



# Retirement Living Development Services

**Golf clubs with surplus or underutilised land have an opportunity to unlock capital and create a long-term revenue stream by partnering with an experienced retirement living operator to deliver well-located seniors housing.**

Many clubs are receiving unsolicited approaches from developers seeking access to club land. Without independent advice, these offers are difficult to assess and often undervalue the opportunity. A structured, advisory-led process ensures the club retains control, maintains competitive tension, and captures full value.

In several Australian states, Independent Living Units (ILUs) are a permitted use on golf club land, offering a lower-risk entry point for clubs seeking to activate surplus land without full-scale redevelopment. Whether the opportunity involves ILUs, retirement village development, or a hybrid model, the right advisory framework is critical to protecting value and aligning outcomes with club objectives.

## **WHAT GBAS DELIVERS (in partnership with Urbis)**

With a variety of models available, all shaped around appetite for certainty versus long-term upside, we provide independent, end-to-end advice to help Clubs best understand their opportunity, and make a defensible Board and member decision.

### **OUR SECTOR SPECIFIC SERVICES INCLUDE:**

- » Club operations and capital needs assessment
- » Strategic capital opportunity framing
- » Planning pathway and approvals advice
- » EOI design and market engagement
- » Independent proposal benchmarking
- » Valuation-led value baseline and feasibility testing
- » Risk, deliverability and governance roadmap
- » Land optimisation assessment and highest-and-best-use analysis
- » ILU feasibility and permitted use pathway review
- » Developer offer evaluation and competitive process management
- » Revenue modelling and long-term income stream analysis
- » Member engagement support





## HOW DEVELOPMENT ADVISORY DRIVES REVENUE

Clubs that engage independent development advisory early in the process consistently achieve better commercial outcomes. A structured land optimisation process identifies the full range of opportunities available on club land, from ILUs and seniors housing through to mixed-use or residential development, and tests each against planning, market, and financial parameters.

For clubs receiving developer offers, an advisory-led process rebalances the information asymmetry that typically favours the developer. By establishing a clear value baseline, running a competitive or structured EOI process, and benchmarking proposals against independent feasibility analysis, clubs can capture significantly more value than a bilateral negotiation typically delivers.

Where ILUs are permitted, they offer a particularly attractive opportunity. The capital outlay is lower, planning pathways are often simpler, and the ongoing revenue stream from deferred management fees or licence arrangements can provide a sustainable funding source for club operations and course improvements.

### CONTACT

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## WHY GBAS AND URBIS

GBAS brings club-sector knowledge and governance experience, supported by Urbis' independent, valuation-led commercial benchmarking. Together, we help Boards make well-evidenced decisions that can be clearly explained to members—while maintaining competitive tension and protecting value through negotiation and delivery oversight.

Urbis' development advisory team brings deep experience in land optimisation, developer negotiations, and ILU feasibility across the Australian market. This capability, combined with GBAS' club-sector governance expertise, ensures clubs are equipped to evaluate opportunities on their terms, not the developer's.

More information on Urbis:

[www.urbis.com.au](http://www.urbis.com.au)

**If your club is exploring retirement living, we can provide an initial discussion to confirm suitability, likely pathways, and the right scope of work for your objectives.**

