefing session will also be managed through the portal.

To learn more about the opportunity, visit the Creating Cardinia project page:
creating.cardinia.vic.gov.au/pakenham-golf-course