



# Port Douglas Yacht Club Inc

## Future Plan

This document proposes actions to be taken by Port Douglas Yacht Club in the coming years.

This document is current as of 25<sup>th</sup> July 2016

### **Mission**

To make improvements and add services to strengthen our membership. To maintain and improve facilities and revenue streams with minimal economic impact on current membership. Such that, going forward Port Douglas Yacht Club is recognized by members, affiliates, associates and guests as primarily a superior facility for those interested in the residential, recreational and sporting aspects of yachting and secondly a first choice social venue offering outstanding facilities for the enjoyment by all for the purpose of achieving the objectives of the association.

### **Charter**

(Taken in part from the PDYC Rules and Articles of Association ± The Constitution)

To promote, encourage and foster the sport of yachting in all its forms, raise and provide funds for the provision and maintenance of PDYC facilities and those things ancillary to and incidental to the sport of yachting in general and to encourage social intercourse between all persons directly or indirectly interested in the sport. To foster and maintain the good fellowship that exists between yachtsmen and to keep members in close and friendly association with each other by frequent social gatherings on land and sea.

### **Operation**

The Club is generally operated by Member volunteers for maintenance of building equipment and grounds with purchased services as required for major actions. There is one full time employee appointed as Manager to manage the clubhouse and grounds with additional part time employees as required. The restaurant is contracted and all restaurant staff is the responsibility of the contractor. All employees and contract personnel

report to the Management Committee. The Committee under the framework of the Constitution and Bylaws supervise the employees and manage the Club with input from the Membership.

Input is received:

- At meetings of the management committee.
- At meetings of sub committees such as the Sailing Committee and WH & S Committee
- Trough personal discussion with Members, employees and contractors.

Action is taken:

- By a vote of the members at General Meetings and by vote of the Management Committee.

#### **Financial:**

Net profit for 2015/2016 was \$15,991.

Working Capital (current assets less current liabilities) is . Current debt is limited to trade creditors. Club revenue is primarily from bar takings with additional revenue streams generated through functions, membership fees and rent collected from storage facilities and kitchen facilities.

The projects planned for PDYC will be funded from working capital and community grants with no provision for either short or long term debt foreseen. Working capital carried forward to June 30<sup>th</sup> 2016 will be maintained at a level of \$100,000 minimum to protect against overspending in order to account for emergencies as they arise while protecting the viability of the Club against seasonal economic downturn and risk of natural disasters disrupting normal trading. Total members equity stands at \$709,199 an increase of \$16,000.

Kitchen/Catering 2016 refurbishment cost is \$122,145.

#### **Club Demographics:**

- The Club currently has membership of 452. (in 2006 it was 55)
- Membership is steadily rising as membership renewals outstrip non-renewal and new members sign up at a rate of 2 to 3 each month.
- Visitor numbers are estimated to be in excess of 30,000 per year.
- The Club is expected to grow as a social venue as its primary asset, its superb waterfront location and family friendly environment, becomes a unique component amidst the attributes of competitors.

- Approximately 50 members have either a sailing boat or a motor boat- this is expected to increase.
- Member primary boat size is in a range greater than 8 metres.
- Approximately 50% of the membership live within a 15 km radius of the Club.

### **Looking back:**

Before looking ahead to future years, it is appropriate to look back on accomplishments and what has happened to PDYC in recent years. Since 2006, the Club has incorporated numerous improvements to grounds and facilities and social activities. These improvements have already established PDYC as one of the best Yacht Clubs and social venues in far north Queensland.

Improvements include:

- Stable long term club management. (2006)
- Stable long term restaurant contractor.(2006)
- Landscaping and flowerbeds (2007)
- Reinforcement of the northern waterfront perimeter for erosion control. (2008)
- Partial reinforcement of the western waterfront perimeter grounds for erosion control. (2008)
- Purchase of club owned J24 sailing boat for members use.(2009)
- Increased frequency of functions yielding supportive economic benefit.(2010)
- Financial stability and removal of need for benevolent support.(2010)
- Flagpole and flags (2010)
- Injection of sponsor funding for sailing events.(2010)
- Construction of trophy cabinet(2011)
- Extension of secure area with in clubhouse (2011)
- Improve sound equipment for public speaking and background music (2011)
- Replace seating furniture and tables (2012)
- Refurbishment of bar. (2013)
- Successful application to Dept of Natural Resources & Mines for extra water required for new Pontoon. (2013)
- Development Application lodged with Cairns Regional Council for the new pontoon (2013)
- Successful application to Dept of Natural Resources & Mines for a 30 year extension to our lease. (2013)
- Successful lobbying of CRC for lighting of the boatramp (2013)
- Successful lobbying of CRC for replacement of rock wall and reclamation of PDYC land. (2013)

- Establishment of WH & S Committee, and training for staff. (2013)
- Rectification of many safety issues including tripping hazards and pontoon gate. (2013)
- Earth Leakage devices fitted to main electricity board. (2013)
- Improved drainage around kitchen. (2013)
- Installation of automatic sprinkler system. (2013)
- Installation of new 23 metre Pontoon (2014)
- Refurbishment of Timber Decking (2014)
- Installation of Solar Electricity Panels on Clubhouse (2014)
- Purchase of 2 J-24 class boats for sail training and members use (2015)
- Refit 2 J-24 boats ready to race and compete (2015)
- Ablution block built with laundry and disabled facility inclusive (2015)
- Successful application of 6k grant for training, used for sail training (2016)
- Acquisition of buoy laying boat from yachting QLD (2016)
- New catering contract written provisioning for the clubs growth
- Catering operator (Rick Preen) appointed to the contract for catering 5 year lease (2016)
- Kitchen re-developed and new equipment purchased (2016)
- Garden surrounding new building redeveloped
- Landscape redevelopment of 2<sup>nd</sup> entrance to accommodate more outside seating (2016)

All these improvements have come at a reasonable cost to members and have allowed more members and visitors to use and enjoy the facilities and social events that PDYC provides.

## Forward planning:

Looking ahead, the management committee believes that continuous improvement is necessary to maintain PDYC as a primary choice for social gatherings of Members and guests, and to respond to member input and requests. The annual budget will address expense items to cover regular costs such as repairs and maintenance, etc. The new annual capital budget will fund minor projects. This forward thinking plan addresses major projects that are expected to further enhance the appeal of PDYC.

Rank indicating priority (1=high to 5=low) and major or minor expense

All projects are to be ranked according to priority and expense.

## Major Projects:

- |           |   |
|-----------|---|
| Project 1 | Move and upgrade existing toilet facilities<br>To be added to the new ablution facility<br>Priority 3 & Major Expense<br>Costings not yet estimated<br>Allocations of working capital undetermined<br>Draft plans have been drawn and displayed for Member information                            |
| Project 2 | Extension of Pontoon to accommodate J24 racing fleet<br>Priority 1 and Major Expense<br>Estimated costing \$40,000<br>Permission required from DERM   |
| Project 3 | Extension of the timber decking from the northern boundary over the water to accommodate greater seating capacity.<br>Priority 5 & Major Expense<br>Estimated cost for the project is undetermined<br>Allocation of working capital is undetermined<br>Feasibility to be sought via DERM and MSQ. |
| Project 4 | Civil works to improve Rock Wall safety and accessibility   |

Priority 2 and Major Expense

Joint project with DCS, PDYC and Government Grants

Details to be further investigated

**Summary:**

Port Douglas Yacht Club is experiencing a period of growth, and the interest of sailing has been reinvigorated in the club community. The upgrade of facilities to meet the requirements of our members has become a major priority. This extends not only to the internal facilities of the club itself, but also to the working structures that allow for us to operate as a compliant and functioning Yacht Club.

The club's charter is to promote and foster the sport of sailing. The recent purchase of the J24's has given us the ability to move forward in this capacity and we continue the training and registration of our very own nationally recognized Sailing Instructors. Project 2 is a Priority 1, as it leads to the further improvement of the standards of our facilities and our reputation as a dedicated and functioning Yacht Club.

**Minor Projects:**

For both short term and longer-term minor projects we have listened to the input from members and also considered some ideas that require further development. In no particular order:

- |           |   |
|-----------|---|
| Project 1 | Replace existing till with computerised cash register incorporating POS stock control software.<br>Priority 4 & Minor Expense<br>Estimated cost \$9k - 15k.                 |
| Project 2 | Provide more storage facilities for members<br>Priority 5 & Minor Expense<br>Estimated cost for the project is \$18000.00<br>Allocation of working capital is undetermined. |
| Project 3 | buoy laying craft for sailing   |

**Summary:**

Port Douglas Yacht Club is a well-run and organized Club but we can make it even better. The above projects that are proposed are within the mission statement, charter and our member demographics. The projects respond to member input to provide services and facilities at the lowest possible cost.

**Method of Contribution by Members to the Evolution of the Plan:**

- Responsibility for maintaining the development of the plan as a single updated document rests with the Commodore.
- Responsibility for providing the content of the plan rests with the management committee.
- Major projects are to be put before the members for approval before adoption.
- The committee may from time to time amend the document as new information and strategies come to light and as projects come to completion.
- A list of amendments will be recorded stating what was changed, when and by whom.
- Members wishing to amend the document must put a motion before the committee to do so.

## Record of Changes

<b>DATE</b>	<b>SECTION</b>	<b>CHANGE</b>
16 <sup>th</sup> August 2011	Major Projects	Membership approval is required for major projects.
16 <sup>th</sup> August 2011	Responsibility for document	Responsibility of maintaining this document lies with Commodore
11 <sup>th</sup> October 2011	Financial information	Updated to match Financial Report
11 <sup>th</sup> October 2011	Membership numbers	Updated to from 99 to 141
13 <sup>th</sup> December 2011	Minor projects	Sound equipment completed and removed as minor project
13 <sup>th</sup> December 2011	Minor projects	Seating upgrade completed and removed as minor project
13 <sup>th</sup> December 2011	Major Project	Ablution facility upgraded from minor to major project
13 <sup>th</sup> December 2011	Minor Project	Replace stools added
5 <sup>th</sup> March 2012	Charter	
5 <sup>th</sup> March 2012	Operation/Actions taken	“By a vote of the Membership for major project” removed
5 <sup>th</sup> March 2012	Club Demographics	Membership increased to 159
5 <sup>th</sup> March 2012	Club Demographics	15 miles changed to 15km
5 <sup>th</sup> March 2012	Looking Back	Tables added to completed projects
5 <sup>th</sup> March 2012	Forward Planning	“approval” replaced by “comment” in last sentence



5 <sup>th</sup> March 2012	Project Rank	Project Rank introduced
5 <sup>th</sup> March 2012	Major Project	Pontoon: Identified as Priority 1 and Major Expense, estimated cost raised to \$120,000, contribution from working capital identified at \$35,000 as 25% of grant funding.
5 <sup>th</sup> March 2012	Major Project	New Major Project: Club Building Development
5 <sup>th</sup> March 2012	Major Project	Kitchen Extension and Ablution Upgrade merged in new Club  Building Development Project
5 <sup>th</sup> March 2012	Major Project	Purchase of Rescue Vessel removed as Major project
5 <sup>th</sup> March 2012	Major Project	Replace / Refurbish Deck: Project elevated to major to Minor. Priority 2 & Major Expense Estimated cost for the project is undetermined. Allocation of working capital is undetermined.
5 <sup>th</sup> March 2012	Major Project	Extension of deck from northern boundary  Priority 2 & Major Expense Estimated cost for the project is undetermined. Allocation of working capital is undetermined.  Feasibility to be investigated
5 <sup>th</sup> March 2012	Major Project	Change of Status: Replace existing till system moved to Minor Project
5 <sup>th</sup> March 2012	Major Project	Amendment: "Membership approval is required" removed from last paragraph.
5 <sup>th</sup> March 2012	Minor Project	Project removed: "Improve 'beach' area for additional dinghy landings" Deemed not appropriate.
5 <sup>th</sup> March 2012	Minor Project	Project removed: "Negotiate with council to improve boat ramp facilities" Deemed not appropriate.

5 <sup>th</sup> March 2012	Minor Project	<p>Replace old stools: Priority 1 &amp; Minor Expense, estimated cost for the project is &lt; \$2,000.</p> <p>Allocation of working capital is approved.</p>
5 <sup>th</sup> March 2012	Minor Project	Extend bar and renovate office merged in new Club Building Development Project
5 <sup>th</sup> March 2012	Minor Project	<p>Addition of project. Rescue / buoy laying boat: Club Development Grant to be used to fund provision of a contractor to provide the service.</p> <p>Priority 5 &amp; Minor Expense.</p> <p>To be funded by grant application.</p>
5 <sup>th</sup> March 2012	Minor Project	<p>Amendment: In-ground sprinkler system</p> <p>Priority 5 &amp; Minor Expense, estimated cost for the project is \$2,000, allocation of working capital is \$2,000.</p>
5 <sup>th</sup> March 2012	Minor Project	<p>Amendment: Provide more storage facilities for members.</p> <p>Priority 5 &amp; Minor Expense, estimated cost for the project is \$5,000 to \$10,000, allocation of working capital is undetermined.</p>
5 <sup>th</sup> March 2012	Method of Contribution: (Responsibility to maintain document)	<p>Amendment: Rear Commodore changed to Mick G Williams.</p>
5 <sup>th</sup> March 2012	Method of Contribution	<p>Amendment: "Major projects are to be put before the members for approval and comment before adoption". Changed to "Major projects are to be put before the members for comment before adoption."</p>
17 <sup>th</sup> April 2012	Minor projects	Project removed: Replace stools - project complete.

17 <sup>th</sup> April 2012	Minor projects	Amendment: Sprinkler system escalated to position 1. Other minor projects ranked accordingly.
17 <sup>th</sup> April 2012	Minor project	Amendment: Replace existing till with computerised cash register incorporating POS stock control software and pc upgrade. PC upgrade removed from this project as PC now upgraded.
19 <sup>th</sup> June 2012	Major project	Addition of project. Bar refurbishment: Priority 1, major expense with \$20,000 capital allocation.
20 <sup>th</sup> August 2012	Minor project	Rescue / buoy laying boat escalated to Major project
20 <sup>th</sup> August 2012	Major project	Rescue / buoy laying boat added as priority 1 major project. Allocation of capital undetermined.
8 <sup>th</sup> September 2012	Financial information	Updated to match audited financial report
15 <sup>th</sup> April 2013	Maintaining Document	Mick G Williams changed to the Committee
27 <sup>th</sup> April 2013	Major Project	\$14,000 allocated for deck refurbishment.
27 <sup>th</sup> April 2013	Major Project	Rescue/buoy laying Boat is de-prioritised to Priority 4.
27 <sup>th</sup> April 2013	Operation	Addition of "The membership must approve all projects in the future (5 Year) plan at one meeting"
23 <sup>rd</sup> August 2013	Financial Information	Updated to match June 30 <sup>th</sup> Treasurer's Report.
23 <sup>rd</sup> August 2013	Demographics	Membership updated to 234
16 <sup>th</sup> June 2014	Major Project	Project removed following installation of pontoon
16 <sup>th</sup> June 2014	Major Project	Project removed following Deck Refurbishment
18 <sup>th</sup> August 2014	Financial Information	Updated to match Auditor's report.
18 <sup>th</sup> August 2014	Demographics	Membership updated to 347.
5 <sup>th</sup> December 2015 laundry and disabled	Major Project	Ablution facility built cost totals \$55,326 (inclusive of toilets)
23 <sup>rd</sup> March 2016	Major Project	Extension of the Kitchen completed including purchase of new equipment totaling \$122,145