

Facility and Infrastructure Needs of Sailing and Boating Clubs in Victoria



Photo: Matt Grant, Override Photography

Yachting Victoria Facilities and Infrastructure Project Final Report August 2014



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Executive Summary

Yachting Victoria, with assistance from Department of Transport, Planning and Local Infrastructure, initiated this project to better understand the successes, issues and obstacles clubs encountered when undertaking and planning for facility and infrastructure development projects.

LeisureCorp, in association with Ainley Projects, was engaged to carry out this project.

The expected outcomes of the project were achieved and included:

- an understanding of current yacht/sailing club facilities in Victoria
- an understanding of the landlord, lease and licensing situation for each club
- an understanding of the barriers and complications faced by yacht/sailing clubs in relation to facility and infrastructure planning and development
- a list of all planned/desired infrastructure projects for yacht/sailing clubs in Victoria for the next five years, including their size, scope, cost and potential funding sources
- a summary of the impact of the above infrastructure projects from economic, community, sporting, tourism and event perspectives
- a snapshot of participation and membership trends at clubs.
- a guide for yacht/sailing clubs to follow when embarking on a facility and/or infrastructure project
- an assessment of the current and future facility provision including the capacity to meet community needs and deliver State, National and International activities
- provision of a gap analysis report using the matrix system that will enable comparisons of different infrastructure and service levels, and assist in prioritising projects

- a case to support (or otherwise) the development of a State Sailing Centre and identify potential locations.

It was identified that, yachting, sailing and boating clubs are located throughout Victoria at all waterways that are able to sustain activity, with a concentration of clubs around the east and north of Port Phillip Bay.

With Yachting Victoria's aim to increase participation in sailing and club activities, particularly among families with children in mind, opportunities to increase participation in sailing activities were identified at waterways near to population growth areas that typically have a high concentration of young families. Opportunities to develop new sailing clubs and increase participation in sailing activities were identified at:

- Docklands
- Wyndham Harbour
- Pakenham

Consultation with clubs to understand the issues impacting on their infrastructure and facility development projects was an important component of this project. More than 70% of clubs provided a response to an online survey and 10 clubs provided detailed case studies of their experiences.

Clubs were divided into 3 categories to allow comparison with similar clubs and to differentiate the issues faced by different types of clubs. Clubs were typically categorised based on the size of membership, extent of facilities and general level of activity.

Some key findings from the online survey and case studies were:

- Clubs membership is growing or remaining stable at the majority of clubs.

- The length and terms of lease varies considerably between clubs and there is inconsistency to how the leases are arranged, negotiated or renewed.
- Maintenance and repair of existing infrastructure and development of new land based infrastructure were the most common infrastructure issues for clubs. The size and range of infrastructure development projects varied across the 3 categories of clubs.
- Several issues and obstacles were identified as having an impact on infrastructure development, specifically leases, approvals and funding.
- Over the next 10 years, 46 clubs are proposing infrastructure development projects with a combined value of \$75.1 million. These development projects bring huge benefits to local communities through the creation of jobs, venues and facilities for use by the local community, and opportunities for events.
- Most clubs have hosted and continue to host sailing and community events, bringing in thousands of participants.
- All clubs expected participation in sailing to increase as a result of facility and infrastructure developments. Many felt that improvements to facilities would improve their capacity to host sailing events and increase the number of participants in the events.
- All clubs that have undertaken facility developments over the last 10 years reported increases in participation in sailing and club membership.

The development of a State Sailing Centre was also investigated as part of this project. Several proposed locations were assessed, and a preferred location identified.

The following recommendations are made based on the information provided in this report:

1. An Infrastructure Development Toolbox has been developed to assist clubs to efficiently work through and understand the approvals process. It is recommended that Yachting Victoria provide this toolbox online (through their website) and encourage clubs to utilise it. Yachting Victoria should obtain feedback from clubs after they have utilised it and make improvements as required.
2. Local Government and State Government departments and other agencies need to better understand the needs of yachting and boating clubs. It is recommended that Yachting Victoria engage with these agencies through the appropriate channels to help develop this understanding, and encourage projects that address:
 - the development of new facilities or refurbishment of existing facilities where clubs are currently operating from temporary and/or unsafe facilities. In some areas this may result in new facilities shared with other community groups.
 - Improvements to existing facilities that will increase availability of boat storage spaces (both in water and on land), access to areas for rigging and de-rigging (which may be permanently or temporarily available), and disabled access across all facilities.
 - Development or reconfiguration at existing clubs, particularly Tier 1 and 2 clubs, to create specific areas for junior sailors.
3. It is recommended that Yachting Victoria and Department of Transport, Planning and Local Infrastructure (Sport and Recreation Victoria) work together to coordinate and facilitate a feasibility study on the design, development, capital budget and operations of a State Sailing Centre, at the identified preferred location Royal Melbourne Yacht Club & St Kilda Sea Baths.

Many people from yacht clubs across Victoria provided input and information for this project. The time and contribution of these people and their dedication to developing the sport of sailing is acknowledged and appreciated.

The following individuals and clubs have provided input into this project:

Clubs:

Albert Sailing Club	Albury-Wodonga Yacht Club
Altona Yacht Club	Apollo Bay Sailing Club
Beaumaris Motor Yacht Squadron	Beaumaris Yacht Club
Bendigo Yacht Club	Black Rock Yacht Club
Blairgowrie Yacht Squadron	Carrum Sailing Club
Colac Yacht Club	Cowes Yacht Club
Derrinallum Yacht & Power Boat Club	Docklands Yacht Club
Flinders Yacht Club	Frankston Yacht Club
Geelong Trailerable Yacht Club	Gippsland Lakes Yacht Club
Hampton Sailing Club	Hartley 18-21 Yacht Club
Hastings Yacht Club	Hobsons Bay Yacht Club
Horsham Yacht Club	Indented Head Yacht Club
Inverloch Windsurfing Club	Lake Boga Yacht Club
Lakeside Sailing Club Pakenham	Lake Wellington Yacht Club
Latrobe Valley Yacht Club	Lysterfield Sailing Club
Melbourne Trailerable Yacht Club	McCrae Yacht Club
Merricks Yacht Club	Mordialloc Sailing Club
Mornington Yacht Club	Multihull Yacht Club of Victoria
Parkdale Yacht Club	Point Leo Boat Club
Port Albert Yacht Club	Portarlington South Yacht Club
Portland Yacht Club	Port Fairy Yacht Club
Queenscliff Lonsdale Yacht Club	Rhyll Yacht Club

Rosebud Yacht Club
Royal Melbourne Yacht Squadron
Royal Yacht Club of Victoria
Safety Beach Sailing Club
Somers Yacht Club
South Gippsland Yacht Club
Torquay Sailing Club
Westernport Yacht Club
Yarrawonga Yacht Club

Project Taskforce:

Scott Davies - President YV
Steve Walker – CEO YV
John Firth - BMYS

Individuals:

Justin Burney – Sport & Recreation
Andrew Plympton – Member of ASF
(Past President YA)
Andre Blasse – Commodore BRYC
Peter Bourne - ABYC
Greg Martin – Mornington YC
Rod Austin - RMYS
New Tack Consulting – Event
Managers

Royal Brighton Yacht Club
Royal Geelong Yacht Club
Rye Yacht Club
Sandringham Yacht Club
Sorrento Sailing Couta Boat Club
Sugarloaf Sailing Club
Warneet Motor Yacht Club
Williamstown Sailing Club
St Leonards Yacht Club & Motor
Squadron

Tatiana Lunn - DTPLI
Linda Goldsmith - RMYS

Amanda Jacobs – GM BYS
Chris Carlisle – Commodore SYC
Jeff Stirling - AWYC
Ian Murray - RGYC
Peter Dawson – Past CEO RMYS

1. Project Background

Yachting Victoria (YV) is a peak body representing 87 yachting and boating clubs in Victoria. These clubs are located throughout Victoria and provide a wide range of sailing programs and facilities for their members and local communities. Yachting Victoria regularly works with member clubs to discuss, identify and address common issues and concerns. Development of new infrastructure and redevelopment of aging infrastructure has been identified as an issue for many clubs.

Yachting Victoria, with assistance from Department of Transport, Planning and Local Infrastructure, initiated this project to better understand the successes, issues and obstacles clubs encountered when undertaking and planning for infrastructure development projects.

The expected outcomes of the project were:

- an understanding of current yacht/sailing club facilities in Victoria
- an understanding of the landlord, lease and licensing situation for each club
- an understanding of the barriers and complications faced by yacht/sailing clubs in relation to facility and infrastructure planning and development
- a list of all planned/desired infrastructure projects for yacht/sailing clubs in Victoria for the next five years, including their size, scope, cost and potential funding sources
- a summary of the impact of the above infrastructure projects from economic, community, sporting, tourism and event perspectives
- a snapshot of participation and membership trends at clubs.
- a guide for yacht/sailing clubs to follow when embarking on a facility and/or infrastructure project

- assess the current and future facility provision including the capacity to meet community needs and deliver State, National and International activities
- provide a gap analysis report using the matrix system that will enable comparisons of different infrastructure and service levels, and assist in prioritising projects
- case to support (or otherwise) the development of a State Sailing Centre and identify potential locations

Consultation with clubs to understand the issues first hand was identified as an important component of this project. Clubs provided information and feedback into this project through online surveys, case studies and discussions.

More than 70% of clubs provided a response to the online survey and 10 clubs provided detailed case studies. The average response rate for online surveys is considered to be between 25% - 30%, so a 70% response to this size sample is considered adequate to provide an insight into the issues. The information gained from the survey has been used throughout this report. Insights from case studies have been used to demonstrate the issues.

Clubs have been divided into 3 categories to allow comparison with similar clubs and to differentiate the issues faced by different types of clubs. Clubs have typically been categorised based on the size of membership, extent of facilities and general level of activity. The larger clubs have been categorised as Tier 1 and are all located around Port Phillip Bay. A matrix showing the clubs in each category is contained in Appendix 1.

2. Current Situation

2.1 Sailing Clubs in Victoria

There is a concentration of sailing clubs around the eastern side and around the top of Port Philip Bay (as shown on the diagram below). The accessible and often naturally sheltered areas create suitable conditions for sailing, and clubs have developed in these areas over time since the 1800s. In comparison, there are fewer clubs on the western side of the Bay, and around other areas of Victoria. Opportunities for the development of sailing clubs on the western side of Port Phillip Bay are limited by the nature of the coastline, the Port Phillip (Western Shoreline) and Bellarine Peninsula Ramsar Site, and Melbourne Water Sewerage Treatment Plant. Sailing clubs in the west are concentrated around the top of the Bay at Williamstown and Geelong. All of the larger Tier 1 clubs are located around Port Phillip Bay.

Sailing clubs are spaced around Westernport where conditions create opportunities for sailing. The establishment of additional clubs is limited by the mangrove environment and the Westernport Ramsar Site. Fishing, from power boats is popular in Westernport and supported by number of public boat ramps. In regional Victoria, there are boating and yachting clubs in all areas where water is available to support activities. Membership and activity at these clubs changes with fluctuating water levels at the inland waterways they rely on. Around the open Victorian coast, boating and yacht clubs are generally only located in areas where there are safe harbours or waterways protected from weather. Opportunities for additional clubs in these areas are limited by the natural coastal environment. Generally around Victoria, all waterways are being used to their capacity for sailing and boating activity.

Yachting Victoria aims to increase participation in sailing and club activities, particularly among families with children. Opportunities to

increase participation in sailing activities exist at waterways near to population growth areas that typically have a high concentration of young families.

The City of Wyndham (west of Melbourne) has the fastest growing population of any Local Government Area in Australia, growing at 8% annually. The current development of Wyndham Harbour (private marina and safe harbour) will increase the capacity for recreational boating and sailing in this area. In time this may lead to the development of a sailing club, which could be supported by the growing population. Cardinia Shire (south east of Melbourne) is another significant growth area, growing at just under 6%. Development of facilities at Pakenham would increase opportunities for involvement in sailing. Alternative participation models may need to be explored to make sailing more accessible and feasible for young families in this area.

With inner city residential growth, as well as the corporate sailing audience, the Docklands precinct (in central Melbourne) is seen as a location that would support improved sailing infrastructure. A successful club model, developed by Manhattan Yacht Club in the New York, USA, would be appropriate at Docklands. In this model, all boats are owned, stored and maintained by the club, with members and guests booking times to sail. Regattas, training and social events bring the club members together. This has increased sailing in the harbour to its highest participation levels in 60 years. In the first instance it is identified that a Discover Sailing Centre (Learn to Sail) should be established at Docklands, ideally as a component of the Docklands Yacht Club, which is expected to become part of the new Boating Hub project. Opportunities to develop new sailing clubs and increase participation in sailing activities should be encouraged at:

- Docklands
- Wyndham Harbour
- Pakenham



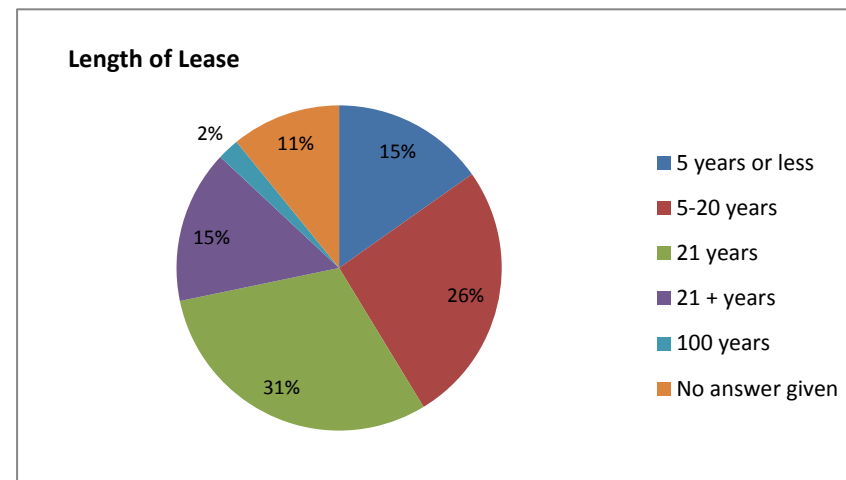
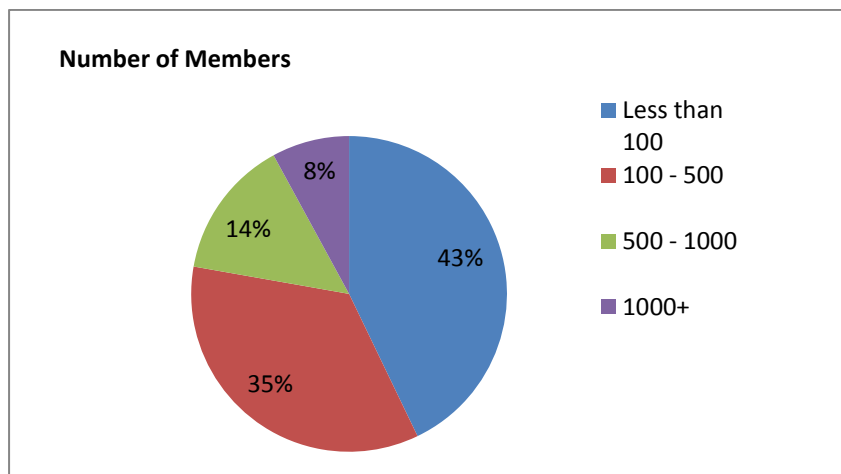
Photo 1. Location of some yacht/sailing clubs throughout Victoria

2.2 Surveys and Case Studies

Information provided through the online survey and the case studies is in Appendix 2.

The results of the online survey demonstrated:

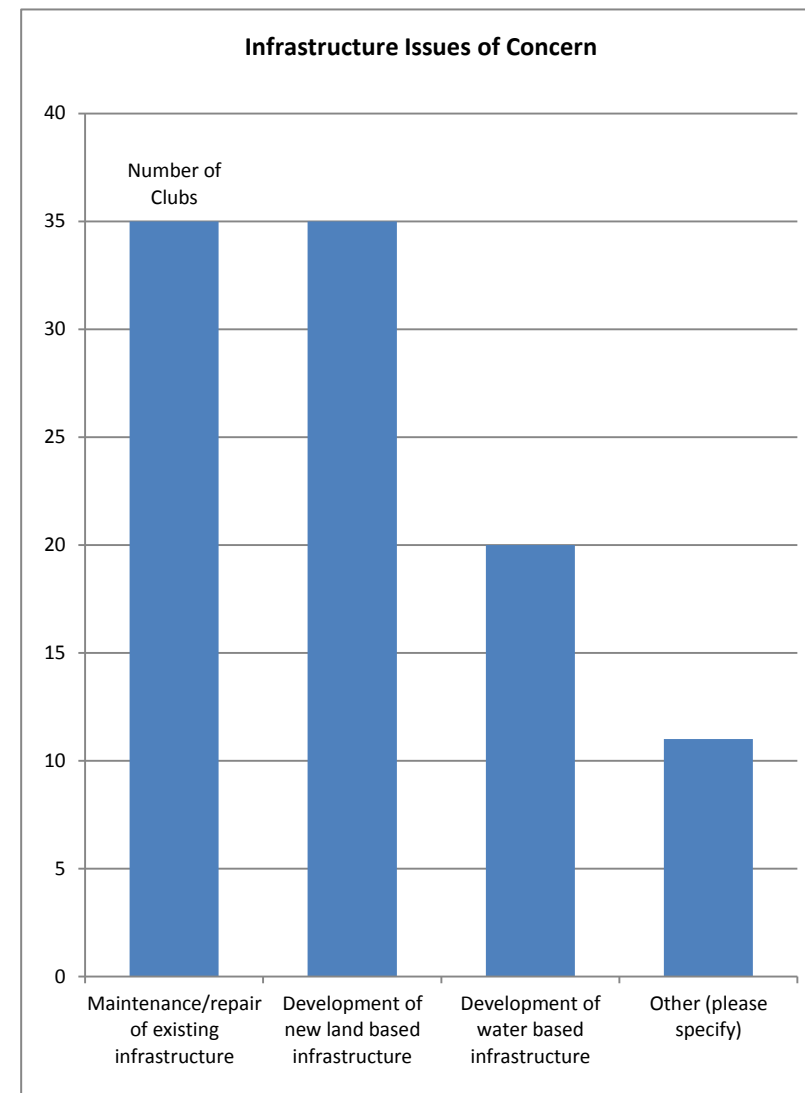
- There is great diversity between clubs in membership levels. The majority of clubs (43%) have less than 100 members, with 35% having 100-500 members. 22% of clubs have more than 500 members and only 5 clubs (8%) have more than 1000 members, with these 5 clubs all located on Port Phillip Bay. For the majority of clubs, memberships were remaining the same or increasing. The clubs that had decreasing membership levels were generally smaller clubs in non-coastal locations.



- The majority of clubs are located on coastal Crown Land and have a lease through the Department of Environment and Primary Industries, or through delegated Committees of Management including Parks Victoria, local Governments or local Committees of Management. The length and terms of lease varies considerably between clubs and there is no consistency to how the leases are arranged, negotiated or renewed. Some clubs do not have a lease in place. The length of the lease, or having a lease in place, has implications for clubs when applying for funding (through bank loans or Government grants) and project approvals. Without an adequate lease in place, clubs are not able to demonstrate their viability and financial sustainability, or apply for project approvals or permits. Two clubs (Carrum Sailing Club and Patterson River Motor Boat Club) are jointly located on privately owned land, following a recent merger.

- Maintenance and repair of existing infrastructure and development of new land based infrastructure were clearly the most common infrastructure issues for clubs. Maintenance and repair of existing infrastructure was an issue for 35 clubs, as was development of new land based infrastructure. Development of water based infrastructure was an issue for 20 clubs. The size and range of infrastructure development projects varied across the 3 categories of clubs. (Clubs were able to nominate their main issues of concern relating to infrastructure development from a choice of 4 options and were able to choose more than one option).
- Most clubs (69%) have hosted and continue to host sailing and community events. More than 20,000 people participate in these events and a further 25,000 people are involved as volunteers or visit these events as spectators. These figures are conservative as several clubs were not able to identify the number of participants, volunteers and spectators. Some of the events hosted by clubs include:
 - Major Victorian (state) championships and titles
 - Major Australian (national) championships and titles
 - World championships
 - School teams racing events
 - Discover Sailing days
 - Community and seniors sailing events
 - Overnight races
 - Annual recognised sailing and other (eg. swimming, kite boarding) events

Sailing is unique in that there are State, National and World championship events across hundreds of different classes. Many events are hosted by clubs across Victoria each year.



2.3 Gap Analysis

Through the information gained from the online survey and case studies, a gap analysis has been undertaken to determine the current gaps in infrastructure and facility provision and what impact this may be having on clubs and sailing as a sport. This relates to Yachting Victoria's objective to increase participation in sailing.

A matrix in Appendix 1 provides the information to support this analysis.

Through the online survey, clubs identified 67 proposed infrastructure and facility development projects. Of these proposed projects, 42 related to club buildings, 14 related to hardstand areas, 7 were for marina developments and extensions, and 4 were boat launching facilities. Comments from clubs were that they needed more space and options for boat storage, areas available for safe boat rigging, and improvements to disabled access across all facilities. Specific space for junior members was identified, by some clubs, as important in attracting and retaining junior sailors.

All clubs (that have proposed projects) expected participation in sailing to increase as a result of facility and infrastructure developments. Of these clubs, 31 felt that improvements to facilities would improve their capacity to host sailing events and increase the number of participants in the events. All clubs that have undertaken facility developments over the last 10 years have reported increases in participation in sailing and club membership.

The size of the area available (for boat storage and rigging) currently restricts the ability of clubs to host events, and the availability of club facilities (change rooms and race control rooms) impacts on the quality of experience for participants. Many clubs are regularly hosting international and national events, which provide opportunities for the

competitive development of local sailors, and huge flow on benefits to local communities. Improvements to infrastructure and temporary use of additional areas, is required to improve the capacity for major events. This particularly applies to Tier 2 clubs, many of which host national and international events, but are constrained by a lack of space and quality facilities.

Geographically clubs are located throughout Victoria on all waterways that are able to support sailing activities. There is a strong concentration of clubs, particularly larger Tier 1 and 2 clubs, around Port Phillip Bay. In some other areas, clubs have operated for years in temporary facilities. In regional areas, clubs should be supported to develop appropriate facilities that meet the basic needs of their local communities and provide opportunities to participate in sailing. Basic facilities such as storage, rigging and launch areas, as well as change rooms and social areas should be encouraged. In some areas, facilities could be shared with other community groups.

Around Port Phillip Bay, the focus should be on improving and consolidating facilities within existing clubs and sailing areas, rather than establishing new locations. Due to the close proximity of some clubs to each other, there may be an opportunity to share some specialist facilities (eg. slipways, maintenance yards, launching ramps).

The majority of clubs identified a need to improve their facilities, but authority approval and budget constraints are major barriers. There are a number of issues associated with this which are being addressed in this project through the development of an online planning infrastructure and facilities toolbox.

The development of more State based services, would support all yachting/sailing clubs in Victoria. A State Sailing Centre for use by metropolitan and regional clubs will enable these clubs to collectively

make use of best practice, modern services and facilities to grow the sport of sailing

In order to increase participation in sailing and club hosting of sailing activities and events, Yachting Victoria should support and encourage:

- Development of new facilities or refurbishment of existing facilities where clubs are currently operating from temporary and/or unsafe facilities. In some areas this may result in new facilities shared with other community groups.
- Improvements to existing facilities that will increase availability of boat storage spaces (both in water and on land), access to areas for rigging and de-rigging (which may be permanently or temporarily available), and disabled access across all facilities.
- Development or reconfiguration at existing clubs, particularly Tier 1 and 2 clubs, to create specific areas for junior sailors.



Photo: Jeff Crowe

3. Infrastructure Development

Information from the online survey and case studies shows that maintenance and development of infrastructure is an ongoing issue for all clubs. The type and scale of infrastructure development differs across the three categories with the development of on-water based infrastructure an issue for some of the Tier 1 clubs, and maintenance and repair of existing infrastructure an issue for clubs in all categories.

Over the last 5 years, 37 clubs (59%) have undertaken infrastructure development projects. All of these clubs encountered issues and obstacles in undertaking the development. In summary the main issues were:

- The time, resources and understanding that is required for approvals and need to deal with several different Government bodies. This was a major difficulty and obstacle for clubs.
- Accessing funding through members, grants and sponsorship
- Leases that were not long enough or not in place, which then prevented approvals being issued and access to funding.

Over the next 10 years, 46 clubs are proposing infrastructure development projects with a combined value of \$75.1 million*. Some of the proposed infrastructure development projects include:

- Disabled access to club buildings
- Replacement of boat ramp
- Upgrades to change-rooms and toilets
- Improvements and upgrades to boat storage and boat yards
- Rebuilding, extension and renovation of clubhouses

Most clubs that have planned infrastructure development projects have already encountered issues and obstacles in progressing the development.

Some of the infrastructure development projects over the last 5 years have included:

- *New floating jetty and clubhouse renovations at Lake Wellington Yacht Club*
- *New boat launching ramp at Albert Sailing Club*
- *Fenced boat storage area and boat storage shed at Indented Head Yacht Club*
- *Disabled access lift and entry area at Black Rock Yacht Club*
- *Renovations to clubhouse, kitchen and boat storage at Lake Boga Yacht Club*
- *A new sail-ability jetty and upgrades to the clubhouse at Yarrowonga Yacht Club*
- *Storage facility for rescue boats at Port Albert Yacht Club*
- *A new clubhouse and revamped off the beach area at Sandringham Yacht Club*
- *A 250 berth marina at Royal Melbourne Yacht Squadron*
- *Marina extension at Blairgowrie Yacht Squadron*

*Note – current projects already underway are not included in these figures.

4. Key Issues

Several key issues and obstacles were identified as having an impact on infrastructure development. While some of the issues differed between the types of clubs and geographical locations, there were several common issues that were identified as obstacles to development. These common issues are detailed below.

4.1 Leases

A large majority of clubs (90%) are located on public land and have a lease or license to occupy the land. The length and terms of lease varies considerably between clubs. Some clubs do not have a lease in place. There is a huge variation between club leases across all categories of clubs.

The key issues identified by clubs were:

- Some leases, particularly for Tier 3 clubs, are not long enough to give clubs any certainty. This prevents clubs from making long term infrastructure development plans, particularly when leases are shorter than 10 years.
- There are different leases (with different agencies and of different lengths) for different areas within the club boundary (eg. yard, clubhouse, marina) at some Tier 1 and Tier 2 clubs. This creates issues for clubs when projects are across more than one lease area or lease conditions contradict other leases. Some areas used and maintained by clubs are not within their lease areas.
- Lease negotiations are confusing and difficult. Several different agencies and departments may be involved and there are legal, administration and compliance issues to address. Many clubs,

particularly Tier 1 and Tier 2 clubs, spend considerable time trying to negotiate leases. This is often volunteer time that could be better spent on developing the sport of sailing.

- Clubs cannot obtain project approvals or access funding without a long term lease in place. This prevents even basic infrastructure development projects (eg. boat storage, change room upgrades, disabled access) proceeding and then restricts the services available to members and the local community, and the capacity of the club to host sailing events.

The most common lease period amongst clubs is 21 years, which is generally not considered long enough for clubs to plan for the future with any certainty. The majority of clubs (57%) had a lease in place that was for between 5 and 21 years.

The Victorian Government leases Crown Land based on 3 principles:

Principle 1 - to provide benefits to the public through leasing.

Principle 2 - to ensure consistency and transparency in leasing.

Principle 3 - to manage leased Crown Land in an ecologically sustainable manner.

Further information on Crown Land leasing policies, terms and conditions is available to clubs through the Victorian Government's *Leasing Policy for Crown Land in Victoria (2010)*.

Leases of Crown Land (including coastal Crown Land) for between 22 and 65 years must be approved by the Minister for Environment and Climate Change. These lease applications must be in line with the 3 principles and supported by a business case.

For clubs on short term leases, consideration should be given to the leasing policy and guidelines, lease length to be achieved and documentation required. Justification of a longer lease term is the key issue to be addressed.

Other Government Departments, Local Government and agencies managing club leases may not have published policies and guidelines. However the same 3 principles outlined above would be relevant.

Portarlington Yacht Club does not have a lease in place and as a result are not able to borrow funds and plan for the future.

Parkdale Yacht Club uncertainty over new lease has prevented them moving forward with a major club refurbishment.

Apollo Bay Yacht Club has a 3 year lease and is currently going through the process of trying to establish a club house. The term of the lease is preventing them moving ahead.

Royal Brighton Yacht Club has 3 different leases covering different areas of the club.

Hampton Sailing Club does not have a lease in place.

4.2 Approvals and Permits

Due to the location of clubs, along the coast, adjacent to lakes or other sensitive areas, there are several approvals, consents and permits required to undertake infrastructure developments. This varies across the state based on location, land reservation, surrounding natural environment and other features. All clubs undertaking infrastructure developments found the approvals process difficult, confusing and time consuming. The key issues identified by clubs were:

- The number of State Government and Council departments and other agencies involved in the process. Often conflicting information and directions are given by the different departments involved. Clubs are often unsure where to start and who to listen to.
- The time taken to work through the process and get anything approved. In some cases this has taken over 10 years and in most cases takes 3-5 years.
- At most Tier 2 and Tier 3 clubs, volunteers without any specific expertise are trying to work through these issues. This takes a lot of their time that could otherwise be sent developing the sport of sailing.
- At some Tier 1 and Tier 2 clubs, large sums of club money are being spent getting specialist advice and information in the process of trying to get a project approved, sometimes without success.
- In some cases other issues such as leases, competing uses of the area, special interest group or community opposition and local politics are preventing issues being addressed and sorted out.

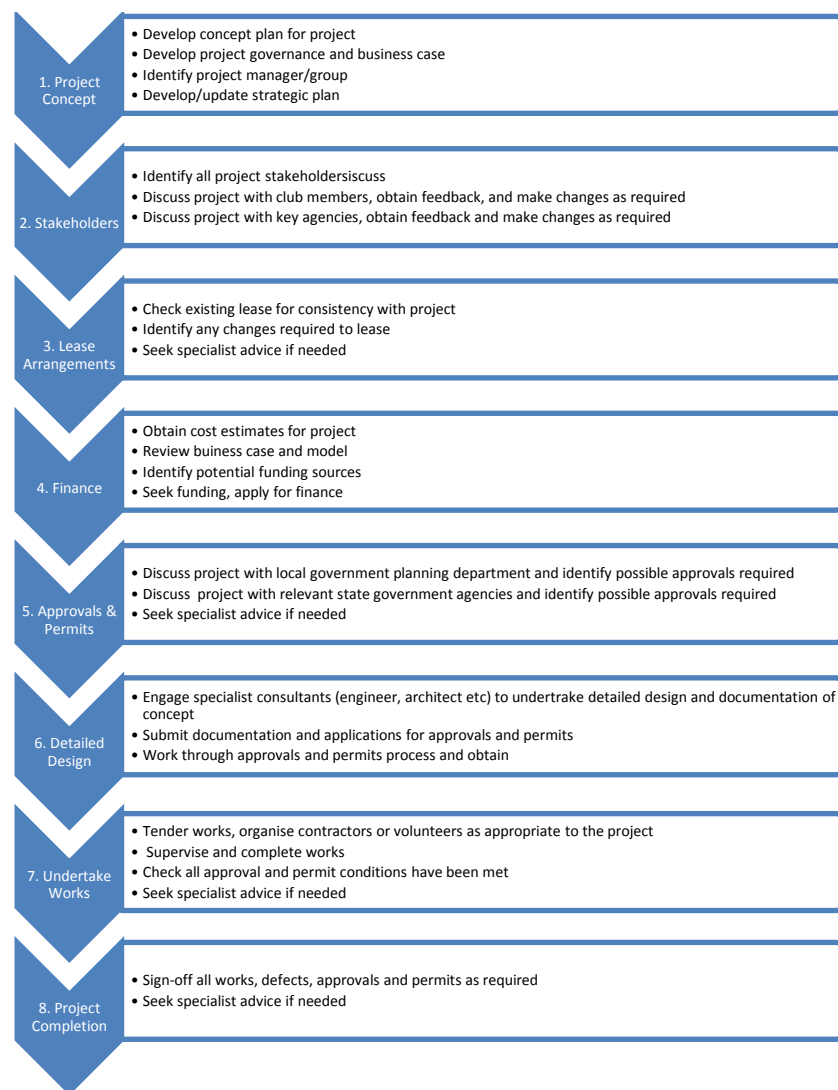
Many clubs identified a need to have a standard process to follow and an understanding of what information is required and how to get it, so that they could work through the approvals process more efficiently.

Much of the information is available but is difficult to locate and access. As part of this project, an Infrastructure Development Toolbox has been developed to assist clubs in understanding and working more efficiently through the planning and approvals process (further details are in Appendix 3). This toolbox will be available through the Yachting Victoria website.

During the development of this toolbox, feedback was sought from key agencies. The following departments, agencies and local Governments provided feedback:

- Department of Environment and Primary Industries (Environmental Planning) – great initiative, good to provide links to coastal information and leasing. Local Government should be the first point of contact.
- Parks Victoria (Bays and Waterways) – very useful tool. Links to information and forms provided.
- Port Phillip City Council – Local Government planning or recreation should be the first point of contact and can help with process and consultation.
- Frankston City Council – good initiative, provide further information through links to existing website information.
- Kingston City Council – project management across the life of the project should be emphasised, toolbox will make process easier for everyone, Local Government should be consulted early on.

The following flow chart provides a summary of the components of the Infrastructure Development Toolbox:



The toolbox will need to be used and tested by clubs as they seek permits and approvals for infrastructure development projects. Further feedback from agencies should be sought once the toolbox is being used by clubs, and changes and refinements made as required.

The toolbox provides a mechanism to assist clubs to better work within the current permits and approvals process. While many clubs have identified issues and obstacles with the current process, it is difficult to identify where changes can and should be made without first testing the current process. For example, some clubs report long timeframes for project approvals as being a major obstacle, while the agencies dealing with applications report incomplete applications and supporting information as the reason for long timeframes.

Ongoing monitoring and feedback of the toolbox will assist Yachting Victoria, clubs and stakeholder agencies to better understand the effectiveness of the existing processes and how they can be improved over time.

Mornington Yacht Club (MYC) has been trying to get approval to develop a safe harbour and marina for the last 30 years. Several different approaches over the years have been unsuccessful. A planning permit for the project was knocked back by Council, even after being signed off by the Minister on the recommendation of the planning panel.

At Blairgowrie Yacht Squadron (BYS) a planning permit has been obtained for the development of the marina and new clubhouse, after 4 years. Throughout the process BYS felt that they were treated as a commercial developer, not a community based club, having to fund legal fees and meet other expenses during the planning panel process. There was little recognition of the community benefit and contribution of the club.

Royal Melbourne Yacht Squadron (RMYS) began discussions and planning for a 250 berth marina in about 1999. The marina construction is now underway with completion scheduled for 2014. RMYS worked closely with Port Phillip City Council and the State Government to eventually get the project approved.

4.3 Funding

Funding of club infrastructure development projects comes from various sources depending on the club, the proposed development and the potential users of the infrastructure.

Many clubs, particularly the larger Tier 1 and Tier 2 clubs intend to fund planned projects. This funding comes from member fees, existing club savings, sponsorship and structured business plans that ensure funding of the project as it progresses. Larger projects are usually funded through borrowings. Smaller Tier 2 and Tier 3 clubs often rely on grant funding and partnerships to fund larger projects.

Accessing grant funding, borrowing funds and obtaining sponsorship are reliant on having a robust lease and project approvals in place. Without these, it is difficult for clubs to access funding and make any progress. This prevents many projects moving forward, even with relatively minor projects such as boat storage areas and disabled access facilities.

Participation in sailing and other club activities are impacted when clubs are unable to access funding to develop and maintain infrastructure. Basic infrastructure including boat storage, change rooms, and training areas, must be maintained in a safe and usable state to facilitate participation in sailing.

Some clubs, particularly larger Tier 1 clubs, have developed funding models to support the development and ongoing maintenance of facilities and infrastructure. Sandringham Yacht Club recently made a presentation, to the International Council of Yacht Clubs, on financing a major redevelopment.



Photo: Jeff Crowe

5. Future Projects

5.1 Proposed Projects

Of the clubs that responded to the survey, 46 are proposing infrastructure development projects over the next 10 years, with a total of 67 projects.

These projects are spread across all of the 3 categories of clubs:

- Tier 1 – 7 clubs proposing projects
- Tier 2 – 21 clubs proposing projects
- Tier 3 – 18 clubs proposing projects

(Note: any projects that have currently commenced were not included in the research results.)

The proposed projects include:

- Club House (42)
- Hard Stand (14)
- Marina (7)
- Launching Facilities (4)

These projects have been assessed from an economic, community, public benefit, tourism and event perspective. A full report is contained in Appendix 4.

It became evident during this project that no clubs were planning infrastructure development projects beyond the next 10 years. Very few clubs have a Master Plan in place or longer term plans and objectives.

5.2 Community Benefits

Over the next 10 years, from 2014 - 2024, the estimated value of the proposed projects is \$75.1 million with an additional \$7.5 million in GST generated. The proposed time lines for expenditure are broken down into:

- \$65 million (including GST) over the next 1- 5 years
- \$17.5 million (including GST) over the next 5-10 years

It is estimated that there would be over 400 jobs created directly associated with these infrastructure development works over the next 10 years. As a result of the proposed infrastructure developments there would be an additional up to 200 jobs per annum within the clubs, with gross salaries of approximately \$11.6 million per annum. As a result of the proposed projects, the relevant clubs revenues would increase by \$24.3 million per annum with an additional \$2.4 million per annum GST generated. Expected community benefits as a result of these projects would include:

- 67% of the proposed projects would benefit the community in improved clubhouse and venue facilities
- 59% of the proposed projects would benefit the community in hosting events
- 17% of the proposed projects would benefit the community in other areas i.e. community launching facilities, training etc

As a result of these proposed projects the estimated value of community related revenue and in kind use would be \$2.9 million per annum. These would include:

- Non-member related functions
- Non club events
- Community use of facilities
- Training facilities

From a tourism perspective it is difficult to determine any significant tourism impacts in economical and or destination outcomes.

5.3 State Sailing Centre

The majority of clubs have indicated that they require improved facilities to further develop sailing, but approval and funding constraints are major barriers. Yachting Victoria is proposing to coordinate and facilitate a State Sailing Centre (SSC) that will cater for the development of sailing as a sport and elite sailors seeking to further develop. This facility would be a central point for all clubs for training, events, and development programs.

The SSC has been the focus of several discussions and workshops. It was identified by Yachting Victoria that the SSC should be centrally located around Port Phillip Bay between Beaumaris and Port Melbourne with on water facilities, boat storage and capacity to host events and training. The following potential locations were investigated:

- Beaumaris Yacht Club
- Black Rock Yacht Club
- Sandringham Yacht Club
- Sandringham Yacht Club & Hampton Sailing Club combined
- Royal Brighton Yacht Club
- Brighton Lifesaving Club
- Elwood Park & Sailing Club
- Royal Melbourne Yacht Club & St Kilda Sea Baths
- Port Melbourne Yacht Club
- Victorian State Life Saving Centre
- Knights Slipway Williamstown (*note: not in preferred location*)

These locations were assessed and four preferred options identified for further investigation:

- Sandringham Yacht Club
- Sandringham Yacht Club and Hampton Sailing Club combined
- Royal Brighton Yacht Club
- Royal Melbourne Yacht Club & St Kilda Sea Baths

Based on the investigations, the preferred location for the SSC was identified as Royal Melbourne Yacht Club & St Kilda Sea Baths. This preferred location would require a suitable commercial tenancy agreement with the St Kilda Sea Baths and facilities agreement with RMYS.

A full report on the State Sailing Centre is contained in Appendix 5.



Photo: Alex McKinnon

6. Recommendations

This project has sought to understand the infrastructure development needs of yacht clubs in Victoria.

It has involved Yachting Victoria associated yacht clubs and boat clubs through a comprehensive survey and case studies providing examples of club experiences. This information from clubs has been crucial in ensuring this report provides relevant and useful recommendations.

The following recommendations are made based on the information provided in this report:

1. An Infrastructure Development Toolbox has been developed to assist clubs to efficiently work through and understand the approvals process. It is recommended that Yachting Victoria provide this toolbox online (through their website) and encourage clubs to utilise it. Yachting Victoria should obtain feedback from clubs after they have utilised it and make improvements as required.
2. Local Government and State Government departments and other agencies need to better understand the needs of yachting and boating clubs. It is recommended that Yachting Victoria engage with these agencies through the appropriate channels to help develop this understanding, and encourage projects that address:

- the development of new facilities or refurbishment of existing facilities where clubs are currently operating from temporary and/or unsafe facilities. In some areas this may result in new facilities shared with other community groups.
 - Improvements to existing facilities that will increase availability of boat storage spaces (both in water and on land), access to areas for rigging and de-rigging (which may be permanently or temporarily available), and disabled access across all facilities.
 - Development or reconfiguration at existing clubs, particularly Tier 1 and 2 clubs, to create specific areas for junior sailors.
3. It is recommended that Yachting Victoria and Department of Transport, Planning and Local Infrastructure (Sport and Recreation Victoria) work together to coordinate and facilitate a feasibility study on the design, development, capital budget and operations of a State Sailing Centre, at the identified preferred location Royal Melbourne Yacht Club & St Kilda Sea Baths.

Appendix 1 - Yacht Clubs category and Gap Analysis Matrix

Appendix 2- Survey results and case studies

Consultation with Clubs

Consultation with clubs to understand the issues first hand is an important component of this project. Club Commodores and Managers were asked to complete an online or email survey. Clubs that had recently undertaken developments or were in the process of advancing a project were interviewed in detail to provide a case study for the project.

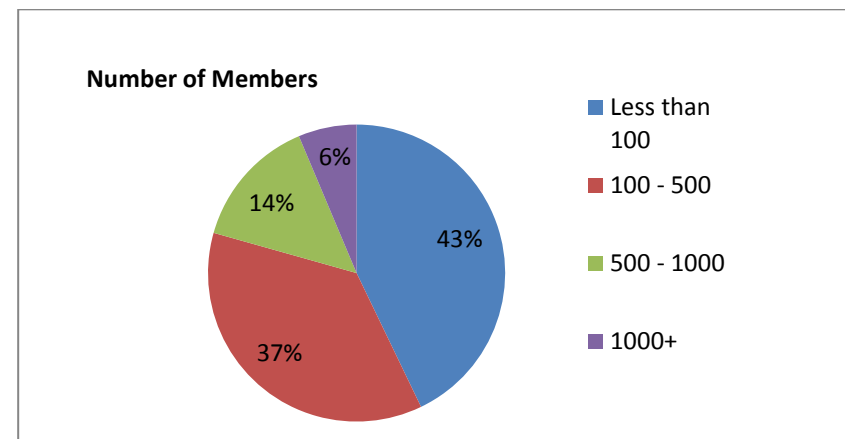
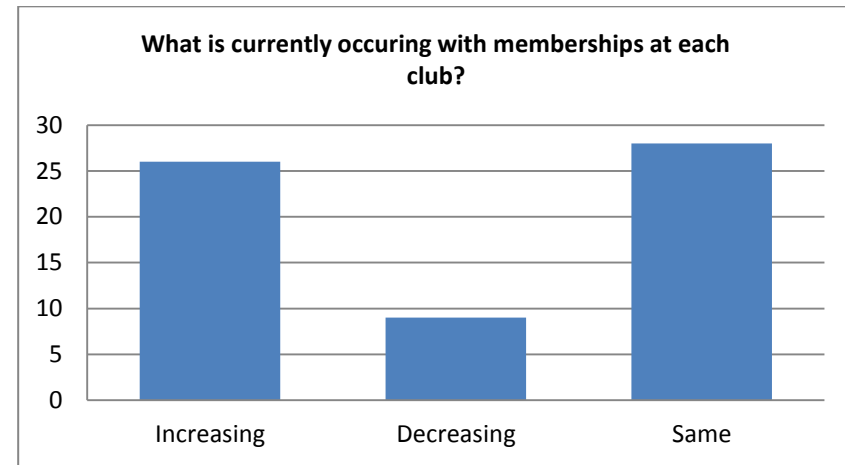
Surveys

The online survey was sent out to all 87 clubs on the Yachting Victoria database. A copy of the survey questions is included below. Responses were received from 62 of those clubs through the online survey and also through email (where clubs had difficulty completing the online survey). This equates to a 71% response rate. The average response rate for online surveys is considered to be between 25% - 30%, so a 71% response to this size sample is considered adequate to provide an insight into the issues. The information gained from the survey is explained below.

Membership

For the majority of clubs, memberships were remaining the same or increasing. The clubs that had decreasing membership levels were generally smaller clubs in non-coastal locations. 43% of the clubs surveyed have 100 members or less. 37% have between 100 and 500 members. For many of the clubs with increasing membership levels, infrastructure upgrades (eg. change rooms, clubhouses and boat storage facilities) were identified as future projects to meet the needs of more

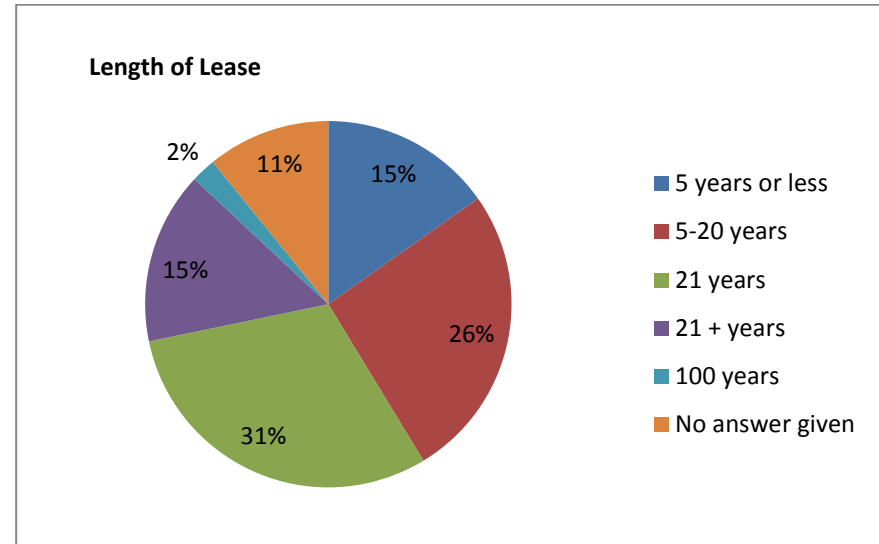
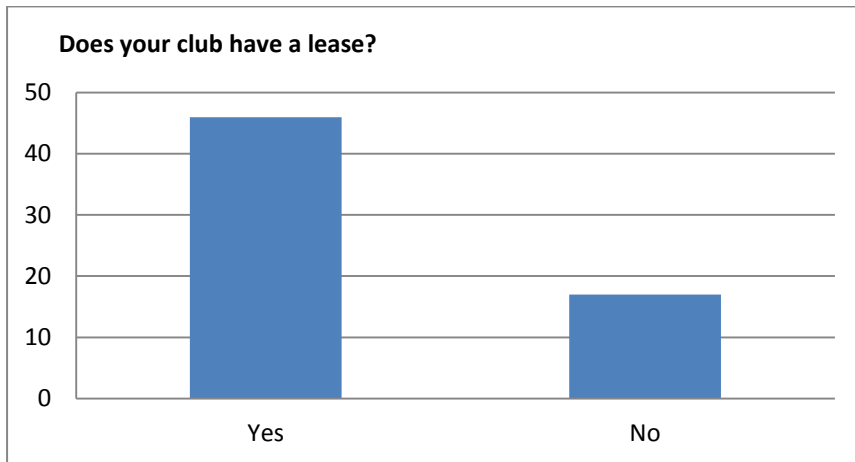
members. Overall across the state, yacht and boating clubs memberships have increased by 1000 per year over the last 2 years.



Lease

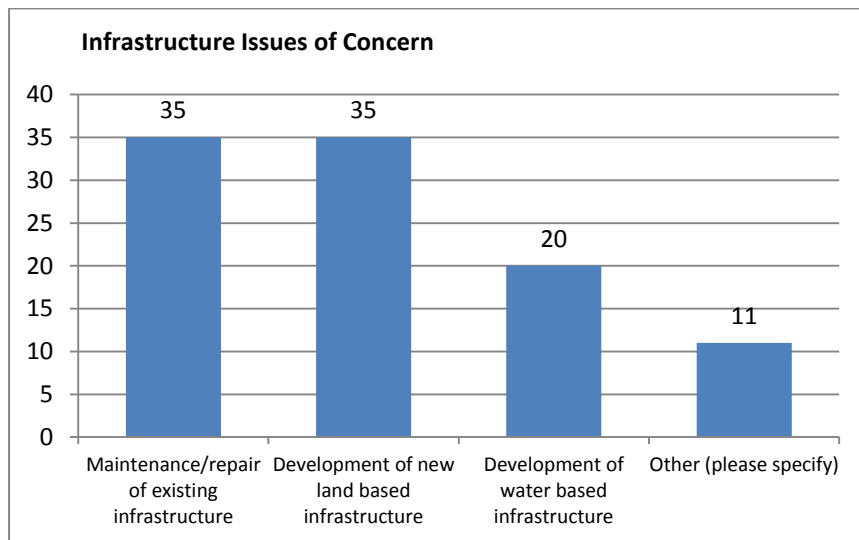
Most Clubs have a current lease in place. These leases are with Local Government, Department of Environment and Primary Industries, Parks Victoria, Water Authorities or Local Committees of Management.

Several clubs on short leases (ie. less than 10 years) have had difficulty borrowing funds or accessing grant funding due to uncertainty with their lease arrangements, and others are trying to negotiate for longer lease terms. Lease terms vary, however a 21 year lease was the most common (31%)



Issues of concern

The main infrastructure issues of concern to clubs were repair and maintenance to existing infrastructure and the development of land based infrastructure. The development of water based infrastructure was an issue for some clubs, located on the coast and in inland locations.



Infrastructure Development

Infrastructure development has taken place at 59% of clubs over the past 5-10 years. Some of these developments included new boat ramps, new floating jetty or marina, major and minor renovations to clubhouses. The cost of this infrastructure development has totalled more than \$18 million over the last 5 years (infrastructure costs figures were provided by only 22 clubs and so the actual costs is significantly higher).

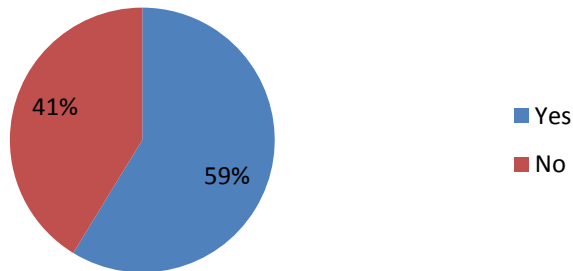
All clubs that have undertaken infrastructure development projects, encountered issues and obstacles in undertaking the development. In summary the main issues were:

- Getting funding (through members, grants and sponsorship) and knowing how much to invest given the length of lease and if it is worth it
- Liaising and dealing with different Government bodies, and then not understanding the needs of a club/community/not for profit group (as opposed to a big developer)
- The time, resources and effort that it took to get required approvals (planning approval from Council, DEPI approval and others). This was a major difficulty and obstacle for clubs.
- Construction was inconsistent and took time as it was completed mostly by volunteers. This also created safety and OH&S concerns.

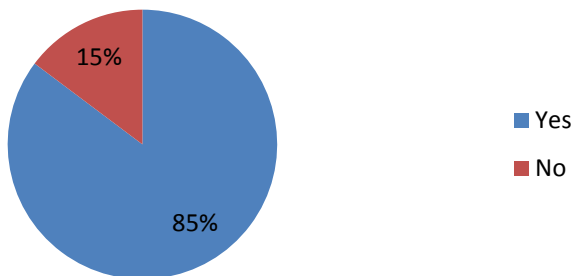
A significant number (85%) of clubs are planning developments over the next 10 – 20 years.

The value of these planned infrastructure developments is more than \$75 million (planned infrastructure cost figure were provided by only some clubs so the figure is likely to be significantly higher).

Have you undertaken any developments over the past 5 years?



Do you have any planned developments over the next 10-20 years?



Some of the proposed infrastructure development projects include:

- Disabled access to club buildings
- Replacement of boat ramp
- Upgrades to changes-rooms and toilets
- Improvements and upgrades to boat storage and boat yards
- Rebuilding, extension and renovation of clubhouses

Most clubs that have planned infrastructure development projects have encountered issues and obstacles in progressing the development. In summary the main issues were:

- Obtaining funding for the project (through members, grants, sponsorship). For some clubs, this is tied up with their lease arrangements as they can't access grant money or borrow money for a project without a lease in place.
- Uncertainty with lease and license arrangements, ownership and land tenure or lack of a long enough lease term. This prevented clubs from being able to obtain the required approvals.
- Dealing with Council and State Government departments. There are various departments involved and they often contradict each other (in requirements for dredging issues, lease issues and process).
- Obtaining required approvals from Council and State Government departments and dealing with complex issues and objections (VCAT). This is a time consuming and difficult task for volunteer members.

Events

Most clubs have hosted and continue to host sailing and community events.

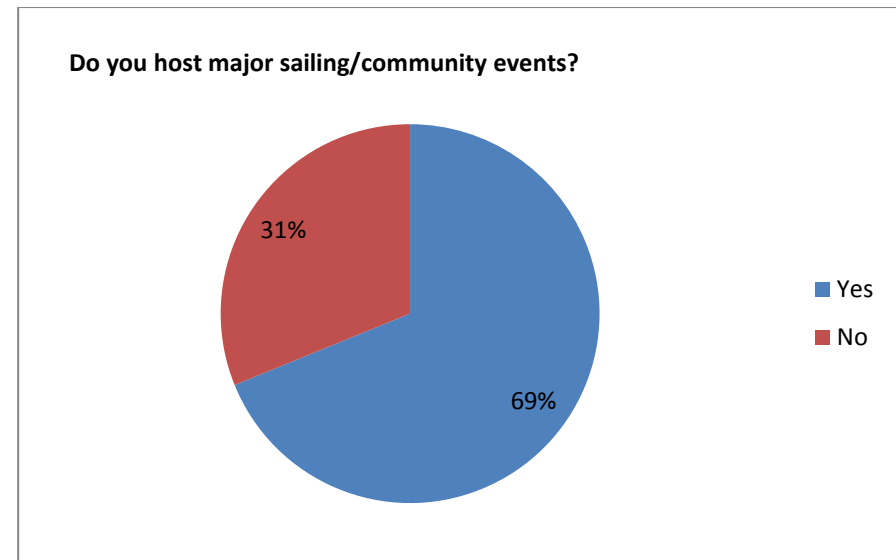
These events include:

- Major Victorian (state) championships and titles
- Major Australian (national) championships and titles
- World championships
- School teams racing events
- Discover Sailing days
- Community and seniors sailing events
- Overnight races
- Annual recognised sailing and other (eg. swimming, kiteboarding) events

More than 20,000 people participate in these events and a further 25,000 people are involved as volunteers or visit these events as spectators.

These figures are conservative as several clubs were not able to identify the number of participants, volunteers and spectators.

Sailing is unique in that there are State, National and World championship events across hundreds of different classes. Many events are hosted by clubs across Victoria each year.



Survey Questions

Club Information

Club Name:

Number of club members:

Is membership: Increasing Decreasing Same

Do you have a lease for your club building or land that the building is located on?

If yes:

- Who is your lease with?
- How long is your lease term?

What infrastructure related issues are of most concern to your club and members?

- Maintenance/repair of existing infrastructure
- Development of new land based infrastructure
- Development of water based infrastructure
- Other (please specify)

Development Projects

Have you undertaken any infrastructure developments over the last 5 years?

If yes:

- what was the development?
- how much did it cost?
- how was it funded?
- what issues or obstacles did you encounter in undertaking this development?

Do you have any planned infrastructure development projects over the next 10 years?

If yes:

- what is the development?
- what stage is the development at?
- how much do you estimate it will cost?
- how will it be funded?
- what issues or obstacles have you encountered in progressing this development?

Major Events

Do you host major sailing, boating or community events?

If yes:

- What is the event?
- How many people participate in the event?
- When is the event held?
- Are your current infrastructure facilities adequate for the event?

Further Involvement

Would you be happy for the project team to contact you (if required) for further information?

Are you interested in attending a project workshop (in Melbourne) in December 2013?

Case Studies

In depth interviews and discussions were undertaken with the following clubs to understand the infrastructure development issues, obstacles and successes that they have experienced. The following clubs provided case studies:

- Blairgowrie Yacht Squadron
- Sorrento Sailing and Couta Boat Club
- Mornington Yacht Club
- Royal Melbourne Yacht Squadron
- Black Rock Yacht Club
- Sandringham Yacht Club
- Beaumaris Motor Yacht Squadron
- Apollo Bay Yacht Club
- Albury-Wodonga Sailing Club
- Royal Geelong Yacht Club

Appendix 3 - Current approvals and permits required for infrastructure development projects

Infrastructure Development Project Process

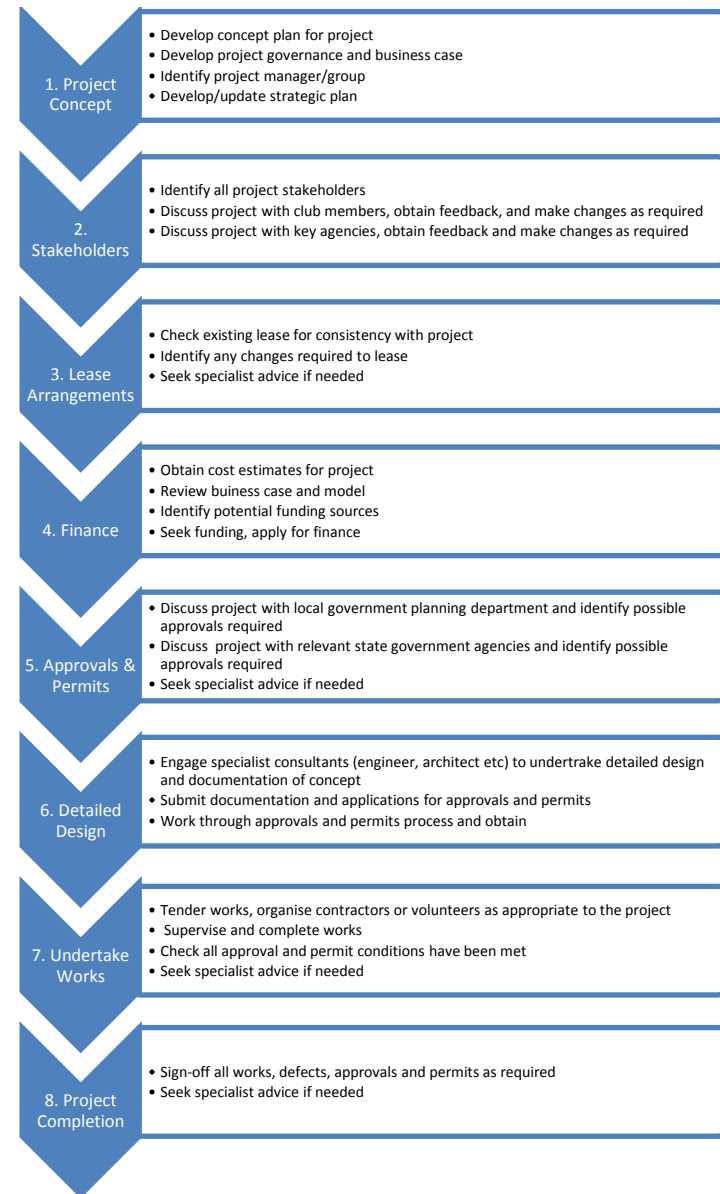
Summary

This Yacht Club Infrastructure Development Toolbox provides a guide for all yachting, sailing and boating clubs in Victoria undertaking infrastructure development projects.

A flow chart sets out the stages of the project from inception to completion, with further detail provided for each stage below.

Tips and examples from clubs that have completed successful infrastructure developments are included.

The toolbox is currently being developed as an online resource for clubs.



1. Project Concept

The project concept should give a basic outline of the proposal. This should include the objectives of the proposal, a rationale of why it needs to be undertaken and thoughts about how it will fit in with the local area.

A concept diagram should be developed – this could be a hand drawn sketch or put together by a professional draftsman.

If there is an existing site Master Plan (or other long term site plan), justification should be provided of how the proposal fits in with long term plans for the area. For larger projects, a Site Master Plan should be developed or updated to support the proposal.

A project governance model should be developed which explains how the project will be managed and the process for undertaking the project.

Making this clear and transparent can assist in getting club member support and understanding of the proposal. Larger projects will require specific skills and significant time commitments, which can be difficult for club volunteers. Consider whether there will be a project manager or project group, appointment of outside contractors or existing club members/resources. Establishing a project steering group, made up of club members, can provide a good conduit for information and consultation between club members and project managers/contractors.

The business case for the proposal should provide justification for the project, identify the project risks, provide a cost/benefit analysis and identify the project budget and funding options. The business case for the proposal will be important in obtaining project approvals and should be added to and updated as the proposal develops.

2. Stakeholders

Project stakeholders include any group, organisation or individuals that have an interest in the project. They usually include:

- Club members
- Club contractors/tenants/leasees
- Yachting Victoria and other peak bodies
- Local Council
- State Government Departments (Department of Environment and Primary Industries, Sport and Recreation Victoria, others)
- Waterway manager (Parks Victoria, Port Authorities, Water Authorities, others)
- Local Committees of Management (if relevant)
- Local Indigenous Groups (Recognised Aboriginal Parties)
- Local Environment Groups
- Local Community Groups
- Neighbours (other organisations or individuals)
- Existing and potential facility users

The project concept needs to be discussed with key stakeholders to identify any issues or problems and get general feedback on the proposal. Doing this component well at the start of the project will avoid problems later in the project when time and resources have already been spent.

Discussions with club members should focus on getting support for the project and understanding any issues. The project governance, business case and long term plan are important in explaining the project to the members.

Discussions with key agencies (local government, state government, and other agencies) should focus on benefits to the local community,

justification of the project, process for approvals and permits required, environmental/coastal impacts, changes to lease if required, long term plans for the area, other plans, and strategies affecting the proposal, any major issues or obstacles affecting the proposal.

Notes of all discussions should be recorded. Changes to the proposal may be required after discussions with key stakeholders.

3. Lease Arrangements

The existing lease needs to be checked for compatibility and consistency with the proposal. Specifically it needs to be determined if the proposal is allowed under the current lease conditions and if the proposal is within or outside of the lease area.

The length of the lease needs to be sufficient to make the investment worthwhile. The length required on the lease will depend on the size of the project.

Changes may need to be made to the lease, which can become complicated particularly where the lease is for Crown Land (which is the case for most clubs).

Seek specialist advice, from a property lawyer, if needed to negotiate and understand the lease conditions.

4. Finance

There are several funding options. The most suitable funding option will depend on the size of the club and project, and the type of project.

Funding options include:

- Members accumulated resources
- Pre-payments by members

- Grant funding
- Loans/external debt
- Gifts, donations and sponsorships

Some facilities (eg. marina berths) are suitable for use of accumulated resources or pre-payment by members. Consideration needs to be given to the length and terms of the lease/license, ongoing repair and maintenance costs. Leasing of berths can provide ongoing revenue.

Grant funding is available for some projects, particularly where there is a public/community benefit. Many clubs provide a public/community benefit but do not seek to publicise their contributions. Grant funding may be available through:

- Sport and Recreation Victoria (Victorian Government)
- Department of Transport, Planning and Local Infrastructure (Victorian Government)
- Department of Environment and Primary Industries (Victorian Government)
- Regional Development Victoria
- Local Government
- Local community support grants
- Australian Sports Foundation

5. Approvals and Permits

Understanding what approvals and permits are required and where and how to get them can be confusing and daunting.

A planning property report can be obtained from www.land.vic.gov.au. This report will provide an outline of the zoning and overlays affecting the parcel of land. The proposal should initially be discussed with the local government planning department to understand required approvals, process and likely timeframes. The proposal should also be discussed

with the Department of Environment and Primary Industries public land or environmental planners (if the proposal is on public land). A list of the legislation, policies, strategies and guidelines that may apply is below.

Working through the required approvals and permits can be time consuming and difficult for club volunteers. Engaging with relevant stakeholders early in the project planning and seeking specialist advice as needed, is essential in gaining approvals and permits efficiently.

Applications for approvals and permits should be made as the required information becomes available. For most approvals the detailed design will be required and will have to be reviewed and amended throughout the process.

6. Detailed Design

The concept needs to be developed into a detailed design. The detailed design will need to take into account the Building Code of Australia and relevant Australian Standards. This detailed design will need to be done by a professional in the specific field (eg. civil engineer, coastal engineer, environmental engineer).

The detailed design will need to be amended and reviewed along the way to ensure it meets relevant planning permit and other approval conditions.

Once the detailed design has been approved it should form the scope of works for the works to be undertaken.

7. Undertake Works

Depending on the size of the project, the works could be undertaken by contractors or by club volunteers. Occupational Health and Safety issues and compliance with legislation need to be a very important consideration when deciding how the works will be done.

Depending on the project, the works may need to be undertaken by a Registered Builder.

8. Project Completion

At completion the project should be checked and signed off by a qualified professional (eg. Building Surveyor, Engineer, Project Manager). Sign-off requirements will depend on the type of project and requirements.

Appendix 4 - Economic and Community Benefit Report and Economic Matrix

The following summary information measures the impact of the proposed facilities and infrastructure projects from an economic, community, public benefit, and tourism and event perspective.

The results and assumptions are generated from the research of Yachting Victoria Clubs as at March 2014. (Reference: LeisureCorp YV Economic / Community Impact Matrix)

Club Projects %

Of the 87 affiliated Yachting Victoria Clubs, 62 Clubs responded to the Yachting Victoria Facilities Infrastructure survey conducted by LeisureCorp in consultation with Ainley Projects.

Of the 62 Clubs, 46 Clubs have a proposed project(s) or 53% of the 87 Yachting Victoria affiliated Clubs.

The Yachting Victoria affiliated Clubs have been broken into 3 groups (Tier 1 – 2 – 3) in the master matrix (Reference: LeisureCorp YV Master Survey Matrix) based on size of membership, facilities and locations.

The 46 Clubs and their proposed projects are included in the following club categories:

Projects

- Tier 1 – 7 Clubs
- Tier 2 – 21 Clubs
- Tier 3 – 18 Clubs

Note: that any projects that have currently commenced were not included in the research results.

Time Frame 5 – 10 Years

The objective and scope for the Yachting Victoria Facilities and Infrastructure Project is to research proposed projects over 5 to 10 to 20 years, it is evident that not one club had planned projects outside the next 10 years. Therefore the following information is contained into two segments between 1 – 5 years and 5 – 10 years.

Project Descriptions

From the LeisureCorp YV Economic / Community Impact Matrix it was identified 68 proposed projects between 46 Clubs. The proposed projects are as follows:

- Club House (42)
- Hard Stand (14)
- Marina (7)
- Launching Facilities (4)

Victorian Economic Impact (Gross State Product)

Over the period from 2014 – 2024 the estimated value of the proposed projects is \$75.1M with an additional \$7.5M in GST generated.

The proposed time lines for expenditure are broken down into:

- 1 – 5 years @ \$65M inc GST
- 5 – 10 years @ \$17.5M inc GST

Therefore predominately the Yachting Victoria affiliated Clubs have short term development plans and very few have addressed a club master plan, hence no longer term projects or objectives.

Estimated that over 400 jobs directly associated with the development works would be created from the proposed projects.

Club Economic Impacts

Estimated that Yachting Victoria affiliated Clubs in house impacts as a result of the proposed projects:

- Up to 200 jobs P.A.
- Gross Salaries of \$11.6M P.A.

As a result of the proposed projects, the Yachting Victoria affiliated Clubs revenues would increase by \$24.3M P.A. with an additional GST generated of \$2.4M P.A.

Community Impacts / Benefits & Tourism

Of the 46 Yachting Victoria affiliated Clubs that have proposed projects it is estimated as follows that the community would benefit in the following categories:

- 67% of the proposed projects would benefit the community in improved Clubhouse and Venue Facilities
- 59% of the proposed projects would benefit the community in hosting Events
- 17% of the proposed projects would benefit the community in Other areas i.e. community launching facilities, training etc

Estimated that as a result of Yachting Victoria affiliated Clubs proposed projects the estimated value of community related revenue and in kind use would be \$2.9M P.A.

These would include:

- Non Member related Functions
- Community Groups i.e. Probus, Rotary
- Non Club Events
- Training

From a Tourism perspective and review of the scope of Yachting Victoria affiliated Clubs proposed projects; it is difficult to envisage any significant Tourism impacts in economical and or destination outcomes.

Appendix 5 - State Sailing Centre Assessment Report and Locations Matrix

Background

Inclusive in the Yachting Victoria Facilities and Infrastructure Project, the case for a State Sailing Centre (SSC) and the proposed most suitable locations have been reviewed as part of the overall facilities plan for yachting/sailing in Victoria.

Outcomes of the Gap Analysis, from the facilities and infrastructure research, indicate that there is a need for more State based services, support and facilities for yachting/sailing clubs in Victoria.

The majority of clubs require improved facilities at their clubs but budget and planning constraints are major barriers. A SSC for use by metropolitan and regional clubs will enable these clubs to collectively make use of best practice, modern services and facilities to grow the sport of sailing.

Methodology

In the first instance the reference criteria and scope adopted for the proposed SSC was the document prepared in June 2013, by Waypoint, for the planned SSC development at Sandringham Yacht Club (SYC) and Hampton Sailing Club (HSC). The following stakeholders were consulted during the preparation of the document:

- Victoria State Government
- Parks Victoria
- Yachting Victoria (YV)

- Yachting Australia (YA)
- Sandringham Yacht Club
- Hampton Sailing Club
- Victorian Institute of Sport (VIS)

Consultation, in the form of workshops, was undertaken to determine the criteria and scope of the proposed SSC. A review of the barriers associated with implementing the project was also undertaken. The following people were involved:

- Steve Walker - CEO YV
- YV Facilities & Infrastructure Project Task Force Members
- YV affiliated clubs, members and volunteers
- Justin Burney - Sport & Recreation
- Chris Carlisle - Commodore SYC
- Richard Hewett - CEO SYC
- Andrew Plympton - Member of ASF (Past President YA)
- Johnny Rodgers - Head Coach VIS
- New Tack Consulting - Event Managers ISAF World Cup Sailing Event
- Chris Dare - Waypoint
- Peter Dawson - Past CEO RMYS
- Travis Atkins - Max Group Australia (St Kilda Sea Baths)

Outcomes

General outcomes and commentary from these sessions included:

Sport & Recreation Victoria:

- The SSC needs to consider becoming the home of the sport, with a focus on driving participation, catering for the sport's

administration and training needs, and attracting events that support the sport's development.

- 90% of sports in Victoria have a state centre. The development of a state centre should be a high priority for sailing.
- From an events point of view there is justification for a State Sailing Centre.
- YV needs to understand that there are challenges in getting funding and political support, and that there is competition for funding from other sports.
- The SSC needs to link in with the Strategic Plan of Yachting Australia
- State Sailing Centre in Qld is a good example of a facility that meets the sports needs
- The SSC should include office space (and identify who would be in there) car parking, boat storage, on water facilities, fitness centre/facilities, sports medicine, training/seminars
- Key people in this are Steve Walker, Andrew Plympton, and members of the YV Board
- Parks Vic have been involved in discussions of locations to date and should be consulted in any plans moving forward

VIS

- Ideally have one area for elite sailors with all their facilities (gym, sailing, recovery, doctors) in one location
- A home for the sport would be beneficial as there would be a base for the programs
- Currently Sandringham and Sorrento are used by VIS sailors and coaches
- Current space issue at both locations for rigging areas, boat storage and off water education
- High performance would use a facility 5 days per week
- Currently 20 people in the high performance program

- Qld and Vic programs are best in Australia
- At Qld SSC accommodation a very low standard, and the centre is tacked onto an existing club
- Spain (location of ISAF Worlds) is a good example, also Germany and Britain (Portland)

Workshop notes and commentary included:

- Yachting Vic administration does not necessarily need to be in the same location as the SSC but would be good if it worked together
- There is a variety of Pros and cons of SSC being located and part of an existing yacht club
- SSC needs boat storage, training rooms, on water access, ability to launch training boats etc
- Marina/ Safe harbour facilities would be preferential
- Central location – easy for people from all over Victoria to get to
- Yachting Vic admin – is it best located near stakeholders? Government departments etc.
- Coastal land is valuable and a facility that sits vacant for most of the week is not likely to be supported
- Accommodation (or close to accommodation options) would be good for visitors
- Co-location with a similar group/organisation would have benefits
- Potential non club locations – Port Melbourne where Life Saving Victoria is located, Knights Slipway in Williamstown, and West Beach Pavilion St Kilda (note no parking and already has tenants)
- Need to make sure adjacent waters are zoned appropriately for sailing, kite surfing and other activities
- A feasibility study on the operations of a SSC is required ASAP

The above commentary supports the previously identified proposed scope and criteria for a SSC. It is therefore proposed that a review of the

proposed location for the SSC be undertaken, using the scope and criteria previously developed.

The feedback from the stakeholders indicates that the proposed location for the SSC should preferably be on the foreshore between Beaumaris and Port Melbourne.

Proposed Locations

A detailed review of potential locations and facilities between Beaumaris and Port Melbourne has been carried out. A SSC Proposed Facilities and Location Matrix was developed and includes the following criteria:

- Location rating based on meeting criteria and scope facilities
- Bayside Location – yes / no?
- Total GFA required @ 1900 m2
- Existing facilities
- New Facilities potential
- Day Parking (minimum of 8)
- Evening Parking (up to 40)
- Boat Storage (20)
- On Water / Safe Harbour Facilities
- Event Facilities
- Food & Beverage Facilities
- Stakeholders i.e. Club, Council
- Barriers
- Other considerations
- Capital Budget

Please refer to SSC Proposed Facilities and Location Matrix for an assessment of the following locations:

- Beaumaris Yacht Club

- Black Rock Yacht Club
- Sandringham Yacht Club (SYC)
- SYC & Hampton Sailing Club
- Royal Brighton Yacht Club
- Brighton Lifesaving Club
- Elwood Park & Sailing Club
- Royal Melbourne Yacht Club & St Kilda Sea Baths
- Port Melbourne Yacht Club
- Victorian State Life Saving Centre
- Knights Slipway Williamstown* (not in preferred Bayside Location)

Every location highlighted in the above process had pro's and con's but in summary it was clear that the only realistic potential locations are those that have the potential to be located with existing club facilities.

Several non-club locations were considered but developing the required infrastructure to meet the criteria would be cost and planning prohibitive in the short to medium term. For example on water facilities are essential and therefore established club facilities would be preferred. The proposed locations were rated between 1 and 5 with the lower number being the more preferred location.

It would be reasonable to assume, not one location is going to be a walk up start and some detailed planning and communications with the clubs to identify the final location will still be required in consultation with all the stakeholders. This will also require a financial operations feasibility study on each location to ensure there is a win-win for both the stakeholders of the SSC and the clubs/members, including potential improved facilities and income streams.

The ratings for the locations reviewed as per the SSC Proposed Facilities and Location Matrix are as follows:

Rating 1:

- Sandringham Yacht Club (SYC)
- SYC & Hampton Sailing Club (HSC)
- Royal Brighton Yacht Club
- Royal Melbourne Yacht Club & St Kilda Sea Baths

Rating 2:

- Elwood Park & Sailing Club

Rating 3:

- Black Rock Yacht Club

Rating 4:

- Beaumaris Yacht Club
- Port Melbourne Yacht Club
- Victorian State Life Saving Centre

Rating 5:

- Brighton Baths
- Brighton Lifesaving Club
- Knights Slipway Williamstown* (noted not in preferred Bayside Location)

The common element in all the Rating 1 locations identified is that they are co-located with clubs that existing on water facilities. The obvious disadvantage at these clubs is available space on the foreshore but this is consistent with all the potential SSC locations.

However if these clubs think outside their current perspective and keep in view future strategic planning options on Port Phillip Bay there are development options for each club to consider.

For example:

- Sandringham Yacht Club and Hampton Sailing Club have been through a detailed process already which from our viewpoint could be re-started and worked through again and or consider other options on site at SYC and HSC that would achieve a win-win for the members, government and YV.
- Royal Brighton Yacht Club has potentially a development option of 1000m² over their existing car park and the integration with existing club food and beverage facilities and the future potential removal of their slipway.
- The St Kilda Sea Baths have a space currently available for long term lease and fit out which has over potentially 800m² of administration/lodgings space, plus a further 750m² of event space. Managed and developed in partnership with Royal Melbourne Yacht Club's future master plan concepts which could include the potential removal of their slipway therefore collectively offer more than the 1,900m² identified in the criteria and scope for the SSC.

All three of the above example concepts have barriers, and need the clubs to be approached on a sensitive basis. Working through the development of a SSC with an existing club may be more viable than other bayside options, as it is unlikely that these other locations will receive the necessary approvals for on water facilities, safe harbour and/or marina in the short to medium term.

Way Forward Recommendations

The Criteria and Scope for the SSC in the majority is supported and understood with all the stakeholders.

On the basis of studies to date and from the locations and clubs identified with a Rating 1, we would recommend the preferred location for the SSC would be Royal Melbourne Yacht Club & St Kilda Sea Baths.

This preferred location would be subject to a suitable commercial tenancy agreement being negotiated with the St Kilda Sea Baths and facilities agreement with RMYS.

This preferred location offers the following key elements and opportunities:

- **Considered against the agreed Criteria & Scope for the SSC**
 - Rating 1 outcome against the general Criteria and Scope for the SSC
- **Bayside Location and Ground Floor Area**
 - Prominent inner city location with high exposure and presence to the public on Beach Road St Kilda
 - High exposure events locations and on and off water
 - Caters for gross floor area for administration, training and event management
 - Potential discount in lease agreement for a long term lease
 - Offers combination of administration rental space and club (RMYS) facilities
 - Requires fit out of administration space as opposed to construction therefore substantially less investment required i.e. say \$1M as opposed to between \$3M- \$5M
 - Developing accommodation on the beach front is limited and expensive therefore location has numerous adjacent accommodation options over various standards
 - Suitable destination for regional clubs

- **On Water & Land Facilities (current & future)**

- Based on a win-win agreement with RMYS access to RMYS club facilities including launching, storage, boating, meeting rooms, food and beverage – RMYS currently reviewing club master plan and SSC can be integrated for future access and services
- Safe Harbour & Marina
- VIS programmes
- General training
- Gymnasium & pool
- Access to public transport
- Affordable monthly parking terms (staff)
- Public car parking
- Hosting major events / regattas and event viewing(roof top balcony) and corporate promotions
- Suitable location for all SSC sports i.e. Kite surfing
- SSC signage

Yachting Victoria should adopt the recommendation for the preferred location for the SSC and commence feasibility on the design, development, capital budget and operations of the proposed SSC with the St Kilda Sea Baths and RMYS.