

FACILITY PROJECT PLANNING GUIDE

October 2020



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Fit for purpose community tennis facilities are vitally important to encourage more people to participate in tennis. Providing welcoming, quality tennis environments that are well managed and operated, is a key to the sustainability and success of community tennis.

The facility planning process is an essential element of providing quality tennis facilities that meet the needs of club members, participants, administrators, coaches, facility operators, local councils and communities. Planning plays a critical role in carrying out a successful tennis facility project and involves:

- Assessing current and future facility use.
- Defining the project.
- Setting a budget and obtaining funding.
- Managing project delivery.

Questions often raised when considering a facility project include:

- How to start?
- What resources are available?
- How much will it cost?
- How to engage a contractor and manage the project once underway?
- Who is/will be responsible to maintain, upgrade or plan for facility improvement?

This document provides a snapshot of the process that should be undertaken when developing a facility project. For detailed information on each of the stages refer to Tennis Australia's Infrastructure Planning Guide, available at <https://www.tennis.com.au/vic/theclubhouse/facilities/facility-development>

Key Points

- Does the club have a current business or strategic plan and where does infrastructure development fit within this plan?
- The level and detail required in project planning will depend on the type and scale of the project, and as no two sites or facilities are the same project specific planning is essential. For example, resurfacing an acrylic hard court would require significantly less planning than building additional courts, however the key planning principles and processes remain the same.
- The cost to build or upgrade tennis facilities can be substantial and may vary widely depending on factors such as site access, facility size, type of court surface and specifications.
- It's wise to engage technical and/or planning consultants where needed. While this will be an additional cost, time and money can be saved by obtaining expert advice during project design and delivery. **Tennis Victoria** can link clubs and other project stakeholders to independent, qualified and experienced consultants who can provide technical information, planning, design and project management services. Assistance from **Tennis Victoria** with meeting the cost of technical services may be available. For more information go to <https://www.tennis.com.au/vic/theclubhouse/facilities/facility-development/technical-advisory-services>



- Consulting widely with a range of individuals and organisations outside of your club/centre will help clarify project scope, identify potential project partners, opportunities and mutual benefits.
- Identify what the project could provide beyond the benefits to the club. Funding partners (particularly local government) will be more open to projects that provide wider community value or good.
- Seek land owner consent prior to commencing significant project planning or obtaining funding.
- **Involve your Tennis Victoria Club Development Officer throughout the process and project. They will have access to various resources to assist in planning and delivering a successful project.**



1. Concept and Needs Assessment

What do we want to achieve, why and who for?

Identify the need and develop a case for the project, by researching club and/or community needs and demand and detailing how the project will meet those needs. The case for the infrastructure project should have a clear link to the club's business plan.

- Facility audit.
 - What do we have and what is its condition?
 - **Tennis Victoria** can assist clubs or councils complete a facility audit.
- What is our objective and how will the project help us achieve this?
 - Club, member, user needs and goals?
 - Identify gaps in what is currently provided (facilities, programs) to help prioritise works.
 - Existing court or pavilion use?
- Undertake consultation to gauge support, define project and identify possible barriers/issues.
 - Club members.
 - Local government.
 - Tennis Victoria.
 - State or federal government.
 - Local tennis association.
 - Residents.
 - Others?
- Compare with similar facilities.
- Review current and future tennis trends.

2. Project Planning, Design and Funding

What, where, how much and how do we make it work?

Ensuring the project result will be fit for purpose and sustainable while also determining its financial feasibility.

- Key project outcomes are established.
- Project options have been evaluated to identify best way to achieve key project outcomes.
 - Determine best model – retain, retrofit, redevelop or develop?
- When do we hope to start and how long will it take?
- What level of assistance from technical consultants or other professionals is needed to deliver the project?
 - **Tennis Victoria** can provide advice and link clubs and other project stakeholders to experienced consultants if necessary. Assistance from **Tennis Victoria** with meeting the cost of consultant services may be available.
- Capacity of site and/or existing facilities have been assessed.
 - Adequacy of existing structures or courts.
 - Physical and geotechnical conditions.
 - Site accessibility.
 - Adequacy and proximity of services.
 - Permits or permissions required.



- Ensure consideration is given to future needs – what could be done as part of this project to make future upgrades or expansion easier?
- What disruptions may occur during construction and what can be put in place to provide stakeholders with alternatives?
- Design brief, concept plans and technical specifications prepared and reviewed by stakeholders.
- Cost estimates prepared, together with initial budget.
 - Is the project affordable to deliver and then maintain?
 - Has an allowance for cost increases and contingencies been included?
 - Can the club manage its cash flow to ensure contractors are paid as various stages of the project are completed?
- Potential funding sources identified and confirmed.
 - Local government.
 - Club resources or fundraising.
 - State and federal government.
 - Grants.
 - Tennis Australia (speak to your Tennis Victoria Club Development Officer for more information).
 - Loans.

3. Project Management and Delivery

Converting expectations into reality

Construction, followed by evaluating the success of the project (has it achieved the identified outcomes and objectives).

- Confirm who will manage the project?
 - The site owner (e.g., local government/council) may be required to carry out this role under its policies and procedures.
- Approve final brief and design, budget and project plan.
- Obtain any required planning, building and other approvals or permits.
- Appoint contractor.
 - Is a formal tender process needed, or does the project just require a number of contractors to provide quotes?
 - Seek contractor recommendations or references from other clubs who have recently completed similar facility projects.
- If the club is managing the project appoint a club representative to liaise between all project partners, to ensure construction is monitored and delivered as per final design.
 - Depending on the size or type of project and the level of expertise within the club, consider engaging an external project manager to oversee the design and/or build phases. While this will be an additional cost a specialist, independent project manager can remove a significant amount of work and pressure from club volunteers and help clubs avoid serious and expensive project issues or failures.
- Undertake a review of completed works prior to project hand-over or final payment to ensure any issues are identified and rectified.



PAVILION AND COURT DESIGN CONSIDERATIONS

Pavilion design

The pavilion plays a vital role in the overall function and sustainability of a tennis club, providing a space for the club to run its operation and to allow the facility's users to connect socially.

When planning a new pavilion or a refurbishment of an existing building the design and size will depend on a number of factors. Thinking about the purpose of the pavilion (how will it serve the club and wider community), issues and constraints with any existing pavilion and what the current pavilion provides that must be included in the new building or renovation will help identify the key components of the pavilion design. Speaking to local architects to obtain design guidance and visiting recent pavilion developments will also inform the planning process.

Areas/items to consider:

- Administration area (stand-alone secretary's office, coach's office)?
- Change-room amenities that meet unisex and universal design?
 - Number of toilets and showers.
 - External access to toilets to cater for casual users.
- Storage provision in each area (kitchen, bar, club tennis equipment, coach's equipment, maintenance equipment/cleaning).
- Social area and its size.
 - Is an outside social area needed (seating, paving, barbeque, shade)?
- Environmentally sustainable design principles.
 - Energy efficient materials?
 - Maximise natural light?
 - Solar panels?
 - Water recycling and re-use?
 - Building orientation?
- Size and standard of kitchen.
 - Separate to bar?
 - Internal and external servery?
- Is a bar needed?
- Shade/weather protection/outdoor area.
 - Verandah around pavilion?
 - Type and location of external seating?
- Will pavilion need to cater for multi-use or external community use?
- Is space needed for exhibition of club memorabilia?
- Line of sight/viewing of courts.
 - Views across as many courts as possible (especially for facilities hosting tournaments).
 - Integration of indoor and outdoor environment/spaces (including shade) to enhance viewing and cater for other activities (e.g., BBQs)?
 - Size of windows, bi-fold doors?
- Accessibility – wheelchairs, prams, other needs.
- Flow – positioning of change-rooms, social area, kitchen, bar to maximise space and efficiency of use.
- What other works could, or need, to be done at the same time as the pavilion build?
 - Fencing, pathways and landscaping?
 - Main site entry point – does it need to change?



Court design

Providing quality tennis courts is a crucial element of all tennis facilities. Courts should be designed, constructed and maintained to meet the needs and demands of users, varying levels of playing ability and budget. Speaking to other clubs to find out the positives and negatives of each court option and playing on potential surfaces will help to test different playing characteristics and each surface's suitability for your community.

Tennis Victoria can provide guidelines on the cost of tennis court infrastructure, including court bases and surfaces, fencing, and lighting.

Areas/items to consider:

- What base currently exists and is it structurally sound or need replacing?
 - The base has the most impact on the ultimate cost, playability and longevity of the court, with poor base construction likely leading to court damage, surface imperfections, surface life reduction and possibly large rectification costs.
 - Selection of base materials will influence court surface selection, as not all surfaces can be laid on all bases.
- Court surface.
 - Changing to a different surface or re-surfacing?
 - Surface durability and lifespan?
 - Player preferences?
 - Pace and bounce of surface?
 - Cost of installation, maintenance required (time and cost) and future replacement?
 - Will courts be multi-use with another sport?
 - Aesthetics?
 - Environmental impacts?
- Site size.
 - Will an existing footprint be used and does it meet ITF/Tennis Australia recommendations for total playing area?
 - Can the project ensure all courts meet recommended dimensions/runoffs?
- Fencing.
 - Does existing fencing need replacing, or can it be refurbished?
 - Accessibility options for user of all abilities, maintenance and emergencies?
 - Full height fences or would low level be suitable for parts of the facility?
 - Will fences need to be engineered to allow for the additional stresses of windbreaks and other signage?
- Lighting.
 - What illumination level is required for the facility's level of play?
 - Type of light fitting (e.g., LED) to install?
 - Costs to run and maintain?
 - What benefits (e.g., increased participation) will lighting installation or upgrade achieve?
 - Can existing systems be retrofitted with latest technology?
 - If existing lighting infrastructure, such as light poles, is to be retrofitted has an assessment of its condition been completed?
- Book a Court.
 - Is installation of Tennis Australia's Book a Court system, either as a standalone project or part of a larger infrastructure project (courts, lights, fencing) worthwhile?

