



# ROYAL PRINCE EDWARD YACHT CLUB

## A Proposal for the Remediation and Development of the Clubhouse



*“The over-riding objective and challenge going forward is to ensure that the RPEYC provides a viable and attractive environment for both current and future generations of members, whilst maintaining its sailing traditions alongside its unique social atmosphere, ambiance and history”.*

## Contents / Sections:

Introduction	Page 3
The Clubhouse	Page 4
Age, construction and condition	
Ground floor	
Club Usage & Catering	Page 5
Members' Demographics	Page 6
Building Development Sub Committee	Page 7
Proposal	Page 8
Remediation	
Redevelopment	
Plans	
Costing Estimates	Page 12
Funding	Page 13
Indicative Timeline	Page 14
Summary	Page 15
Questions and Answers	Pages 16-18
Notes	Page 19

## INTRODUCTION

Nestled on Felix Bay at the northern end of Point Piper, the Royal Prince Edward Yacht Club is a unique establishment which is much loved by its 500 odd members. However, as it approaches its centenary both the Club and its members face three significant challenges:

### 1 The Clubhouse

The Clubhouse is in need of significant remediation as a result of its age, original design and building materials used, which are further aggravated by its harbour-side position facing the prevailing nor' easterly winds.

At the same time the northern part of the ground floor which was previously the dinghy shed, the residential manager's/caretaker's flat, and the changing rooms are under-utilised and/or outdated.

### 2 Club Usage & Catering

Originally established as a sailing club with a strong social fabric, over time sailing has become less prominent, with the result that the Club is now utilised more for social purposes by the majority of its members.

The first floor bar and dining room remains the day to day social focus of the Club, although recently an increasing number of functions and events have begun to impact on members' everyday usage.

Meanwhile both the front, and to a lesser degree, the rear lawns are used for after-sailing events and more casual and family friendly entertaining, but both are very weather dependent.

### 3 Membership Demographics

The demographics of the membership is changing – and ageing - significantly, with the result that the current facilities are less likely to attract the desired family based membership to successfully maintain the Club's unique character into its second century.

The over-riding objective and challenge going forward is to ensure that the RPEYC provides a viable and attractive environment for both current and future generations of members, whilst maintaining its sailing traditions alongside its unique social atmosphere, ambiance and history.

# 1 The Clubhouse

In 1924 the RPEYC Clubhouse was purpose built for what was to become the Royal Prince Edward Yacht Club, which had been established two years previously, and is now listed as part of the WMC Local Heritage Item 279. While situated in a prime position on the southern shore of Sydney Harbour, the building faces North/NorthEast and thus receives the prevailing Nor' Easterly winds in summer.

The first floor dining room, originally the verandah, lounge and bar are the essence of the Club's history and character. Maintaining these areas in their current form is considered essential to the Club's unique ambiance and character.

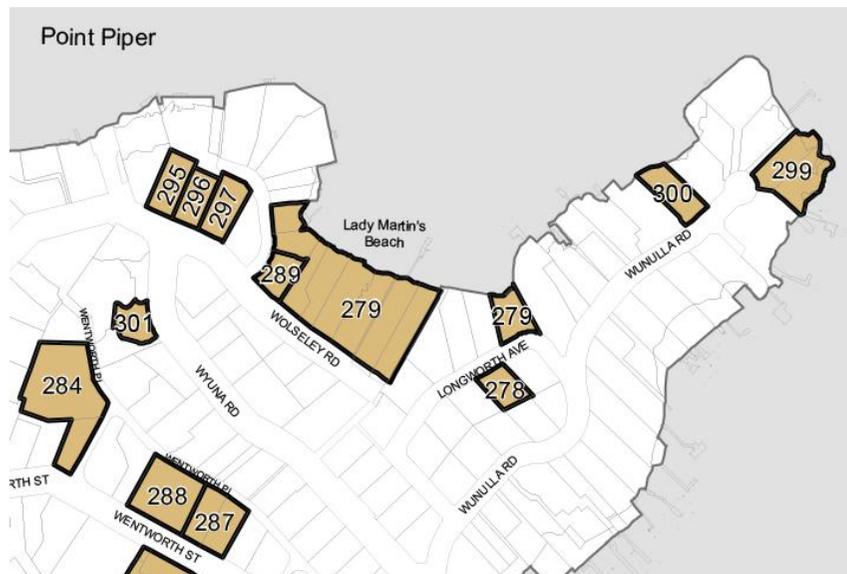
However, the Committee has recently received two separate consulting engineers' reports indicating that various remediation issues are, or will shortly become, a necessity:

- Firstly, as a result of a combination of its position, original construction methods and age, the brickwork in the Eastern, Northern & Western walls, along with the windows and lintels of the Clubhouse, now require significant remediation works.
- Secondly the roof, which currently consists of artificial "decramastic" roof tiles, is in need of replacement within the next 5 years.

Meanwhile the northern, or front section of the ground floor of the Clubhouse, originally consisting of a dinghy shed, manager/caretaker's flat, locker rooms, bathrooms and storage areas, is now both outdated and under-utilised.

In addition, the first floor kitchen is frequently stretched, or unable to meet member's expectations, and the bathrooms require updating.

As a result the Committee engaged an architect who, in conjunction with a consulting engineer and quantity surveyor, was requested to produce draft plans and cost estimates for the remediation and refurbishment of the building, particularly the ground floor.



*Woollahra Heritage Map identifying the RPEYC as part of Local Heritage Item 279*

## 2 Club Usage & Catering

The Club's catering arrangements with Trippas White have recently led to significant improvements in food and service standards, resulting in increased use of the Clubhouse and dining room and, over warmer months in particular, the front lawn. These improvements have also resulted in the increased use of the Club for functions such as weddings, birthdays and other member driven events.

As a result, the Club now operates profitably, with a surplus of over \$200,000 in 2015/16 - a figure that was unthinkable just five years ago.

While the improved standard of catering is welcome, it has, to a degree, become an issue, and possibly a victim, of its own success:

- Functions are often largely attended by guests, and the functions can, and do, impact other members' usage of the Club;
- There is frequently an overflow of diners from the dining room to the bar and lounge area;
- In summer the lawn is frequently busy and, on occasions, at or over capacity. Meanwhile in winter or wet weather there are limited facilities for members' casual dining;
- The current kitchen facilities are frequently stretched or inadequate, while the increasing usage of the back balcony as a kitchen storage area is unsatisfactory.
- There is no suitable area on the ground floor for less formal functions, training, or post sailing drinks and events, particularly in poor weather or in the evenings.
- Children are not allowed into first floor bar and verandah, thereby forcing families to use outdated and potentially inappropriate bathroom facilities on the ground floor.

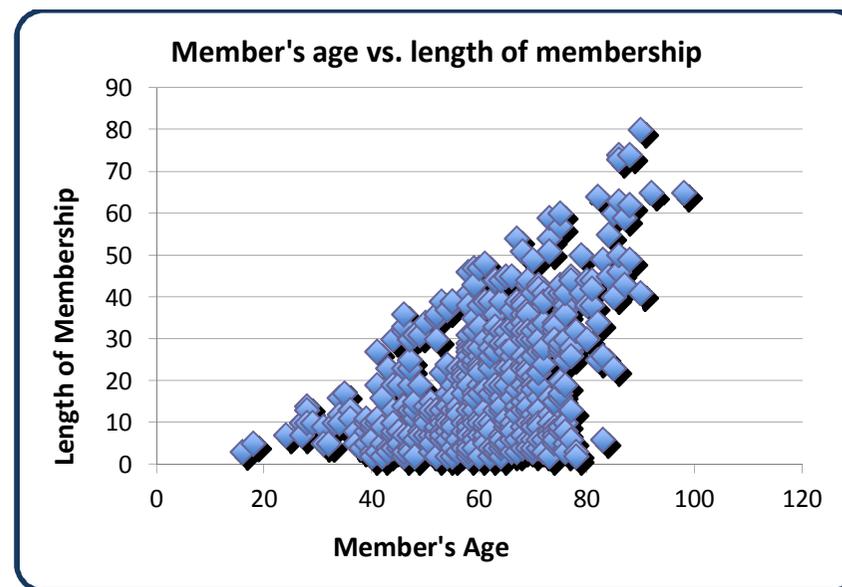
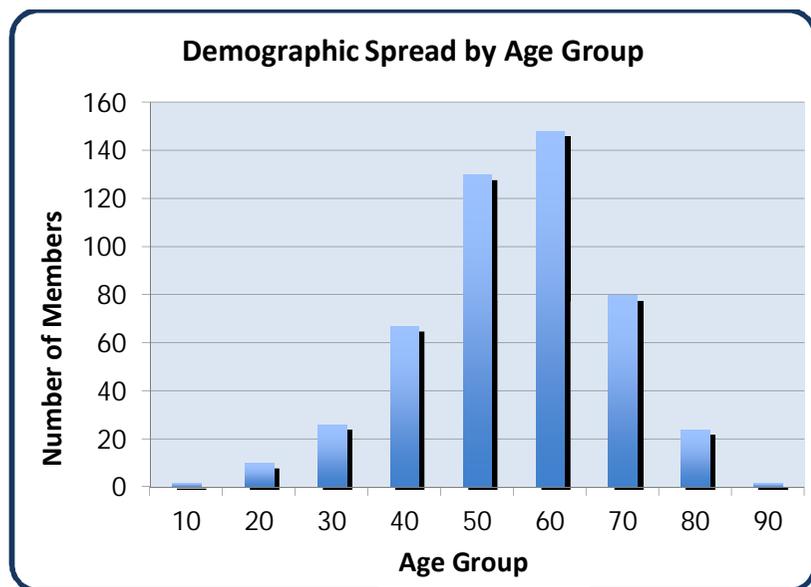


## Members' Demographics

Currently the Club has around 500 members, approximately 10% below the current maximum number of 550, providing an intimate and exclusive atmosphere amongst members and their guests.

However, over 58% of members are currently over 60 and the average member's age is 62; there is only a small group of members under 40 and almost a negligible number under 25. With no waiting list, these statistics create a significant potential threat to the Club's future viability.

The Club's constitution allows members over 65 and who have been members for 30 years to claim a 50% subscription reduction. There are currently significant numbers of members who qualify for this privilege, a number that will increase by 50% over the next 10 years, thus putting further pressure on the subscription revenues which provide the mainstay of the Club's annual revenue and profitability.



## Sailing at the RPEYC

Originally a dedicated sailing Club, over the past 25 years sailing activity at the Club has declined in line with the above demographics.

While the Club organises and hosts weekly races each Wednesday throughout the summer months, the majority of competing yachts are from other Clubs. Recently there has been a small, member driven increase in the Club's sailing activity, including the establishment of a small but growing Coutu boat fleet, an annual Coutu regatta, and a series of 7 Club social race days held over the summer of 2016/2017.

*"The challenge going forward is to ensure that the RPEYC provides a viable and attractive environment for both current and future generations of members, whilst maintaining its sailing traditions alongside its unique social atmosphere, ambiance and history".*

## Building Development Sub Committee

As a result of the condition of the Clubhouse and its facilities and functionality, along with increased usage by members and guests, a Building Development Sub Committee (BDSC) was formed in 2015 to investigate opportunities for the building and facilities, particularly given the Club's upcoming centenary in 2022.

It was agreed that the character and ambiance of the Club should remain a priority, particularly the first floor lounge and dining room.

The BDSC examined a range of alternatives from "doing nothing" through to demolishing the existing Clubhouse and re-building a new one. It was agreed that neither of these two extreme options were appropriate, financially feasible, or likely to be accepted by members.

Other options considered included:

- Kitchen renovations to incorporate the rear balcony, or extend over the rear lawn;
- Renovations of the upstairs bathroom and ground floor locker, changing rooms and bathroom facilities;
- Redecoration of the "Undercroft" to make it more member friendly;
- Redevelopment and opening up of the Undercroft to incorporate the residential flat, and;
- Combinations of the above.

Discussions were held with a combination of architects and builders to examine various options, concepts and costings. Subsequently early in 2016 an architect familiar with the Club, James Garvan, was engaged to develop potential design plans focusing on the ground floor.

In May 2016 the architect's preliminary designs were submitted to the General Committee. Broadly these consisted of:

- Redevelopment of the ground floor, including the residential flat and office, into a open multi-purpose area for informal, all weather entertaining, pre and post sailing events, training or functions;
- Refurbishment of the ground floor locker rooms and bathrooms;
- The creation of a new "prep" kitchen and cool room/dry store on the ground floor at the rear of the building, connected to the main kitchen via a dumb waiter.

The plans retained the bar, lounge and dining area as they currently are, and in due course to renovate the first floor bathrooms.

At around the same time the General Committee received a consulting engineer's report regarding the physical condition of the building, and consequently James Garvan was requested to commission a further, fully independent, report from an independent firm of consulting engineers.

Both consulting engineers' reports indicated a range of issues, particularly relating to the condition of the brickwork in the Northern, Western and Eastern walls; the condition of the concrete lintels above the doors and windows; the deteriorating woodwork in many of the windows and eaves; and the condition of the roof, which the reports indicated was approaching time for replacement.

## Proposal:

Following Committee feedback the preliminary design was adjusted significantly, and the proposal for consideration by members includes a number of components generally described as either *Remediation* or *Redevelopment*. This is designed to allow the essential work required to protect the physical condition of the building, plus any potential future redevelopment to be completed in the most economical and practical way, while minimising disruption to the Club's operations and therefore members' regular activities.

## Clubhouse Remediation:

### 1. External Brickwork

The external brickwork of the Club, particularly the Western and Northern walls, are suffering from a number of issues, partly related to the original construction method, and partly related to the Club's exposed position on Sydney Harbour:

- Unlike modern buildings, the roof of the Club currently rests on the outside "skin" of the double brick walls, while the ties between the inner and outer skin have corroded to the extent that they are either non-existent or need replacement.
- At the same time in places the mortar between the bricks has crumbled and, subject to the degree of deterioration, may require repointing. Potentially sections of the wall may require re-building.

While both engineers' reports agreed on the major issues facing the condition of the walls, they differed somewhat in their opinion of the extent of remedial work required, ranging from replacing the ties and re-pointing the mortar, through to replacing significant sections of the outer wall. As a result, further exploratory work is being commissioned. However, as is considered normal in buildings of this age the full extent and cost of the remediation required is unlikely to be known until the work actually commences.

### 2. Concrete lintels over doorways

The concrete lintels over doorways have become unstable or cracked and require replacing or reinforcing with steel. This was particularly evident in the main entrance to the Undercroft, where the temporary emergency repairs undertaken have subsequently been completed.

### 3. Windows and lintels

The lintels above the windows, whilst not as serious as those over the doorways, also require replacing. The windows themselves require repair and/or will require replacing over the next 5 years, along with repairs to the eaves above them.

### 4. Roof

The original tile roof was replaced many years ago with a light weight roofing material which is approaching the end of its useful life. While not needing to be replaced immediately, when it does some strengthening of the roof timbers will be required, particularly if replaced by traditional tiles. The preferred and more economical option is to replace with steel, or other lightweight material.

In addition this will provide the opportunity to transfer the roof load to the inner brick wall in line with current building standards.

## Clubhouse Redevelopment:

Remediation of the physical condition of the Clubhouse is essential from a structural perspective. It is also considered that Redevelopment of the ground floor facilities to provide an all-weather, multi-purpose area on the ground floor to meet the needs of current and future generations of members is considered equally important. This is designed to ensure the future viability of the Club as it approaches its centenary.

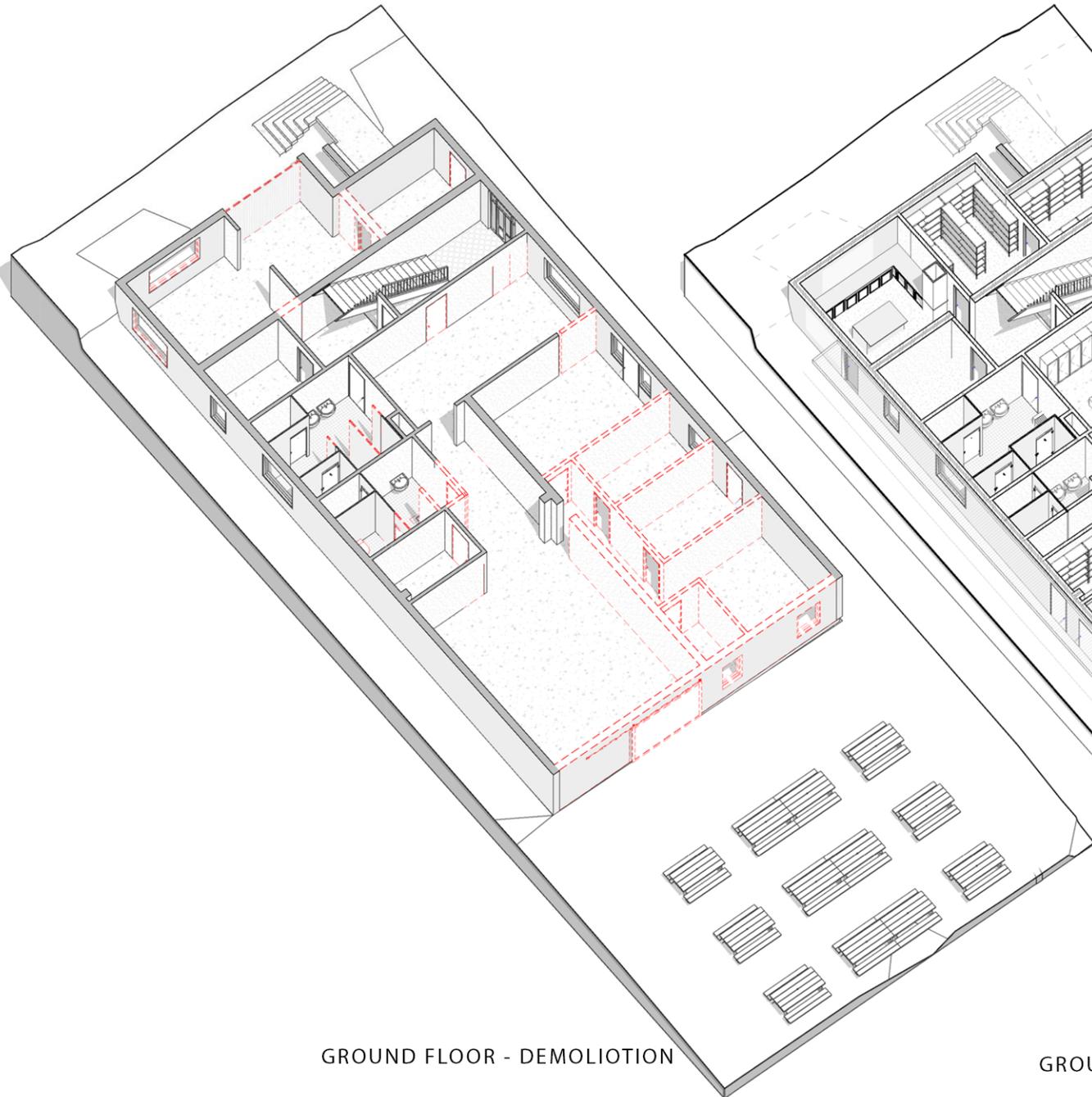
In addition it is estimated that undertaking both Remediation and Redevelopment at the same time will potentially save up to 30% of the total cost, in addition to significantly reducing the impact on the Club's operations, and members' access.

### Ground Floor:

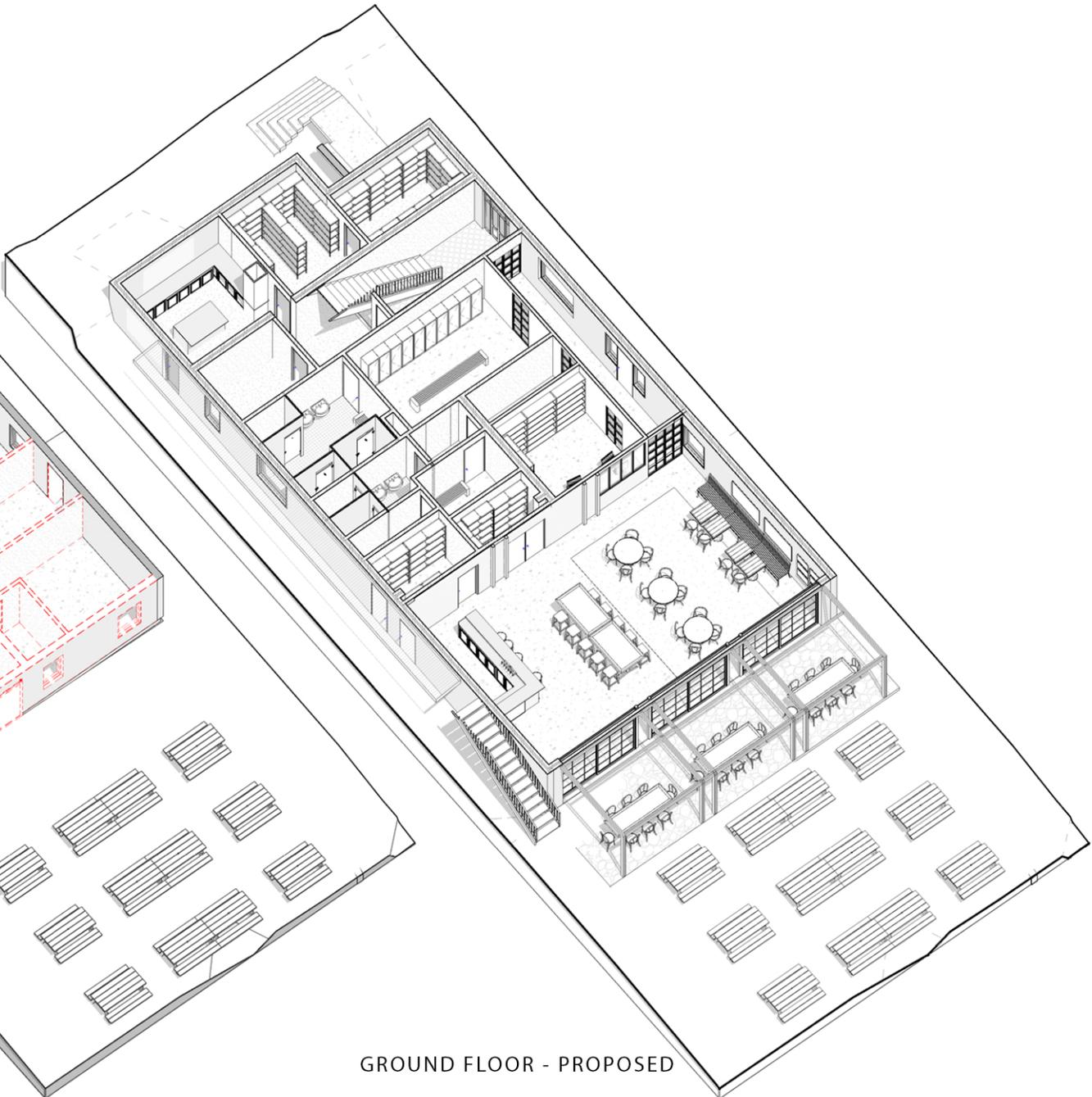
1. Redevelopment of Undercroft/residential flat/bathrooms and locker rooms/office:
  - I. Amalgamation of the current undercroft and residential flat to create an open, all weather casual dining and training area, with limited bar and food service facilities, and glass doors leading to a terraced patio, pergola, and the existing front lawn.
  - II. A corridor running along the western wall leading to the main entrance hall, with access to the office and bathrooms.
  - III. Renovation of the current mens' and ladies' bathroom facilities and the addition of a ladies locker/changing room.
  - IV. Remodeling of the current office which will overlook the expanded undercroft.
  - V. Storage areas for sailing and other equipment, tables and chairs, and office as required.
  - VI. An access door through the eastern wall by the bar to facilitate food service to a prep kitchen area on the ground floor.
2. Redevelopment of Prep Kitchen/Dry Store and Cool Room:
  - I. Upgrading of the current storage area underneath the first floor kitchen and verandah to make it fully weatherproof.
  - II. Creation of a Prep Kitchen with a dumb waiter to the first floor kitchen, and external door access through the eastern wall for food service to the downstairs dining and lawn areas.
  - III. Creation of a dry store for food storage.
  - IV. Upgrading of the cool room for food, alcohol and other liquid storage.
  - V. Fit out with benches, fridge/freezers and associated equipment.

### First Floor:

3. Kitchen/Bathrooms:
  - I. Re-organisation of the first floor kitchen to integrate and connect with the new prep kitchen/dry store on the ground floor
  - II. Refurbishment of first floor bathrooms which, while serviceable, are outdated and will require upgrading in the medium term.



GROUND FLOOR - DEMOLITION



GROUND FLOOR - PROPOSED



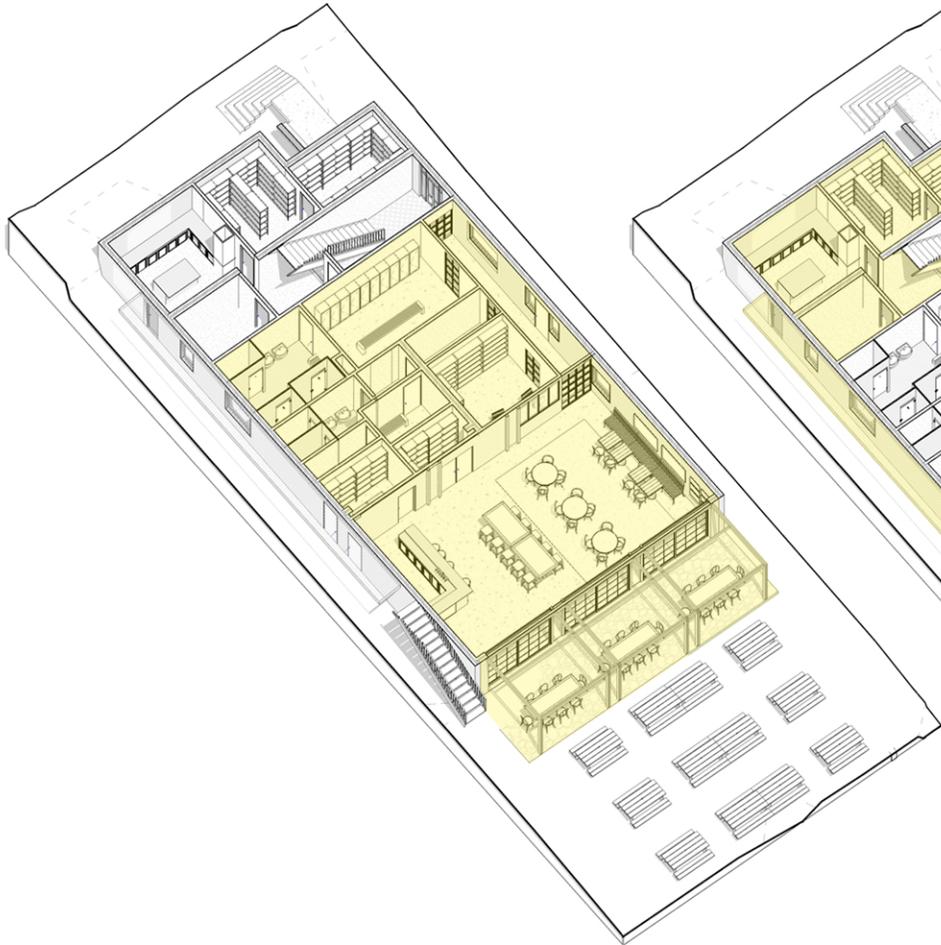
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RPEYC

PROJECT:  
RPEYC REDEVELOPMENT & REMEDIATION

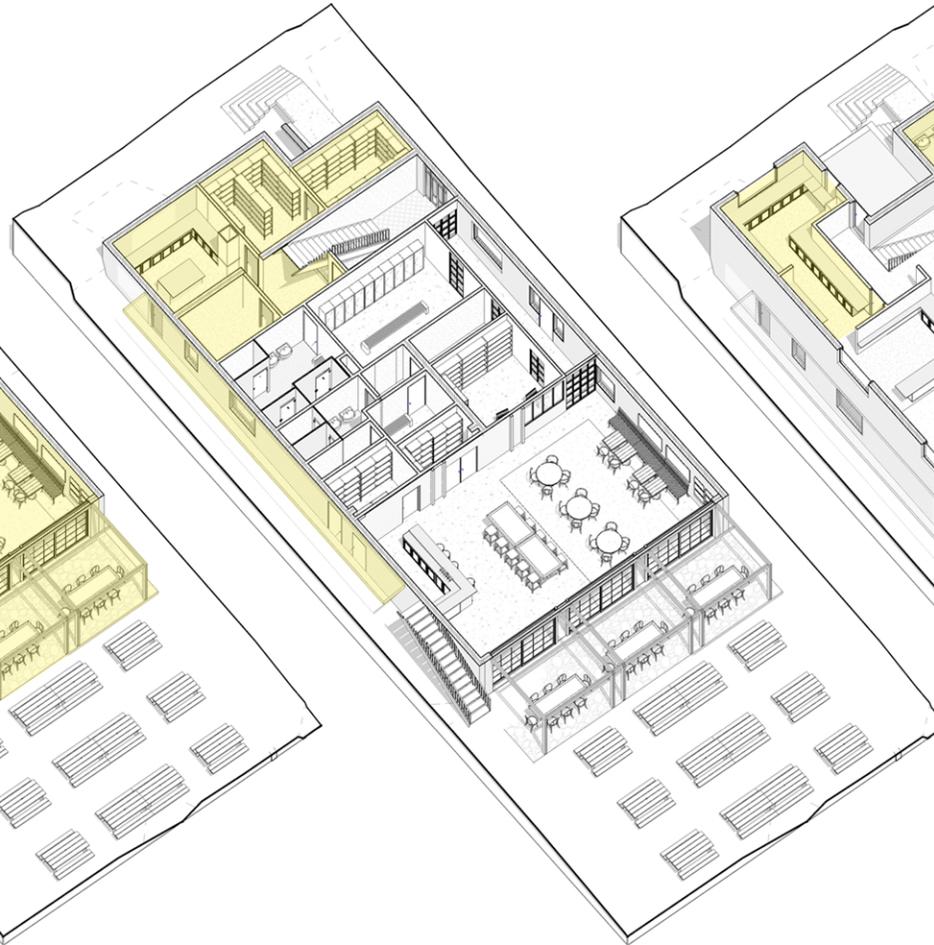
ISSUE DATE:  
24.01.17

DRAWING TITLE:  
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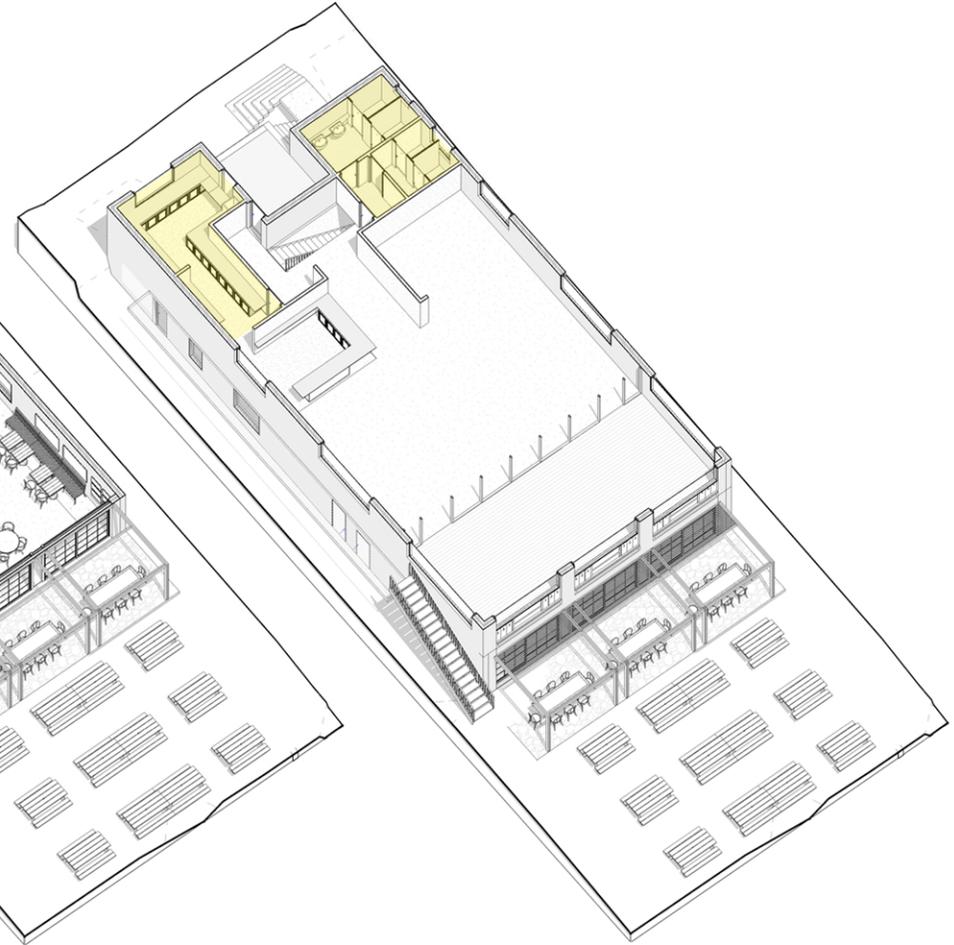
J A M E S G A R V A N  
ARCHITECTURE



SECTION 01: GROUND FLOOR  
FUNCTION/TRAINING ROOM &  
CHANGE FACILITIES



SECTION 02: PREP KITCHEN,  
FOOD/BEVERAGE STORAGE  
& EXTERNAL ACCESS



SECTION 03: FIRST FLOOR  
KITCHEN & BATHROOMS



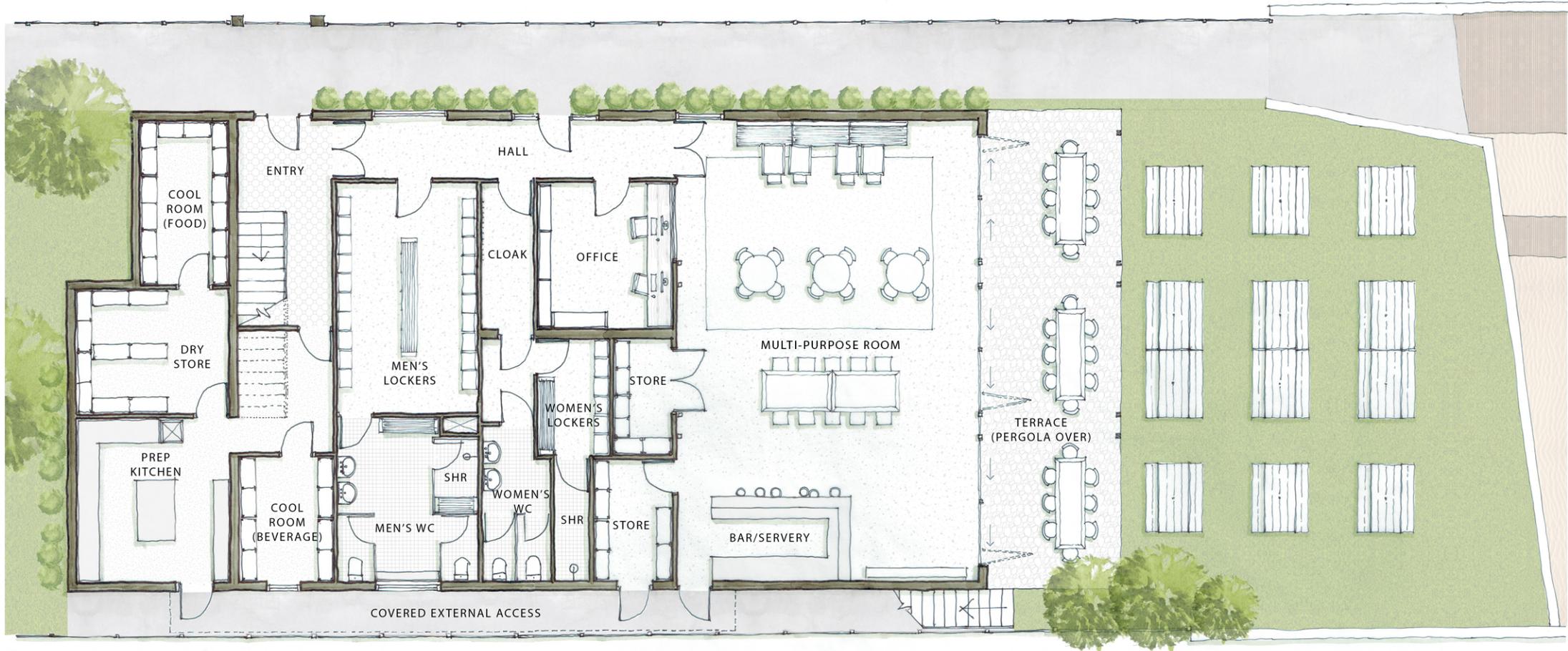
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PROJECT SECTIONS

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A R C H I T E C T U R E



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SCALE



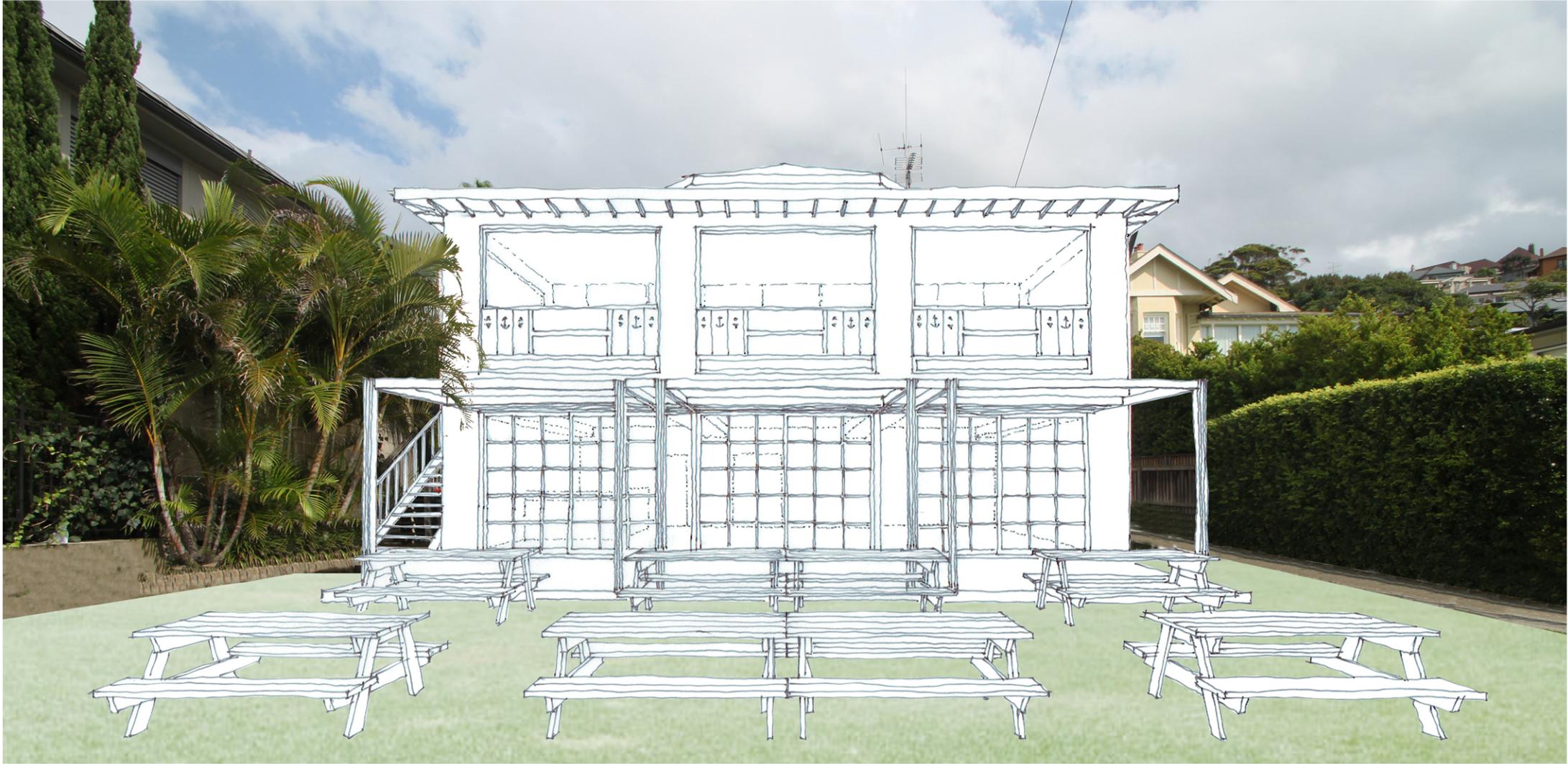
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ISSUE DATE:  
24.01.17

DRAWING TITLE:  
GROUND FLOOR PLAN

JAMES GARVAN  
ARCHITECTURE



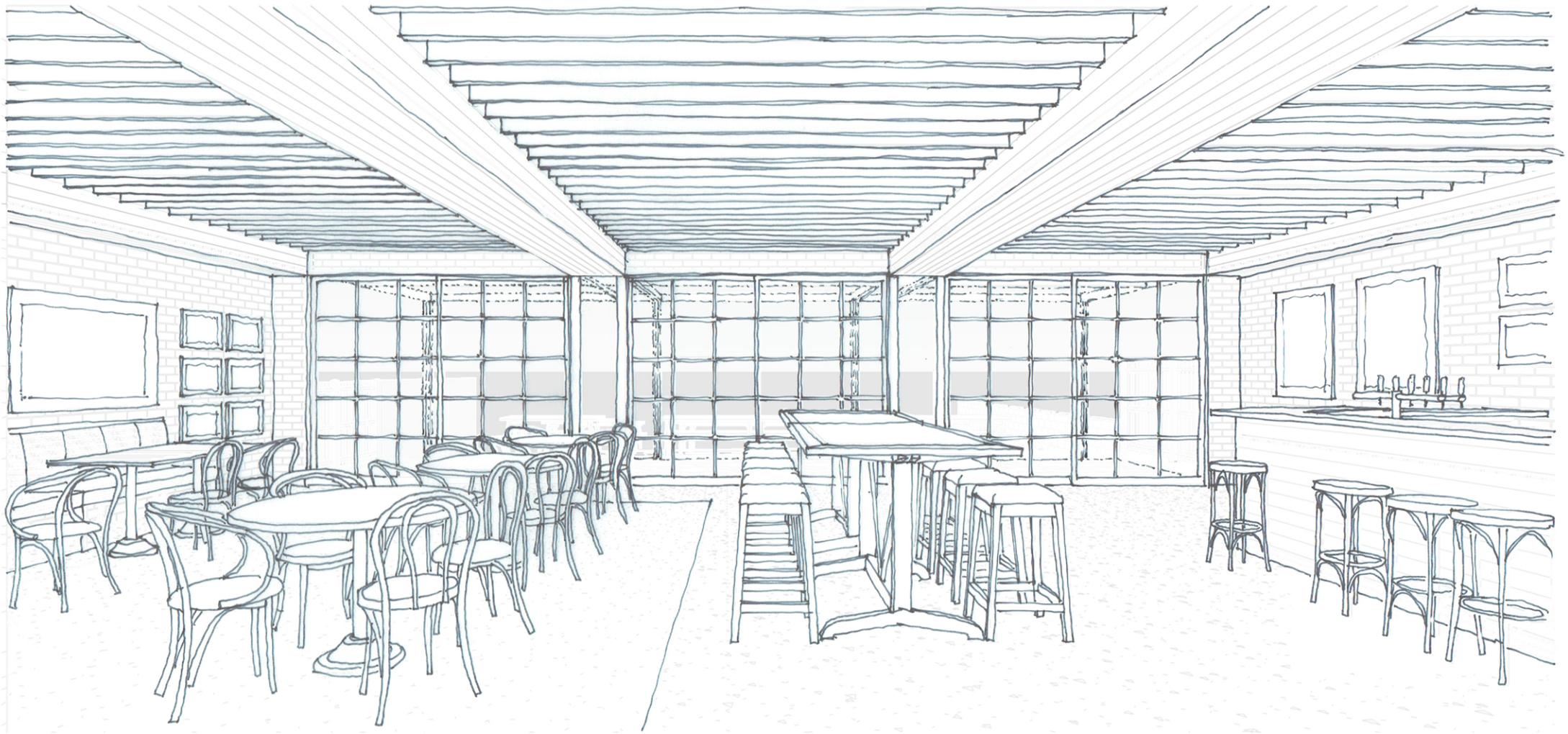
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DRAWING TITLE:  
PROPOSED NORTHERN FACADE PERSPECTIVE

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ARCHITECTURE



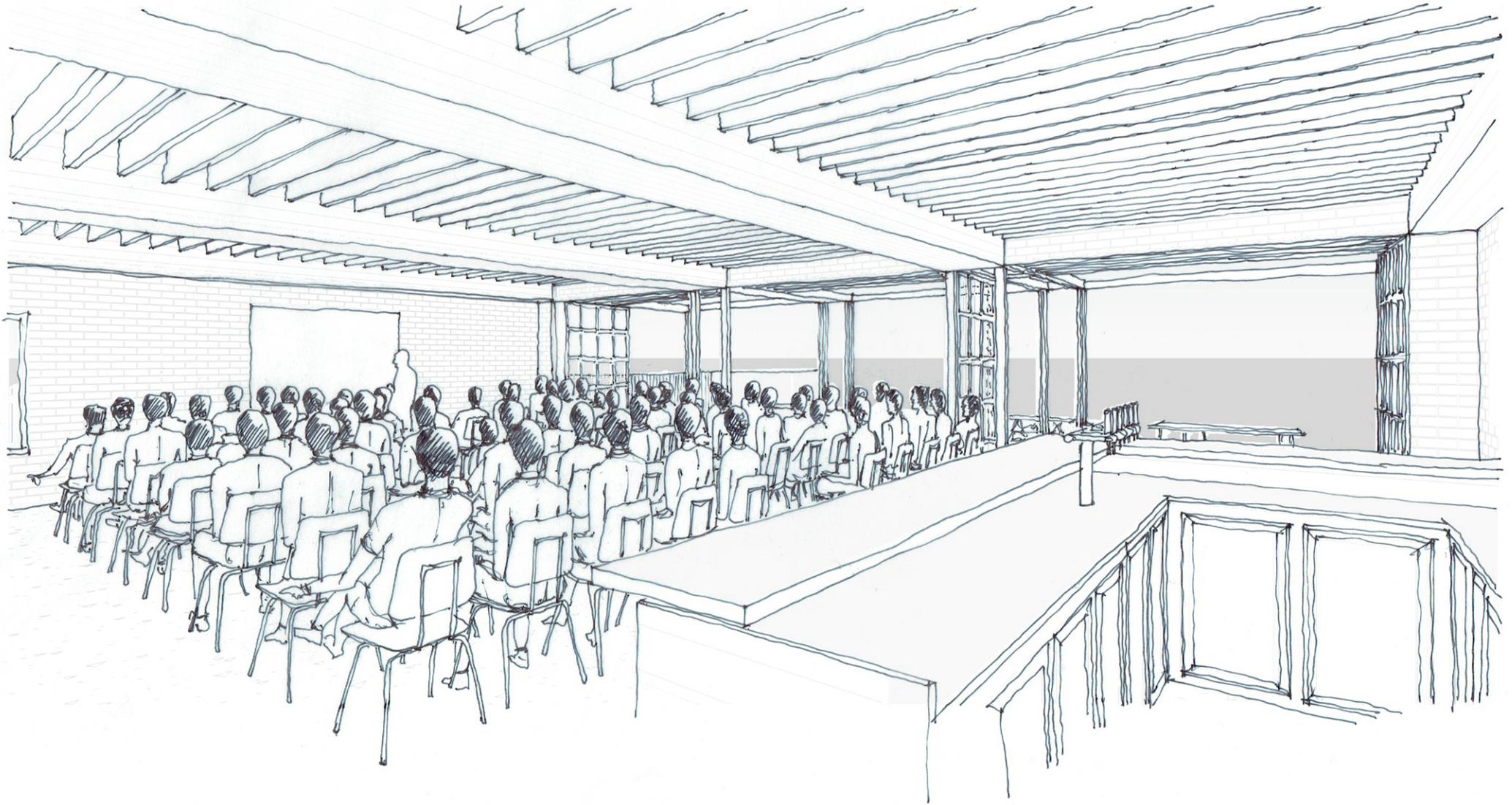
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PROJECT:  
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ISSUE DATE:  
24.01.17

DRAWING TITLE:  
PROPOSED INTERNAL PERSPECTIVE

JAMES GARVAN  
ARCHITECTURE



CLIENT:  
RPEYC

PROJECT:  
RPEYC REDEVELOPMENT & REMEDIATION

ISSUE DATE:

DRAWING TITLE:  
PROPOSED INTERNAL PERSPECTIVE 03

JAMES GARVAN  
ARCHITECTURE

## Costings:

The Committee has received detailed costings from a quantity surveyor for both the remediation and redevelopment plans, to which it has added significant allowance for contingencies.

### Building Remediation:

1	Remediation/replacement of external brickwork, inner wall repairs	\$245,000
2	Concrete Lintels over doorways and windows	\$70,000
3	Replace Roof, strengthen rafters/joists, relocate to inner walls	\$130,000
4	Preliminaries	\$110,000
5	Contingency, builder's margin etc	\$155,000
	Sub TOTAL:	\$710,000

### Redevelopment Ground Floor:

1	Entry, Undercroft, Office	\$312,000
2	Ground floor lockers and bathrooms	\$68,000
3	Cool room, prep kitchen and dry store	\$115,000
4	Consultants, construction drawings, council fees	\$75,000
5	Contingency, builder's margin etc	\$130,000
	Sub TOTAL:	\$700,000

### Redevelopment First Floor:

1	Renovate bathrooms	\$50,000
2	Upgrade kitchen	\$30,000
	Sub TOTAL:	\$80,000

TOTAL \$1,490,000

## Funding

If approved by members, the committee is committed to funding both the remediation and re-development options from a combination of existing financial resources and voluntary fund raising, rather than increasing subscriptions, calls, or an increase in overall member numbers.

### Remediation:

As a result of improved trading results over the past two to three years, and the accumulation of the development levy, it would be possible to fund the remediation cost of up to \$710,000 from the Club's existing financial resources, assuming the work was undertaken in the winter of 2018.

### Redevelopment:

However in order to undertake the redevelopment and thereby ensure the future viability of the Club, additional funding will be required.

The additional cost of funding the redevelopment is estimated to be in the region of \$780,000.

The committee's preferred option is voluntary donations, which as a Yacht Club, which the Australian Sports Foundation have confirmed that, if generated through them, will be tax deductible. It would be proposed to develop a funding sub-committee and to appoint a number of RPEYC Ambassadors to assist in identifying and co-ordinating fund raising activities.

In addition the Club's membership is currently approximately 10% below capacity, providing the opportunity for significant membership entrance fees.

The Committee is acutely aware of the sensitivity of the cost and funding of the proposed development and is seeking feedback from members regarding the development as a whole and, in particular, the potential funding options.

## Indicative Timeline

February 2017	Member information sessions
March 2017	Member feedback
April 2017	Consideration and adjustment of proposal based on member feedback
May 2017	EGM seeking member approval
May 2017	Application to Australian Sports Foundation (ASF) for tax deductibility of donations
May/June 2017	Initial fundraising under ASF program
June 2017	Develop designs to DA stage
July/December 2017	Submit DA to council, allow time for approval
Dec 2017	Tender Requests
February 2018	Tender negotiations
April/May 2018	Commence building works (Easter Sunday falls on April 1, 2018)
May/June 2018	Second round fundraising under ASF program
September 2018	Completion of building works (4 to 6 months)

## Summary:

### The Current Situation:

*The challenge going forward is to ensure that the RPEYC provides a viable and attractive environment for both current and future generations of members, whilst maintaining its sailing traditions alongside its unique social atmosphere, ambiance and history.*

- The physical condition of the building structure needs to be addressed to ensure its integrity is restored and maintained.
- With the Clubhouse approaching 100 years old, and with the changing membership demographic, the ground floor facilities (including the bathrooms and locker rooms) are either inadequate or unsuitable for current usage, or the next generation of members.
- The ground floor area, currently referred to as the "Undercroft", is a poor utilisation of space and while the residential flat generates some income, it represents less than \$25 per member per annum.
- In the event of the first floor being fully booked, whether for dining or a function, there is no other alternative "all weather" space for members and their guests.
- Catering for members' usage of the front lawn is highly weather dependent.
- Under current arrangements, all servicing for the ground floor front lawn is provided from the kitchen/bar located to the rear of the first floor of the clubhouse, via a narrow set of stairs and through or past members using the veranda and lounge.
- The first floor kitchen, while previously adequate, requires improvements due to greater usage of the Club by members, and increase in the number of functions. The current use of the rear veranda for food storage is inappropriate and/or unacceptable.
- While the Club's current financial position is strong, both from a P&L, Trading (bar and catering, functions) and Balance Sheet perspective, the membership base and demographic is changing which will create a challenge for Club's future viability.

### The Proposal:

- Rectify the serious issues facing the clubhouse, particularly the external walls, door and window lintels, and roof.
- Redevelop the ground floor area of the clubhouse to create an all-weather, all purpose, and family friendly casual dining area.
- Renovate the existing ground floor changing and bathroom facilities.
- Redevelop the ground floor area below the kitchen to provide a serviceable dry store, cool room and prep kitchen servicing the ground floor dining area and front lawn, with a dumb waiter connecting to the main kitchen.
- Re-organise the first floor kitchen.
- Re-furbish the first floor bathrooms.

## Questions and Answers

*Why is it essential to carry out the remediation on the clubhouse?*

The clubhouse was built using materials and designs which have deteriorated over time, particularly due to the exposed harbour-side environment. Unless significant rectification of the walls and lintels is undertaken the building is likely to become dangerous or, if left to deteriorate further, could require replacing.

*Is there an alternative?*

No. However, the experts are divided on the extent of the walls' deterioration. Further investigation is taking place but it is likely that the level of rectification required will not be known until full work commences.

*Why is it proposed to carry out the remediation and redevelopment at the same time?*

While not essential to carry out both remediation and redevelopment at the same time, doing so will save considerable expense and also reduce the impact on the Club's operations and therefore members' usage.

*How long does the committee expect the combined works to take, and when will this occur?*

It is anticipated that it will take between four to six months to complete the combined works, which will ideally take place during winter to minimise the impact on the Club's operations. In practical terms to allow for construction plans and council permissions the soonest that this could occur is May to September 2018.

*What is the current stage of the plans?*

The plans are currently at the Design Stage, and have undergone significant adjustment over the past six months to incorporate changes following extended discussion at committee level. Pending feedback from members, further adjustments can be incorporated as required.

*What is the next stage?*

Following a series of information sessions commencing in February 2017, the committee is requesting feedback from members both on the overall plans and the funding options. Once this has been received and considered, it is planned to hold an Extraordinary General Meeting in late April or May this year to allow members to decide if they would like to proceed. If approved, final plans and a Development Application (DA) will be lodged with Woollahra Council in the second half of 2017.

*How firm is the cost estimate of \$710,000 for remediation?*

The estimated cost of \$710,000 for the remediation is based on a quantity surveyor's estimate which in turn is based on a consulting engineer's report, to which has been added significant additional contingencies and builder's profit. However given the nature of the work and the age of the building it is not possible to guarantee that the final cost will come within the estimate.

*How firm is the cost estimate of \$700,000 for the ground floor redevelopment and kitchen upgrade?*

The estimate for redevelopment is also based on a quantity surveyor's estimate and consulting engineer's report, along with a margin for contingencies, construction drawings and Council fees.

*Who will be the major beneficiaries of the redevelopment?*

It is expected that all members will benefit from the redevelopment as it will enhance the future viability of the Club. In addition, those members who generally only use the first floor area will be less impacted by events and functions, while sailors and those who use the lawn will have the benefit of an all-purpose, all weather and family friendly area with updated changing and bathroom facilities.

In particular it is anticipated that the level of sailing members and activity at the Club will increase as a result of the improved facilities.

*How does the committee intend to fund both remediation and redevelopment?*

The Committee believes that, based on current trading and by the time the proposed works might commence in the autumn of 2018, the cost of remediation will largely be able to be funded from the Club's existing financial resources.

The Committee believes that the estimated cost of \$780,000 for the redevelopment can be funded through voluntary fund raising from members and guests, with donations expected to be tax-deductible under a program run by the Australian Sports Foundation.

*Does the Committee intend to raise subscriptions or have a call on members to fund the development?*

The committee believes that voluntary fundraising is the best solution, and that this is achievable through the Australian Sports Foundation's tax deductible program. There are no plans to increase subscriptions to fund the development, and no plans to have a call on members.

*What happens if there is a shortfall in fundraising?*

It would be possible to stage aspects of the redevelopment until the required funds were raised, particularly relating to the level of fit out of the prep kitchen and cool room, or by deferring the renovation of the first floor bathrooms.

*Does the committee intend to increase membership numbers?*

The current membership limit set by the committee is 550 members, while current numbers are approximately 10% below this at around 500. There are no plans to increase this limit, although there have been some discussions regarding the introduction of a spouse membership category as this would be unlikely to increase the overall usage or character of the Club.

*To what extent would usage of the Club be impacted by the building works?*

If approved by members the building works are likely to take between four and six months to complete and would ideally take place between April and September 2018. During this time the Club's operations, particularly on the ground floor, are likely to be significantly impacted. This is one of the major reasons that the committee believes it is preferable to undertake both the remediation and redevelopment work at the same time.

*Is there an additional cost if the remediation and redevelopment are undertaken at separate times?*

It is estimated that in addition to the added disruption to the Club's operations and members' usage that the overall cost could be between 20 and 30% higher if remediation and redevelopment were undertaken at separate times.

*Given the significant cost involved, why is the redevelopment considered to be so important?*

The Club's demographics show there are an increasing proportion of members over the age of 60, and very few under the age of 40. If this trend is allowed to continue it will create a significant financial risk to the Club's future viability, and therefore the time to act is before this situation occurs.

*What level of permissions or approvals will be required from the local council and other planning authorities?*

The architect, along with a consulting town planner and a representative of the committee has had preliminary meetings with the Woollahra Municipal Council. Based on the existing usage of the Club, and the fact that there were no plans to extend the footprint of the clubhouse, the initial response from Council was positive. It is likely that further approvals will be required regarding the heritage status of the clubhouse and from the Sydney Harbour Foreshore Authority.

*Will the ground floor redevelopment increase staffing numbers and costs?*

It is possible that there may be some additional staffing requirements, particularly as it is expected that there will be increased usage of the ground floor, particularly on weekends. However it is anticipated that this will be balanced partly by reallocating a staff member from upstairs, and partly from additional revenue from the increased usage of the ground floor.

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## Feed-back

This document has been provided to inform members of the committee's investigations and plans to date, and to involve the membership in the decision making process of the Club's remediation and development.

Your Club is facing many challenges and this document outlines options to solve these by improving the Club with proactive steps to enhance the experience of members.

The committee encourages members to consider and review the proposals, and is seeking feedback and comments on any aspect of the remediation or development. Please direct any enquiries or comments to [development@RPEYC.com.au](mailto:development@RPEYC.com.au).



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