



OCEAN REEF SEA SPORTS CLUB VISION DOC

OUR VISION – OUR FUTURE

VISION DOC

THE PURPOSE OF THIS DOCUMENT IS TO ARTICULATE THE OCEAN REEF
SEA SPORTS CLUB'S VISION OF ITS FUTURE WITHIN THE OCEAN REEF
MARINA DEVELOPMENT SCHEDULED FOR COMMENCEMENT IN 2020.

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Executive Summary

The purpose of this document is to articulate the Ocean Reef Sea Sports Club's vision of its future within the Ocean Reef Marina development scheduled for commencement in 2020.

- Within the document are pages to share knowledge and understanding of our club's 45-year history to which believe is important in planning its future.
- Still one of the Northern Metropolitan Coasts best kept secrets we include a detailed summary of the Ocean Reef Sea Sports Club as it is today.
- Our club trades profitably, is debt free and maintains a strong capital position. The club does not trade for profit but as our financial results show, a commercial mindset is applied regarding ongoing management of the club.
- The club does not stand still. By the time the marina development commences we will have evolved and grown. We include a summary of where we believe the Ocean Reef Sea Sports Club will be 3 years from now.
- Ocean Reef Sea Sports Club takes its role in the community seriously. We look forward with enthusiasm and excitement to the important role we will play in a world class marina development.
- The club will need to evolve whilst at the same time preserving its heritage of a club built by members for members. A needs analysis identifies what is and what will be required as we develop into our new surroundings.
- Designing the new club premises requires a bold and visionary approach. Set to become a lasting feature of the North Metropolitan Coastline we share our vision of what we believe can be achieved.
- Moving home after 50 years will not be without its challenges. We share our thoughts on what practical options are available to ensure a smooth transition from the current club to the new club.
- 5 years after the marina development commences, Ocean Reef Sea Sports Club will look very different to how it does today. It won't stop there and so we explore beyond 2025 and imagine our future.
- Exact details regarding the financial implications of a new club are yet to be established however, we include our thoughts on how the development of the new club could be approached.
- As a family oriented club Ocean Reef Sea Sports Club has a history of community inclusion. We would like to retain and expand for example, programs for the disadvantaged and disabled.
- Finally, we summarise our thoughts and detail the conclusions we have reached having thought long and hard about the future that we see for the Ocean Reef Sea Sports Club.

Key Facts

Ocean Reef Sea Sports Club (ORSSC)
Ocean Reef Marina
Boat Harbour Quays
Ocean Reef WA 6027

Tel: 08 9401 8800
www.orssc.asn.au

- A concept for Ocean Reef Sea Sports Club (Originally Whitfords Sea Sports Club) was conceived on the beach in the Whitfords Bay area in 1972.
- We are an Incorporated Association that operates to benefit members.
- The club formed the Whitfords Volunteer Sea Rescue Group in 1975.
- Club membership at time of writing is approximately 920 the clear majority of which are local families from surrounding suburbs.
- The club is also home to approximately 90 trailer and/or Jinkered boats.
- Sea sporting activities include diving, fishing, power boating and sailing. The club activity that attracts the most members however is “socialising”.
- The club occupies a small lease (area less than 1 hectare) courtesy of the City of Joondalup.
- The Club turns over \$1,682m and in recent years has sought to maintain a modest surplus to build a capital base. We have no debt and as at 30 June 2017 held \$745k in cash and cash equivalents.
- We employ professional accountants and have our financial statements and accounts audited every year.
- ORSSC grants use of club premises to the City of Joondalup RSL (Formerly the Ocean Reef RSL) who’s membership stands at approximately 153.
- We host various other community groups covering activities such as yoga, a female voice choir and small business networks.
- Within our grounds you will find the Registered ANZAC Centenary War Memorial. An appropriately impressive structure that we are very proud of.
- ORSSC is the venue of the largest ANZAC Dawn service in the Northern suburbs. The Centenary service attendance was estimated to be more than 5,000 people.

History Ocean Reef Sea Sports Club

Before 1972 the club's roots can be traced back to a time long before its formation. Beach shacks were settled at Hillarys and Whitfords in the early 1930's. Some of the families involved would go on to become personalities within what would become the Ocean Reef Sea Sports Club. The land on which the shacks stood was sold in 1968 and the shacks were demolished in 1972.

1972 the Whitfords area was opened for residential development and concerned community members held fears that the beach between Sorrento Beach and Mullaloo Beach would become inaccessible to the public.

1973 with support from the Wanneroo Shire Council and the Whitfords Progress Association a steering committee was formed and on 18th July the Whitfords Sea Sports Club was born having been named after Whitfords Bay the area of the WA coast upon which it was founded. Our first fishing competition was held on 29th July. On the 9th August, the first general meeting of the club was held. 90 people attended from which a steering committee was formed. The first club cabaret was held on the 4th December at the Mullaloo Surf Club. The first sailing event was held in December with over 60 boats taking part and the first club magazine was produced.

1974 Regular club events took part off the beach at Pinnaroo Point and quickly grew to include power boating, fishing and sailing. The club's first organised diving event took place in February. Most sea sports activities were run monthly apart from sailing which held weekly events throughout the year.

1975 The efforts by the Whitfords Sea Sports Club along with others prevented development on the Western side of West Coast Drive in the area known as the Nodes. The Whitfords Volunteer Sea Rescue Group was formed by the club in July.

1976 The construction of two short groynes at Ocean Reef for the Beenyp Sewage Treatment Plant outfall pipe signalled the start of pressure by the club to extend the wall for a marina, launching facility and clubhouse at Ocean Reef.

1977 On the 12th January the State Government advised that a boat launching facility would be built on Perth's northern coastline. The Wanneroo Shire approved concept plans for the Whitfords Sea Sports Club clubhouse in July.

1978 In March the Ocean Reef Boat Launching Facility environment review programme was advertised. On the 25th November at 11.30 am the State Government signed the go ahead for the Ocean Reef Boat Harbour.

1979 On the 22nd January construction of the Ocean Reef Boat Harbour commenced. Boat launching was permitted from the harbour beach during the construction period. On the 2nd of December, the Ocean Reef Boat Harbour was opened by the Premier of Western Australia with an address from the Wanneroo Shire President. A speech of thanks by the Immediate past commodore of the Whitfords Sea Sports Club concluded the opening formalities. The cost of the boat harbour was approximately \$1.8 million. The first club field day at Ocean Reef was prior to the official opening on the 6th May. 600 members took part with a total of 160 sailing, fishing and power boats.

1980 The clubrooms were commenced in January and finished in July. The clubhouse was built by Howe and Cruickshank with the building costing \$180,000. Two major Club weekend busy bees provided the power and the bore water supply to the club and the landscaping was completed just prior to the opening. The official opening of the Clubhouse was on 18th July coinciding with the Clubs 7th birthday. The first club employees were hired and Kevin and Vivian Gillespie took up residence on the club grounds as the clubs Bosun and Caretaker.

1981 The concept plans for the club's mooring rail inside the Ocean Reef Boat Harbour on the northern breakwater was approved.

1982 Maintenance work on the harbour walls was undertaken by the State Government. Office staff were first employed in the club office.

1983 A club manager was employed by the club. The northern breakwater mooring rail was built and financed by the club. The club carried out additions and added to the club office and roofed the service yard. An acoustic ceiling was added to the hall.

1984 The Ocean Reef Boat Harbour was dredged in May by the State Government. A public telephone was installed at the boat harbour because of lobbying by the club. Plans to enlarge the Ocean Reef Boat Harbour for the Americas Cup were announced by the Wanneroo Shire but did not go ahead in favour of the development at Hillarys. The club's galley area was modified to cater for a wider range of meals. In December, the hard standing was introduced for boat storage with 11 bays being fenced. The club's full liquor license was approved November.

1985 The first galley staff were employed. Prior to 1985 the galley was run using volunteer club labour. Oil heating within the clubrooms was changed to gas heating.

1986 The galley equipment was upgraded with more equipment being added.

1987 Paid bar staff were introduced. Prior to 1987 the bar was operated by volunteers. The Sea Rescue moved from the club building to their new operations and training centre and the Sea Rescue room became the Sailing events start box and control room. The main road to the clubhouse was bituminized in December and the plans were finalized and approved for the additions to the lounge

1988 The lounge additions were built and opened on the 7th February. The Whitfords Volunteer Sea Rescue building was officially opened 23rd October.

1989 The Club's car park was bituminized. The external lighting was improved and a path to the northern groyne constructed. The galley was extended and upgraded. The start box access from the main hall was enclosed. Pool tables were first installed.

1990 The Ocean Reef Boat Harbour was dredged taking 6 weeks to complete. The junior dinghy shed was built in January to house the mirror dinghies.

1991 Darts were added to the Club's social activities. The Whitfords Volunteer Sea Rescue Group purchased its first dedicated rescue boat. In September, the main hall was declared a smoke free zone.

1992 The club mooring rail inside the northern breakwater was demolished in November due to harbour silting making it unusable.

1993 The works jetty in the harbour extending inside the western breakwater was demolished in May. The club celebrated its 20th birthday and produced a special edition of the club magazine to commemorate the occasion. Harold Martin our foundation Commodore passed away on 22nd August. Application was made to the council for a new hard standing boat storage area on the east side of the access road. New equipment was installed in the galley and the bar area was upgraded.

A no smoking policy was introduced to the entire club and a restricted external area for smoking was introduced. The club became debt free regarding the building alterations and as a result the club's growth plans were reviewed. A "Planning for the Future" committee was formed.

1994 A survey within the club membership regarding the club's growth and improvements was undertaken. The idea of more boat storage hard standing was discussed and negotiations were begun for more land to expand this facility.

1995 The Western Australian Government's Marine and Harbours Department undertook to dredge the Ocean Reef Boat Harbour. The new boat storage and hard standing area was approved by the City of Wanneroo on 27th March and was ratified by full council on the 5th April. On 2nd October a bar and functions manager was appointed. The club elected its first 3 life members and started the earth works on the new boat storage and hard standing area.

1996 The boat storage and hard standing work continued and the club applied for a grant of \$10,000 from the Ministry of Sport and Recreation.

1997 The Whitfords Sea Sports Club Scout group was formed on the 22nd May with the first meeting on 16th June.

1998 Drawings were submitted for approval to the City of Wanneroo for additions to the clubhouse entry foyer and contracts for the construction were signed.

1999 The existing hall windows were replaced with doors and the club modified to cater for the disabled with the provision of disabled toilets and ramps for the disabled were added.

The entry foyer was completed in January. The galley operations were subcontracted to a private caterer in September replacing the previous volunteer system.

2000 The Whitfords Sea Sports Clubs original lease for the land on which the clubhouse stands expired on the 31st December. The club applied for an extension to the lease of the land from the City of Joondalup. The galley operations returned to club management with paid staff being employed in September.

2001 A coastal cycle path was built by the City of Joondalup along the edge of the road past the front of the club grounds. City of Joondalup RSL (Formerly Ocean Reef RSL) invited to utilise club.

2002 On the 28th February a meeting was held by the City of Joondalup and the State Government at the Whitfords Sea Sports Club to discuss the future development of the Ocean Reef Boat Harbour. A revised constitution was accepted at the club's annual general meeting in August. Finally scheme water was connected to the clubhouse some 22 years after the clubhouse was completed to replace the original bore water system.

2003 onwards with the club premises fully developed and strong membership participation across its key sea sports activities, the Club settled into a period of stability. As you will see however, efforts to maintain and improve the club never cease.

2005 an important highlight in our history, having occupied premises overlooking the Ocean Reef Boat harbour for some 25 years, the decision was reached to re-name the Club and so Whitfords Sea Sports Club became the Ocean Reef Sea Sports Club.

2007 The State Labour Government made available \$700,000 to commence studies into a redevelopment of the boat harbour and to turn it into a marina. The club formed a sub-committee to work with the City of Joondalup on matters of community and club interest in a redeveloped marina.

2009 the Alfresco area is upgraded and walls are added. Retractable café blinds complete the job creating a fully enclosable outdoor area. New retaining walls and paving are added to the northern grounds. Total project cost \$35,000.

2010 the anglers weigh-in area is demolished and replaced. A materials budget of \$10,000 is approved with all labour and trades being donated by members.

2011 the children's play equipment is replaced. A new design is commissioned and paid for by the Ocean Reef RSL at a cost of \$27,000.

2013 asbestos removal project implemented throughout City of Joondalup. Club roof was replaced and club most grateful to the City of Joondalup for their assistance with \$44,000 in contribution towards costs. Later this year club commence dry lining feature brick walls followed by redecorating and new carpets.

2014 due to spalling mortar a portion of the club's exterior walls are concrete rendered and texture coated. New security fences are installed and due to storm damage, we replace the patio over the club entrance hall. \$70,000 was spent this year alone.

2015 the RSL build the Registered ANZAC Centenary War Memorial. The remainder of the club's exterior walls are rendered and texture coated. The gas main is relocated and a bulk gas storage facility is installed including a concrete pad and fencing.

2016 the club signs a new 10-year lease with the City of Joondalup. The lease 2 five-year options taking the lease term out to 2036. The original caretakers caravan is removed and old storage shed start to be removed. Portable sea containers are introduced as an alternate storage solution. The club signs a new lease with the City of Joondalup.

2017 fences around the old storage shed and caretaker caravan are removed and the ground cleared a prepared for lawn. Club commences phase 2 of dry lining feature brick walls followed by redecorating and new carpets.

Ocean Reef Sea Sports Club Today

Overview of Club Facilities

Ocean Reef Sea Sports Club has a club house and grounds with facilities used by members and guests spanning sporting activities, social activities and functions.

Bars: Ocean Reef Sea Sports Club currently has 3 bars, 2 with a full range of drinks and tap beers and a bar in the Panorama Hall (large function room) with a good range of drinks and selection of tap beers available.

Restaurant: In keeping with our sea sports history, this is commonly known as the 'Galley'. The Galley is open on Wednesdays, Fridays and Sundays serving a selection of quality meals at affordable prices.

Rooms: There are 5 main areas within the building, 3 of which can be hired for functions and weddings.

- **Mason's Bar** – To the southwest of the building, this bar is named after the Mason family in recognition of their contribution to the club – This area is common haunt for the Anglers and Darts players
- **Main Bar** – Located in the centre of the building and connecting to the Sunset Lounge and Bob Masons bar, this area is a general seating area with 2 pool tables and large screen TV's showing Foxtel and special events such as the AFL Grand Finals.
- **Sunset Lounge** – An extension of the main bar area, but can be separated from the bar area via bi-fold doors – The sunset lounge has a wide ocean view, is positioned ideally for viewing the sunset and has its own veranda area facing the ocean. This room can be hired
- **Panorama Hall** – The Largest function room that the club has. Capable of seating 120+ and capable of handling functions of nearly 200 people. This room has great views to the north and south of the building and is connected directly to the Ocean View Patio. This room can be hired
- **Ocean View Patio** – Located out of the sea breeze on the north side of the club – This enclosed patio area has transparent cafe blinds to keep the wind and weather out and spectacular views of the ocean and sunsets. The patio can be hired if an event is not booked for the Panorama Hall.

Children: As a family Club we work hard to maintain an environment that caters well for youngsters.

- **Play Area** – Ocean reef Sea Sports club has a fantastic children's play area. The play area has a soft fall floor and capacity for many children! – We ask that children are supervised and wear shoes always.
- **Kids Christmas Party** – An annual event for children of financial members – We invite and transport Santa to the club where he hands presents from mum and dad out to the children – A great and very busy day for Ocean Reef Sea Sports Club.

- The club operates a registered programme called “Boating 4 Kidz” which caters for disabled and disadvantaged children in the community. Up to 20 of these children and their parents/carers are guests at our annual Christmas Party.
- Bouncy Castles / Face Painting etc – At some special events we arrange for additional children’s entertainment, including bouncy castles, face painting etc. Keep an eye on the [Calendar](#) and the [clubs Facebook page](#).

Club Grounds: Ocean Reef Sea Sports Club occupies a lease of approximately 9,100m². It has grounds to its south, west and north sides – and a large car park to its east. All grassed areas are licensed. The South grounds are popular for wedding ceremonies and they also contain the new 100-year Anzac Memorial commissioned and built by the Joondalup City RSL (Formerly the Ocean Reef RSL) whom the Ocean Reef Sea Sports Club allows to use its Club rooms for its meetings and social events. The North side of the club grounds have the Ocean View Patio, the children’s play area, the BBQ area and the Angling Sections Weigh in area.

Boat Storage: Ocean Reef Sea Sports Club has 2 hard standing areas for boat storage. These hard stand areas are for club members only and are provided on an annual fee basis Rules regarding sizes of boats and usage apply. This hard-standing area is one of the best value boat storage facilities in Perth! Places are limited so [contact us](#) if you are requiring a hard stand for your boat

Dive Compressor: Ocean Reef Sea Sports Club dive section have 2 dive compressors, 1 portable compressor for use on trips away, and one fixed compressor at the club. The compressor allows members of the dive section to fill their tanks, at a very minimal cost, once they have completed a Dive Compressor course. The Dive Compressors courses are run in house by the club.

Members

The most important people are of course the Ocean Reef Sea Sports Club members. Club membership continues to trend upwards with the most pronounced increases following positive news about the marina development.

Membership History

Category	2013	2014	2015	2016	2017
Standard	689	627	648	675	718
Concessional	79	85	84	100	117
Single	0	77	97	106	47
Life	9	8	12	14	14
Staff	0	10	14	14	12
Free	0	0	11	10	11
Student	0	1	2	1	0
Junior	1	0	0	1	1
Totals	778	808	868	921	920

The current membership of 920 is heavily skewed towards “Standard” memberships which are made up of families residing in Ocean Reef and neighbouring suburbs. Consequently, far more people use the club due to family attendance.

Membership categories are as follows;

Standard Membership: the registered member, the nominated partner of the registered member, (i.e. spouse, partner) and any children of the partnership under the age of 18.

Concessional Membership: a full-time student between the ages of 18 and 25 years /An Age Pensioner with a valid Australian Pension Card (Senior Citizen) /A single person (by application in writing to Management Committee)/ a person who resides in a country area (i.e. over 100 kms from the Club)

Junior Membership: Anyone under the age of 18 years may join as an individual member if approved by the Management Committee. They are not entitled to hold office in the Club or vote at any General Meeting or Committee Meeting.

All members are eligible to participate in any club events and are actively encouraged to do so. Typically, a member will focus their sea sports activities in one or two areas’ i.e. fishing and diving.

City of Joondalup RSL (Formerly Ocean Reef RSL)

Ocean Reef Sea Sports Club grants access to the RSL and has done so for approximately the last 15 years. RSL membership currently stands at 153

People

Staff

Currently the club employs 6 full-time salaried staff with roles covering office administration, bar and functions, galley and catering. Another 6 staff are employed on a part-time basis attending to bar, galley and associated function duties. This increases seasonally with numbers of part-time employees and casuals increasing from mid-October through May.

At any given time, Ocean Reef Sea Sports Club provides direct employment for between 12 and 18 individuals.

Other functions such as grounds and maintenance are attended to by the club Bosun with any major works being outsourced to local providers.

Management Committee

As an Incorporated Association, the ongoing governance of the Club is directed under a constitution. Ongoing compliance with the Club constitution and by-laws is attended to by a volunteer management committee comprised as follows;

- Club Commodore.
- Vice Commodores. (x2)
- Rear Commodores. (x4 Angling, Power Boats, Diving and sailing)
- Honorary Treasurer.
- Honorary Secretary.

Community

The Club maintains a strong sense of community. It maintains close associations with other like-minded clubs and associations and wherever possible, seeks to trade with local businesses.

Trading activities include the supply of food to our Galley, trades and services in relation to ongoing club maintenance and the supply of equipment to support various functions and activities.

Operations

Advisers and Professional Services

The Club utilises the services of an appropriately qualified accounting and audit firm. It also has an established relationship with a legal adviser and actively engages with its bankers and insurance providers.

Financial Details

Ocean Reef Sea Sports Club trades profitably, is debt free and maintains a healthy capital position. A Summary of the club's 30 June 2017 financial statements is as follows;

Ocean Reef Sea Sports Club – Financial Highlights as at 30 June 2017

Total Assets	\$910,153
Liabilities	\$165,063
Net Assets	\$745,090
Operating Cash Flow	\$1,682,408
Operating Costs	\$1,524,988
Net Income	\$157,420

Whilst the Club is not in business for profit, its management committee adopt a commercial mindset in its operation.

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As with all clubs, members pay annual membership fees in return for member benefits. Those benefits are why people choose to become members and are best described as follows;

- Allows use of the club facilities – Non-members are not allowed to use the club or buy drinks / food (unless signed in by a member)
- Ability to take part in section activities – the more you participate, the better value the club becomes
- Take advantage of discounted drinks and great value meals
- Members Draw on Friday night – win up to \$1000
- Electronic Membership card allows purchase of food and beverages using funds loaded on to the card
- Ability to bring guests into the club (must be signed in)
- Ability to vote at general meetings
- Ability to use function rooms at reduced or no cost.
- A great place to bring the whole family to enjoy.

Critical to the club's economic well-being are 5 key revenue generators:

1. Bar sales	\$813,188	(48.33 % of Club revenue)
2. Galley & Functions	\$400,009	(23.77 % of Club revenue)
3. Membership fees	\$328,515	(19.53 % of Club revenue)
4. Fund raising	\$ 50,443	(3.00 % of Club revenue)
5. Boat Storage	\$ 44,103	(2.60 % of Club revenue)
Total	\$1,636,258	(97.26 % of Club revenue)

Note: based on financial statements and reports as at 30 June 2017.

Short-term trends indicate an overall improvement in the financial results of the club. This is largely attributable to a growing membership and the resulting increase in patronage.

ORSSC 2020

There is no doubt that the proposed development of the Ocean Reef Marina is driving a strong interest in membership.

The more recent announcement by State Government confirming its commitment to commence the development in 2020 turning this strong interest into a frenzy.

As a result, and to the best of our ability we can provide a forecast as to what the club should look like as at 30 June 2020. Clearly, there will be no fundamental change in the club in terms of facilities. That said, we are doing all we can to maximise the membership experience. This is achieved by way of maintenance that is done in a way as to provide an improvement to the club facility at minimal cost. This process continues to draw upon the generosity of club members.

The primary changes in club demographics will be seen in the following areas.

Members

The increased interest in membership is skewed toward families.

Membership Forecast

Category	2017	2018	2019	2020
Standard	718	818	875	928
Concessional	117	125	145	165
Single	47	47	47	47
Life	14	15	17	19
Staff	12	14	16	18
Free (Committee)	11	11	11	11
Student	0	2	4	6
Junior	1	2	4	6
Totals	920	1034	1119	1200

Notes:

- Single membership category is closed.
- 1200 member is a realistic maximum capacity given our current facilities.

People

Staff

Given the forecast of a 30% increase in membership our staff numbers will also need to increase. The increase in staff however, will be concentrated in the part-time/casual categories as most of the increase in workload will centre around food and beverage service.

Management Committee

The size and structure of the management committee will likely remain static.

Financial Details

The increase in membership will by default increase the gross annual revenues of the club and given that there is no structural change to the club's operating model it is expected that revenues will be proportional to what is experienced today.

2020 Forecast

1. Bar sales	\$1,057,144	(48.33 % of Club revenue)
2. Galley & Functions	\$ 520,011	(23.77 % of Club revenue)
3. Membership fees	\$ 427,069	(19.53 % of Club revenue)
4. Fund raising	\$ 65,576	(3.00 % of Club revenue)
5. Boat Storage	\$ 57,334	(2.60 % of Club revenue)
Total	\$2,127,135	(97.26 % of Club revenue)

Notes

- Above calculation assumes current membership fee scales and allows for 15% attrition.
- Improvement to club capital position. Expected to reach in the order of \$1m. (Without any additional capital raising activities)
- A waiting list is likely to develop given club will reach capacity during 2020.

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Opportunities for “The New” Ocean Reef Sea Sports Club

This section considers what the Ocean Reef Sea Sports Club will need to evolve to so that it can fully serve its purpose, its community and ultimately deliver against the requirements of being located within a world class and iconic marina.

There is no doubt that the operating structure and demographic will change. As a starting point, the club has invested time and energy to research and understand what other clubs look like in terms of club operations and demographics.

In the interests of relevance, we limit the research shown below to comparisons with other clubs that are;

1. Located within mixed use marinas situated on the Perth Metropolitan Coast.
2. Cater for a variety of maritime activities. (Sailing, Power Boating, Fishing)
3. Deliver the essential maritime services to identify it as a full-service maritime facility.

We have researched three clubs:

- Mandurah offshore Fishing & sailing Club.
- Fremantle Sailing Club.
- Hillarys yacht Club.

Our research compares:

- Land area.
- Number of Club boat pens (As distinct from DoT boat pens)
- Boat trailer & vehicle bays.
- Hardstand bays. (Number of boats stored on land)
- Car parking capacity.
- Membership.

Club	Land Area	Boat Pens	Trailer/vehicle	Hardstand	Car parking	Membership
MOSFSC	27,000m2	220	58	90	166	2500
Fremantle	71,500m2	650	32	370	380	3500
Hillarys	12,000m2	315	0	40	280	1100
ORSSC 2017	9,100m2	0	0	98	50	920

Notes.

MOSFSC membership includes a high proportion of country and regional members. Similarly, many members are social and do not keep a vessel at the club on a permanent basis. **Town planners involved in the design of MOSFSC regret not ensuring a larger land area.**

Fremantle Sailing Club membership includes a very high percentage of residents. Boats tend to be larger and include a high number of penned yachts. Trailer boats represent a very small percentage of boats using their facilities.

Hillarys land area excludes its commercial boat yard and adjacent public parking. Trailer boats represent a very small percentage of boats using their facilities. They are situated adjacent to public boat launching facilities and have a very substantial car park.

ORSSC in its current form has no boat pens and no dedicated trailer boat parking. We rely on the public facilities located nearby. Our existing carpark is grossly inadequate. Traditionally, trailer boats and boats transported on unlicensed jinkers have been our entire fleet. Our land area also accommodates the new 100-year Anzac Memorial commissioned and built by the Joondalup City RSL. This impressive structure is substantial in size.

ORSSC in the future will attract a much larger membership base. A very high percentage will be residents and active participants in club events. They will be predominantly families that visit the club frequently. Percentage of boat ownership will be high. Post relocation the club will not be adjacent to any public facilities such as launching ramps and trailer parking. As the only club on the North Metropolitan coast that caters for trailer boats/trailer yachts we would wish to continue this tradition.

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Detailed Needs Analysis

This section considers at a more detailed level what the clubs requirements will be as it transitions from its current form to its future vision.

Planning and relocation Considerations

A. Background

As our history demonstrates, the club has a proud history of Sailing, Angling, Diving, Power boating and marine community services and associated activities such as training and safety programmes.

Over the years we have catered for disabled and disadvantaged children and it is important to continue these activities for the community as best we can in both any temporary and new marina environment.

The club provides the community with the only facilities for boats on non-road licenced jinkers stored in a secure hard standing site north of Fremantle and in the City of Joondalup.

The club is possibly the largest of its kind in the COJ that has been established and maintained by members for 44 years.

The Clubs building was valued for insurance purposes (2008) at \$1.65m. (does not include the value of the club's contents or its external infrastructure)

The club acknowledges the assistance given from the Shire of Wanneroo and the City of Joondalup over the years but if we are to lose the club that we have funded, built and maintained for over 40 years then we believe that adequate compensation plus a fair contribution towards transition costs should be due.

The ORSSC must plan to remain independent, responsible and financially sound.

In the 20016 Ocean Reef Sea Sports Club insurance report it was projected that the costs to replace the current clubhouse facilities (to cater for up to 2000 members) would require \$4.3m. Exact costs would of course depend upon the final design. The estimated cost did not include boat pens and boat storage and the like.

B. General requirements

It is important to maintain the club's viability. To do this, the club must continue to maintain its operations during the construction phase of the marina. The club would welcome consideration to manage the boat lifters, trades and chandlery as shown in the concept plan.

The club realises that it may be asked to cooperate in and/or manage tourism and other events/pursuits in the greater marina.

In 2020 when the development is due to commence the Club is forecast to generate turnover of approximately \$2.2m. Over 92% of club cash flow can be attributed to bar takings, galley and functions (I.e. weddings) and of course membership fees.

It has been suggested that our club of 1200 members (*2020 estimate) that is reliant on a physical presence within its current location with approximately 20 staff, 99 onsite vessels and a \$2.2m in turnover can temporarily relocate itself or share another club's premises.

In short, this notion is ludicrous.

To intelligently work through the physical and financial issues associated with the relocation it is necessary to address the following issues:

1. Formally identify and confirm the new location within the marina development.
2. Establish the exact size of the new lease areas of both water and land.
3. Establish the proposed land contour of the new site both within the leased area and adjacent areas.
4. Establish the point of access to the site for the club during the early construction phase and the how this might relate to the long-term design of the marina.
5. Establish the likely requirements and conditions of a new lease as early possible so the club can forward plan. (Will the requirements of a new lease be similar to that of the current lease?)
6. Establish the ground works and the new lease area before the club rooms are relocated.
7. Have the services established before any relocation. (Power, water, Gas etc.)
8. Establish how the club can access the site early in the construction phase to maintain trading and its sea sports activities and so remain financial viable.
9. Establish temporary club rooms for use in the transition from the existing site to the new location so the club can re-establish its trading operations before vacating the current site. Ideally, we would move directly into a finished/partially finished building.
10. Who will be responsible for the arranging/financing the design and construction of any new building whether temporary or permanent?
11. Establish a fenced and secure hard standing/boat storage area similar in size to the existing hard standing boat storage area so that existing boats (that may not suitable for road transport) can continue with club involvement and be able to be launch.
12. Establish a launching ramp adjacent to the club area during the construction phase or provide access to the public ramps that does not require a registered road trailer.
13. The club needs to prepare a business plan that addresses the issues of the changed business environment including how best to finance the transition phase and how to stage the development costs within the club structure and capabilities.
14. Who will be the responsible authority that controls the transition phase and the timing of the Project?
15. The club will need to prepare a detailed design brief to facilitate the preparations of buildings and land use. This can only be done once the exact configuration of the proposed club site is more accurately established.

16. Financial responsibilities will also need to be confirmed with realistic expectations of the club being agreed to.

Design considerations

Because of previous consultations, the club has been able to negotiate a new location within the general marina design and the new location is depicted on the concept plan prepared by Taylor Burrell Barnett Town planners.

This concept plan has been widely advertised and published within the community. The land areas shown as available to the club and its activities are shown on the Town planner's concept drawing as areas numbered 11, 12, 14, 15, 18 and 19 with a parking area outside the clubs lease area and shared with the public. The water areas numbered 17 are for club use. As near as can be calculated from the concept plan of Feb 2017 the land lease area is only **1.912ha**

Clubhouse location within the lease area.

The exact location of the clubrooms within the lease area needs to be established. The location would depend upon the final design of the building and the surrounding area as dictated by current and future club activities and by the requirements of the various sections within the club.

Clubhouse Design Considerations

Area	Considerations
Management and Administration Areas	<ul style="list-style-type: none">• Entry foyer / reception area / CCTV / Security / card swipe entry.• Club history / memorabilia room and archive area.• Trophy display area (Adjacent to entry?)• Existing external monuments and plaques.• internal notice displays and honour boards.• Boardroom to a maximum of 15 people.• Offices – Commodore, Manager, Administration team and RSL.• Staff locker room / toilets.
Bar operations and Lounge areas	<ul style="list-style-type: none">• Stock delivery & storage. (Cellars / Cool Room)• Bar Managers Office / work station.• Lounge bar area. Sports bar area. (Pool and darts) Outdoor bar area.

	<ul style="list-style-type: none"> • Mobile / Pop-up bar area/s. Advertising. Foxtel. • Personal announcement unit. • CCTV / Security / card swipe entry / Safe. • Toilets.
Functions	<ul style="list-style-type: none"> • Rooms - Ballroom/functions/seminar/section meetings. • Multimedia, IT, CCTV / Security. • Concertina/removable walls, Dance floor. Stage/entertainment area. • Furniture storage.
Catering and Food	<ul style="list-style-type: none"> • Rooms - Ballroom/functions/seminar/section Suitably Equipped Galley. (Kitchen) for fine dining, casual meals, functions and snacks. • Ovens, cooktops, microwaves, dishwashers. • Refrigeration and storage. Pantry storage. • Function storage. (crockery, cutlery, table linen and glassware) • Pass, Bain Marie. Food hatch / servery. Waste disposal.
Dining	<ul style="list-style-type: none"> • Formal dining for 150-200. (Al La carte, internal and alfresco) • Casual dining 75 -150. (Internal counter meal service and alfresco/BBQ) • Views. Cash register, Eftpos. CCTV / Security. • Toilets.
Waste & refuse	<ul style="list-style-type: none"> • Bin storage. (General waste and recyclable) Collection area.
Sailing section	<ul style="list-style-type: none"> • Start box and event control room. Storage shed.
Angling section	<ul style="list-style-type: none"> • Boat launching, car and trailer parking/storage. • External weigh-in area. • Lights, Power and water. • Public announcement system. • Storage shed.
Power boat section	<ul style="list-style-type: none"> • Boat launching. Car and trailer parking/storage. • Storage shed.
Diving section	<ul style="list-style-type: none"> • Bin storage. (General waste and recyclable) • Collection area.
CoJ RSL	<ul style="list-style-type: none"> • ANZAC Memorial relocation. • Dawn service. • Power/water. Lighting. Storage shed.
Juniors / Sea Scouts	<ul style="list-style-type: none"> • Dingy rigging and launching. Grassed area for drying sails.

	<ul style="list-style-type: none"> • Playground. Outside activities area. Parade ground. Lights. Flag pole. • Dingy/canoe and equipment storage. • Undercover storage for 7-10 boats on trailers and dual-purpose meeting area. (Approx. 200m2) • Office and administration area. • Internal beach adjacent to club building (Disabled and junior water access) • Storage shed.
General Storage	<ul style="list-style-type: none"> • Surplus equipment. (Yard, sports, ceremonial) • Bosun's shed. (Lawns, gardening, reticulation, tools, ladders. • Hazardous materials, paint, gas, insecticides and fertilizers
Club yard and hard standing	<ul style="list-style-type: none"> • Cradles, scaffolding, ladders. • Mechanical equipment and boat stacking machinery. • Assembly and storage area for yacht marks. • Wharf side crane for hard stand yacht launching. • Boat ramps for rescue vessels. • Yacht hard standing and jinkers. • Dinghy shed, training area, rigging area, parade ground • Change rooms, lockers, showers and toilets.
Boat Lifters and trade yard (If managed by club)	<ul style="list-style-type: none"> • Boat lifting machinery. • Fairing, painting & finishing shed. • Bosun/yard manager office and yard staff Lunch room.
Ceremonial and Lawn Areas	<ul style="list-style-type: none"> • Opening day. Anzac Day. Remembrance Days. Australia Day. • Flag poles. Dingy rigging. • RSL Registered ANZAC Centenary War Memorial. • Weddings. Lights.
Veranda's, Patio's and Alfresco Areas	<ul style="list-style-type: none"> • A shaded and protected Grassed area adjacent to the bar lounge area. • A Veranda area protected from the prevailing wind. • An alfresco area adjacent to events area. • Stage/band stand area. Views. • Power, water, lights. CCTV.
Parking	<ul style="list-style-type: none"> • Parking for members. Parking for visitors. Deliveries. • Secure parking for VIP, staff, pen holders, members with boat stacking, members on overnight events. • Swipe card entry / boom gates / CCTV.
Boat Pens (There will be between 300 to 400 pens available. Final number will depend upon the size, design type.	<ul style="list-style-type: none"> • Members Pens of various types and sizes. • VIP and Collectors Jetty for visiting club boats club events, crew pickup, boat stacking, • Weigh in drop off. • Waste discharge requirements if public facility not provided. • Water, power, firefighting equipment. • Pollution control / mitigation equipment

Concept Plans

Please refer to the appendices for plan sheets 1 , 2, and 3. These match the Taylor Burrell Barnett concept plan. The actual design of the clubhouse will depend upon the layout of the marina, the land area and contours inside/outside the club lease area.

When more information becomes available a reassessment will need to be carried out.
PTO.

Constitution, By-Laws and Club Rules

An upgrade of the rules, by-laws, and constitution will need to be undertaken. These will need to reflect the changes in our style of operation and the management controls required given changes to our areas of responsibility.

Transition Plan

As we hope this document demonstrates, the Ocean Reef Sea Sports Club is a significant operation. It's economic well-being depends on its ability to continue ongoing core activities so that the membership remains loyal and pays annual fees.

An engaged and active membership in turn sustains the clubs core revenue centres, namely its bars, galley, functions, fund raising and boat storage. It is not able to simply vacate its home. By 2020 the club will have been operating from its premises for almost 50 years. It cannot take up temporary residence within another club.

The Ocean Reef Sea Sports Club is projected to have over 1200 Stakeholders by the year 2020. Stakeholders include, club employees and their families, members, suppliers, and anyone else that is negatively impacted because of the club's demise.

The club needs its own premises. With careful planning and a well thought out plan the club can potentially manage in temporary accommodation however, that accommodation would need to be set up in such a way that the club could continue to function with minimal disruption to core activities.

The club is fully behind the notion of some short-term disruption and discomfort to achieve longer term gains however, it would be foolhardy to sign up to a course of action that would realistically threaten its demise.

Approaches to Transition

Ocean Reef Sea Sports Club believes there are only three realistic options available to plan and execute the clubs transition and relocation from its current home into its new home.

Option 1.

The early stages of the marina development will need to include the construction of the sea walls. On the basis, the club will eventually occupy an identified area of land at the Northern end of the development access points adjacent to Resolute Way can be made available.

Similarly, the current main access road that passes the club and terminates at the Whitfords Volunteer Sea Rescue car park entrance can be extended allowing a secondary access point to the northern end of the development.

It may be possible therefore to attend to earthworks and construction of the new club buildings without any need for the club to be closed.

Relocation of the club can be from its current premises directly to its new buildings thereby minimising any disruption to its operations.

Option 2.

As an alternative, a potential compromise would be to prepare and level an area of land in proximity or adjacent to the intended new club site.

Services could be delivered (Road access, power, water and gas) and temporary buildings (Such as demountable modular buildings) could then be placed on the temporary site.

Whilst not ideal, it would at least allow a degree of operational continuation.

Option 3.

Option 3 may be to proceed with a combination of building the new club (in part or in whole) and also making available temporary accommodation/storage solutions.

PTO.

ORSSC 2025 and beyond

The following paragraphs describe our ultimate vision for the Ocean Reef Sea Sports Club. We have sought to be as descriptive as we can without being overly technical in the detail.

The basis of our vision

We have based our requirements on a land area that we believe is necessary to develop the club so that it can serve a membership of 2500 family members. This number of members appears a requirement for economical efficiencies, whilst meeting a reasonable portion of the expected community enquiry. It is also consistent with our research of other clubs.

It would allow for a club which whilst still of moderate size, may attain a capability and standing commensurate with that expected of a club at a 'world class' marina.

Figures presented here are derived from research and consultation of other clubs and a study of other maritime facilities.

Ocean Reef Sea Sports is somewhat unique and so our research findings have been reworked to reflect the traditions and history of our club. It is understood that dual use and other means of conserving space must be practised.

Our Vision Described

ORSSC will occupy an impressive building the key features of which will be as follows;

- 2 storeys plus undercroft with a ground level building footprint of 1500m².
- Club alfresco, ceremonial area, surrounds and gardens of 2000m².
- 100 Secure parking bays (within club grounds) for staff, flag officers, VIPs and pen holders.
- 20 Secure parking bays for car/ trailers away on overnight events.

Boat Storage;

- Hardstand to replace existing for non-trailer and non-stackable boats and yachts of varying sizes of 4400m².
- Provision for stacking facility plus access ways for forklift with an eventual capacity for 250 + boats.
- Juniors Dinghy shed.

Juniors and Sea Scouts Activity Area

- Lawn area for training and rigging. (Must have safe and easy access to protected northern beach)
- Parade ground for Sea scouts.

- Adequate children's playground.
Total area 2000m².

Launching Ramps and Jetty's

- Two lanes. (One launch, one retrieve that can also be used also for launching dinghies on hand trolleys)
- Pull up/drop off jetty.
- Short Stay jetty.

Parking

Estimated additional parking required which may be outside but adjacent to club grounds.
(e.g. public parking)

- Up to 60 car/trailer bays for boats using club ramp on day trips.
- Up to 160 car bays for club functions and weekends. (Potentially shared with public parking subject to opportunity to make areas exclusive for club use on a regular basis – i.e. large events)

Water Area and Boat pens.

We have undertaken research into boat pen sizes. Average area required for boat pens depends upon several factors such as follows;

- Boat length, width and draft.
- Pen design.
- Adequate navigable water for entry / exit.

We have analysed the situation at Hillarys Marina with results as follows;

- Hillarys yacht Club – 175m² per boat pen. (All recreational vessels)
- Hillarys DoT – 199m² per boat pen. (Recreational plus Commercial & Charter)

Anticipated Club Pen Requirements:

- 10m pens – 160.
- 12m pens – 120.
- 15m pens – 70.
- 18m pens – 30.
- 20m + pens - 10.

Total 390 pens at average 185m² = 7.2ha (the average Perth club has 353-member pens)

Note: If the club was to conduct a 'sailing for the disabled' program, a safe and suitable area of water within the marina would be required.

PTO.

Financial Considerations

The Ocean Reef Sea Sports Club will consult relevant professional advisers at the appropriate time and once specific facts are known. Advice will be sought on, but not limited to, the following areas;

- Business planning, financial management and accounting.
- Project management (Specific to transition and relocation)
- Marketing and business development.
- Interior design.
- Administration, systems, people and IT.

Our capital planning to date has been based upon savings from cash flow. With specific numbers available we will set to formulating a detailed capital planning strategy.

What we do know is that the club will require substantial assistance in designing, building and establishing new premises and facilities.

Referencing to the Ralph Beattie & Bosworth (RBB) construction costs guide 2016 indicates a likely build cost of around \$3,000.00 per cubic meter for the above ground upper 2 storeys and depending in its uses, approximately \$1,000 per cubic meter for the undercroft. If this design and size was adopted approximate construction costs are estimated to be \$9.75m.

This amount excludes transition costs, furnishings and final fit out with the required plant and equipment.

We would hope to explore a funding model based around the following broad concepts;

- Access to a proportionate share of the State Government pledge of \$5m to assist with the relocation costs of both Ocean Reef Sea Sports Club and the Whitfords Volunteer Sea Rescue Group.
- Appropriate compensation for loss of existing buildings and infrastructure.
- Access to any relevant Federal, State, Local Government grants or funding schemes.
- Bank loan underwritten by City of Joondalup and possible cross-collateralisation to future Club assets.
- Corporate donation/sponsorship and availability of “community credits”. Club cash contribution.

PTO

Summary & Conclusion

The Ocean Reef Marina precinct will become an iconic destination for residents and tourists. It will also attract a substantial amount of commerce and trade including international events.

The marina and all within it will exist for many years to come. It is a bold and visionary project and so in its role as the connection between the community, sea sports and the marine environment, Ocean Reef Sea sports Club needs to plan for a big future.

Our vision is for a club that whilst not huge, will be large enough to serve all walks of its community well whilst being impressive to all those who will visit.

Success requires that the club be allocated adequate land and water area and that the club facilities and premises are complimentary to an iconic and world class marina.

THE COMMON SEAL of the OCEAN REEF SEA
SPORTS CLUB (INC) is affixed by the authority
of the Board of Management in the Presence of:



Signature of authorised person

Graeme Cole

Commodore

Signature of authorised person

Geoff Tavener

Treasurer

Appendices

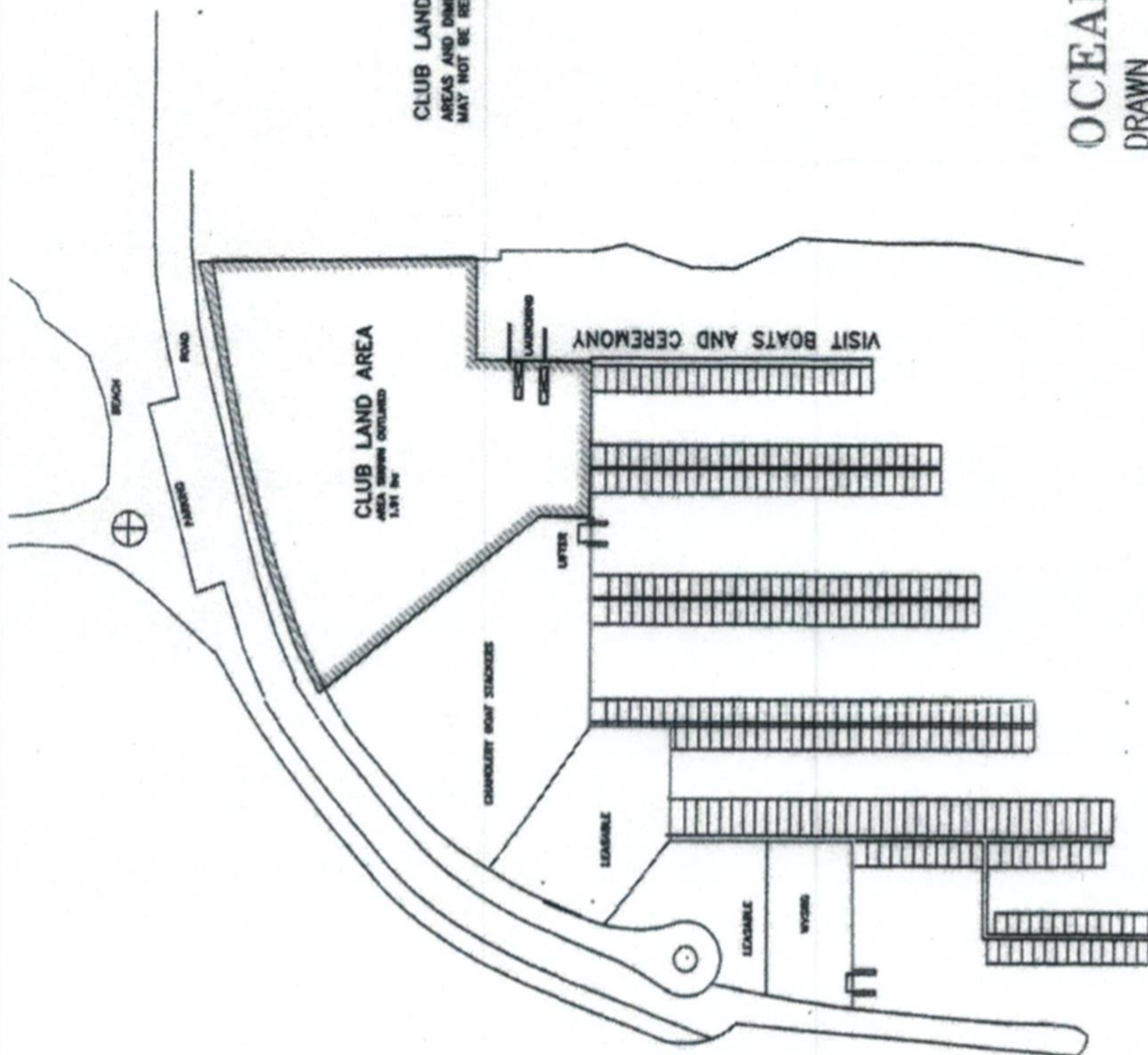
Concept Plan.
Plan sheets 1,2 & 3.

To Follow:

Detailed transition plan
Community engagement plan
5-year business plan.

CLUB LAND AREA

AREAS AND DIMENSIONS ARE APPROXIMATE ONLY AND ARE DERIVED FROM THE CONCEPT DRAWING AND MAY NOT BE RELIABLE BUT ARE THE ONLY INFORMATION AVAILABLE AT THE TIME OF CALCULATION



OCEAN REEF MARINA

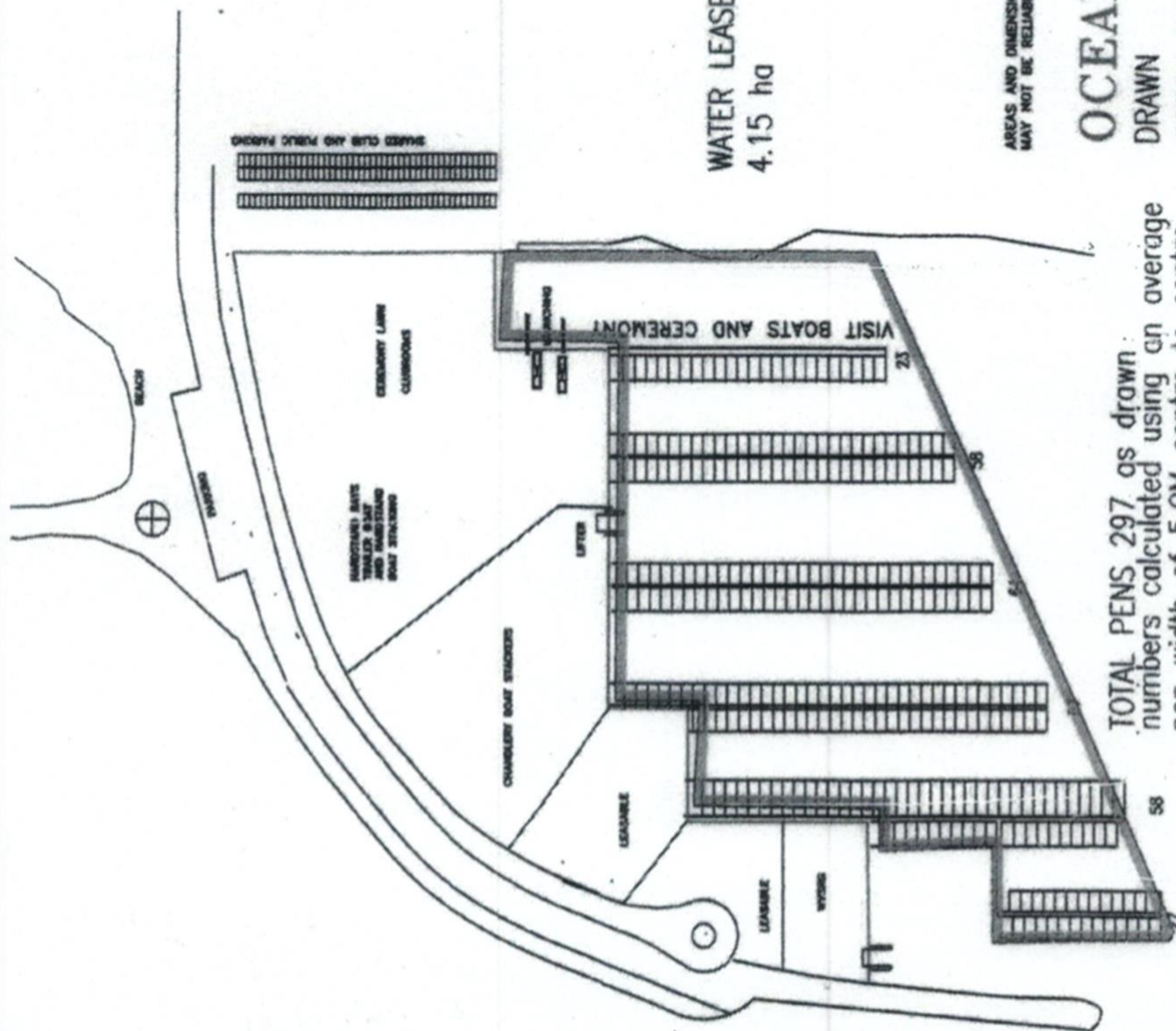
DRAWN sept 2017

OCEAN REEF SEA SPORTS CLUB

NEW SITE EVALUATION FESABILITY CONCEPT DRAWING 2017

SCALE 1 : 2000

Sheet 1



WATER LEASE AREA as outlined
4.15 ha



AREAS AND DIMENSIONS ARE APPROXIMATE ONLY AND /OR DERIVED FROM THE CONCEPT DRAWING AND MAY NOT BE RELIABLE BUT ARE THE ONLY INFORMATION AVAILABLE AT THE TIME OF CALCULATION

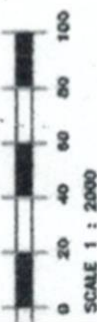
OCEAN REEF MARINA

DRAWN sept 2017

OCEAN REEF SEA SPORTS CLUB

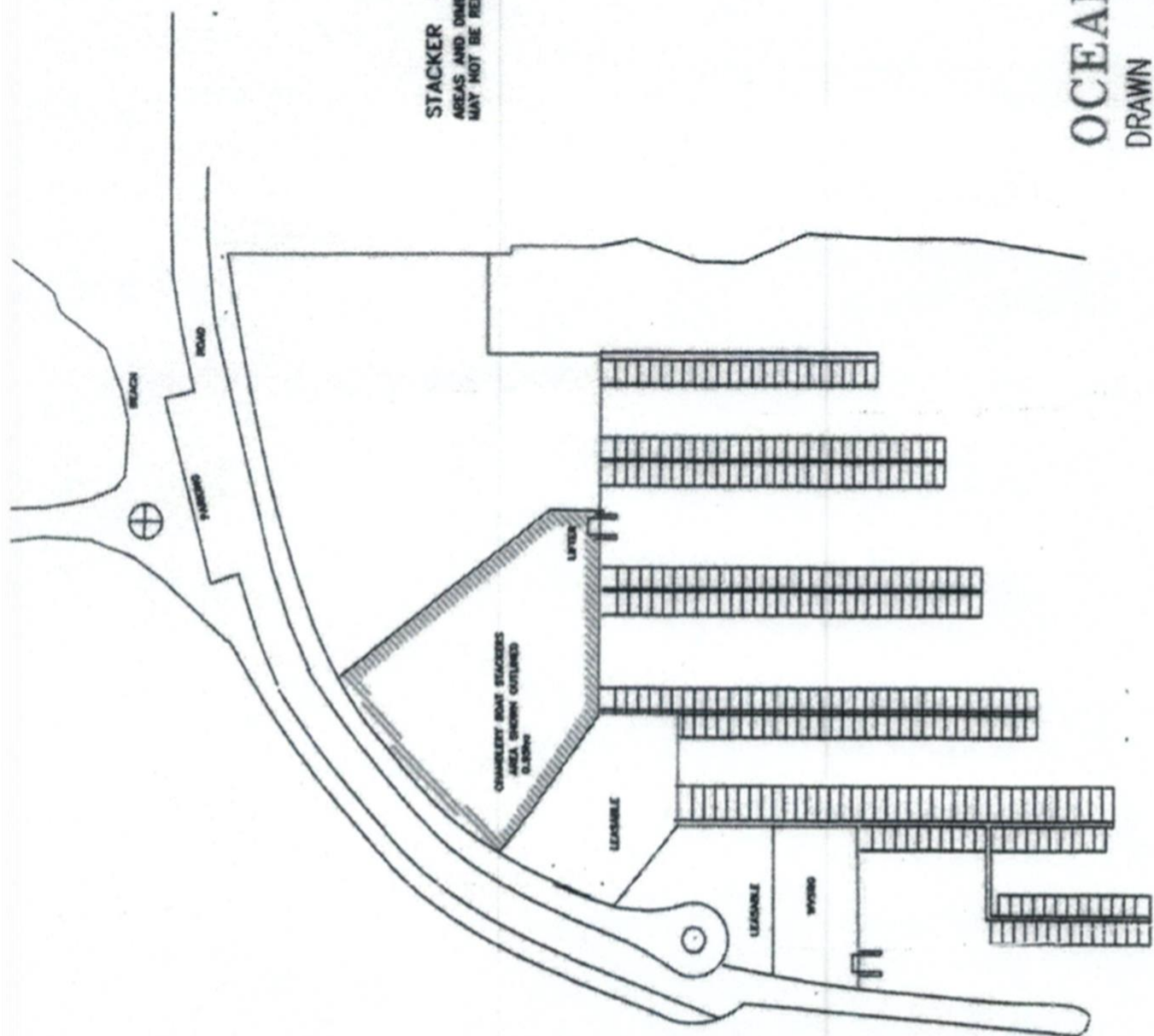
NEW SITE EVALUATION FESABILITY CONCEPT DRAWING 2017

TOTAL PENS 297 as drawn
numbers calculated using an average
pen width of 5.0M centre to centre



SCALE 1 : 2000

TOTAL PENS 350
if numbers calculated using an average
pen width of 4.0M centre to centre



STACKER LAND AREA

AREAS AND DIMENSIONS ARE APPROXIMATE ONLY AND ARE DERIVED FROM THE CONCEPT DRAWING AND MAY NOT BE RELIABLE BUT ARE THE ONLY INFORMATION AVAILABLE AT THE TIME OF CALCULATION

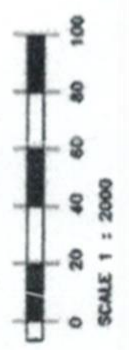


OCEAN REEF MARINA

DRAWN sept 2017

OCEAN REEF SEA SPORTS CLUB

NEW SITE EVALUATION FESABILITY CONCEPT DRAWING 2017





OCEAN REEF MARINA CONCEPT PLAN

A City of Joondalup Project

0m 50m 100m

s: 1:6000@A4
d: 28 March 2014
p: 01/111/076

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