

BLAIRGOWRIE YACHT SQUADRON

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How we got our clubhouse funded



Outline

- Background
- The Problem & the solution
- Strategic overview
- Consultation process
- Major Projects
- Project management
- Operations
- Key observations

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BACKGROUND

- “Harbouring the Future”
 - Strategic vision of the club set in motion 8 years ago to build a new clubhouse and extend the harbour
 - Utilised the wealth of highly qualified and experienced professionals within the club
- Key ingredients for change that need to be aligned
 - Leadership
 - Strategy
 - People

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THE PROBLEM & THE SOLUTION

- Problem

- Clubhouse that had served its members well
- Strong desire for refurbishment/redevelopment

.....and

- Safe Boat Harbour with a failing attenuator
- Strong desire from berth holders for a solution!

- Solution

- Strategic plan evolved
- “fix” of the attenuator could provide a broader strategic solution that could underwrite the club’s financial position for the foreseeable future

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STRATEGIC OVERVIEW

- Harbour extension to be funded by new berth holders
 - Plans to build 162 new full wet berths (10, 12, 15, 20 & 25 m)
 - Hardstand for ~30 boats up to 10m
 - Access by private jetty - no need to share existing public jetty
 - Travel Lift
- Re-Licencing Strategy to fund clubhouse
 - Club can re-licence berths at the end of the licence at market rates (with berth holder only having first right of refusal)
 - Aim was to not have all existing berth holders take up option so as renewals would be staggered
 - Aim was achieved with ~75% taking up the option

.....to begin the “process”, BYS had to get approval for the harbour extension before proceeding with the redevelopment of the clubhouse

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CONSULTATION PROCESS

- Commenced with commitments to fully fund all projects without the need for any government grants or external funding
- In-principal support from all major stakeholders
 - Patient and persistent in pursuing objectives
 - We were able to rely on our 1998 Environmental Impact Statement (EES)
 - Roadmap for approval obtained from DSE (who then became DEPI who are now DEWLP)
- We needed to deal with:
 - Mornington Peninsula Shire
 - DSE
 - VicRoads
 - Foreshore Committee
 - Parks Vic
- Over a period of 7 years, people, departments, policies and even the permit process itself all changed
- All necessary approvals obtained (eventually)

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MAJOR PROJECTS

1. Scotts' Shed

- Construction **completed** January 2013
- Totally self funded
- Sail training/conference facility
 - 10-60 people depending on layout
 - Air conditioned
 - AV equipped
 - Accessible via lift
- Harbour management offices & workshop
- Toilets, showers, laundry for harbour visitors
 - Training & harbour services

.....and importantly, temporary clubhouse during transition



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MAJOR PROJECTS

2. Safe Harbour Extension

- Plans to build 162 new full wet berths (10, 12, 15, 20 & 25 m)
 - BYS to retain 39 berths
 - 80 berths to be sold
 - BYS to retain 43 Permanent new visitor berths
- When complete will provide <340 total berths
- Hardstand for ~30 boats up to 10m
 - 2 x Lift out cranes
 - 75m of low landing – plenty of space to tie up to
- Access by private jetty - no need to share existing public jetty
- Travel Lift
 - Max length – 15m
 - Max beam – 4.5m
 - Max weight – 20 tonne
- Support from all major stakeholders
- All necessary approvals obtained



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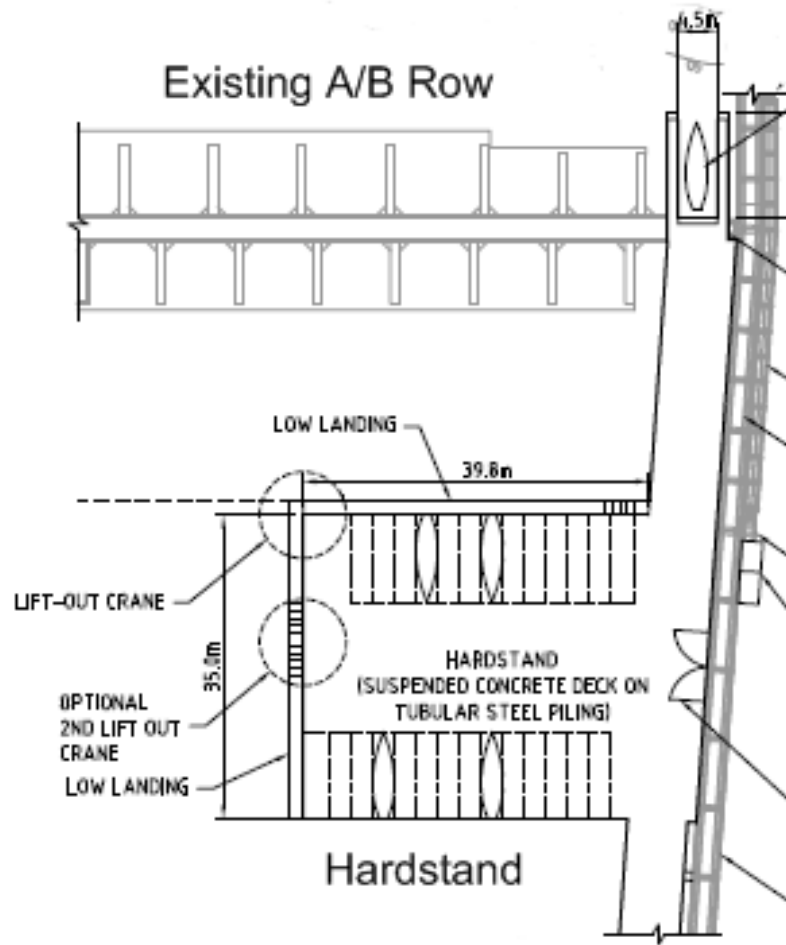
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MAJOR PROJECTS

2. Safe Harbour Extension (cont.)



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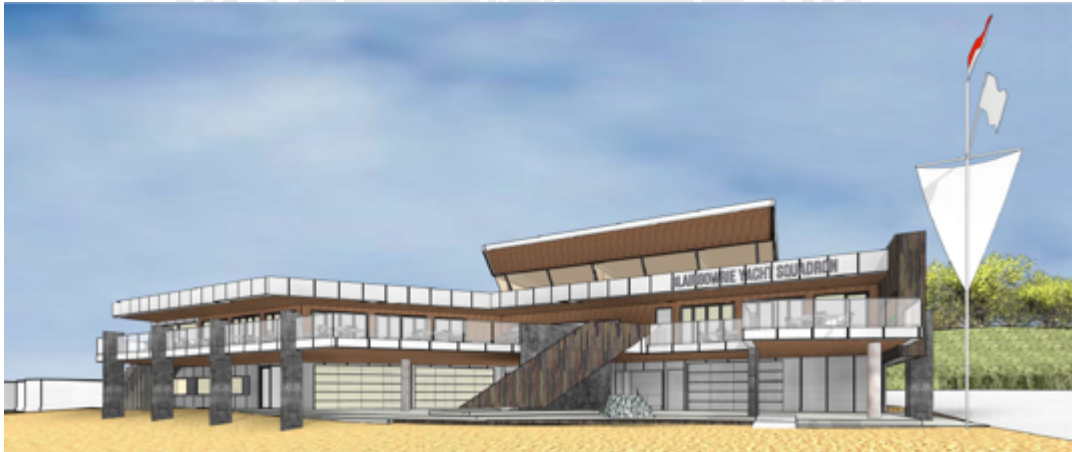
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MAJOR PROJECTS

3. New Clubhouse

- Complete rebuild
- Full commercial kitchen & bistro
- Increased floor space and 50% more deck area
- Lift access to all floors



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MAJOR PROJECTS

- Member approval obtained in January 2014 to spend \$22m across the two major projects – Harbour Extension and New Clubhouse
- Projects individually tracked
 - Tendered sums
 - Approved variations(after a formal sign off process)
 - Adjusted sums
 - Claimed/Paid
 - Monthly forecast updates through to completion
- Current status
 - Projects on time and budget
 - Clubhouse
 - Commenced – September 2014
 - Expected completion – pre October
 - Harbour Extension
 - Commenced – April 2015
 - Expected completion – December 2015

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PROJECT MANAGEMENT

- Engagement of highly respected Project Manager (Elia Basso, Director Basso Project Management www.bassoprojectmanagement.com) to manage both projects
 - Economies of scale
 - Need for information flows to go across projects
- Thorough and rigorous tender processes
 - Expressions of interest
 - Short list
 - Management of risk
- Clubhouse contractor
 - Maben Group www.maben.com.au
- Harbour extension contractors
 - Fitzgerald Constructions Australia www.fitzgeraldconstructions.com.au
 - Piling, wave wall, hardstand
 - Bellingham Marine www.bellingham-marine.com.au
 - Floating berths and pontoons
 - Maw Civil www.mawcivil.com.au
 - Sand movement, access road, pedestrian crossing

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OPERATIONS

- Current projects have applied best practice
 - Commercial contracts, professionally administered
- Separate sub committees established to manage the harbour and clubhouse projects
- Upskilled the management of the club to cope with:
 - Planning and implementation of the major projects
 - Transition
- Managing expectations
- Planning for what the new facilities bringfour distinct sources of new revenue:
 - Rental income from visitor berths
 - Rental income from club owned berths
 - Rental income from hardstand
 - Food & beverage income from member and external functions

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SUMMARY

- Alignment of leadership, strategy and people
- Utilise membership skill set
- Good governance and robust processes
- Quality contractors with requisite experience and demonstrable track record
- Strong management team in place

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