



ROYAL SYDNEY YACHT SQUADRON

2020 Conceptual Master Plan (A working document)



Visual representation by Timothy Court & Company, Architects

This document was prepared on behalf of the Royal Sydney Yacht Squadron by the
Asset Management Committee and General Committee

Original Plan – October 2002

Updated Plan – February 2013

Updated – January 2020



Contents

A message from the Commodore	1
1. Introduction	1
2. Who was involved	2
3. The deliberation of the CM Plan 2020	2
4. History	2
5. The Intervening Years	2
6. The Clubhouse in the 21st Century	2
7. Purpose of 2020 Master Plan	3
8. Filters used in prioritising developments and stages (The Club Benefit Test)	4
9. 2002-2013 developments completed	4
10. The staging and funding of the CM Plan 2020	4
11. The Impact of the Plan	5
12. Conclusion	5
Implementing the Revised Master Plan	6
Stage 1 – Green	6
Stage 2 – Red	7
Stage 3 – Purple	7
Stage 4 – Orange	7
Stage 5 – Yellow	8
Stage 6 – Pink	8
Stage 7 – Brown	8
Stage 8 – Aqua	8
Appendices	
Site Plan	9
Floor Plan Level 1	10
Floor Plan Level 2	11
Floor Plan Level 3	12
Floor Plan Level 4	13
Floor Plan Level 5	14
Floor Plan Adjoining Properties	15



The 2020 Conceptual Master Plan

A message from the Commodore

1. Introduction

Your General Committee is pleased to provide you with the third Conceptual Master Plan (CM Plan) 2020 which updates the original CM Plan made in October 2002 and the second CM Plan in February 2013.

It has been an exciting journey over the last year, and thank you the many people involved in the process. The CM Plan 2020 addresses, for the first time, the entire Squadron landholding and Maritime Lease area. In doing so, we are establishing a strong platform from which to launch exciting developments at our Club for current and future generations.

You would agree that when we have sensibly executed developments from past CM Plans, such as the Careening Cove Anchorage, they have added significant value and benefits to all Members. The CM Plan 2020 builds on these successful projects and will help develop significantly improved Member and other stakeholder experiences at our Club.

Since our last plan, a long 'wish list' of potential improvements has accumulated for Members, via the Members' surveys, our committees and Club employees. We have explored all of them in-depth. We applied certain decision making filters, in the context of our vision, mission and values, in order to determine the developments and their staging for CM Plan 2020.

Positive club experiences and the personal well-being of Members, employees and contractors, and preservation of property are key responsibilities of all our committees and management. We believe the CM Plan 2020 addresses these primary considerations and many more listed below.

In the past, developments, repairs and maintenance were reliant on a debt/surplus cycle for funding and timing. Some assets at our Club are past their 'use by' date and require re-development, but have been constantly deferred due to other, more urgent calls on our funds. Unexpected remedial work also delays key development work – such as our car park which require in the region of \$1.5 million in 2020. On top of these types of projects, we need to develop new assets to meet Members' desires and implement improved technology around our Club, for example, in our Waterfront facilities. To date, the lack of funding has limited the type of developments we have been able to execute for both new and existing assets. Below you will find a more detailed summary of how we plan to fund these developments over the coming decade.

We belong to an outstanding club, and in many ways this is thanks to the efforts of past committees who have kept an eye on future developments. Development is critical if we are to keep pace with changing times, Member and employee needs and will ensure we retain our existing Members and attract new Members.

The staging of the proposed developments in the CM Plan 2020 indicates some priorities for committees to consider but it must be stated that these are only conceptual and may change as the priorities and funding evolve over the coming decade.

Your General Committee is committed to commencing the processes required to deliver the initial stages of the CM Plan 2020, such as commissioning detailed architectural plans and submitting the Development Applications. We plan to keep the membership fully informed of the continuing progress of the projects over the coming years.



Listed below are some specific points for your information, covering who, how, what helped sculpt the CM Plan 2020 and our plans for funding.

2. Who was involved:

- In addition to the many Members involved in the process, we also had input from external parties such as: town planners, architects/designers, lawyers, surveyors, engineers, builders and waterfront infrastructure experts.
- The General Committee, Asset Management Committee, numerous key sub-committees such as House, Sailing and Waterfront.
- Senior management personnel.
- We have been fortunate to have had Tim Court, who was involved in the two previous Master Plan developments, to provide professional architecture input and continuity of knowledge on many issues in our journey.
- CM Plan 2020 takes into account the results of the two Members' surveys completed in 2015 and 2018.

3. The deliberation of the CM Plan 2020

It should be appreciated that the plan is a conceptual document and the proposed works will require detailed planning by architects and engineers as well as statutory consents. Thus, further deliberation will occur over time and as each stage of development is considered. It is possible that changes will be made to ensure the overall success of the plan, to reflect current thinking and priorities of the Squadron's planning requirements and the availability of funds for the various projects.

4. History

The Squadron owes its beginning to 19 yachtsmen who met in the office of the Honourable William Walker in the city on the 8 July 1862. On or about that day, they subscribed their names to a resolution which over the years has resulted in what we have today. Our land and improvements (which were then known as 'Carabella') were leased by the Squadron from the owners in 1902 and purchased in 1903. In short, our Club and Clubhouse have been around a long time.

5. The Intervening Years

During those years, the Club has grown from 19 yacht owners in 1862 to some 3,000 Members today. Between 1903 and 2020 our Clubhouse has undergone many changes and subtle expansion programs to cope with the ever-changing demands and requirements of the Members and also the ever-changing demands of governing authorities (eg state or local governments, fire, safety, environmental, equal opportunity, economic issues and related compliance).

The end result to date has been a bigger and better clubhouse without taking away that much sought-after clubhouse atmosphere which has not only remained since 1902 but which has been the very foundation of the success of the Squadron.

6. The Clubhouse in the 21st Century

The reality is that nothing remains static. The wants and needs of 3,000 Members are much more diverse than the wants and needs of the membership in 1902, 1950 or even 1980.

The world moves on, and equipment and delivery of services to Members are capable of being more efficient. The Squadron also has to move on, subject to retaining the underlying principle of preserving the atmosphere which has been the foundation of its success and consistent with our vision, mission and



values. Over the course of this investigation, we have confirmed that under current regulations, guidelines and planning policies, we are not able to develop a marina on our site. We also re-confirmed that the egalitarian nature of our Pond, which is available to all Members and allows boats to raft up together, suits our Club's culture.

A major discovery is that we will not be able to extend our hardstand capability in the future for similar reasons as not being able to develop a marina. With this in mind we have considered how to improve boat storage for different and evolving sailing disciplines in the future. In this context it is important to maintain our boatyard/waterfront repair facility to enable our sailing Members to keep their boat maintained in a convenient, speedy, quality and cost-effective way via an on-site workshop facility.

Since the adoption of the original CM Plan 2002, the development of the Clubhouse has followed the plan in principle and delivered a very user-friendly atmosphere. However our total land and water envelope still suffers from inefficiencies in comparison to what can be achieved in a modern establishment with an integrated design.

7. Purpose of 2020 Master Plan

This will be to ensure that asset management decisions are well-considered and explored in the context of the strategic planning whilst incorporating our Vision and Mission. It will be used by committees and management when planning and budgeting for short and longer-term time frames. It will provide Members, committees and management with a guide to the broad approach of the Squadron's site development, whilst acknowledging the need to ensure the Club explores a sustainable future that meets the needs of present Members without compromising the ability of future Member generations to meet their own needs. Sustainability considerations cover the financial environmental and social aspects of the Squadron. As we progress each stage of development we will explore matters of environmental effectiveness and efficiencies such as water and energy collection and storage.

Ultimately the CM Plan 2020 must deliver in the context of our Vision, Mission and Values as defined below:

- **RSYS Vision**

The Royal Sydney Yacht Squadron will provide its Members with Australia's premier club experience, delivering world class sailing, highest quality services and facilities.

- **RSYS Mission**

To promote the sport of sailing and encourage usage of the Club, while fostering a sense of community and providing compelling value that will attract and retain Members for life.

- **RSYS Values**

Integrity – In all matters, the Club and Members will adhere to the highest standards

Excellence – Striving to exceed Member expectations in everything we do

Progressive – Constantly challenging ourselves to meet the needs of Members

Inclusive – Every Member and guest feels welcome

Respect – Honouring the history and traditions of the Club and treating each other with dignity and understanding

Safety – The personal wellbeing and preservation of property is the primary responsibility of all.



8. Filters used in prioritising developments and stages (the 'Club Benefit Test')

In addition to the above high level guidelines, we applied certain filters to assist with developing and prioritising the stages of CM Plan 2020.

- The plan should benefit the majority of Members and the Club overall and help grow membership.
- Work, Health & Safety for Members, staff, contractors and guests/visitors is paramount.
- Environmental sustainability and compliance and community consultation.
- Development must always comply within legislative, Council and building regulations and licensing.
- There should be positive financial outcomes: increased revenue and potential for reduced costs.
- Productivity gains for not only employees/contractors but for how Members utilise the Club.
- Capital availability.
- Quick wins for all stakeholders.
- Optimising life cycle of existing assets.
- Business continuity management
- Project management and building construction using sensible sequencing and planning
- Scope of Member impact and least disruption for Members

9. 2002-2013 developments completed

Since the original Master Plan was approved in 2002, the following developments have been completed:

- Careening Cove Anchorage Bar, Cellar, extensive back of house facilities on Level 3;
- Disabled access including lifts from Level 1-5, a new staircase from Level 3-4;
- Careening Cove Anchorage Restaurant, cold store facilities, air conditioning. This stage included renovating the Careening Cove Terrace including new glass balustrades, a new sub-station and grease trap (Level 1) for both kitchens.

All other proposed developments incorporated in CM Plan 2002 and 2013 have been carried into the CM Plan 2020 document such as the accommodation development with some minor adjustments.

10. The staging and funding of the CM Plan 2020

The proposed development of Stages 1-8 (refer Section F attached) will be carried out in the future, subject to the availability of funds and the priorities of the Squadron. They do not represent specific time frames, however at a high level they do at present represent the priorities of the General Committee based on many committees' strategic planning inputs. Each stage will involve different design and referral to council/authorities, DA and approval process timing and also construction and building issues. These stages may change or be reprioritised over time and also evolve into additional stages dependent upon the environment with which your General Committee is faced.

We reiterate that the CM Plan 2020 is subject to change over time but does serve as a good platform for future Committees and management to plan development of new and existing Assets and importantly cashflow planning.

As mentioned previously our Club has been reliant on a debt/surplus cycle to manage development funding. In addition, we have also had special fundraising activities such as via:

- the RSYS Foundation (previously known as the RSYS Yacht Racing Foundation) for specific projects such as new cranes.
- The old Development fund which has now been superseded by the RSYS Future Fund (previously known as the Endowment Fund) for specific projects such as The Pond.



The RSYS Future Fund and The RSYS Foundation are financial vehicles which have been built to help accumulate development cash reserves. They will help us break free from the debt/surplus cycle that has restricted new and continues Club asset improvements, while keeping our subscription at a reasonable and acceptable level. Both these financial vehicles have been structured to provide possible tax benefits for those Members who wish to contribute monies, for either a general or specific purpose, to fund short, medium or long-term project/developments.

We thank those Members who have helped seed the RSYS Future Fund and encourage others, who are comfortable to do so, to consider a contributing to the RSYS Future Fund or the RSYS Foundation to help fund new or redevelopment of assets.

The Club will not progress any stages in CM Plan 2020 without due financial assessment at the time to ensure appropriate funds are available to carry out any works or pre-design. We would like to progress stage 1 at our earliest opportunity and therefore we will be conducting some fund raising activities designed around building enough funds to at least start the pre-design and DA process. Funds will be raised via the RSYS Future Fund (for seeding the fund and for larger specific and general purpose funding) and the RSYS Foundation (for smaller specific and general projects).

We have explored many different types of funding mechanisms used around the globe to fund club developments. We have no plans to impose any development levies on the membership or offer investment bonds and many other vehicles examined. We will instead continue with our current practice and culture and invite individual Members to contribute if and when they can – with no expectations! We are conducting some small meetings from March 2020 with those Members who have or will express interest in assisting with building Funds for future developments.

11. The Impact of the Plan

The 2020 revised Conceptual Master Plan is a dynamic document which will be implemented over time as the micro planning and the impact of each segment on the whole of the plan is fully examined, put into perspective and considered in detail.

All work is to be carried out in such a fashion as to have the least impact on day to day activities of the Squadron and in a manner which is not intrusive to Members and their enjoyment of the Club.

12. Conclusion

We believe this CM Plan 2020 appropriately summarises the many aspects investigated and duly covers some terrific development opportunities for our current and future generations of Members.

A number of Members through our surveys expressed a desire for assets such as: a gym, children's playground, spa/pool facilities, and improved dinghy launching facilities and storage. We have faithfully attempted to explore these new developments and whether they are feasible at our Club. After much research of planning guidelines we have presented sensible and permissible locations for any new developments, if and when future Members may wish to have them implemented.

This has been a great piece of work and we encourage all Members to support it as a conceptual guideline for future decision making on behalf of Members and all stakeholders.

Thank you once again to everyone involved in this exciting piece of future planning for our Club!

David Ward
Commodore



Implementing the Conceptual Master Plan 2020

Following are the Stages of the 2020 Conceptual Master Plan.

To be read in conjunction with the RSYS Conceptual Master Plan 2020 set of Drawings

It should be noted that the staging as listed on the drawings relates to the timing of capital expenditure and not necessarily the timing of Development Applications (DA) that can take up to 24 months to complete before commencement of any projects.

Stage 1 – Green

This stage involves a review of the interiors of the Carabella Room and Neutral Bay Verandah areas on Level 4 in order to update the design, functionality and amenity for Members and function guests. It also includes a review of the functionality of Level 3 Kitchen and Bar and other minor works as follows:

- a) Installation of operable walls into the Carabella Room to facilitate more intimate Member's dining and smaller function areas.
- b) Installation of external access doors into the existing waterfront façade of the Carabella Room to allow access and dining on outside terrace areas.
- c) Upgrade of the harbour side end of the Neutral Bay Veranda to enhance Members dining including the installation of glazed operable walls between the existing lounge and the dining area, doors to the existing Bar, closure of the small opening between the bar and the new Dining area and installation of doors to the Carabella Terrace to allow outside dining.
- d) Raising of the terrace area outside the Carabella Room to allow external function and dining areas.
- e) Realignment of the Careening Cove Bistro counter to allow the installation of a permanent Pizza Oven and associated workspace.
- f) Redesign of the rear wall of the existing Careening Cove Bar to allow improved display of merchandise.
- g) Re-assessment of the existing indoor BBQ.
- h) New retractable blinds to the Careening Cove Terrace on a permanent structure to provide improved weather protection for outdoor dining.
- i) Construction of a fully fenced Children's Playground adjacent to Wudyong offices.
- j) New fit for purpose Dinghy Launch Pontoon adjacent to the existing travel lift fingers.
- k) New low-level walkway along the front of the hardstand that will facilitate the easier launching and rigging of smaller yachts stored on the hardstand.
- l) Investigate the potential to increase the number of swing moorings available to the Club.



Stage 2 – Red

This Stage involves the upgrading of the main Kitchen and Level 4 Women's Toilets as detailed hereafter:

- a) Upgrade of the existing 4th floor Kitchen to increase amenity and functionality to the catering, function and staff facilities within the Clubhouse including new floor tiles, new ceiling and new equipment.
- b) Redesign and expansion of the existing 4th floor Women's Toilet to incorporate part of the entrance hallway and the relocation of the Accessible toilet.

Stage 3 – Purple

This major project involves excavating under the existing harbourside lawn below the Careening Cove Anchorage Terrace to create much needed storage for the relocation of dinghies currently in the carpark occupying 19 car park spaces, create a new Lower Terrace area and an upgrade to the access between the Hardstand and Level 2 & 3 of the Clubhouse as follows:

- a) Construction of an underground storage area for dinghies and support vessels.
- b) Construction of new areas adjacent to the Boatshed for Paint Store, Water Treatment, Fuel and Water Tanks and House Storage.
- c) New (wide) stair access from the Hardstand to Level 2 amenities.
- d) New Gym facility including equipment adjacent to the existing change & locker rooms over the existing garden areas.
- e) Conversion of the existing Youth Training Room to a General Training Area for multiple use including physical training such as Yoga and Pilates.
- f) Construction of a large Terrace area below the existing Careening Cove Anchorage Terrace to allow additional dining and seating space for the CCA on Twilight Sailing evenings. The new Terrace will also enable direct formal access to the Careening Cove level from the Hardstand and remove the existing goat track across the lawn.

Stage 4 – Orange

This stage includes the total upgrade and expansion of the 5th floor accommodation of the Clubhouse including the following:

- a) Relocation of the existing Shellcove Room to the northern end of the 5th Floor to enable expanded function facilities with terrace access.
- b) Provision of ensuite bathrooms to the three remaining bedrooms
- c) Conversion of the existing Shellcove Room into a suite with separate bedroom, ensuite and lounge with terrace access and dedicated toilets.
- d) Construction of additional five bedrooms with ensuites to the area adjacent to and over the existing Kirribilli Room.
- e) Upgrade of existing Staff Amenities including new staff lunchroom
- f) New finishing kitchen for catering services to the Shellcove Room.
- g) Construction of a new Plant Room that will allow air-conditioning to new bedrooms and the relocated Shellcove Room.
- h) New fire escape stairs to the northern and western ends of the Clubhouse
- i) Extension of the existing (new) stair from the 4th floor to the 5th floor.
- j) Removal of the old stair adjacent to the existing Reception Office allowing expansion of the office.
- k) Enlarging the existing Entry Foyer to incorporate the adjacent room and allow seating in this area for waiting guests.



Stage 5 – Yellow

This stage involves the redesign of the existing Wudyong offices to provide an OPEN planned work environment for staff and Members together with an investigation of possible additional areas under the building for sailing facilities and storage.

This stage also includes the review, design and installation of new waterfront facilities as follows:

- a) Review existing office layouts in Wudyong to create a more open planned office environment.
- b) New committee boat mooring pontoons and ramp located outside the adjoining Squadron residences thus freeing up additional space in the existing pond and service pontoons.
- c) Redesign and upgrading of the existing Youth Sailing Pontoon to improve functionality and safety.

Stage 6 – Pink

This stage involves the investigation of the existing garage areas on Peel Street to develop a new front entry and drop-off point to the Clubhouse and Storage Area for historical items, archival storage and staff amenities.

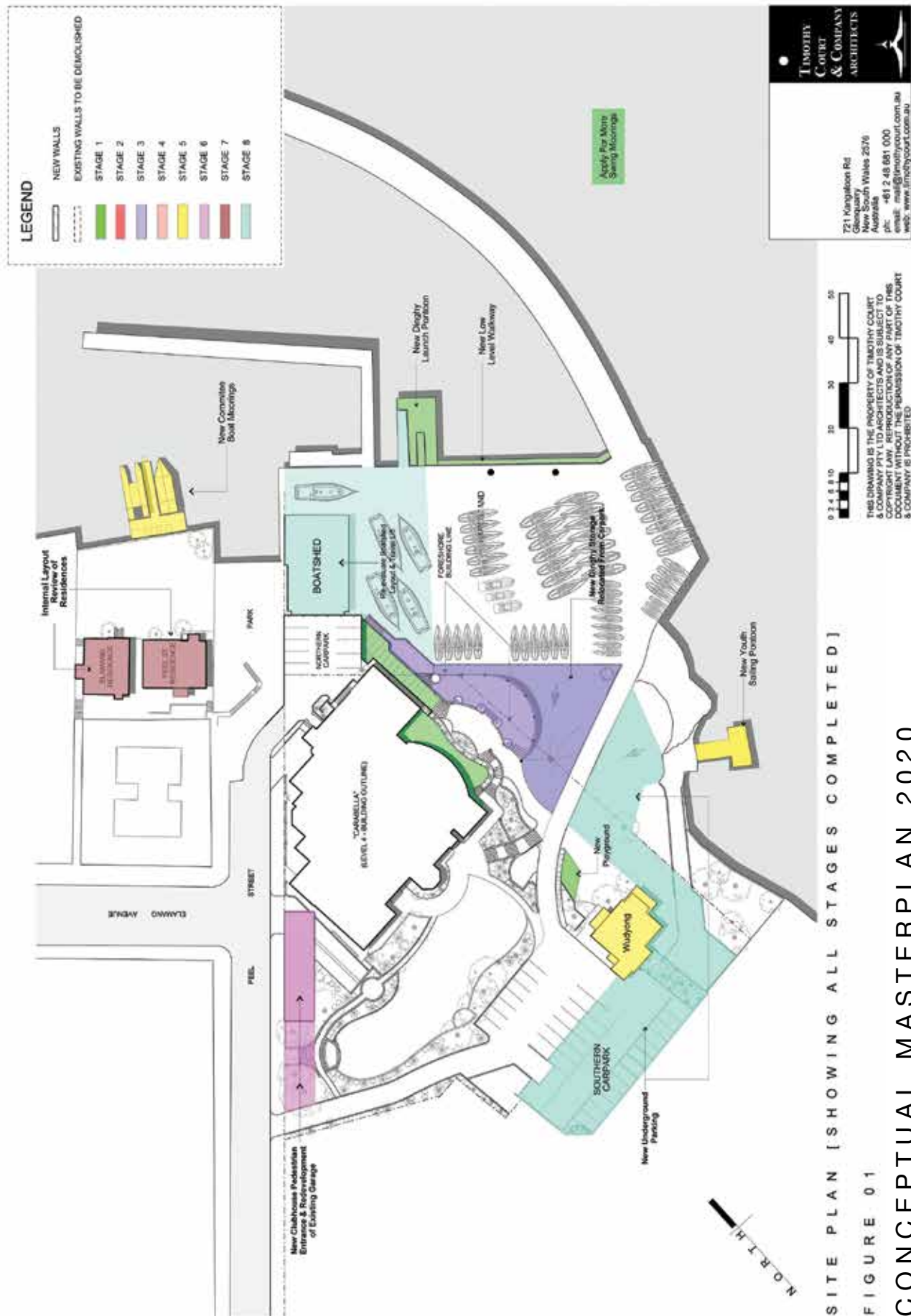
Stage 7 – Brown

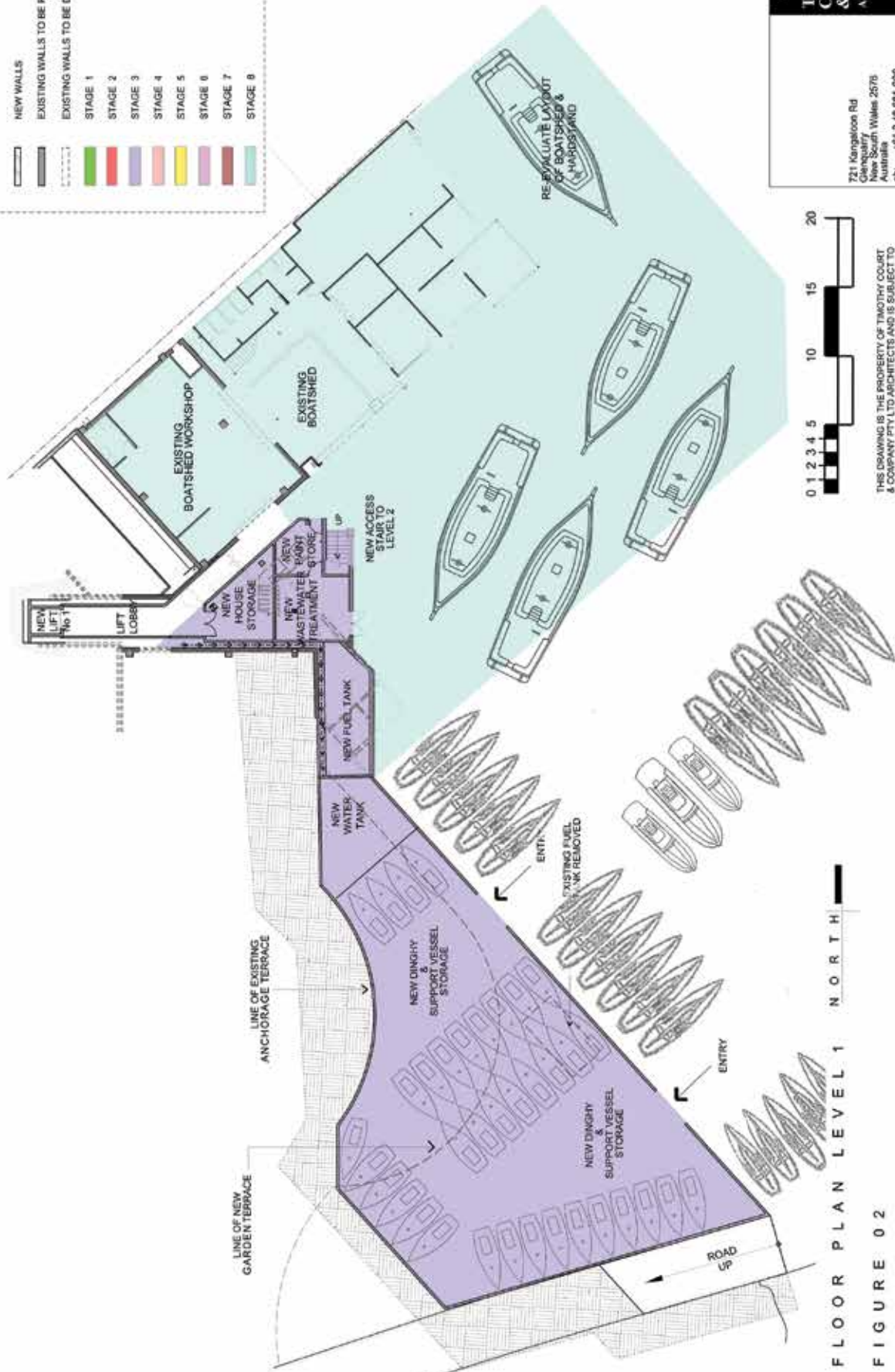
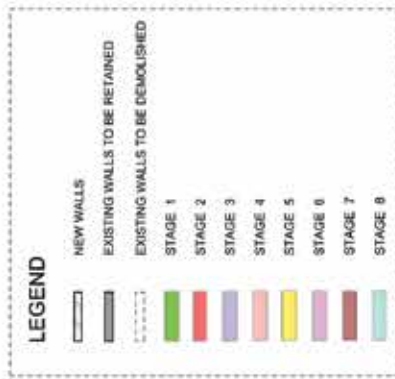
This stage involves investigation of the existing heritage listed residences in Peel Street and Elamang Avenue to assess to enhance function and design.

Stage 8 – Aqua

These four long-term projects will include the following:

- a) Expansion of the Multipurpose Training Room, the construction of a sauna and shower room in the existing store areas and the excavation and construction of a water jet exercise pool into the underground area behind the existing Training Room.
- b) Assess the future use and functionality of the boatshed and yacht launching facility once the existing travel lift crane is retired.
- c) Assess the viability of excavating under the existing two storey carpark and under the lawn area in front of heritage listed Wudyong building to allow the construction of additional level car parking areas for Members.
- d) Assess the possible replacement of the existing terracotta roof tiles of the Clubhouse with slate-style tiles.





TIMOTHY COURT & COMPANY ARCHITECTS

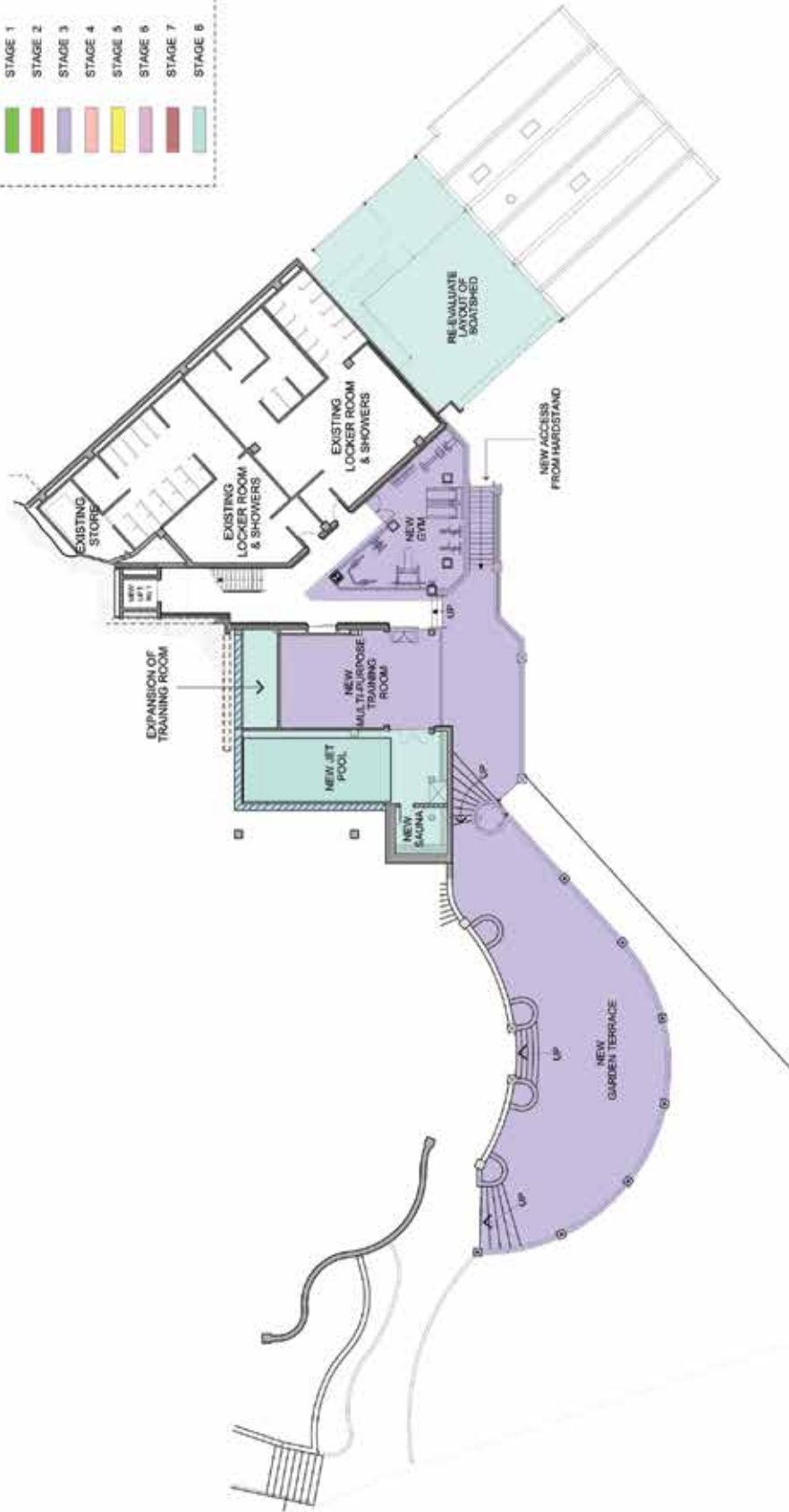
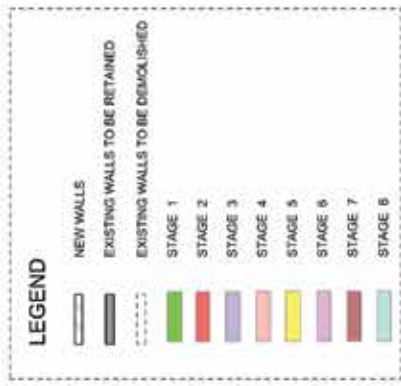
721 Kangaroo Rd
Glenquarry
New South Wales 2575
Australia
PH: 61 2 48 681 000
P: 61 2 48 681 000
www.timothycourt.com.au

THIS DRAWING IS THE PROPERTY OF TIMOTHY COURT & COMPANY PTY LTD ARCHITECTS AND IS SUBJECT TO COPYRIGHT LAW. REPRODUCTION OF ANY PART OF THIS DOCUMENT WITHOUT THE PERMISSION OF TIMOTHY COURT & COMPANY IS PROHIBITED.

FLOOR PLAN LEVEL 1 NORTH

FIGURE 02

CONCEPTUAL MASTERPLAN 2020



THIS DRAWING IS THE PROPERTY OF TIMOTHY COURT
A COMPANY PTY LTD ARCHITECTS AND IS SUBJECT TO
COPYRIGHT LAW. REPRODUCTION OF ANY PART OF THIS
DOCUMENT WITHOUT THE PERMISSION OF TIMOTHY COURT
& COMPANY IS PROHIBITED

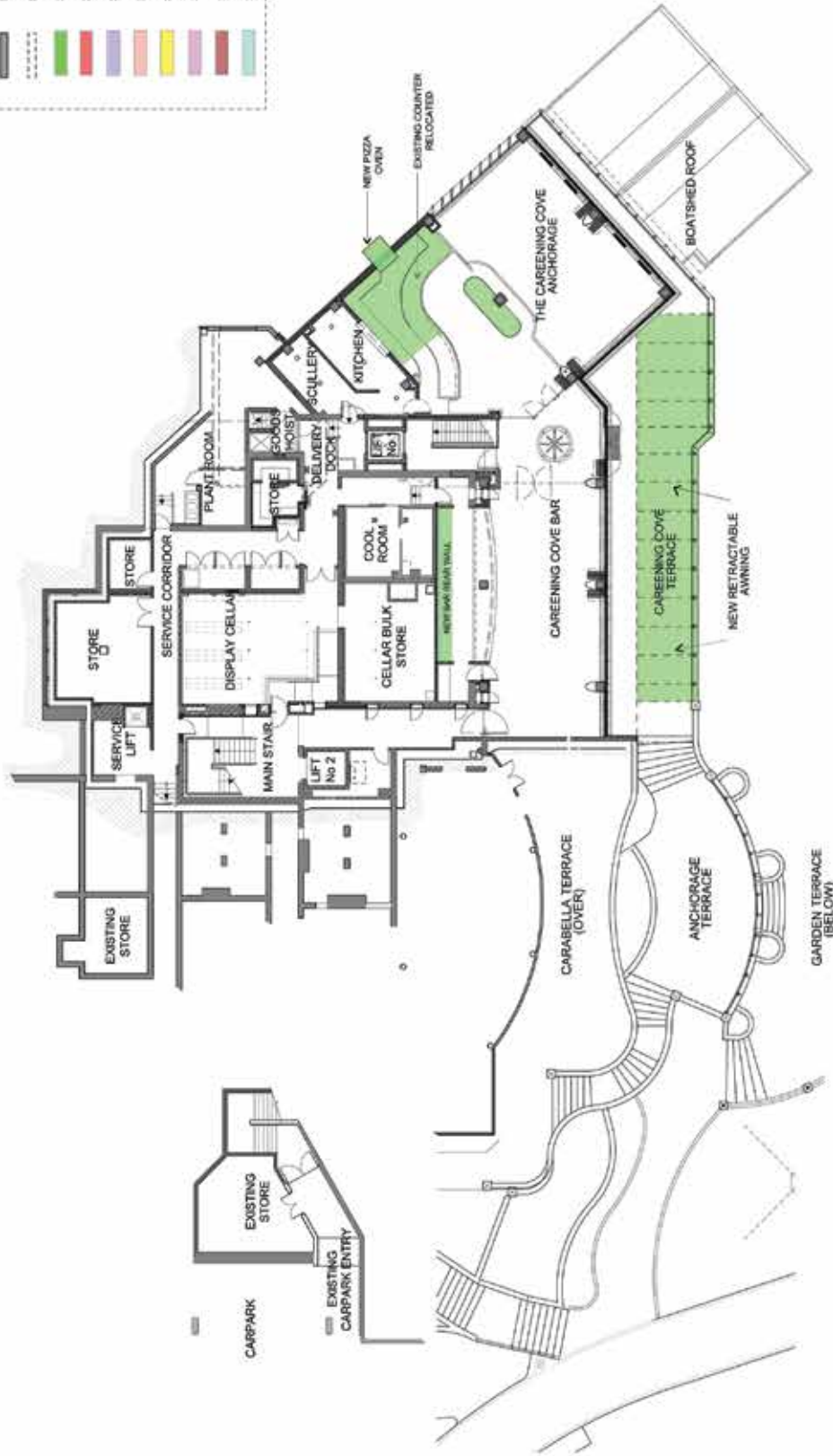
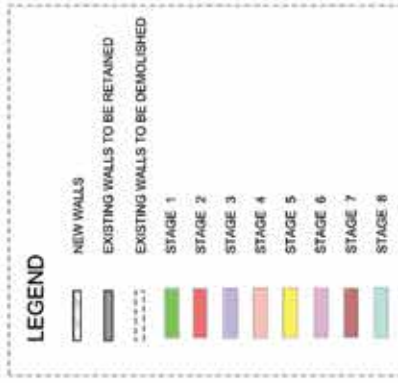
TIMOTHY COURT & COMPANY ARCHITECTS

721 Kangaloon Rd
Glenquarry
New South Wales 2576
Australia
ph: +61 2 48 881 000
email: mail@timothycourt.com.au
web: www.timothycourt.com.au

FLOOR PLAN LEVEL 2 NORTH

FIGURE 03

CONCEPTUAL MASTERPLAN 2020



THIS DRAWING IS THE PROPERTY OF TIMOTHY COURT & COMPANY PTY LTD ARCHITECTS AND IS SUBJECT TO COPYRIGHT LAW. REPRODUCTION OF ANY PART OF THIS DOCUMENT WITHOUT THE PERMISSION OF TIMOTHY COURT & COMPANY IS PROHIBITED

TIMOTHY COURT & COMPANY ARCHITECTS

721 Kangaroo Rd
Glenquarry
New South Wales 2576
Australia
ph: +61 2 48 681 000
email: mail@timothycourt.com.au
web: www.timothycourt.com.au

FLOOR PLAN LEVEL 3 NORTH

FIGURE 04

CONCEPTUAL MASTERPLAN 2020

