

Caulfield Master Plan

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Introduction

The Master plan needs to be seen as part of Melbourne Racing Club's Strategic Plan 'Project Elvstroem'. It is a key initiative in the development of the club's facilities and resources at Caulfield racecourse and follows the strategic direction of the MRC. The Melbourne Racing Club Executive Team administers this initiative with direct report to the Committee.

The Master Plan has a broad scope which incorporates the current function and operation of the club facilities across a diverse business operation which includes its 'Crown' and 'Freehold' land holdings.

Master Plan Leadership Team

The Master Plan Leadership Team consists of Warran Brown (Chief Executive), Simon Gardner (General Manager Commercial Operations), Brett Moore (General Manager Human Resources), Brian Discombe (Project Manager Infrastructure & Building Services), Stephen Goss (Manager Risk & Compliance), Nazz Marchionda (Facilities Manager), and Wayne Sumner (General Manager Finance & IT).



Vision

The vision for the Master Plan is a unified vision encompassing all of the Caulfield Racecourse facilities and landholdings. It is important to recognise this aspect, and maintain our core focus to present quality thoroughbred horse racing.

For simplicity this can be separated into two categories in consideration of the town planning and design issues. The end result must be tied together as a whole package, one unified vision.

1. On Course

"The venue will offer a unique experience where people can have a sense of community and social belonging. Places where people can be close to horses, share in the great experience of horse racing, and have all their senses touched by the great facilities and services of the MRC Caulfield Hub."

2. Off Course

"The property and land becomes a major destination point that creates desire and attraction for people to come to Caulfield Racing Centre. The Caulfield Racing centre becomes a central hub for the district, for local residents, for racing lovers and for tourists."

3. Outcomes

- Help deliver a key corner stone of the MRC's strategic plan
- Provide a basis to differentiate the MRC from its competitors.
- Create a clear vision for the future facilities and land use of Caulfield
- Help give the MRC financial independence in the future
- Maximise return on potential on assets and properties
- Achieve better asset utilisation
- Ensure our facilities compliment our core racing business
- Create leverage with other local property development and growth opportunities
- Secured tenured land for the club for the long term
- Guiding Principles of the Master Plan

1. Obligations

- Meeting the local council requirements to submit a draft master plan by 17th November 2006
- Reaching an understanding with our business partners
- Long term planning clarity for: - Melbourne Racing Club staff & members, Customers, State and Local Government (Melbourne 20/30 and Phoenix district), and the Local community

2. Objectives

- Ensure the future of the Club and our thoroughbred racing business

Development of land assets

Review current and under-utilised facilities

Explore new growth opportunities

Identify short immediate short term development & expansion 1 – 5 year quick wins

Increase our independent financial capability

Give clear and sound direction for the Club

To create the future of the racing club through consultation with stakeholders and staff.

3. Planning Principles

MRC to be recognised locally & internationally as a premier thoroughbred racing club

Review Phoenix district planning scheme against best outcome for MRC including current zonings

Expansion or better utilisation of existing facilities

Explore opportunities with our business partners & stakeholders

Review options to manage urban growth in population and traffic movement

Conduct a feasibility study on training at Caulfield racecourse

Land swaps to gain freehold title over existing crown or council land

Staged development growth 1 – 5, 5 – 10 years, 10 + years

Urban planning to show geographical changes to MRC Crown & freehold land assets and utilisation

The MRC to engage the community, council, state government, business partners and stakeholders in a collaborative process in the development of the Master Plan

4. Review of the Master Plan

The Master Plan when completed provides a balanced outlook of the business and how we would like it to look over the next 15 years.

It provides us with a model to plan, administer and develop the business in a sustainable way and takes into consideration the unique operation of our business.

Measure MRC performance and results

Balance business decisions against the Master Plan

Review and revise the Master Plan every 24 months and at the end of each 5 year period

SANDOWN



MELBOURNE *Functions*



CAULFIELD RACECOURSE
TABARET

