



Tennis 2020

Facility development and management framework for Australian tennis

September 2008

The future foundation for Australian Tennis

- Better planning
- More and better national infrastructure
- Better management practises

The results

- More active players ✓
more people playing more tennis, more often
- More great champions ✓
- More devoted fans ✓
- Healthier communities ✓

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1 Introduction

Tennis Australia is pleased to introduce *Tennis 2020: facility development and management framework for Australian tennis*. This document outlines Tennis Australia's vision and approach to nurturing and advancing the prospects of tennis and its facilities in partnership with our state and territory Member Associations, clubs, government and other stakeholders.

Tennis is part of our national sporting and cultural heritage. The significance of tennis in Australia extends far more broadly than the pursuits of our elite tennis players. The sport contributes strongly to the social cohesiveness of our community and provides a safe and healthy sport and social environment for Australians of all ages and abilities. Tennis is truly a sport for life and a sport for all and continues to provide Australians with the opportunity to participate and compete no matter what their level.

It is widely accepted by tennis industry professionals that there are two key foundations of tennis success, which are **facilities and facility management**.

In 2008 there were more than 2100 affiliated tennis clubs and centres throughout Australia supporting over 203,000 registered members and, according to the Australian Sports Commission's most recent study (2006) over 1.3 million people aged 15 years and over were playing tennis – 6.8 per cent of the population. The substantial national tennis facility infrastructure to support this participation has largely evolved in an uncoordinated manner – often without government, owners, private developers and the sport working together to plan and manage facilities more effectively for the future. We believe it is time for Tennis Australia to demonstrate leadership and deliver a national master plan that communicates a practical and sustainable facility vision for the game.

The *Tennis 2020: facility development and management framework for Australian tennis* integrates our vision and strategies to deliver a sustainable and vibrant environment for tennis facilities and clubs for the period 2008 to the year 2020. We now have a robust community tennis strategy backed by modern management practices, quality programs and coaching to significantly grow participation in tennis over the next 10–15 years. It is imperative that our infrastructure and clubs are well prepared to both cater and cope with these increased demands.

The key themes of the *Tennis 2020: facility development and management framework for Australian tennis* are *performance* and *partnerships*. We seek to provide a world-class sport service and facility model that is well planned and delivers operational peak performance within tennis facilities throughout Australia. This cannot happen without effective partnerships and understanding between tennis and the major underwriters of our infrastructure – local, state and federal government.

Tennis Australia and its Member Associations acknowledge the substantial investment made in tennis by our government partners and private developers to date and it is imperative that we now strengthen these partnerships and adopt a more sophisticated approach to developing the national tennis infrastructure and the services they provide. The *Tennis 2020: facility development and management framework for Australian tennis* provides an overview of how Tennis Australia and its Member Associations intend to support government, owners and developers to create a sustainable and viable future for our facilities, clubs and communities.

We look forward to your support of our vision – together we can *grow the game* and enhance the total tennis experience for all Australians.

Yours sincerely

A handwritten signature in black ink that reads "Craig Tiley".

Craig Tiley
Director - Tennis | Tennis Australia
Tournament Director | Australian Open

2 The Tennis Australia vision

Our mission is simple. *We want to become the greatest tennis nation on the planet*

Our formula for success is centered on actively driving the following cornerstone objectives:

- **Create champions** – more highly ranked players and Grand Slam champions.
- **Active players** – more people playing tennis more often.
- **Devoted fans** – more people attending more tennis events.
- **Invest in the game** – more money to grow more fans, more players, more champions.

As a key driver of this vision, Tennis Australia and its Member Associations are responsible for growing the game from initial player engagement through to performance on the international stage. Success will come through a collaborative blend of strategies by all key stakeholders at all levels supporting the sport. Tennis Australia's Community Tennis and Player Development divisions focus on providing opportunities for everybody to participate in the game and maintaining a development pathway for talented athletes.

Community Tennis's vision

Community Tennis's vision is to be the number one community sport in Australia – quality facilities, programs and experiences.

Community Tennis objectives

Tennis Australia's Community Tennis department's relevant objectives are to:

- improve the quality of the experience delivered by tennis facilities
- fund improvement of tennis infrastructure
- encourage and support the development of new facilities where they are needed most
- monitor, maintain and improve court and equipment standards.



Player Development's vision

Player Development's vision is to have more champions and depth across all levels.

Player Development objectives

Tennis Australia's Player Development department's objectives are to:

- identify talented athletes and offer the leading athlete development environment globally
- attract, develop and retain the best coaches globally
- offer the best competitive environment to develop champions

The Community and Player Development visions and objectives all contribute to providing consistent positive growth of the relevant Tennis Health Index* performance measures. The Tennis Health Index collates data on four key indicators of participation growth and averages the performance of these four measures:

- total registered members
- total tennis ball imports
- total attendances
- number of racquets sold.

Tennis Australia publishes the result of the Tennis Health Index annually via its media partners and website tennis.com.au. Tennis Australia is continuing to investigate an expanded index of tennis participation measurements.

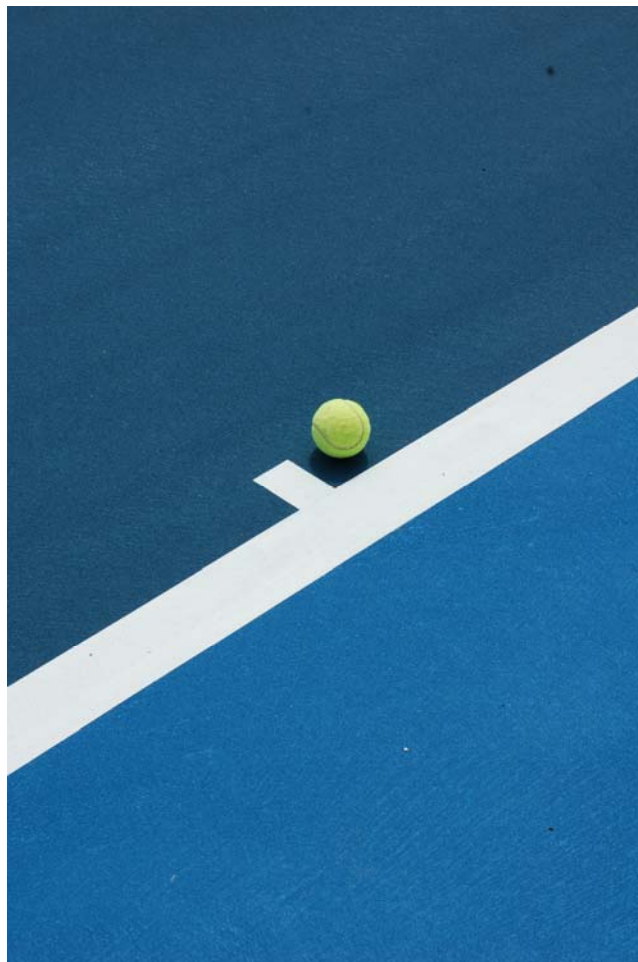
3 Tennis 2020: facility and management framework for Australian tennis

The Tennis 2020: facility development and management framework for Australian tennis is driven by the objectives and needs of community tennis, elite player development and our events, which include the Australian Open, Australian Open Series Events, Pro Circuit Events and Australian Money Tournaments. Tennis Australia's role in delivering the facility framework is:

- to provide and implement a world-class sport service and facility model that optimises the development and operational performance of tennis facilities in Australia
- to ensure the prospects for tennis in Australia are nurtured and substantially advanced via an integrated long term strategic facility vision
- to guide the development of a national tennis infrastructure with our government and private development partners that underpins the successful delivery of Tennis Australia's participation and player development initiatives.

We will know we have succeeded when we have:

- created a club and facility management model that continually accommodates national tennis participation growth and retention targets and enhances the total tennis experience for all
- delivered (in collaboration with Member Associations and key stakeholders) a network of national and regional high performance training centres that meets the required performance criteria for the elite player development pathway and nurtures the sustained success of Australian competitive tennis at an international level
- increased the number of viable and sustainable tennis clubs, facilities and associations by partnering effectively with our government and private sector allies.



4 The environment for sport and tennis facilities in Australia

The sports facility landscape

Sport – both community sport and sport business – has come of age in the twenty-first century. In the past, sport and sport development was left to the individual sport governing bodies and separated from work conducted by local councils. However, in contemporary society the importance of sport as a tool for social, economic and personal development, as well as a source of entertainment, has become too important to be left to the uncoordinated planning of fragmented stakeholders. As noted in the introduction, national leadership towards long-term facility planning is required to confidently deliver on the ever increasing demands of both the sport customers and members of the wider community.

This requires a vision that looks beyond the mere usage of facilities for a single sport purpose. Both now and in the foreseeable future, society will be seeking entertainment, quality sport and social experiences, opportunities to contribute to wider (sport) society, and safe and pleasant (sport) places where they can get together and make valuable contributions. Sport, business and community governors need to put their combined knowledge and interests on the table in order to design and build innovative, new (sport) meeting places.

Sport, as any other business or socially worthwhile activity, has social responsibilities and these can best be delivered in partnership with the different stakeholders. Tennis Australia recognises this need but also its social (community) responsibility and has, over the past few years, put together a strategic framework for the development of its sport that includes the incorporation of wider community benefits. It will seek to leverage community resources in the best possible way and grow an iconic and quintessential Australian sport to even higher levels of performance.

Tennis Australia facility census

Tennis Australia acknowledges the need to provide engaging and enjoyable experiences to communities via tennis programs and facilities. In order to provide firm direction and a decisive strategy in tennis facility development, a national tennis facility census was conducted between July and November 2006.

The census data provided some clear messages of the needs and wants of the tennis community. From a facility development point of view these included but were not limited to:

- providing a clear need for assistance and direction in updating tennis facilities and surroundings
- developing more of a social environment within tennis facilities
- introducing more relevant programs and services.

The collective data obtained as a result of the survey response, predominantly by volunteer committee members, has also provided Tennis Australia with an accurate understanding of the existing supply of tennis facilities. National analysis of this information may be obtained free of charge at www.tennis.com.au.

Changes in tennis infrastructure and needs

Community expectation of tennis facilities is commensurate with other leading leisure facility options and must be met in order to attract and retain participants. The provision of welcoming tennis facilities promotes a desirable, positive club culture and encourages socially engaged tennis players to play more tennis more often. The tennis clubhouse environment allows for the facility to be utilised for a variety of community activities for multiple user groups and creating much needed revenue options.

Nationally, increasing maintenance and replacement costs of court surfaces and the need to fund lighting has resulted in standards decreasing in clubhouse environments. As a result, clubhouses are presented in their original condition with clear signs of wear.

It is imperative that local governments and facility owners seek to provide tennis environments that are more commercially focused in order to create self-sustaining operations.

Tennis Australia has developed a series of clubhouse designs (view at www.tennis.com.au) for greenfield sites that may be used as a guide for redevelopments or the construction of new tennis infrastructure.

Critical facility issues for tennis, government and developers

In relation to court surfaces, Tennis Australia is concerned with the increasing trend of synthetic court surfaces that detract from player development objectives. While recognising that environmental impact, maintenance and member preference are critical factors in court surface decision making, Tennis Australia player development requirements are that surface type choice is made on the basis of characteristics including: soft on the body, ability to slide during point play and “slow” in relation to ball response on the court surface. These desirable characteristics contribute to a player’s ability to construct a point through tactical awareness and physical conditioning. These court characteristics are also most readily identified in Grand Slam surfaces, slow hard court and porous courts.

Quantifiable research and development is required for synthetic surfaces to be developed towards player development objectives rather than being distinguished through brand marketing. Tennis Australia plans to pursue this research in collaboration with synthetic manufacturers to provide a solution.

The impact of a changing physical environment and consideration of water conservation and sun protection is critical to facility development planning. These issues should be addressed within the scope of any tennis facility development. Further, maintenance regimes should be minimised where possible, particularly in tennis facilities within the public access, local and medium categories where a reliance on volunteer management will remain high.

Stakeholder strategies and desired outcomes that address the critical facility issues in tennis

So, where do we all fit in and what do we do now?

Local government

Local government is encouraged to contact and develop collaborative partnerships with Tennis Australia and Member Associations to develop strategic directions for their regions and best use of relevant grant funding. By enacting the framework and using Tennis Australia and Member Association resources as a guide will assist to support strategic decision making.

Federal, state and territory government

Federal, state and territory governments are encouraged to develop policies that ensure grant and facility development funding towards tennis is aligned with the successful implementation of the framework. Ensuring master planning of tennis infrastructure also invites and engages Tennis Australia and the respective Member Associations to provide input with stakeholders so that long term sustainable benefits are derived at all levels.

Tennis Australia

Tennis Australia is committed to research and development and dissemination of information relating to key decisions for major tennis asset items. Further, Tennis Australia will nurture the development of project management services that are reflective of the framework delivered through Member Associations and proactively develop relationships with key government organisations that are consistent with enacting the hierarchy of facilities.

Member associations

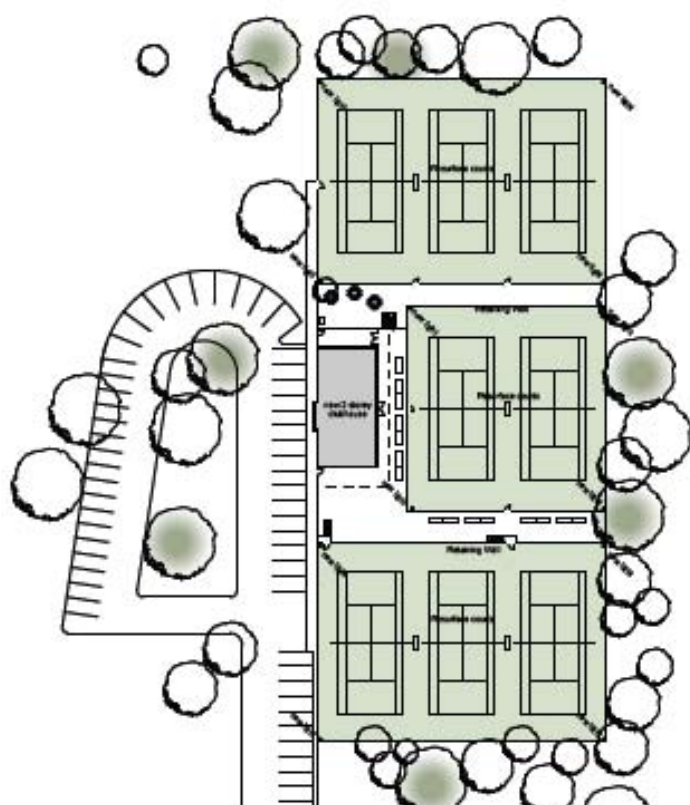
Member associations are responsible for the delivery of services from club development through to project management for the community. Member associations should provide leadership in state and local community relationship development, decision making, and proactive engagement of stakeholders towards progressive facility development and integration of sustainable operations to capital works programs.

Affiliates

Affiliates should utilise the resources and assistance that are provided by the aforementioned stakeholders to ensure that facilities are sustainable in the future. Affiliates should also embrace modern planning and management practices so they can provide outstanding services to members and the wider community.

Private developers

Private developers are encouraged to work with other stakeholders to ensure that both corporate and community obligations/objectives are met and that service provision is relevant in today's environment.



Proposed Site Plan
not to scale



5 A hierarchy of facilities

Proposed hierarchy of facilities



WHY ?

- A planned approach to future tennis facility infrastructure in Australia
- Evidence based (Tennis facility census 2006)
- A guide to assist decision makers in infrastructure provision
- Operationally more sustainable
- A linked pathway for tennis and community development

Tennis in Australia has over 15,000 accessible tennis courts, which historically have been constructed, managed and operated within a volunteer and committee-based environment. With most courts residing on government land, there is a general trend of increased and significant investment required by various government sectors to maintain and upgrade courts for local communities.

Rising costs of surface replacement and consumer expectation of quality tennis program services, courts, clubhouse and surrounds makes small clusters of courts increasingly difficult to manage as self-sufficient and sustainable venues. Sustainable practice, in tennis terms, is defined as a tennis entity having the resources to consistently maintain and upgrade the asset without reliance on external support. Many existing tennis clubs, centres and associations operate in an environment of declining facility standard and service provision. These facilities require address towards change if tennis is to remain viable and relevant to government and local communities.

It is now becoming more common for all levels of government to strategically plan for any community infrastructure. Increasingly, governments are adopting a hierarchy of facilities provision in order to balance regional and community needs with sustainable practices. Tennis Australia believes that a similar planned approach should be taken with tennis infrastructure across Australia in the future. It is critical to the health of tennis that a hierarchy of facilities is developed in order to meet the stated vision and objectives and to develop the sport as a whole.

Each Member Association is currently in various stages of developing state plans to assist in the achievement of these objectives.

National facilities

National facilities should be pinnacle facilities capable of holding large international events that showcase the sport. They should also provide an intensive training venue for identified talent. They are usually developed by state governments as the state elite venue. This level of facility is already in place or planned to be in place.

Regional facilities

Tennis Australia and its Member Associations will be a driving active partner with government, private developers and clubs in the selection and development of regional tennis facilities throughout Australia. These select facilities will be modelled to deliver sustainable business practices (facility and operations) and to be centres of high performance for national initiatives for player development and community tennis. Recognition of these flagship facilities will provide the stimulus for "green field" facility development and redevelopments to build event hosting and management capabilities. Regional facilities will also be defined as venues capable of hosting premium events.

Criteria – management and facilities

The following criteria will need to be met or be planned to be provided within a three–five year period.

Court requirements

The following court configuration is a guide and should consist of:

- a minimum of 16 courts with at least 75 per cent of courts based on ITF surface code A (acrylic), F (clay) and H (grass). (Ideally the total courts should be a mix of all surfaces.)
- each court must be floodlit to minimum ITF competition standards
- a show court that can provide capacity for regional tournaments and events.

Clubhouse and facility requirements

Clubhouse and facility requirements should include:

- male and female change room facilities including showers
- café/kiosk and preferably licensed social facilities
- administration office/s with relevant office equipment including provision for online communication
- outdoor shaded social areas suitable for events and social nights
- onsite floodlit, sealed parking in close proximity to facility entrance
- meeting facilities.

Other amenities

Other amenities could include:

- easy access to parklands or sports fields and to strength and conditioning facilities (gyms and pools).

Management and administration requirements

Management and administration requirements include:

- acceptable administration standards
- endorsed strategic development and/or business plan for a minimum five-year period
- compliance with Tennis Australia's endorsed national operational management indicators program
- telephone reception service
- face-to-face counter service
- an active website detailing services, personalised points of contact, player profiles, profiles of all user groups, enquiry opportunity and relevant booking forms to download and return
- a willingness to nurture and assist other tennis facilities within an agreed regional area. In essence a regional centre will become an information and guiding source for local facilities.

Catchment population requirements

The facility is projected to have a catchment population of:

- Metropolitan - the facility currently or is projected within the next three years to have a catchment population within a 15 km radius of greater than 200,000.
- Regional country - the facility currently or is projected within the next three years to have a catchment population within a 30 km radius of greater than 100,000.

Sub-regional facilities

Sub-regional facilities are large community clubs or facilities that have some of the elements of regional centres but have fewer courts. These facilities will play a large part in participation growth and in identifying players with potential and nurturing their talent.

Criteria – management and facilities

Criteria will need to be met or be planned to be provided within a three-year period.

Court requirements

The following court configuration is a guide and should consist of:

- a minimum of 12 courts with at least 75 per cent of courts based on ITF surface code A (acrylic), F (clay) and H (grass)
- each court must be floodlit to minimum ITF competition standards
- a main court that can provide adequate seating for local tournaments and events
- agreement for up to 27 court hours for Tennis Australia national endorsed programs, which, in most cases, will feed into normal sub-regional tennis centre programs and services.

Clubhouse and facility requirements

Clubhouse and facility requirements should include:

- male and female change room facilities including showers
- café/kiosk and preferably licensed social facilities
- administration office/s with relevant office equipment including provision for online communication
- onsite floodlit, sealed parking in close proximity to facility entrance
- outdoor shaded social areas suitable for events and social nights.

Other amenities

Other amenities could include:

- easy access to parklands or sports fields and to strength and conditioning facilities (gyms and pools).

Management and administration requirements

Management and administration requirements include:

- semi-professional administration
- endorsed strategic development and/or business plan for a minimum three-year period
- compliance with Tennis Australia's endorsed national operational management indicators program
- telephone reception service
- an active website detailing services, personalised points of contact, player profiles, profiles of all user groups, enquiry opportunity and relevant booking forms to download and return
- a willingness to assist other tennis facilities within an agreed sub-regional area.

Catchment population requirements

The facility is projected to have a catchment population of:

- Metropolitan - the facility currently or is projected within the next three years to have a catchment population within a 15 km radius of greater than 100,000.
- Regional country - the facility currently or is projected within the next three years to have a catchment population within a 30 km radius of greater than 50,000.

Medium facilities

Local facilities will have a local focus on engaging and immersing social and competitive players into the tennis culture.

Criteria – management and facilities

Criteria will need to be met or be planned to be provided within a three-year period.

Court requirements

The following court configuration is a guide and should consist of:

- a minimum of eight courts with at least 75 per cent of courts based on ITF surface code A (acrylic), F (clay) and H (grass)
- fifty per cent of courts must be floodlit to minimum ITF competition standards.

Clubhouse and facility requirements

Clubhouse and facility requirements should include:

- male and female change room facilities including showers
- café/kiosk and preferably licensed social facilities
- administration office/s
- onsite parking in close proximity to facility entrance
- outdoor shaded social areas suitable for events and social nights.

Management and administration requirements

Management and administration requirements include:

- volunteer or semi-professional management structure

- endorsed strategic development and/or business plan for a minimum three-year period
- compliance with Tennis Australia's endorsed national operational management indicators program
- an active website detailing services, personalised points of contact, player profiles, profiles of all user groups, enquiry opportunity and relevant booking forms to download and return.

Catchment population requirements

The facility is projected to have a catchment population of:

- Metropolitan – the facility currently or is projected within the next three years to have a catchment population within a 15 km radius of greater than 50,000.
- Regional country - the facility currently or is projected within the next three years to have a catchment population within a 30 km radius of greater than 5,000.

Local facilities

Local facilities will have a local focus on engaging and immersing social and competitive players into the tennis culture.

Criteria – management and facilities

Criteria will need to be met or be planned to be provided within a three-year period.

Court requirements

The following court configuration is a guide and should consist of:

- a minimum of two–four courts with at least 75 per cent of courts based on ITF surface code A (acrylic), F (clay) and H (grass)
- fifty per cent of courts must be floodlit to minimum ITF competition standards.

Clubhouse and facility requirements

Clubhouse and facility requirements should include:

- male and female change room facilities including showers
- café/kiosk and preferably licensed social facilities
- administration office/s
- onsite parking in close proximity to facility entrance
- outdoor shaded social areas suitable for events and social nights.

Management and administration requirements

Management and administration requirements include:

- endorsed strategic development and/or business plan for a minimum three-year period
- compliance with Tennis Australia's endorsed national operational management indicators program
- an active website detailing services, personalised points of contact, player profiles, profiles of all user groups, enquiry opportunity and relevant booking forms to download and return.

Catchment population requirements

The facility is projected to have a catchment population of:

- Metropolitan - the facility currently or is projected within the next three years to have a catchment population within a 15 km radius of greater than 50,000.
- Regional country - the facility currently or is projected within the next three years to have a catchment population within a 30 km radius of greater than 5,000.

Sharing intellectual property for new developments, redevelopments and rationalisation

The current environment indicates that many existing facilities are being evaluated by independent consultants on behalf of local or state and territory governments. These consultants are making recommendations of existing assets for required capital works or the provision of management agreements. The variation in criteria being used to determine tennis sustainable practice or otherwise causes confusion for Tennis Australia, its Member Associations, tennis clubs, centres and associations.

Tennis Australia and Member Associations intend to become far more active in ensuring that the information being provided to decision makers is balanced and consistent. This will be achieved through partnering local government in the development of tennis strategies. Resources such as the development of operational performance benchmarks and lifecycle assumption frameworks are tools that will be used to assist in determining developments, redevelopments and any rationalisation decisions.

It is imperative that organisations or individuals seeking to make localised assessments ensure that the approach remains consistent with Tennis Australia–Member Association strategies.

Tennis Australia provides annually reviewed lifecycle assumption charts (view at www.tennis.com.au) that provide general guidance for values associated with the maintenance and replacement costs of major surface types and court items within Australia. For example, lights and nets.

It is envisaged that there will be an increasing requirement of local and state governments to make decisions relating to a more effective and efficiently operating tennis facility. Industry performance benchmarks currently being implemented will assist in this process. Also, commitments by all stakeholders to provide input into the collection of industry data will be critical in ensuring benchmarks are reliable for planning purposes.

Significantly, a consistent approach must also be taken to enable a commercially viable environment while retaining community awareness that tennis facilities have been historically built from past members' community contributions and successful achievements. This requires a sensitive approach by all future decision makers. Tennis Australia Member Associations can provide advisory support for local governments and consultant decision making activities.



6 Facility management and development: sustainable performance

Australian Tennis facilities operate predominantly within volunteer and committee-based management. This often presents challenges when change in business practices are required and, due to the part-time management structure, can be slow to implement and react to. Facility managers and management committees require guidance, education and tools to adapt effectively and efficiently to a changing recreational, social and political environment that has increased demands and expectations of government-owned community assets.

Traditional revenue models in operating tennis facilities feature a reliance on membership fees, which alone do not provide the necessary income to recover maintenance, operational and replacement costs. An increasing reliance on external grants and support for facility upgrades is symptomatic of an inability to maintain and upgrade through operational activities.

Tennis Australia is implementing an operational framework where application by either commercial- or volunteer-managed facilities will stimulate utilisation as well as generate revenue towards progressive facility development.

This initiative shares a close link with the Tennis Infrastructure initiatives, such as the Tennis Australia National Court Rebate scheme, and is essentially focused on providing the tools, education and expertise to optimise the management and operational performance of clubs and facilities.

Progressive facility management development – new and existing facilities

Progressive tennis facility management development considers foremost the needs of the community and its customers in the pursuit of a welcoming community environment.

The following table (Westerbeek et al, 2005) is a guide to the considerations of tennis designs that will be required to make in order to ensure both operational success and community engagement.

Performance Facilities	Implications for the tennis facility	Practical considerations for progressive tennis developments
Tennis Entertainment Ensuring interactivity to facilitate spectators' emotional connection to tennis.	Ensure the facility is a venue to visit. Create unique "been there, done that, want to do it again" experience opportunities. Services that allow immediate access to the facility and opportunity to experience the life of regular users.	Unique aspects to the facility design as a result of the surrounding environment i.e. natural amphitheatre spectator areas, unique clubhouse designs or kiosk/bar areas Easy public access to courts, clubhouse, practice areas.
Tennis Fantasy Provide opportunity to share the emotional experience of tennis consumption with other like minded groups or individuals	Integration of the online and onsite aspects of the club i.e. websites with views of users and photos of experiences Clubhouse environments that use and include sound and screen displays	Ensure the inclusion of sound and screen capability Define a unique theme (colours, logos) for the facility
Tennis Quality Providing opportunities for people to demonstrate that they care. Ensuring that the driving forces of tennis is not money but the intrinsic values associated with playing the game	Ensure opportunities for volunteerism and that active, personal involvement remains integral to the development and management of tennis facilities.	Administration areas for both volunteers and professionals Ensure storage space for administration and maintenance regimes. Catering areas of commercial standards but may be volunteer delivered Event/Tournament hosting capacity Private meeting spaces for volunteers

Performance Facilities	Implications for the tennis facility	Practical considerations for progressive tennis developments
Tennis Identity Ensuring a sense of belonging and identity. Providing space for dedicated fans of tennis to reflect the passion for the game.	Ensure branded participation products that are associated with an affinity to the game Ensure tennis merchandise that is reflective of connection to tennis.	Space and areas to promote access to branded programs. Space allocated within facility for members only. Space allocated for special events for tennis fans Merchandise areas that have branded products to purchase.
Tennis Tradition The emotional need to be met relates to the peace of mind that comes through reminiscing about times past and the traditional values associated with tennis.	Tennis themes that reflect milestones and achievements. Ability to broadcast events and record moments in history of the facility	Use traditional architecture and recycled materials where possible. Re-create "old" experiences Ensure space is dedicated to promotion of milestones and achievements without dominating facility Space allocated to promote local heroes and rituals
Tennis Conscience Something worthwhile is accomplished that affects people at a greater level than the mere enjoyment of tennis participation or spectatorship.	Ability to cater for disability and minority groups Using technology to limit or remove negative impact on the environment i.e. recycled water Local business and corporate sponsorship opportunities	Showers, change rooms and facility access considerate of wheelchair access and cultural consideration Maintenance and replacement processes that consider the environment foremost. Court and facility signage opportunities to recognise corporate and individual support.

A consequence of addressing each of these elements in the "performance" of a tennis facility is the ability to add value to community development, economic development, destination development, social and cultural development, facility asset maintenance and lifecycle costing, key elements for viable and sustainable club facilities, and programming and facility usage optimisation.

Community development

Not only accountable economically, a new or redeveloped tennis facility will offer more opportunities for local community members to come together, to get to know each other better, to organise or become involved in community events, to allow minority communities to congregate and integrate with other community members.

Economic development

Developing tennis facilities that can cater for tournaments and events enable expenditure to circulate right through the local economy. The most common economic benefits created within community tennis events are as a result of increased spending by visitors on food, accommodation and transport. Added to this is spend created as a result of new infrastructure being developed and indirect spending from the need for more goods and services. Having a signature event will assist in driving improved economic benefit for the whole community.

Destination development

Property developers and local governments are encouraged to use tennis facilities with the capacity to host events and tournaments as a major marketing strategy. This is because tennis allows targeting of all client groups as a result of the sports gender equity and ability to play at all ages. An attractive tennis facility will provide a destination point for overnight stays within local communities not just for events but year round.

Social and cultural development

The fitness, fun, health and social values associated with tennis are often quoted by participants as leading reasons for play. In development terms, tennis is consumed at both a recreational and competitive level and readily presents itself as a tool to galvanise and bond communities. Importantly, this means that social and cultural development through tennis may begin with relatively few people providing an advantage when using the physical activity of tennis to engage minority groups within the wider community.

Facility asset maintenance and lifecycle costing

Tennis Australia provides major tennis facility lifecycle assumption charts that provide a guide for the annual dollar amount required for the maintenance and replacement of major asset items. These include items such as predominant surface types, lights and nets. This information is particularly important for clubs to more accurately determine how much revenue needs to be generated and contributed towards maintaining and replacing the asset after its useful life. Lifecycle assumption charts and other technical tennis information may be found at www.tennis.com.au.

Key elements for viable and sustainable club facilities

Tennis Australia actively promotes the components of successful clubs within an operational framework. This allows for club self analysis as well as promoting the service capacity of tennis venues.

Programming and facility usage optimisation

Services provided within each component of the operational framework will allow for the community to become engaged and immersed in tennis. Facility owners are encouraged to place targets for each component for facility operators in a business planning process. This will assist in improving customer focus, the overheads associated with managing tennis activities and, in the long-term, decrease a reliance on external grant provision. Further, targets established for individual tennis venues will decrease a traditional reliance on inaccurate data such as member-to-court ratio. Seeking to implement nationally branded programs within each component will allow individual tennis facilities to leverage and benefit from the combined marketing of the game.



7 Support services and resources

Contact details

If you have any questions, please feel free to contact either Tennis Australia or your state or territory Member Association.

Tennis Australia – Community Tennis Department

A dedicated department committed to Member Association service support, technical research and development, developing community programs and facility infrastructure and management initiatives.

Tennis Australia www.tennis.com.au Phone (03) 9914 4400

State and Territory Member Associations

Please contact your Member Association to discover the range of affiliate services and advisory support that is provided. Tennis Australia Member Associations are perfectly positioned to collaborate with local government organisations to ensure progressive facility development.

ACT	www.tennisact.com.au	Phone (02) 6247 8804
NSW	www.tennisnsw.com.au	Phone (02) 9024 7600
NT	www.tennisnt.com.au	Phone (08) 8981 5609
QLD	www.tennisqueensland.com.au	Phone (07) 3426 4888
TAS.	www.tennistasmania.com.au	Phone (03) 6108 8200
VIC.	www.tennisvic.com.au	Phone (03) 8420 8420
WA	www.tenniswest.com.au	Phone (08) 6462 8300
SA	www.tennissa.com.au	Phone (08) 7224 8100

TENNIS AUSTRALIA - FACILITY DEVELOPMENT FRAMEWORK					
	National Responsibilities		Member Association Responsibilities		Affiliate responsibilities
Planning	National Facility Development Blueprint	←←→→	State Facility Development Strategy	←←→→	Facility Development Strategy
	HP Development Blueprint	←←→→	State HP Development Strategy	→→→→	HP Hosting
	Facility Business Planning Framework	←←→→	Business Planning Development Support	→→→→	Business Plan Development & Delivery
	Development of Sustainable Management Models	←←→→	Promotion / uptake of Sustainable Management Models	→→→→	Implementation of Sustainable Management Models
Operations	Development of Operational Benchmarks	→→→→	Implementation of Operational Benchmarks	→→→→	Use of operational benchmarks
	Design Services & Project Management Support	→→→→	Design Tools for Potential Developments	→→→→	Development of facilities
	Management Support Services	←←→→	Management Support Services	→→→→	Management of Facilities
Support Programs	Community Participation Strategies	→→→→	Promotion / uptake of Participation Strategies	→→→→	Community Participation Delivery
	Membership Retention Strategies	→→→→	Promotion / uptake of Retention Strategies	→→→→	Implementation of Retention Strategies
	Marketing strategies	→→→→	Promotion / uptake of Marketing Strategies	→→→→	Implementation of Retention Strategies
	Development of National Programs	→→→→	Promotion/ uptake of National Programs	→→→→	Implementation / uptake of National Programs
	Hot Shots	→→→→	Promotion of Hot Shots	→→→→	Implementation / uptake of Hot Shots
	Coach Education & Development Tools	→→→→	Promotion of Education Development Tools	→→→→	Implementation / uptake of Education Opportunities
	Grant Funding Strategies	→→→→	Grant Application Submission Support	←←→→	Grant Submissions