
Auckland Region Tennis Facility Strategy

March 2015

Executive Summary

The aim of the Auckland Region Tennis Facility Strategy is to provide a framework for the development of tennis facilities in the Auckland region identifying the priorities at a Regional and local level to support the ongoing development for club and community tennis.

The strategy will enable Tennis Auckland, Tennis Northern, Auckland Council, tennis clubs, Funders and other partners to:

- Consider changing population demographics and to identify the potential future demand for tennis.
- Identify the key challenges facing tennis facilities and the priorities to address these.
- Prioritise future investment to ensure that the right facilities are provided, in the right locations and for the right reasons.

The strategy will identify current and future gaps in provision; where possible identifying specific local geographical areas where the future priorities lie.

In terms of current participation there are currently 100 tennis clubs in the Auckland region, 89 of which are affiliated to either Tennis Northern or Auckland Tennis, with almost 19,000 regular participants. In terms of facilities, when all club, public and school courts are considered 1,151 courts have been identified within the Auckland region.

These facilities include:

- 1,152 tennis courts across 230 venues
- 522 tennis courts across 100 tennis clubs
- 34 courts across 11 unaffiliated clubs
- 77 courts across 5 regional and sub-regional centres
- 154 public/multi-sport courts across 45 venues
- 107 courts are owned by 19 clubs
- 403 school courts across 81 venues (predominantly secondary schools, but some intermediate and primary school courts if known)
- 26 indoor/covered courts.

The strategy identifies that access to ITF Approved (Non Astro) courts is essential for player development and that there is a significant use of artificial grass courts in the region including:

- 85% of all court in Northern
- 78% of all courts in Auckland
- 62% of all courts in Counties.

The availability of lighting has an impact on the potential level of court utilisation, while the availability of the courts is essential, having access to appropriate floodlighting has a significant role to play in increasing the overall accessibility of the court and ensuring that facilities are used to their maximum potential.

The draft National Tennis Facility Strategy identifies that 75% of courts within the major metropolitan areas and 50% of courts within provincial areas should be floodlight. Currently:

- 83% of courts in Northern are floodlight
- 82% of courts in Auckland are floodlight
- 43% of courts in Counties are floodlight.

The strategy identifies that there is significant latent demand within the Auckland region and when national and age based participation rates are considered it is estimated that over 100,000 people have played tennis within the last 12 months.

While it is important to consider the potential latent demand it is not a reliable measure to project future regular participation. The strategy identifies that based on an analysis of the available data it is projected that by 2031 an additional 6,232 people will regularly participate in tennis at club facilities increasing the total number of participants at club facilities to over 22,500.

In considering the future facility requirements the strategy identifies three key measures that consider

Quantity: A minimum of 1 court per 2,500 population.

Quality: All courts should be in a good state of repair

Accessibility: Utilisation - for a sustainable club courts should have a minimum of 45 members / players per court and is considered to be operating at capacity with 85 members per court when additional courts will be required.

Geographically - courts should be located within a 15 minute drivetime.

Overall the strategy identifies that no additional regional facilities or sub-regional facilities are required and that the priority is maintaining existing network of facilities and ensuring the long term sustainability of the regional and sub-regional facilities is a key strategic priority.

The strategy identifies that Tennis Auckland and Tennis Northern should to work closely with clubs evaluate club sustainability and develop a detailed action plan for targeted improvements within clubs and/or clusters of clubs and seek support from key partners and funders to pro-actively support a court re-surfacing programme for approximately 50 tennis courts per annum.

The strategy identifies a number of demand measures which should be considered when establishing demand for new courts which include:

Quantity:

1. For every 2,500 population a participation based court should be easily accessible within the community area (15 minute catchment area).

Quality:

2. Existing courts should be in a good state of repair. The priority should be given to courts with high levels of existing utilisation.

Accessibility:

3. Utilisation of the all courts within the area should be considered to ensure a minimum membership of 45 per court in line with Table 6.1.

Based on these parameters the strategy indicates the **greatest** of shortfalls by 2031 are in:

- Hibiscus Coast and Bays Local Board (17 courts)
- Waitemata Local Board (14 courts)
- Howick Local Board (9 courts)
- Devonport- Takapuna Local Board (5 courts).

While there are gaps identified the strategy identifies the priority for additional courts should be to meet the demand as a participation based facility and options for securing access to new courts include:

- Maximising use of school / public courts (The priority should be establishing a formal agreement for use in areas of greatest need where there are a minimum of 2 courts).
- Utilising spare capacity within neighbouring areas.
- Securing access to new courts as part of multisport developments in significant growth areas where no existing courts are available.

The strategy recognises the importance of ensuring a range of appropriate surfaces to promote player development and identifies that access to a range of ITF Approved (non-astro) courts is essential to the development of tennis within the region with all part of the region ensuring a minimum of 25% of all courts are a ITF Approved (non-astro) courts by 2020.

It is recognised that some surfaces, in particularly astro grass, are more appropriate for club and social participation, the strategy identifies that the priority for ITF Approved (non astro) courts should be at regional and sub-regional facilities.

The strategy identifies 7 key strategic themes with detailed actions, these are:

1. A regional tennis facility hierarchy
2. The sustainable operation of the key regional facilities
3. Network of sustainable tennis clubs.
4. Securing access to ITF Approved (Non Astro Courts)
5. Securing access to additional courts required by 2031.
6. Access to indoor and covered courts.
7. A unified voice for tennis facility development.

Auckland Region Tennis Facility Strategy - Action Plan

Tennis Northern and Tennis Auckland identify the initial priority actions are:

1. Establish a Tennis Facilities Working Group comprising TN, TA, Aktive and Auckland Council
 - Sharing strategic priorities
 - Ensuring Tennis facility work is integrated with relevant Council and Aktive strategies
2. Develop a Court Maintenance schedule encompassing all Auckland clubs that is integrated with Club Support
3. Develop a Work Plan for all Local Board areas identified as requiring additional courts now or in the future. Solutions to consider all options; club, school, public or new facilities
4. Investigate the operating model of Regional Facilities

Contents

Executive Summary	2
Section 1 Introduction	6
Section 2 Overview of the Current Situation.....	7
2.1 Strategic Overview	7
2.2 Current Participation	7
2.3 Current Facilities	8
Section 3 Key Facility Challenges	11
Section 4 Auckland Regional Population Change	14
4.1 Population change (Census and Population Projections)	14
4.2 Proposed Unitary Plan Growth Areas.....	15
Section 5 Current and Future Participation	17
5.1 Current Participation	17
5.2 Future participation.....	19
5.3 Future Participation.....	21
Section 6 Future Facility Requirements.....	22
6.1 Facility Demand Parameters.....	22
Section 7 Regional Facility Hierarchy	28
Section 8 Key Strategic Priorities	34
8.1 Priority 1 - A regional tennis facility hierarchy.	34
8.2 Priority 2 - The sustainable operation of the key regional and sub regional facilities	35
8.3 Priority 3 - Network of sustainable tennis clubs.	35
8.4 Priority 4 - Securing access to ITF Approved (Non Astro Courts).	36
8.5 Priority 5 - Securing access to additional courts required by 2031.	36
8.6 Priority 6 - Access to indoor and covered courts.....	37
8.7 Priority 7 - A unified voice for tennis facility development.	37
8.8 Initial Action Plan.....	38
Appendix A Club by Club Analysis	39
Appendix B Tennis Courts by Local Board	42
Appendix C ITF Approved (Non-Astro) Courts	63
Appendix D Indoor and Covered Courts.....	65
Appendix E Court Surface Guide	67
Appendix F Future Priorities	68
Appendix G Glossary	70
Appendix H Additional Resources Available	71

Section 1 Introduction

The aim of the Auckland Region Tennis Facility Strategy is to provide a framework for the development of tennis facilities in the Auckland region identifying the priorities at a Regional and local level to support the ongoing development for club and community tennis.

The strategy will enable Tennis Auckland, Tennis Northern, Auckland Council, tennis clubs, Funders and other partners to:

- Consider changing population demographics and to identify the potential future demand for tennis.
- Identify the key challenges facing tennis facilities and the priorities to address these.
- Prioritise future investment to ensure that the right facilities are provided, in the right locations and for the right reasons.

The strategy will identify current and future gaps in provision; where possible identifying specific local geographical areas where the future priorities lie.

The strategy identifies that there are a number of key challenges that must be considered. These include:

- Ensuring a tennis facility hierarchy
- Sustainability of regional facilities
- Condition of facilities
- Access to courts
- Range of court surfaces available
- Demand at peak times
- Sustainability of clubs
- Demographic change and population growth
- Participation trends.

The strategy considered the changing demographics within the Auckland region and makes projections on future demand based on future populations. The strategy recognises the importance to weigh up many factors to ensure that facilities are best placed to meet demand in addition to the location of existing facilities and current gaps in the network. These factors will help to identify the short / medium term priorities however consideration of the locations of future facility development will need to carefully consider:

- Areas of significant population growth (in real terms) from 2006 to 2013
- Areas of projected growth from 2013 to 2031
- Proposed Unitary Plan Growth Areas.

Section 2 Overview of the Current Situation

2.1 Strategic Overview

Tennis New Zealand

Tennis New Zealand's strategic plan outlines four strategic objectives for tennis in New Zealand and for Tennis NZ. The pinnacle objectives are for the sport to have success in Game Development and Peak Performance. These are underpinned by the supporting objectives of Sustainability and Organisational Excellence.

Access to high quality facilities is central to the game and is essential to the development of the game. The strategic plan identifies this under the Game Development objective identifying that a National Facility Strategy will be developed by 2014.

Both Tennis Auckland and Tennis Northern identify the role that facilities play on the development of tennis in the region as strategically important.

Tennis Auckland strategic objectives include:

- *Optimisation and growth of domestic facilities/clubs.*
- *Financial sustainability.*

Tennis Northern strategic objective include:

- *Financial sustainability.*
- *Facilities and Infrastructure.*

Auckland Sport & Recreation Strategic Action Plan (ASARSAP)

The Auckland Sport and Recreation Strategic Action Plan (ASARSAP) identifies the strategic framework to support and develop sport within the Auckland region. The ASARSAP strategic objectives directly relevant to this strategy include infrastructure access, partnership and investment:

- 6.2 Develop and implement a plan to improve access and provision to facilities for informal sport activities.
- 6.4 Develop innovative ways to address inequalities identified through assessing equity of access to facilities, funding and differing participation costs for different activities, codes and population groups.
- 7.2 Develop sports code facility plans and assess opportunities to integrate facilities across codes.
- 7.10 Develop a tool to provide guidance for prioritising investment in facilities across codes and activities at a local level.
- 8.1 Work with Ministry of Education, School Boards of Trustees and School clusters to form better partnerships to improve access to existing sport assets.
- 8.2 Promote and prioritise investment into partnerships to provide multi-sport and multi-sue sport and recreation facilities.

2.2 Current Participation

There are 89 affiliated tennis clubs in the Auckland region with almost 19,000 regular participants.

Table 2.1 Current Club Participation

	Clubs	Participants
Northern	27	7,943
Auckland	52	10,223
Counties	10	550
Total	89	18,716

2.3 Current Facilities

2.3.1 Number of Courts

In developing the strategy a total of 1,152 courts were identified within the region including Regional, Sub Regional, club facilities, public and school courts. Of these, 595 are located within the Regional, Sub- Regional and Club facilities, the focus of this strategy.

Of these 100 clubs, 89 are affiliated to either Tennis Northern or Auckland Tennis.

Table 2.2 Tennis Courts by Local Board

Local Board	Clubs	Club Courts	Regional / Sub Regional	Public Courts	School Courts	Total Courts
Rodney	12	47	0	12	7	66
Hibiscus and Bays	8	47	0	0	27	74
Upper Harbour	2	13	23	6	25	67
Kaipatiki	5	23	0	18	20	61
Devonport-Takapuna	7	36	17	7	23	83
Henderson-Massey	2	13	0	0	21	34
Waitakere Ranges	1	4	0	3	0	7
Great Barrier	1	2	0	0	0	2
Waiheke	2	6	0	1	3	10
Waitemata	7	40	0	3	15	58
Whau	3	18	0	8	28	54
Albert-Eden	9	41	6	25	42	114
Puketapapa	5	22	0	5	15	42
Orakei	7	48	23	24	39	134
Maungakiekie-Tamaki	3	13	0	4	11	28
Howick	6	37	0	5	51	93
Mangere-Otahuhu	3	14	0	1	30	45
Otara-Papatoetoe	4	17	8	2	21	48
Manurewa	2	10	0	17	12	39
Papakura	1	5	0	4	7	16
Franklin	10	42	20	9	6	77
Total	100	498	77	154	403	1,152

* Note. While every effort has been made to audit all the courts in the region it is possible that not all courts have been identified, especially within the education sector. A detailed breakdown of all information collated through the development of this strategy including clubs, courts with surface details, age of court, ownership and lease details is held by Tennis Northern and Auckland Tennis.

A number of public courts are available, predominantly over the summer months, at the regional netball centres. These courts are available for casual access and are open free of charge during day light hours as a condition of the netball centre lease agreement with Auckland Council and are included within the public courts in Table 2.2.

The courts at Rosa Birch Park are both club and sub-regional. For the purposes of Table 2.2 and the map in Appendix B these have been identified as Regional Courts.

Table 2.3 National, Regional and Sub-Regional Tennis Facilities.

National	Regional	Sub- Regional
ASB Tennis Centre	Albany Tennis Centre Scarbro Tennis Centre	Forrest Hill Tennis Centre Manukau Tennis Centre Nicholson Park

2.3.2 Court Surface Type

In recent years there has been a change in the types of court surfaces available within the region with a significant shift towards artificial grass as clubs have renewed and upgraded their courts. As a result 85% of courts in the Northern region, 78% in Auckland and 62% in Counties are now artificial grass.

While this is understandable from a club perspective with artificial grass providing a number of benefits at a club level including reduced maintenance, recovery time after rain, pace of play, preference of club members etc the type of court surface has a role to play on the development of tennis.

The National Tennis Facility Strategy is currently in draft form and subject to final sign off by Tennis New Zealand and the wider tennis community. The draft identifies that a non-astro grass surface is better suited to competition and development programmes where as an artificial grass surface is often preferred for localised club competitions and social tennis. While the range of court surfaces cater for a wide variety of potential players it is essential to the development of the game that competition and developmental programmes have access to good quality hard courts.

The draft National Tennis Facility Strategy identifies that a minimum of 25% of courts within a Region should be of an ITF Approved (Non Astro) Surface. Within the Auckland region (Table 2.4) there is a significant use of artificial grass courts with:

- 85% of all court in Northern
- 78% of all courts in Auckland
- 62% of all courts in Counties.

Table 2.4 Court Surfaces (Club Courts)

	Northern	Auckland	Counties
Artificial Grass	151	250	38
Hard court	20	40	21
Indoor	6	10	2

2.3.3 Floodlighting

The availability of lighting has an impact on the potential level of court utilisation, while the availability of the courts is essential, having access to appropriate floodlighting has a significant

role to play in increasing the overall accessibility of the court and ensuring that facilities are used to their maximum potential.

The draft National Tennis Facility Strategy identifies that 75% of courts within the major metropolitan areas and 50% of courts within provincial areas are floodlight. Currently:

- 83% of courts in Northern are floodlight
- 82% of courts in Auckland are floodlight
- 43% of courts in Counties are floodlight.

Table 2.5 Floodlighting at Club Courts

	Northern	Auckland	Counties
No. Floodlight courts	148	302	24
Percentage of Courts	83%	82%	43%

The availability of floodlighting impacts on the level of use any of the available courts. Within the region 474 of the total 751 courts are floodlit, this means that 37% of all courts in the Region courts cannot be used after approximately 8:30pm in summer or 5pm during winter. This restricts the potential level of utilisation of the existing facilities. Increasing the number of floodlight courts has the potential to maximise the use of the current facilities.

Section 3 Key Facility Challenges

When considering the access to facilities there are a number of key challenges that must be considered. These include:

- Ensuring a tennis facility hierarchy
- Sustainability of regional facilities
- Condition of facilities
- Access to courts
- Range of court surfaces available
- Demand at peak times
- Sustainability of clubs
- Demographic change and population growth
- Participation trends.

Ensuring a Tennis Facility Hierarchy

It is essential to the development of the game that there is an appropriate range of high quality facilities available to meet the requirements of competitive and casual / social tennis within the region. These facilities should be fit for purpose and be appropriate to the level of competition that will be held on a regular basis.

The key regional tennis facilities have been developed by the Regional Tennis Associations over the years to meet the demands of major events and provide a hub for inter-club competition. While not unique within the sporting sector, this has resulted in large regional facilities, owned by the Associations with significant on-going operational costs without secure long term Council or public funding support.

Sustainability of Regional and Sub Regional Facilities

The regional and sub regional facilities provide an asset to the region and are an essential element in the development of tennis both at a regional and national level. However these facilities, while developed to meet the needs of tennis in the region are uneconomical and unsustainable.

All the regional and sub regional facilities require significant ongoing investment to ensure that basic repair and maintenance is completed however there is limited potential to generate sustainable income streams to meet the current and future operational costs. Given the scale of the regional facilities, previous experience indicates that they cannot be sustainable in the long term if they rely on tennis alone unless a far more commercial operating model is adopted.

Condition of facilities

Individual clubs in the region have a strong track record of developing and maintaining club facilities. However a large number are under significant pressure to raise the investment required to ensure the ongoing repair and maintenance of both the tennis courts and associated club rooms.

Analysis of the current court surfaces and court replacement programmes would estimate that approximately 40 courts should be re-surfaced per annum to ensure that the existing network is maintained.

Levels of use, court maintenance schedules and player expectations vary significantly across the region. Some astro courts are being replaced within 10 years where others have been down for over 20 years.

Access to court

A number of clubs identified access to sufficient courts to meet demand is a challenge. It is recognised that while this may be the case in some circumstances that overall it is considered that there are sufficient courts to meet demand within the region and that in many cases re-scheduling activities across the week or using under-utilised local courts should be a priority.

While there may be sufficient in the region overall there are areas with significant population growth and new development where access to additional tennis courts is required to enable the continued local participation in tennis and the continued development of the game.

Range of Court Surfaces Available

The draft National Tennis Facility Strategy identifies that a non-astro grass surface is better suited to competition and development programmes where as an artificial grass surface is often preferred for localised club competitions and social tennis. While the range of court surfaces cater for a wide variety of potential players it is essential to the development of the game that competition and developmental programmes has access to good quality hard courts.

The draft National Tennis Facility Strategy identifies that a minimum of 25% of courts within a Region should be of an ITF Approved (Non Astro) Surface. Within the Auckland region there is a significant use of artificial grass courts with:

- 85% of all court in Northern
- 78% of all courts in Auckland
- 62% of all courts in Counties.

Demand at peak times

Not unlike the majority of sports, the demand for courts is often concentrated around peak time use. This has been one of the traditional drivers behind the development of large regional centres to provide a base of interclub tennis.

This model is however unsustainable as large number of courts are often under-utilised at other times during the week. In many areas it is considered that there are sufficient courts to meet demand and increased access can be secured by better allocation between courts and throughout the week.

Sustainability of clubs (financially and socially)

There are a number of clubs which are struggling with small or declining memberships. When this is combined with the requirement to repair or replace a court a number of clubs are in financial difficulty.

It is important to recognise that this is not the case with all clubs as a significant number have large and growth membership base resulting in a strong and vibrant club structure.

Demographic changes

In considering the future tennis facility requirement it is important to consider the key demographic trends that can impact on demand and the way that facilities are used. These include:

- An aging population
- Impacts of population growth
- Increased ethnic diversity (growth of migrants from non-tennis backgrounds)
- Increase in competition activities (both new activities and traditional activities extending to year round competition).
- Increased 'casualisation' of sport:
 - playing with friends
 - don't want to commit to a full season
 - just want to turn up and play.

Participation Trends

In a large number of clubs the number of members has remained steady or been declining over recent years. However analysis of available data would indicate that there is a significant unmet / latent demand that is not currently being satisfied. This is explored in more detail in Section 5.

Section 4 Auckland Regional Population Change

4.1 Population change (Census and Population Projections)

The 2013 Census identified that the population of Auckland increased by 5.3% from 1,304,958 in 2006 to 1,415,550 in 2013, Table 4.1. While all areas of the region experienced growth a number of local boards increased by over 5,000 people, these were:

• Waitamata	14,208
• Howick	13,620
• Upper Harbour	10,797
• Henderson Massey	8,898
• Hibiscus Coast and the Bays	7,974
• Franklin	6,720
• Rodney	5,520
• Manurewa	5,052
• Orakei	5,016.

Latest population projections released by Statistics New Zealand suggest that the Auckland regional population could increase from 1.41 million in 2013 to 1.97 million by 2031 with some parts of Auckland projected to experience greater population growth than others.

Based on the Statistics New Zealand projections the growth will not be uniform across the region. The population of some Local Board are projected to increase significantly in numerical terms with the following identified to increase by over 25,000 people by 2031:

- Rodney
- Hibiscus Coast and the Bays
- Upper Harbour
- Henderson Massey
- Maungakiekie-Tamaki
- Howick
- Mangere-Otahuhu
- Otara-Papatoetoe
- Manurewa
- Franklin.

Within this overall increase in the number of people living in the region, it is also anticipated that there will be a broad shift in the age structure of the population, in line with national trends. That is, the number and proportion of the population who are in older age groups will increase. For example, the proportion of the regional population aged 65 years and over will increase from 9.7 per cent to 16.6 per cent. The median age in Auckland will rise from 33.7 years in 2006 to 37.7 years in 2031 (this will still be lower than the projected median age for the country as a whole, at 40.2 years).

Table 4.1 2013 Census and Projected population by local board 2013 to 2031

Local Board	2013 Census	2016	2021	2026	2031
Rodney	54,879	61000	67100	76300	88600
Hibiscus and Bays	89,832	98300	109500	121100	127600
Upper Harbour	53,670	55500	61500	70700	83000
Kaipatiki	82,494	92800	97100	99700	100400
Devonport-Takapuna	55,470	62100	69800	74700	79000
Henderson-Massey	107,685	122800	131700	140700	149600
Waitakere Ranges	48,396	53600	58100	61400	62900
Great Barrier	939	900	910	910	910
Waiheke	8,340	9350	9990	10650	11200
Waitemata	77,136	76400	82800	92200	105700
Whau	72,594	85200	91900	98700	103400
Albert-Eden	94,695	107100	113400	118100	120700
Puketapapa	52,938	61800	66200	69000	71300
Orakei	79,536	89400	96400	100600	103100
Maungakiekie-Tamaki	70,005	81100	86600	94700	105400
Howick	127,125	142700	151100	157800	162400
Mangere-Otahuhu	70,959	84000	90600	98000	106300
Otara-Papatoetoe	75,660	89700	96400	102900	108300
Manurewa	82,242	95900	101400	105500	107900
Papakura	45,633	49800	54300	60500	69000
Franklin	65,322	71800	79500	89400	101400
Auckland region	1,415,550	1591200	1716400	1843500	1968100

Source: Statistics New Zealand

4.2 Proposed Unitary Plan Growth Areas

The current draft Unitary Plan identifies a number of growth areas in the region that have not been fully taken into account with the Statistics New Zealand population projections identified in Table 4.1. These growth areas are new Greenfield sites with the capacity to meet the future growth requirements of Auckland through to 2041. These currently include:

South Hingaia, Opaheke, Drury, Paerata, Pukekohe

North West Kumeu, Huapai, Riverhead, Brigham Creek, Red Hills

North Dairy Flat, Silverdale, Warkworth.

The current and projected populations within each of the Associations' catchment areas are set out in Table 5.2.

Table 4.2 Current and Projected Populations

Association	2013 Census	Estimated Population 2031
Northern	336,345	478,600
Auckland	1,013,883	1,388,110
Counties	65,322	101,400
Total	1,415,550	1,968,100

In projecting future demand it is important to weigh up many factors to ensure that facilities are best placed to meet demand in addition to the location of existing facilities and current gaps in the network. These factors will help to identify the short / medium term priorities however consideration of the locations of future facility development will need to carefully consider:

- Areas of significant population growth (in real terms) from 2006 to 2013
- Areas of projected growth from 2013 to 2031
- Proposed Unitary Plan Growth Areas.

It is highly likely that the priority for future facility developments will be located in areas where these factors overlap. These will be explored in more detail in Section 5.

Section 5 Current and Future Participation

When analyzing the current situation and projecting the future demand for facilities a number of factors have been considered including the number of tennis courts, number of regular participants, both the current and future population, player per court, players per 1,000 population. A further description can be found in Table 5.1.

Table 5.1 Factors Considered in Analysis of the Current Situation

	Description
Number of Tennis Court	The total number of tennis courts available including both club based and public courts.
Participants	The number of regular participants at the tennis clubs including club members and regular casual players.
Current and Future Population	The current population based on the 2013 Census and the future population based on NZ Statistics Population Projections on a local board basis.
Participants per Court	This identifies how many regular participants there are within each local board per tennis court available. This provides an indication of the utilisation of current facilities. A breakdown of players per court on a club by club basis can be found in Appendix A.
Participants per 1,000 population	This identifies the number of regular participants per within each local board area and provides an indication of local participation rates in tennis.
Population per Court	This identifies the accessibility to tennis courts in terms of the number of courts available within each local board.

5.1 Current Participation

Court Utilisation

While the number of members at a club is important, the number of participants per available court is a more appropriate measure of how well a particular clubs facility is being utilised. Table 5.2 highlights that regionally the average number of members per court is 31 and ranges from 10 in Otara-Papatoetoe Local Board to 57 in Devonport-Takapuna Local Board.

Local Participation

In terms of local participation rates at club facilities Table 5.2 highlights that local participation rates in tennis averages 12 per 1,000 population regionally and ranges from 2 per 1,000 population in Henderson-Massey, Waitakere Ranges, Otara Papatoetoe and Papakura through to 37 per 1,000 population in Devonport -Takapuna.

Accessibility

When considering the potential accessibility for tennis courts (population per court) it is important to consider both the number of club and public courts. In terms of club courts per 1,000 population there is an average of one court per 2,919 people regionally and a range of 1 for every 1,054 in Franklin Local Board through to 1 per 12,099 in the Waitakere Ranges Local Board. School courts have not been included as access cannot always be secured.

When all courts are considered the accessibility ranges from 1 for every 846 in Orakei Local Board through to 1 per 8,283 in the Henderson-Massey Local Board.

Due to the difficulty is identifying participation at non-club facilities court utilisation and local participation considers affiliated club courts only. While this does not consider the full potential level of demand it is considered that these measures are more relevant to club participation. Courts per 1,000 population considers the wider access to tennis courts is an appropriate measure for both club and public courts.

Table 5.2 Utilisation, Participation and Accessibility Measure by Local Board 2014

Local Board	2013 Census	Clubs	Club Participants	Club Courts	All courts	Players per Club Court	Players per 1000	Population per club court	Population per court
Rodney	54,879	8	615	33	59	19	11	1,663	930
Hibiscus and Bays	89,832	7	2,023	43	47	47	23	2,089	1,911
Upper Harbour	53,670	2	390	13	42	30	7	4,128	1,278
Kaipatiki	82,494	5	908	27	41	34	11	3,055	2,012
Devonport-Takapuna	55,470	7	2,039	36	60	57	37	1,541	925
Henderson-Massey	107,685	2	194	13	13	15	2	8,283	8,283
Waitakere Ranges	48,396	1	115	4	7	29	2	12,099	6,914
Great Barrier	939				0	0	0	0	0
Waiheke	8,340	1	105	4	7	26	13	2,085	1,191
Waitemata	77,136	7	1,866	40	43	47	24	1,928	1,794
Whau	72,594	3	423	18	26	24	6	4,033	2,792
Albert-Eden	94,695	6	1,364	33	72	41	14	2,870	1,315
Puketapapa	52,938	3	398	15	27	27	8	3,529	1,961
Orakei	79,536	6	1,666	48	94	35	21	1,657	846
Maungakiekie-Tamaki	70,005	4	715	13	17	55	10	5,385	4,118
Howick	127,125	6	1,811	37	42	49	14	3,436	3,027
Mangere-Otahuhu	70,959	3	195	14	15	14	3	5,069	4,731
Otara-Papatoetoe	75,660	3	177	17	27	10	2	4,451	2,802
Manurewa	82,242	2	239	10	27	24	3	8,224	3,046
Papakura	45,633	1	109	5	9	22	2	9,127	5,070
Franklin	65,322	10	1,030	62	71	17	16	1,054	920
Auckland region	1,415,550	87	16382	485	746	34	12	2,919	1,898

5.2 Future participation

5.2.1 Latent Demand

The current participation numbers identify a significant number of people playing regionally. While this is a significant number the development of the strategy has identified that this number may under estimate the current participation in tennis.

Analysis of the club survey undertaken as part of the development of the strategy supports the number of club members however based on the information provided by the clubs that responded it is estimated that the number of casual players reported as using club facilities may be approximately 25% higher than reported through official participation numbers.

A number of recent surveys indicate relatively high participation rates in tennis across the different age groups.

Table 5.3 Tennis Participation Rate by Age

	Participation Rate
National Adult	9.3%
50 - 59 Years	5.1%
35 - 49 years	9.3%
25 - 34 years	10.4%
20 - 24 years	17.6%
15 - 18 years (male)	8.2%
15 - 18 years (female)	7.1%
10 - 14 years (male)	13.2%
10 - 14 years (female)	11.2%

Source: Active NZ Survey National Report 2007/08
Active NZ Survey Tennis Profile 2007/08
Sport NZ Young People Survey 2011 (participation rate with club: outside school)

It is important to note that many of these rates are based on people that have participated in tennis within the previous 12 months and are not all regular tennis players. However if these are not considered:

- The demand for tennis is under estimated.
- This provides greater evidence of demand to support engagement with patterns and funding applications.
- These players use facilities, if they are not identified then the demand that they place on facilities is under estimated.

Should these participation rates be applied to the population of the Auckland region it is estimated that over 100,000 people may have played tennis within the last 12 months (including club, regular casual player, school based competition and all social and / or casual tennis activities). This indicates a significant potential latent demand for tennis.

While it is important to recognise this potential latent demand, not all of those identified will translate into regular participants. Therefore a conservative approach has been taken and the

future demand for club courts is primarily based current participation levels allowing for future growth in participation as a result of population growth.

5.2.2 Future Demand

While it is important to consider the potential latent demand it is not a reliable measure to project future regular participation. Based on an analysis of the available data it is projected that by 2031 an additional 6,232 people will regularly participate in tennis at club facilities increasing the total number of participants at club facilities to over 22,500

Table 5.4 Future Participation Rates

Local Board	2013 Census	2031 Pop	2014 Club Participation	Members per 1000	Population change	Potential new members	Total membership 2031
Rodney	54,879	88600	615	11	33721	378	993
Hibiscus and Bays	89,832	127600	2023	23	37768	851	2874
Upper Harbour	53,670	83000	390	7	29330	213	603
Kaipatiki	82,494	100400	908	11	17906	197	1105
Devonport-Takapuna	55,470	79000	2039	37	23530	865	2904
Henderson-Massey	107,685	149600	194	2	41915	76	270
Waitakere Ranges	48,396	62900	115	2	14504	34	149
Great Barrier	939	910			-29	0	0
Waiheke	8,340	11200	105	13	2860	36	141
Waitemata	77,136	105700	1866	24	28564	691	2557
Whau	72,594	103400	423	6	30806	180	603
Albert-Eden	94,695	120700	1364	14	26005	375	1739
Puketapapa	52,938	71300	398	8	18362	138	536
Orakei	79,536	103100	1666	21	23564	494	2160
Maungakiekie-Tamaki	70,005	105400	715	10	35395	362	1077
Howick	127,125	162400	1811	14	35275	503	2314
Mangere-Otahuhu	70,959	106300	195	3	35341	97	292
Otara-Papatoetoe	75,660	108300	177	2	32640	76	253
Manurewa	82,242	107900	239	3	25658	75	314
Papakura	45,633	69000	109	2	23367	56	165
Franklin	65,322	101400	1030	16	36078	569	1599
Auckland region	1,415,550	1968100	16382	229	552560	6263	22645

5.3 Future Participation

Court Utilisation

When future participation rates are taken into account Table 5.5 highlights that regionally the average number of members per court will increase to 47 by 2031 and ranges from 15 in Otarā-Papatoetoe Local Board to 83 in Maungakiekie-Tamaki Local Board.

Accessibility

In terms of club courts per 1,000 population by 2031 there is an increase in the average to one court per 4,058 people regionally. When all courts are considered the accessibility regionally can be estimated to be 1 court 2,613 population.

Table 5.5 Utilisation, Participation and Accessibility Measure by Local Board 2031

Local Board	Projected Pop 2,031	Total Membership 2031	Club Courts	All Public courts	Members per Court (club)	Members per court (all)	2031 Population per club court	2031 population per court
Rodney	88,600	993	33	59	30	17	2,685	1,502
Hibiscus and Bays	127,600	2,874	43	47	67	61	2,967	2,715
Upper Harbour	83,000	603	13	42	46	14	6,385	1,976
Kaipatiki	100,400	1,105	27	41	41	27	3,719	2,449
Devonport-Takapuna	79,000	2,904	36	60	81	48	2,194	1,317
Henderson-Massey	149,600	270	13	13	21	21	11,508	11,508
Waitakere Ranges	62,900	149	4	7	37	21	15,725	8,986
Great Barrier	910	-	0	0				
Waiheke	11,200	141	4	7	35	20	2,800	1,600
Waitemata	105,700	2,557	40	43	64	59	2,643	2,458
Whau	103,400	603	18	26	34	23	5,744	3,977
Albert-Eden	120,700	1,739	33	72	53	24	3,658	1,676
Puketapapa	71,300	536	15	27	36	20	4,753	2,641
Orakei	103,100	2,160	48	94	45	23	2,148	1,097
Maungakiekie-Tamaki	105,400	1,077	13	17	83	63	8,108	6,200
Howick	162,400	2,314	37	42	63	55	4,389	3,867
Mangere-Otahuhu	106,300	292	14	15	21	19	7,593	7,087
Otarā-Papatoetoe	108,300	253	17	27	15	9	6,371	4,011
Manurewa	107,900	314	10	27	31	12	10,790	3,996
Papakura	69,000	165	5	9	33	18	13,800	7,667
Franklin	101,400	1,599	62	71	26	23	1,635	1,428
Auckland region	1,968,100	22,648	485	746	47	30	4,058	2,638

Section 6 Future Facility Requirements

In considering the future facility requirements it is important to consider the range of different measures identified in Section 5.

6.1 Facility Demand Parameters

In considering overall demand for tennis courts it is important to consider that there are many factors that influence the demand for courts. These include:

- Quantity of courts
- Quality of Courts
- Accessibility of courts.

When considering the accessibility of courts it is important to consider both the utilisation of existing courts and the geographical access to courts. The draft National Tennis Facility Strategy identified a range of demand parameters to identify future facility requirements. These were reviewed through the development of the Auckland region strategy and based on a detailed analysis of the current provision, utilisation and future growth potential the following demand parameters are considered appropriate to determine the overall accessibility of tennis courts:

National Facility Strategy Facility Demand Parameters

Within metropolitan areas:

Quantity: A minimum of 1 court per 2,500 population.

Quality: All courts should be in a good state of repair

Accessibility: Utilisation - for a sustainable club courts should have a minimum of 45 members / players per court

Geographically - courts should be located within a 15 minute drivetime.

These facility demand parameter are considered to apply equally to both existing club / court provision and to future areas of growth. It is essential however when applying these factors that no one factor should be considered in isolation.

Quantity

Reliance on courts per population in isolation is un-realistic in many cases and should not be used in isolation to determine where new courts are required. Consideration should be given to the level of use at the local facilities and analysis of the local population to determine if the number of courts is a barrier or if there are other socio-demographic factors which influence participation.

When considering the quantity of courts at an individual club, analysis should also be considered at a local board level or higher and when applying factors to determine future demand options to ensure the quality and utilisation of existing facilities are maximised should be fully explored before additional courts are considered.

Where this has been considered then opportunities should be explored to develop additional courts. This will be of particular relevance in areas of population growth, without access to existing facilities, where the number of courts per 1,000 population should be considered more reliable.

Accessibility

In considering the utilisation of courts, the process of developing the regional strategy has identified that, 45 members per court is considered the minimum level to ensure a sustainable club. It is acknowledged that a number of clubs in the regional have fewer than 45 members and operate successfully however in terms of ensuring a sustainable membership base to ensure financial and social sustainability of the club a minimum of 45 members is considered appropriate. Table 6.1 highlights the potential membership levels per court and the implications for future growth.

Table 6.1 Members per Court

Members per Court	
Under 45	Membership is not at a long term sustainable level. It is considered that there is capacity for increased growth. No additional courts required.
45 - 85	A sustainable club with some capacity for more members. Pro-active management and programming required to maximise the use of the available courts. When members per court increases over 65 future planning required to secure access to courts to meet future growth.
85	Facility is operating at capacity. Additional courts are required.

In considering the future facility requirements each local board has been considered against the demand parameters identified to highlight the surplus or shortfall of courts against. In considering the implications it is essential to consider each club individually. While a local board area may have sufficient courts overall an individual club may be operating above capacity. Where this is the case opportunities to maximise the use of other courts within the local board should be a priority.

When each Local Board is considered against these player development parameter it can be seen that each board identifies differently against each measure. In considering these measures, while all are important the first step is to consider Members per club court, then Members per all court, then Population per court.

Members per club court.

Should this show a surplus it indicates that there are sufficient club courts to meet projected club demand and no further courts are required. This surplus also indicates potential spare capacity that can be used by neighbouring clubs in close proximity that are operating at capacity.

Should this show a shortfall it suggests that additional courts are required to meet the future demand. At this stage it is important to consider the member per all court measure.

Members per all court.

This measure considers the future club membership against all club and public courts within the Local Board area. This provides an indication of the total number of club and public courts available and in the majority of cases will reduce the shortfall compared to the Members per court measure. This highlights the potential of developing agreements between clubs and public courts to meet the projected club shortfall and maximise the use of public courts.

Should this still show a shortfall then alternative options will be required to meet future projected shortfalls.

This measure does not include the potential of using school courts due to the uncertain access, quality of some courts and the difficulty in securing long term access arrangement. It is important to note that should school courts be included, with secure long term community access, there is sufficient courts in each Local Board area to meet projected demand.

Courts per 1,000 population

Where this measure is showing a shortfall it indicates that there are fewer courts available within the Local Board area which may reduce the overall community access to tennis. While this is important to consider, a shortfall against this measure does not necessarily imply that additional tennis courts are required. It is important to consider the local catchment population and the potential participation rates in tennis as demand for tennis as opposed to access to courts may be the determining factor.

In this case one option is to consider the local club participation rates. If these are lower than average it indicates lower local participation rates, if these are high then it would support the need for additional courts to improve accessibility.

This measure is however very important when considering area of new development with significant population growth. In these areas current facility may not exist, in which case the ratio of 1:7,500 population should be used to determine how many tennis courts are required to meet potential demand.

In meeting the identified shortfalls in table 6.2 there are many different ways this can be done. In the order in which they should be considered include:

- 1 Utilising spare capacity in neighbouring clubs / Local Board areas
- 2 Securing a formal agreement to use public and/ or school facilities.
- 3 Where neither of the above can be secured then exploring options to developing new courts.

Table 6.2 Local Board Analysis Against Quantity and Accessibility Demand Parameters

Local Board	Members per Club Court (2031)	Members per All Court (2031)	Population per Court (2031)	Implications for the Local Board Area
E.g. Local Board A	+2	+5	-3	<p>In this example it is indicating what Local Board A requires to meet the demand parameter by 2031:</p> <ul style="list-style-type: none"> There is projected to be a surplus of 2 club courts in the Local Board compared to the number of club members and the Members per Court ratio When all courts are considered it is projected that there will be a surplus of 5 courts in the Local Board compared to the number of club members. However there will be a shortfall of 3 courts in 2031 compared to population per court indicating that there is limited access to courts for the Local Board population. However considering the membership levels at the clubs the demand within the Local Board may be lower as the club and public courts are not being used to capacity.
Rodney	+11	+37	+24	Overall sufficient courts to meet demand. Priority should be on maintaining the existing infrastructure.
Hibiscus and Bays	-21	-17	-4	Indicates existing courts and well utilised and a high level of participation within the local community. Access to an additional 17 courts required to meet demand by 2031.
Upper Harbour	0	+29	+9	Overall a surplus of courts to meet demand due to the high number within the Albany Tennis Centre. No additional courts require to meet future community demand. Priority should be on maintaining the existing infrastructure.
Kaipatiki	+2	+16	+1	A slight projected surplus in club courts by 2031 however securing access to the existing network of public courts would be sufficient to meet demand. Priority should be on maintaining the existing infrastructure.
Devonport-Takapuna	-29	-5	+28	A high projected shortfall in club courts however securing access to public courts would reduce the shortfall from 29 to 6 in 2031. Overall accessibility to courts is high aligned with a high level of participation within the local community. Access to an additional 6 courts required to meet demand by 2031.
Henderson-Massey	+7	+7	+47	Overall sufficient courts to meet demand. Priority should be on maintaining the existing infrastructure.
Waitakere Ranges	+1	+4	-18	Projected to be sufficient courts to meet club demand however overall accessibility to court is low. Access to courts should be considered should sufficient local demand be identified to ensure on-going sustainability.

Local Board	Members per Club Court (2031)	Members per All Court (2031)	Population per Court (2031)	Implications for the Local Board Area
Great Barrier	0	0	0	No courts identified. Access to courts should be considered should sufficient local demand be identified to ensure on-going sustainability.
Waiheke	+1	+4	+3	Overall sufficient courts to meet demand. Priority should be on maintaining existing infrastructure.
Waitemata	-17	-14	+1	A high projected shortfall in club courts, securing access to public courts would reduce the shortfall from 17 to 14 in 2031. Overall accessibility to courts is in line with demand parameters however reflects a high level of local participation. Access to an additional 14 courts required to meet demand by 2031.
Whau	+5	+13	-15	Projected to be sufficient courts to meet club demand however overall accessibility to court is low. Access to courts should be considered should sufficient local demand be identified to ensure on-going sustainability.
Albert-Eden	-6	+33	+24	A projected shortfall in club courts by 2031 however securing access to the existing network of public courts would be sufficient to meet demand. Priority should be on maintaining the existing infrastructure.
Puketapapa	+3	+15	-2	Projected to be sufficient courts to meet club demand however overall accessibility to court is low. Access to courts should be considered should sufficient local demand be identified to ensure on-going sustainability.
Orakei	0	+46	+53	Sufficient courts to meet projected demand in club courts by 2031 however securing access to the existing network of public courts would be sufficient to meet demand. Priority should be on maintaining the existing infrastructure.
Maungakiekie-Tamaki	-11	-7	-25	Projected to be a shortfall to meet club demand however securing access to existing public courts and utilising courts in neighbouring area will meet demand. Overall accessibility to court is low. Access to additional courts should be considered where sufficient local demand be identified to ensure on-going sustainability.
Howick	-14	-9	-23	Indicates existing courts and well utilised and a high level of participation within the local community. Access to an additional 9 courts required to meet demand by 2031.
Mangere-Otahuhu	+8	+9	-28	Projected to be sufficient courts to meet club demand however overall accessibility to court is low. Access to courts should be considered should sufficient local demand be identified to ensure on-going sustainability.
Otara-Papatoetoe	+11	+21	-16	Projected to be sufficient courts to meet club demand however overall accessibility to court is low. Access to courts should be considered should sufficient local demand be identified to ensure on-going sustainability.
Manurewa	+3	+20	-16	Projected to be sufficient courts to meet club demand however overall accessibility to court is low. Access to courts should be considered should sufficient local demand be identified to ensure on-going sustainability.

Local Board	Members per Club Court (2031)	Members per All Court (2031)	Population per Court (2031)	Implications for the Local Board Area
Papakura	+1	+5	-19	Projected to be sufficient courts to meet club demand however overall accessibility to court is low. Access to courts should be considered should sufficient local demand be identified to ensure on-going sustainability.
Franklin	+26	+35	30	Overall sufficient courts to meet demand. Priority should be on maintaining the existing infrastructure. Access to additional courts should be considered to meet localised demand in areas of population growth.

Section 7 Regional Facility Hierarchy

To meet the required range of international, national, regional and local competition and training requirements the following facility hierarchy is required:

National Tennis Centre	<p>International / national tournaments and events</p> <p>A showcase for tennis.</p>
Regional Tennis Centres	<p>National / regional based tournaments and events.</p> <p>Regional performance & development centre.</p> <p>Focus for growth of programmes and activities to maximise use of facilities and support on-going sustainability.</p> <p>Resource utilised by multiple clubs / members / players from across the Region.</p> <p>Administration base of Tennis Region.</p>
Sub Regional Tennis Centre	<p>Large facility with ability to host some national / regional based tournaments and events</p> <p>Resource utilised by multiple clubs / members / players from across the region</p>
Large Club - Player Development Focus	<p>Resource utilised mainly by club members.</p> <p>A focus on club based performance & development programmes.</p> <p>Base for interclub competitions with ability to host some regional tournaments.</p>
Large Club - Participation Focus	<p>Resource utilised mainly by club members.</p> <p>Base for interclub competitions</p> <p>Focus on participation with some development and coaching programmes.</p>
Community Club	<p>Resource utilised mainly by club members.</p> <p>Base for interclub competitions</p> <p>Focus on participation with some development and coaching programmes.</p>
Community Court	<p>Open access court for casual play.</p>

Regional and Sub Regional Facilities

In considering the regional facility hierarchy it is important to note that the regional facilities are the primary centres for player development, that all clubs are participation based clubs and all have a role to play in developing the game. While all clubs have a role to play in developing the game, it is considered that having between 6 and 8 Large Player Development Focus clubs supporting the regional facilities is sustainable within the Auckland region.

The regional facilities are central to the development of tennis opportunities and a number of key projects have been identified to enable the on-going development of the National Tennis Centre and ensure the future sustainability of the regional facilities. These include:

- The Redevelopment of the ASB Tennis Centre
- A community sports village at Albany Tennis Centre

The Redevelopment of the ASB Tennis Centre

The Redevelopment is designed to address serious shortcomings with the ASB Tennis Arena that are a threat to the continued successful hosting of the ASB Classic and the Heineken Open in New Zealand. The Redevelopment will provide greater certainty about the future hosting of these two tournaments and, importantly, help to secure the very important financial contribution they make to Tennis Auckland's community tennis programmes and the profile benefits they provide for tennis more generally. In this regard the real beneficiary of the Redevelopment will be the grass roots tennis community.

The Redevelopment of the ASB Tennis Arena will involve replacing stands that have reached the end of their practical lives (one stand is 62 years old and another is 57 years old), improving spectator facilities and, perhaps most importantly, adding a retractable roof to provide weather protection for the centre court.

The estimated cost of the Redevelopment is between \$15 - \$18 million.

A Community Sports Village, Albany Tennis Park

A key part of the Albany tennis Centre's plans to ensure the future sustainability of the facilities is to develop a community sports village incorporating multiple community focused activities. A memorandum of understanding has been developed between the Tennis Northern, Badminton North Harbour, North Harbour Table Tennis and Squash Auckland.

A number of internal and independent studies to consider the needs analysis and operational modelling (including financial projections) have been completed and the project has been identified as a key sporting initiative for the Upper Harbour Local Board Plan.

A staged approach has been developed with an estimated cost of \$12 million for stage 1 and \$8 million for stage 2.

Club Facilities

One of the key considerations in developing the regional facility hierarchy is for clubs to consider and define their primary focus. This will have an impact on the types of court surfaces selected, court allocations for coaching and junior development programmes and enable the club to ensure that the aspirations of the club, members and club coach all align.

In considering the primary focus of the club and the potential position within the hierarchy, clubs identifying themselves to be a large club with a player development focus should work closely with the regions to evaluate the following criteria:

- A large playing membership to enable the development focus to be sustainable (400 +)
- Access to a minimum of 8 courts
- Access to a range of different court surfaces including ITF Approach (non astro) courts.
- Have an established, strong management and coaching structure
- Have a large catchment area, both geographical and population base
- Establish links with other local clubs that have a stronger participation and community based focus
- Demonstrate strong links into the regional player development pathway.

In considering the hierarchy it is important to note that the levels identified are not mutually exclusive and both clubs and the regional facilities can perform at different levels.

It is also important to consider that a Large Club - Player Development Focus and a Large Club - Participation Focus are considered to be at a same level on the hierarchy. The primary difference is the level of focus the club places on player development and junior development and understanding the potential different implications this has on the choices of court surface and time allocated to player development.

Auckland Regional Tennis Facility Hierarchy

Venue	Primary Focus	Court requirements	Catchment Area	Current Venues	Additional Facilities Required
National Tennis Centre	International / national tournaments and events Showcase for tennis.	<ul style="list-style-type: none"> Minimum of 4 courts to ITF Approved court surface All courts floodlight to ITF Class 1. 3,000 spectator seating Covered show court to meet WTA / ATP requirements. 	National venue	ASB Tennis Centre	<p>No additional facilities required. The primary focus is on ongoing development.</p> <p>Tennis NZ would support the development of alternative surfaces as a national venue provided;</p> <ul style="list-style-type: none"> the show court is tennis only there is a sustainable business model Ancillary services are provided to support sustainability.
Regional Tennis Centre	<p>National / regional based tournaments and events.</p> <p>Regional performance & development centre.</p> <p>Focus for growth of programmes and activities to maximise use of facilities and support on-going sustainability.</p> <p>Resource utilised by multiple clubs / members / players from across the Region.</p> <p>Administration base of Tennis Region.</p>	<ul style="list-style-type: none"> A minimum of 12 courts (2 indoor min) 12 courts to a uniform ITF Approved (non astro) court surface 75% courts floodlight to min ITF Class 1 competition standard. Ability to provide a show court with spectator seating. Minimum of 2 covered courts. 	<p>1 primary regional tennis centre per region to serve:</p> <ul style="list-style-type: none"> Minimum catchment of 250,000 within 30 minutes catchment. 5000 club members. <p>Centrally located within the main population centre of the region.</p>	Albany TC Scarbro TC	<p>No additional facilities required.</p> <p>Primary focus is on maintaining the existing facilities.</p>

Sub Regional Tennis Centre	<p>Large facility with ability to host some national / regional based tournaments and events</p> <p>Resource utilised by multiple clubs / members / players from across the region</p>	<ul style="list-style-type: none"> • A minimum of 12 courts • 12 courts to a uniform ITF Approved (non astro) court surface <p>75% courts floodlight to min ITF Class 1 competition standard.</p>	Geographically located throughout the region.	Forrest Hill TC Manukau TC	<p>No additional sub regional facilities required.</p> <p>Primary focus is on maintaining the existing facilities.</p>
Large Club Player Development	<p>Resource utilised mainly by club members.</p> <p>Club based performance & development programmes.</p> <p>Based for interclub and some ability to host some regional based tournaments.</p>	<ul style="list-style-type: none"> • 6 - 8 courts + • Access to ITF Approved (non astro) court surface 	<p>Geographically spread throughout the region.</p> <p>Serve a large metropolitan catchment population or large provincial geographical area.</p>	Work on a club by club basis to identify primary role.	
Large Club Participation	<p>Resource utilised mainly by club members.</p> <p>Based for interclub competitions</p> <p>Focus on participation with some development and coaching programmes.</p>	<ul style="list-style-type: none"> • 6 - 8 courts + • Courts maintained to a high standard • Up to 25% of courts should be available to be marked for multi sport use*. 	Geographically spread throughout the local community to ensure court access ratios are achieved.	Work on a club by club basis to identify primary role.	

Community Club	<p>Resource utilised mainly by club members.</p> <p>Base for interclub competitions</p> <p>Focus on participation with some development and coaching programmes</p>	<ul style="list-style-type: none"> • Minimum 2 courts • Courts maintained to a high standard. • 25% of courts floodlight (not all clubs should have floodlights however club members should have access to floodlight courts in other neighbouring clubs / facilities). • Up to 25% of courts should be available to be marked for multi sport use*. 	Geographically spread throughout the local community to ensure court access ratios are achieved.	Work on a club by club basis to identify primary role.	
----------------	---	--	--	--	--

* Increasing the number of multi-sport markings at club sites has the potential to increase year round utilisation of the courts, increase the range of activities offered by the club, increase participation and maximum the role as a community sporting hub. The development of a multi-sport hub will increase the range of potential funding opportunities and potentially significantly improve the overall sustainability of the club.

Section 8 Key Strategic Priorities

In considering the key strategic options to be considered within the Auckland Region Tennis Facility Strategy the following have been identified:

1. A regional tennis facility hierarchy
2. The sustainable operation of the key regional facilities
3. Network of sustainable tennis clubs.
4. Securing access to ITF Approved (Non Astro Courts)
5. Securing access to additional courts required by 2031.
6. Access to indoor and covered courts.
7. A unified voice for tennis facility development.

8.1 Priority 1 - A regional tennis facility hierarchy.

8.1.1 No additional regional facilities or sub-regional facilities are required. The priority is maintaining existing network of facilities.

8.1.2 That the regional facility hierarchy is implemented with Tennis Auckland and Tennis Northern working with clubs to establish individuals clubs focus as primarily a :

- Development based facility.
- Participation based facility.

8.1.3 Minimum facility requirements within the facility hierarchy include:

- **A Regional Facility**
 - A minimum of 16 courts (6 indoor min)
 - 50% of courts ITF Approved hard court surface
 - 75% courts floodlight to min ITF Class 1 competition standard.
 - Ability to provide a show court with spectator seating.
 - Minimum of 2 covered courts
- **A Development Based Facility**
 - 6 - 8 courts +
 - Have secured access to ITF Approved (non-astro) surface
 - 50% courts floodlight to min ITF Class 2 competition standard.
- **A Participation Based Facility**
 - Minimum 2 courts
 - Courts maintained to a high standard.
 - 25% of courts floodlight (not all clubs should have floodlights however club members should have access to floodlight courts in other neighbouring clubs / facilities).
 - Up to 50% of courts should be available to be marked for multi sport use.

8.2 Priority 2 - The sustainable operation of the key regional and sub regional facilities

8.2.1 Ensuring the long term sustainability of the regional and sub-regional facilities is a key strategic priority.

8.2.2 Tennis Auckland and Tennis Northern, in partnership with Auckland Council (through a Regional Facility Implementation Group) should develop a strategic options paper for the key regional and sub regional facilities to engage with the key stakeholder clubs and members. This should consider:

- Current role (development centre, based for interclub, regional resource, casual access)
- What it is required to fulfil the core function of the RSO.
- Current financial performance, funding mechanisms and repair and maintenance requirements.
- Future strategic options and implication:
 - Maintenance of the status quo options (charging clubs / users a 'going rate', increase charges to clubs, higher fees / levies)
 - A partnership with Council to support long term asset management.
 - A more commercial approach, increased multi sport, restricting club access at peak times.
 - Separate ownership of the facility from the Region
 - Maximise facility utilisation for income generation / multisport. For example underutilised courts re-marked to allow year round multi sport use.

8.2.3 Following consultation with the key stakeholders and clubs a detailed action plan should be developed to ensure the sustainable operation of key regional facilities.

8.2.4 Tennis Auckland and Tennis Northern develop a joint 10 year facility repair and maintenance plan for regional and sub regional facilities (based on Appendix F) and engage with Auckland Council and key funding agencies to work towards a strategic partnership agreement to ensure facilities are maintained to a suitable standard. Indicative costing includes:

- \$4m R&M over next 10 years (Northern \$2.8m, Auckland \$1.2m)
- \$42m Hierarchy Development (Northern \$22m, Auckland \$20m)

8.3 Priority 3 - Network of sustainable tennis clubs.

8.3.1 Develop a series of detailed measures to assess club sustainability. These could include:

- Number of members per club
- Number of members per court
- Level of R& M as a percentage of turnover
- Level of capital reserves
- Fund raising towards future repair and maintenance costs
- Reliance on grant funding as a percentage of turnover
- Accurately measuring both club membership and casual usage.

- 8.3.2 Tennis Auckland and Tennis Northern to work with clubs evaluate club sustainability and develop a detailed action plan for targeted improvements within clubs and/or clusters of clubs.
- 8.3.3 Each club should develop a court maintenance and replacement plan to maximise the lifespan of courts. Tennis Auckland and Tennis Northern should develop a resource base on court surfaces and maintenance programmes to support clubs and develop a database of club court replacement schedules to assist with identifying priorities.
- 8.3.4 Tennis Auckland and Tennis Northern should develop a court maintenance programme to seek support from key partners and funders to pro-actively support a court re-surfacing programme for approximately 50 tennis courts and fencing and lighting replacement at 25 courts per annum (based on Appendix F). Indicative costing includes:
 - \$1m per annum for club court resurfacing
 - \$750,000 per annum for fencing and lighting refurbishment and replacement.

8.4 Priority 4 - Securing access to ITF Approved (Non Astro Courts).

- 8.4.1 Access to a range of ITF Approved (non-astro) courts is essential to the development of tennis within the region with all part of the region ensuring a minimum of 25% of all courts are a ITF Approved (non-astro) courts by 2020.
- 8.4.2 The priority for ITF Approved (non astro) courts should be at regional and sub-regional facilities with all development based facilities having a minimum of 2 courts or securing an external access arrangement with a regional or sub-regional facility as a base for development programmes.

8.5 Priority 5 - Securing access to additional courts required by 2031.

- 8.5.1 In establishing demand potential new courts the following parameters should be considered:

Quantity:

- 2. For every 2,500 population a participation based court should be easily accessible within the community area (15 minute catchment area).

Quality:

- 3. Existing courts should be in a good state of repair. The priority should be given to courts with high levels of existing utilisation.

Accessibility:

- 4. Utilisation of the all courts within the area should be considered to ensure a minimum membership of 45 per court in line with Table 6.1.

- 8.5.2 The demand and gap analysis indicates the **greatest** of shortfalls by 2031 are in:

- Hibiscus Coast and Bays Local Board (17 courts)
- Waitemata Local Board (14 courts)

- Howick Local Board (9 courts)
 - Devonport- Takapuna Local Board (5 courts)
- 8.5.3 The priority for additional courts should be to meet the demand as a participation based facility. Options for securing access to new courts include:
- Maximising use of school / public courts (The priority should be establishing a formal agreement for use in areas of greatest need where there are a minimum of 2 courts).
 - Utilising space capacity within neighbouring areas.
 - Securing access to new courts as part of multisport developments in growth areas.
- 8.5.4 In current and future growth areas, where tennis facilities / club do not currently exist consideration should be given to ensuring the 1 court per 2,500 population is achieved. The priority for securing new courts in growth areas should be as part of multi-sport developments
- 8.5.6 New courts should consider all delivery models however ensure that they align with the Tennis NZ and Regional Body strategic plan. (Consideration may need to be given to establishing alternative membership / affiliation structures).

8.6 Priority 6 - Access to indoor and covered courts.

- 8.6.1 Securing access to covered outdoor(s) as Regional high performance centre should be considered a medium term priority. The purpose should be to re-allocate development programmes from the existing indoor courts to enable more commercial income generating opportunities to be maximised.
- 8.6.2 It is considered unsustainable to develop additional tennis only indoor courts. Opportunities should be explored to develop access to additional indoor courts (with tennis as a core user) where a sustainable business case can be demonstrated.

8.7 Priority 7 - A unified voice for tennis facility development.

- 8.7.1 Tennis Auckland and Tennis Northern engage with Auckland Council and the Local Board to raise awareness of the Facility Strategy, key regional priorities and the sustainable club model.
- 8.7.2 An Auckland region tennis facility working group is established to promote and oversee the implementation of the Auckland Region Tennis Facility Plan.

8.8 Initial Action Plan

Auckland Region Tennis Facility Strategy - Action Plan

Tennis Northern and Tennis Auckland identify the initial priority actions are:

5. Establish a Tennis Facilities Working Group comprising TN, TA, Aktive and Auckland Council
 - Sharing strategic priorities
 - Ensuring Tennis facility work is integrated with relevant Council and Aktive strategies
6. Develop a Court Maintenance schedule encompassing all Auckland clubs that is integrated with Club Support
7. Develop a Work Plan for all Local Board areas identified as requiring additional courts now or in the future. Solutions to consider all options; club, school, public or new facilities
8. Investigate the operating model of Regional Facilities

Appendix A Club by Club Analysis

Club	Total Participant	No. of Courts	Participants per Court
Dunholme	278	3	92.7
Milford Tennis Club	551	6	91.8
Lake Pupuke Tennis Club	397	5	79.4
Pompalier	372	5	74.4
West End	414	6	69
Campbells Bay Tennis Club	410	6	68.3
Gladstone	340	5	68
Campbell Park	401	6	66.8
Northcote Lawn Tennis Club	350	6	58.3
Herne Bay	233	4	58.3
Belmont Park Racquets Club	405	7	57.9
Buckland's Beach	342	6	57
Mairangi Bay Tennis Club	505	9	56.1
Kohimarama	445	8	55.6
Albany Tennis Centre*	1278	23	55.6
Sunnyhills	331	6	55.2
Cockle Bay	431	8	53.9
Eden Epsom	322	6	53.7
Parnell	426	8	53.3
Ngataranga Tennis Club	265	5	53
Misson Bay	308	6	51.3
Pakuranga	307	6	51.2
Royal Oak	253	5	50.6
Glendowie	301	6	50.2
Whangaparaoa Tennis Club	274	6	45.7
Browns Bay Tennis Club	365	8	45.6
Birkenhead Tennis Club	130	3	43.3
Castor Bay Tennis Club	119	3	39.7
Point Chevalier	237	6	39.5
Remurewa	392	10	39.2
Koru	194	5	38.8
Beachhaven Tennis Club	153	4	38.3
Mt Eden	228	6	38
Jellicoe Park	151	4	37.8
Greenhithe Tennis Club	144	4	36
Maraetai	140	4	35
Takapuna Tennis Club	209	6	34.8
Clevedon	172	5	34.4
Karaka	172	5	34.4
Howick	206	6	34.3
Waimauku Tennis Club	136	4	34
Silverdale Tennis Club	132	4	33

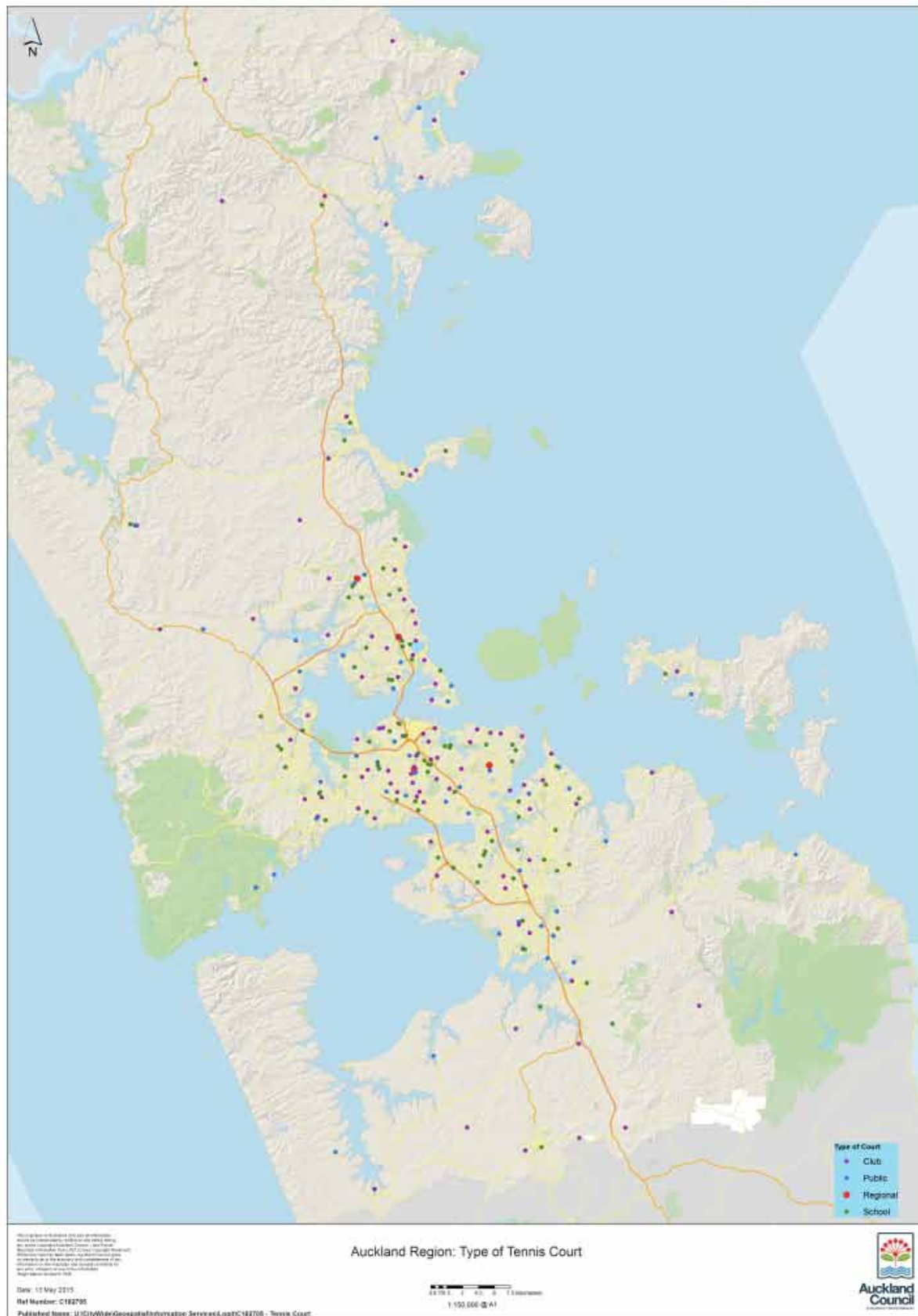
Club	Total Participant	No. of Courts	Participants per Court
Lynfield	191	6	31.8
Dairy Flat Tennis Club	127	4	31.8
Bridge Park	158	5	31.6
Titirangi	120	4	30
Winstone Park	149	5	29.8
Glenfield Tennis Club	175	6	29.2
Glen Eden	115	4	28.8
Orewa Tennis Club	168	6	28
West Harbour	246	9	27.3
Warkworth Tennis Club	158	6	26.3
Waiheke	105	4	26.3
Blockhouse Bay	254	10	25.4
Waiuku	152	6	25.3
Marlborough Park Tennis Club	100	4	25
Ngatira	97	4	24.3
St Heliers	170	7	24.3
Te Atatu	121	7	24.2
Orakei	164	7	23.4
Becroft Park Tennis Club	93	4	23.3
Hibiscus Coast Veterans	90	4	22.5
Papakura	109	5	21.8
Patumahoe	124	6	20.7
Next Generation	81	4	20.3
Torbay Tennis Club	79	4	19.8
Papatoetoe	114	6	19
Pukekohe East	52	3	17.3
Helensville Tennis Club	65	4	16.3
Mt Albert	79	5	15.8
Bombay	61	4	15.3
Manurewa	88	6	14.7
Waitata Epsom	58	4	14.5
Mt Wellington	70	5	14
New Lynn	49	4	12.3
Te Pai Park	73	6	12.2
Mahurangi East Tennis Club	101	7	11.6
East Tamaki Domain	35	6	8.8
Sunnyside	28	5	5.6
Forrest Hill Tennis Centre*	80	16	5
Otahuhu	17	4	4.3
Mangere Combined	20	5	4
Wellsford	16	4	4
Pukekohe	80	20	3.9
Hunua	23	6	3.8

Club	Total Participant	No. of Courts	Participants per Court
Pokeno	12	4	3
Kaipara Flats	12	4	3
Mangatangi	5	3	1.7
Nicholson Park*	0	6	N/A
Counties Tennis Centre*	0	6	N/A
Scarbro Tennis Centre*	0	23	N/A
ASB Tennis Arena*	0	8	N/A

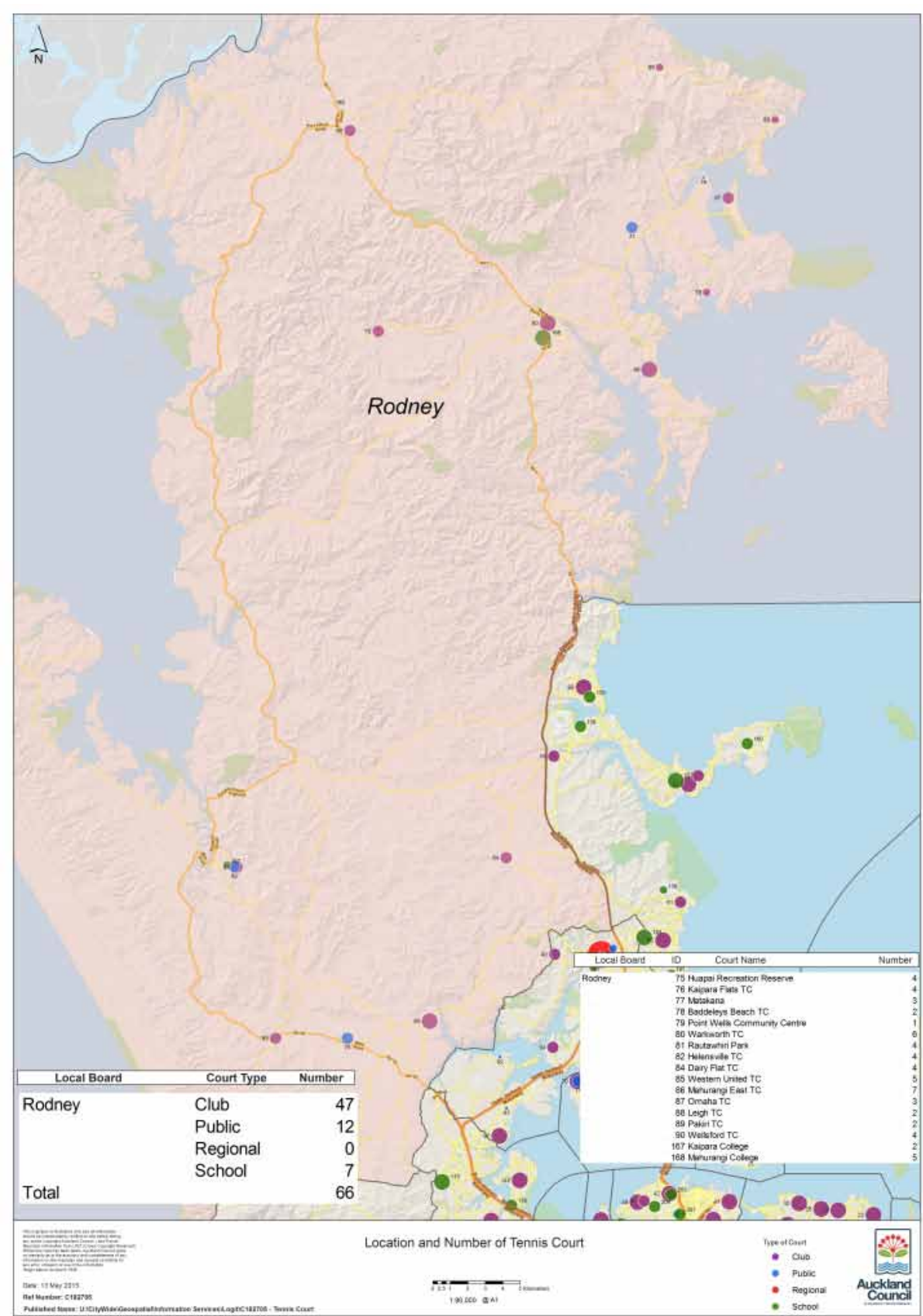
* The regional and sub-regional centres provide a mix of members, club users and casual players and do not have systems in place to accurately measure usage in the same way that clubs measure membership levels.

Appendix B Tennis Courts by Local Board

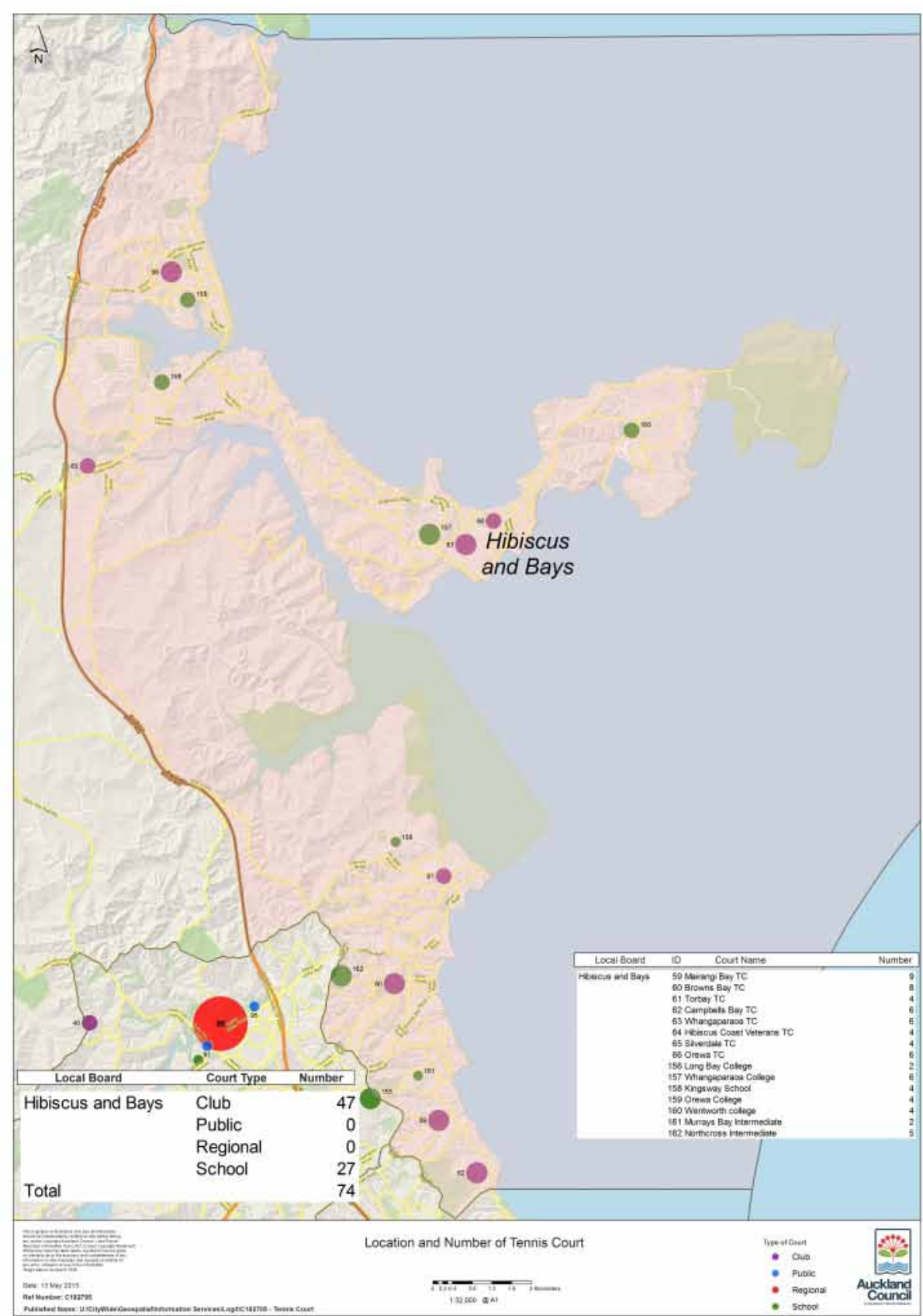
Auckland Region



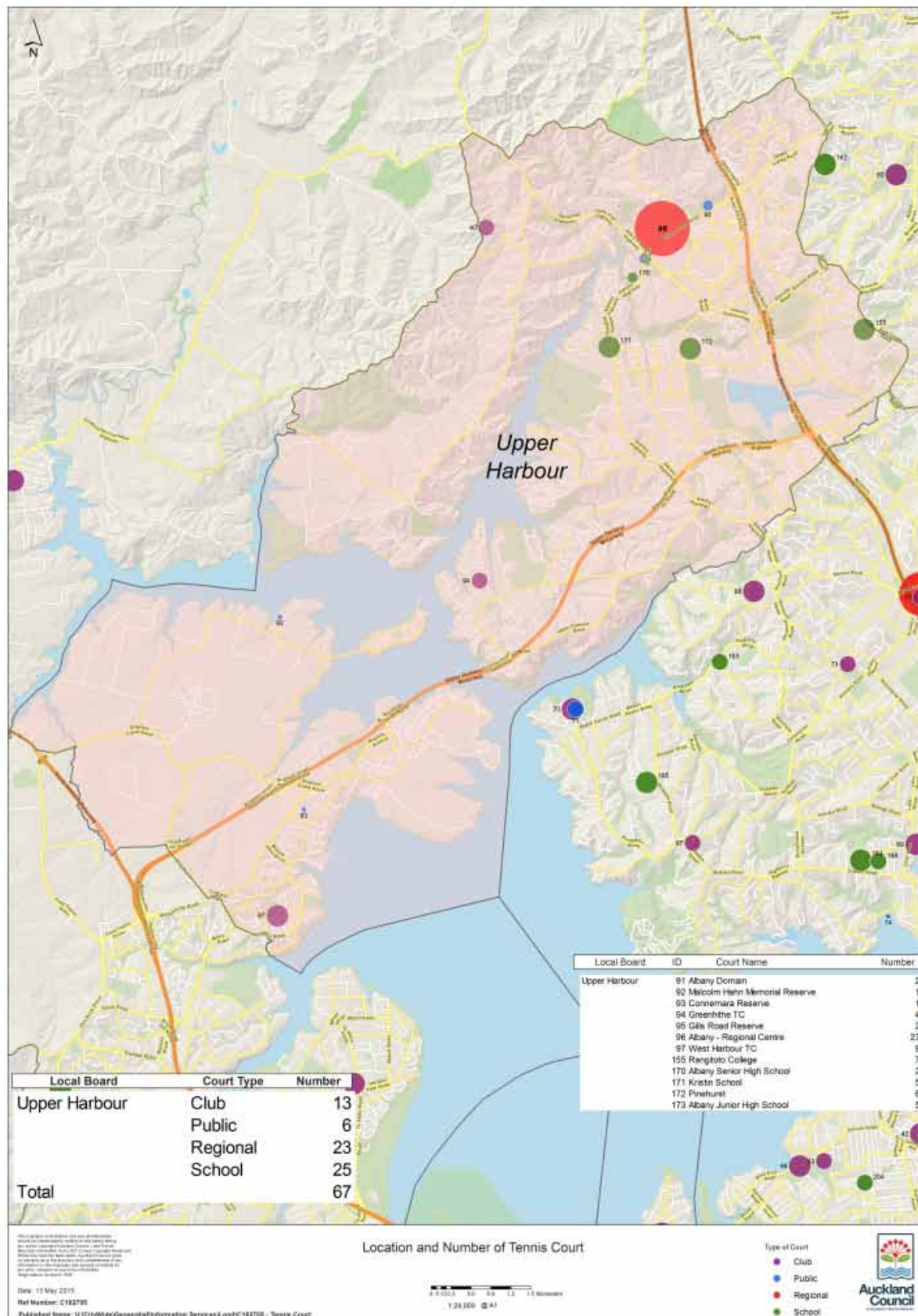
Rodney Local Board



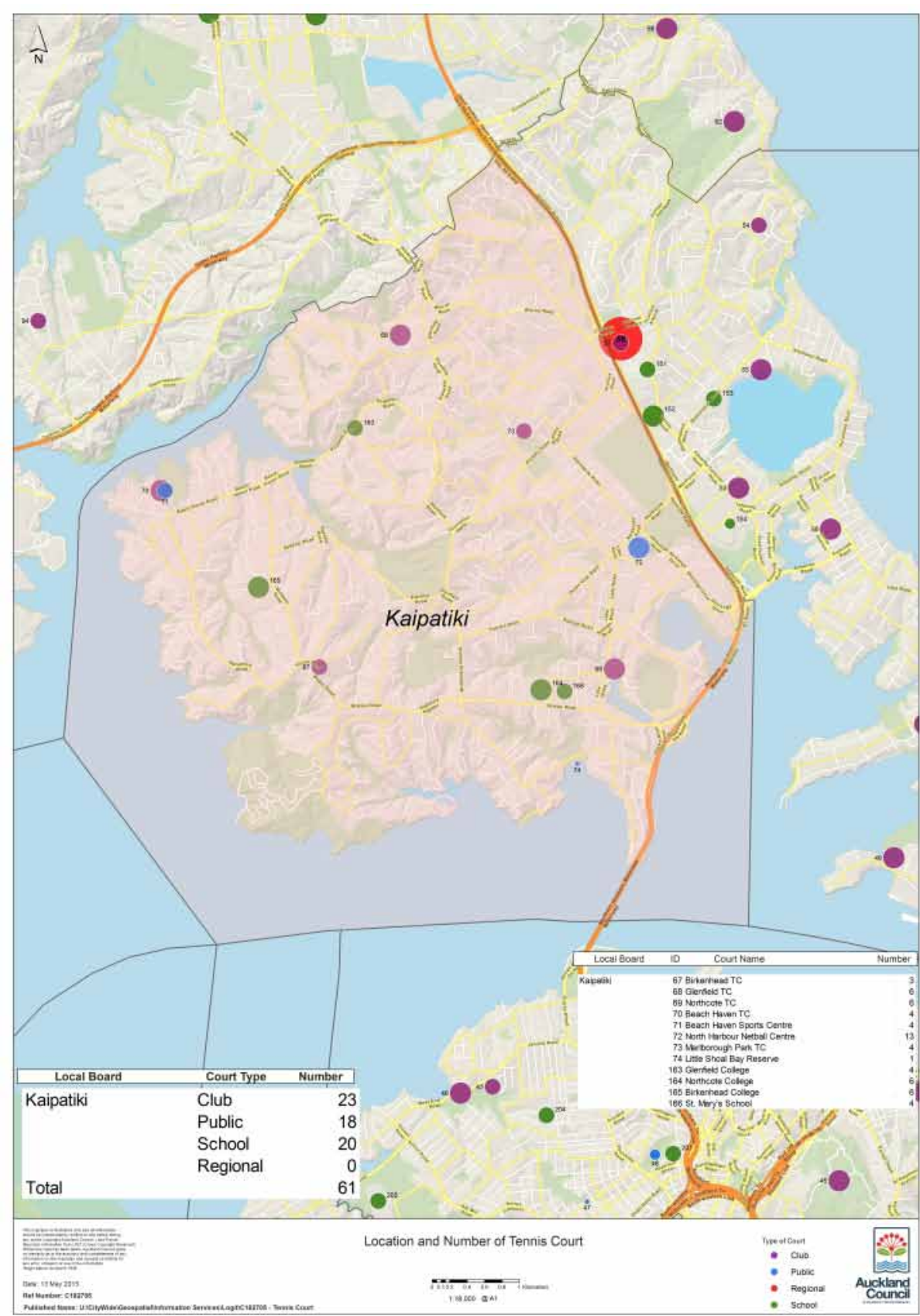
Hibiscus Coast and Bays Local Board



Upper Harbour Local Board



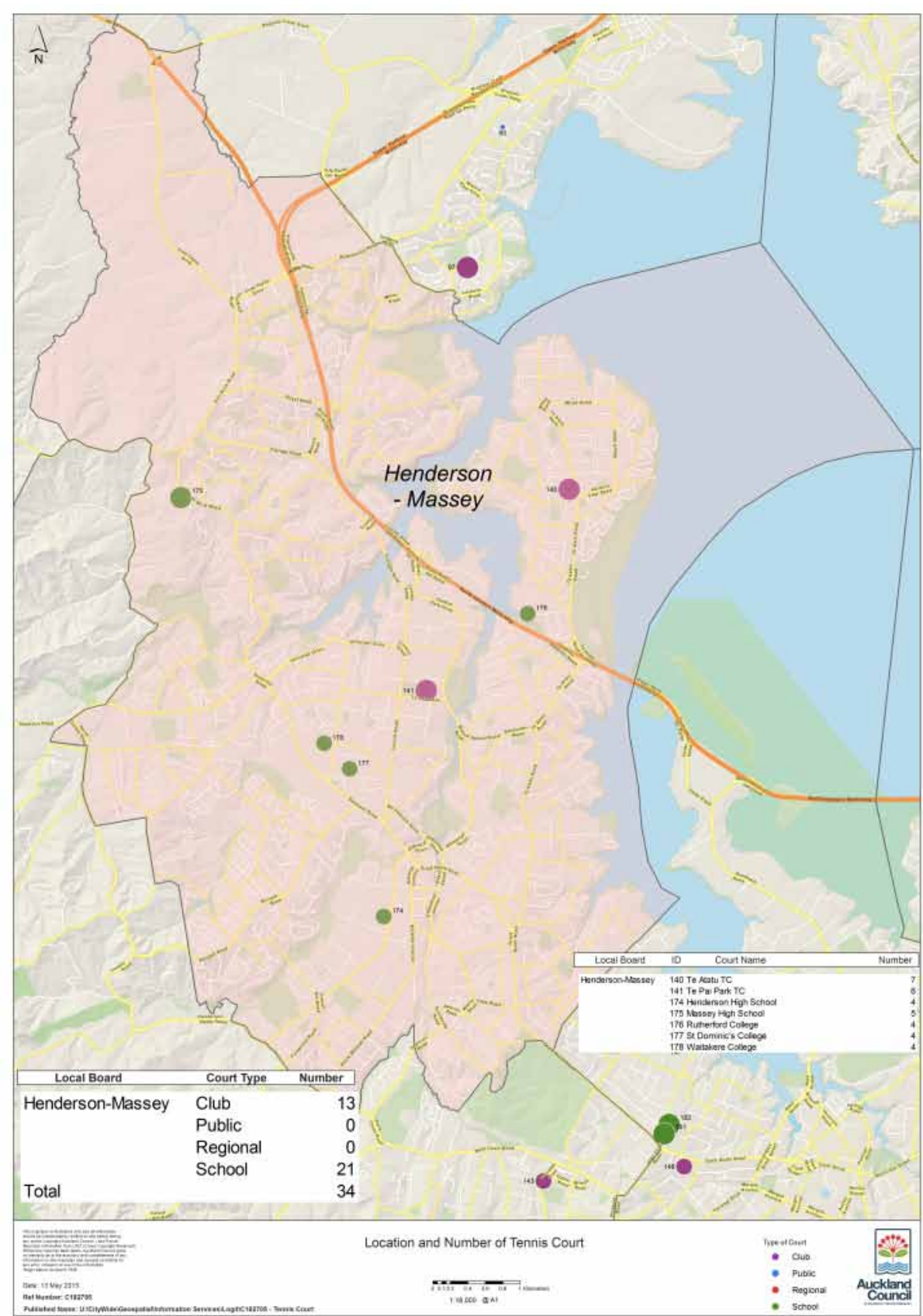
Kaipatiki Local Board



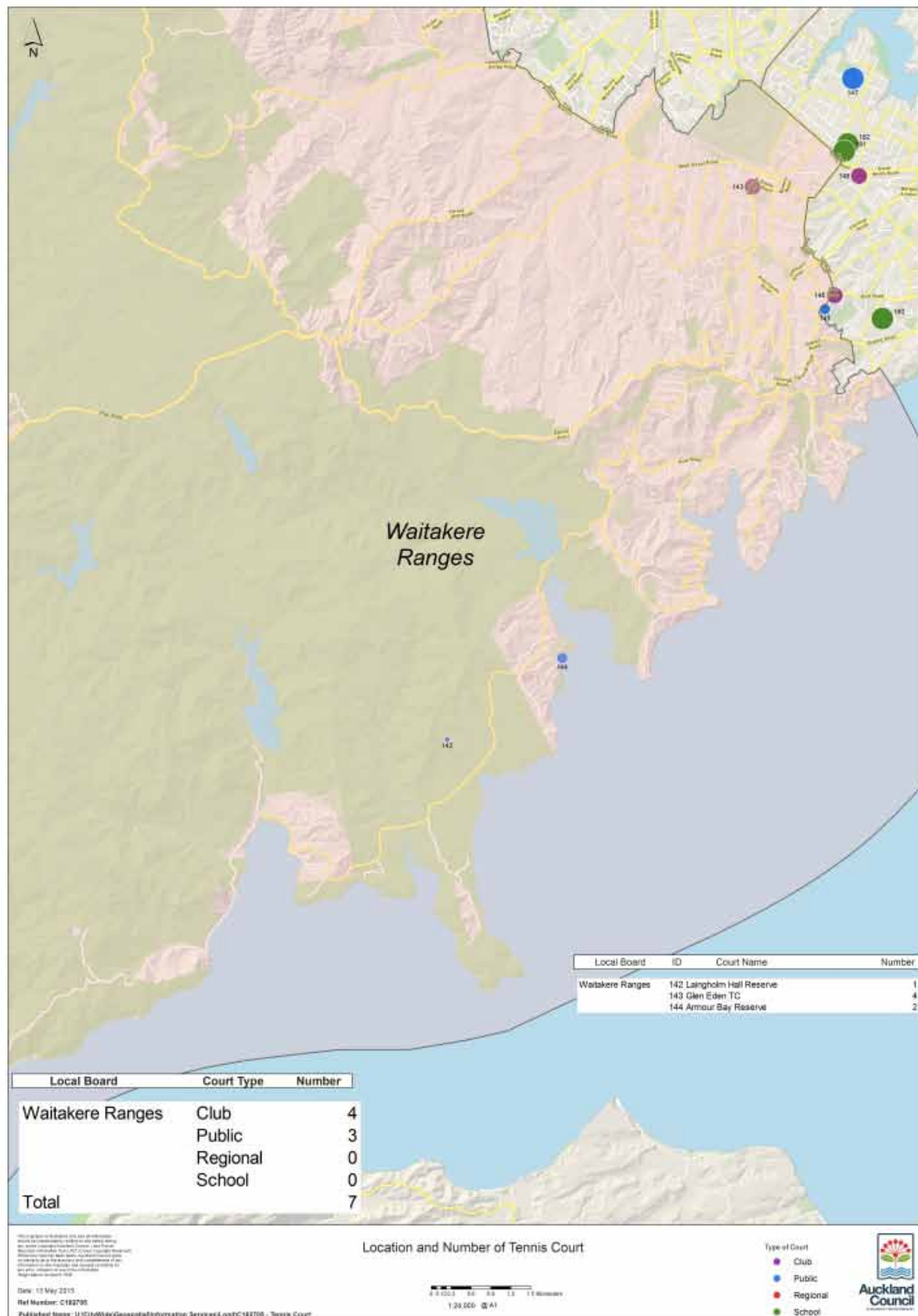
Devonport-Takapuna Local Board



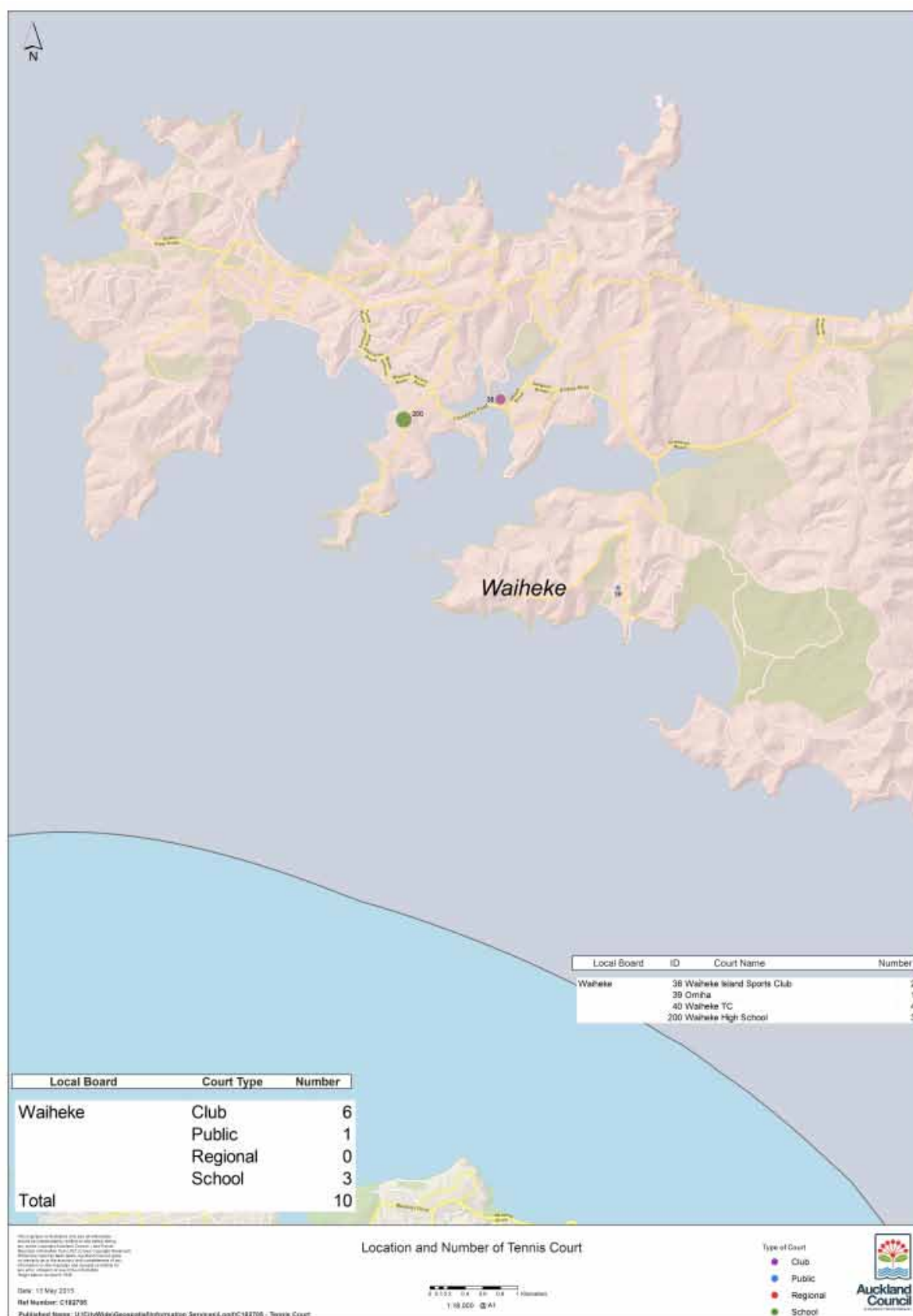
Henderson-Massey Local Board



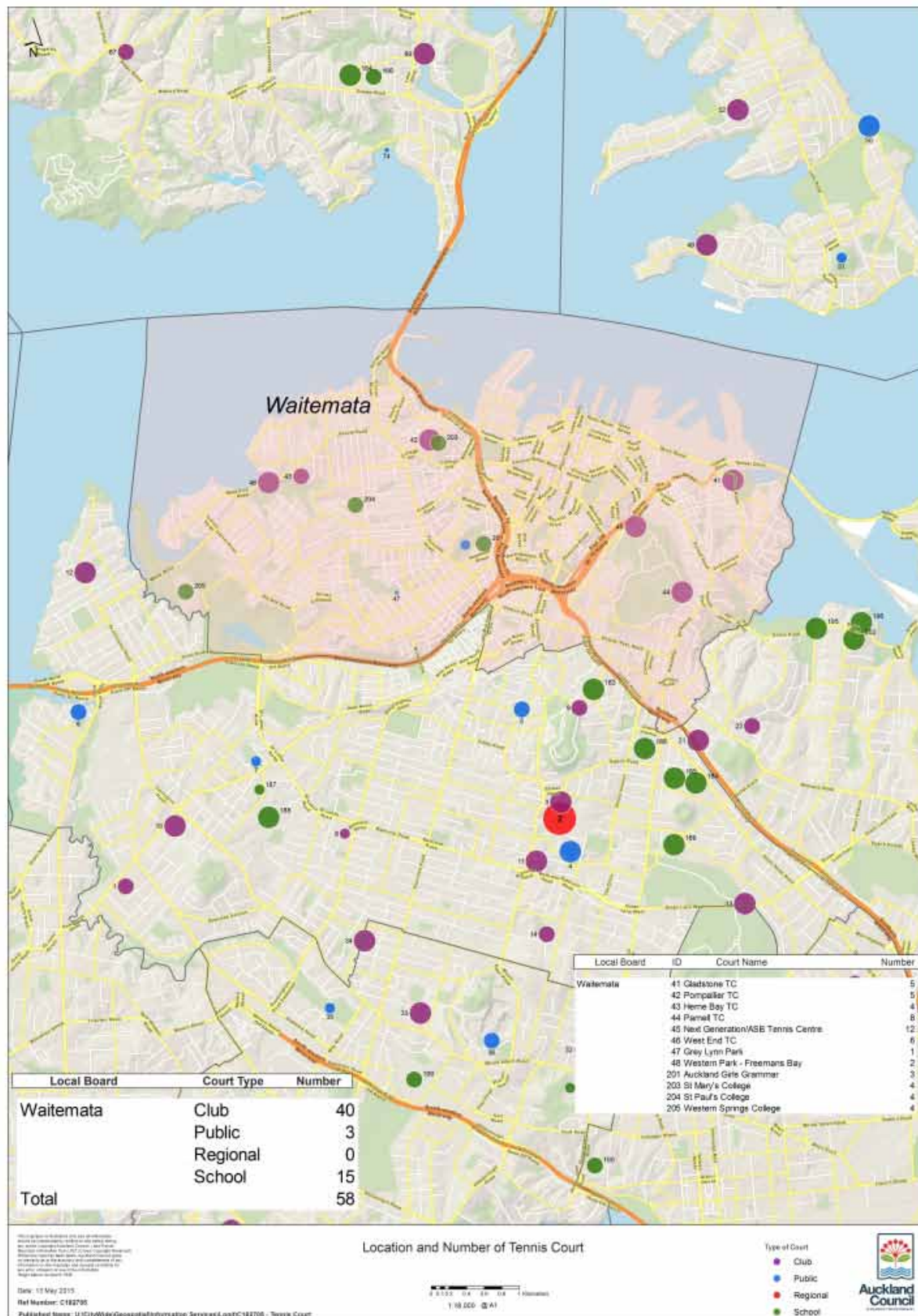
Waitakere Ranges Local Board



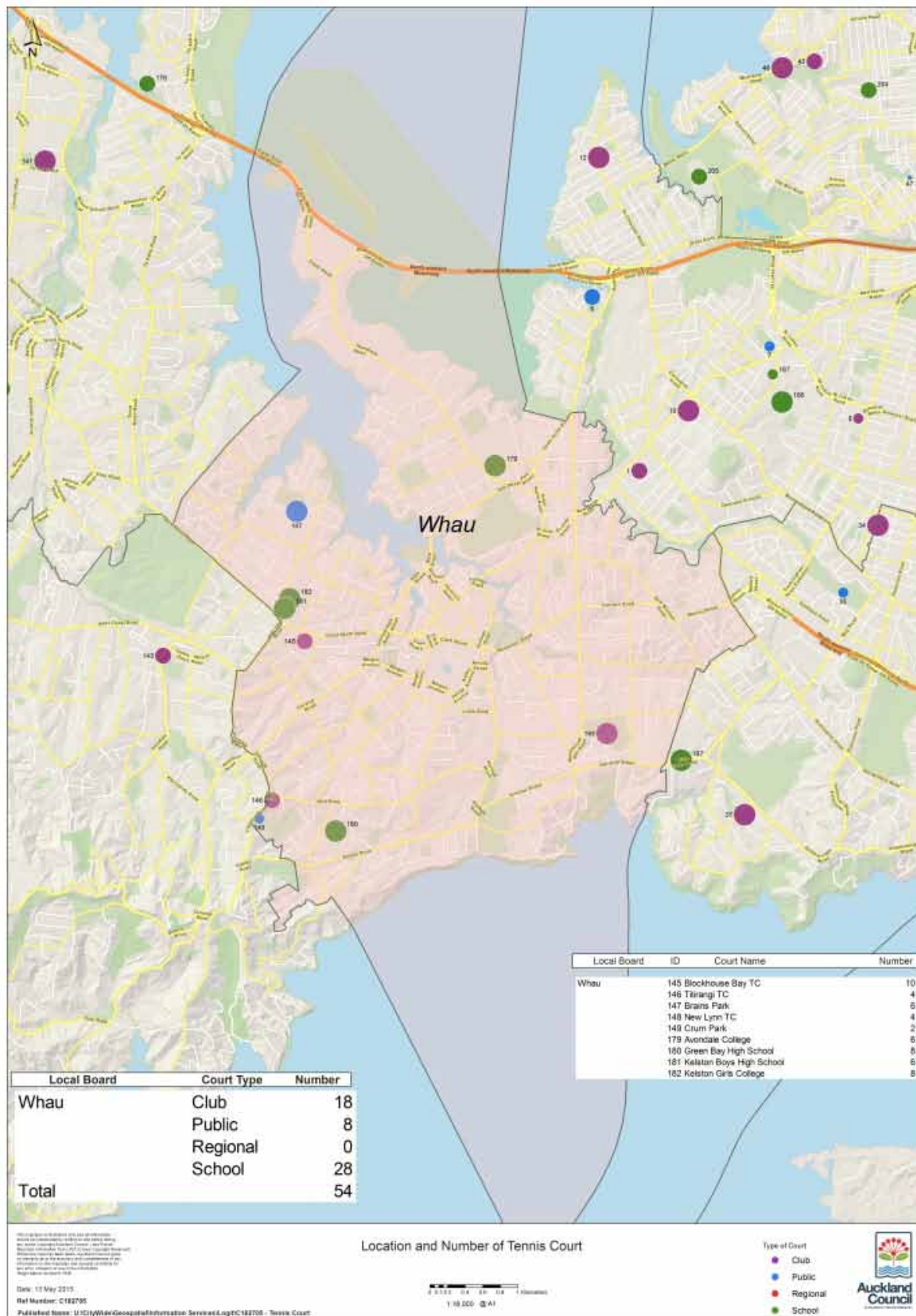
Waiheke Local Board



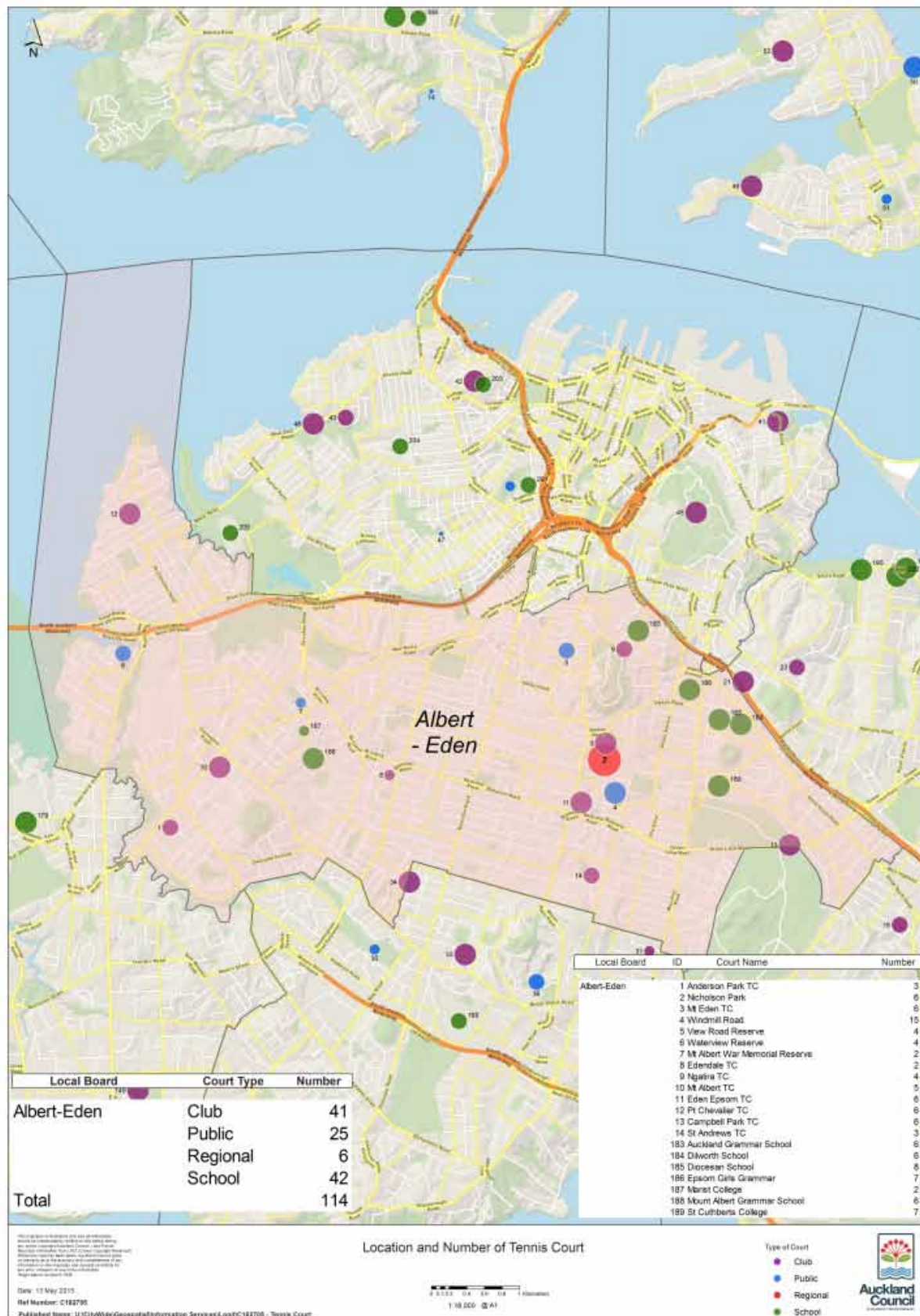
Waitamata Local Board



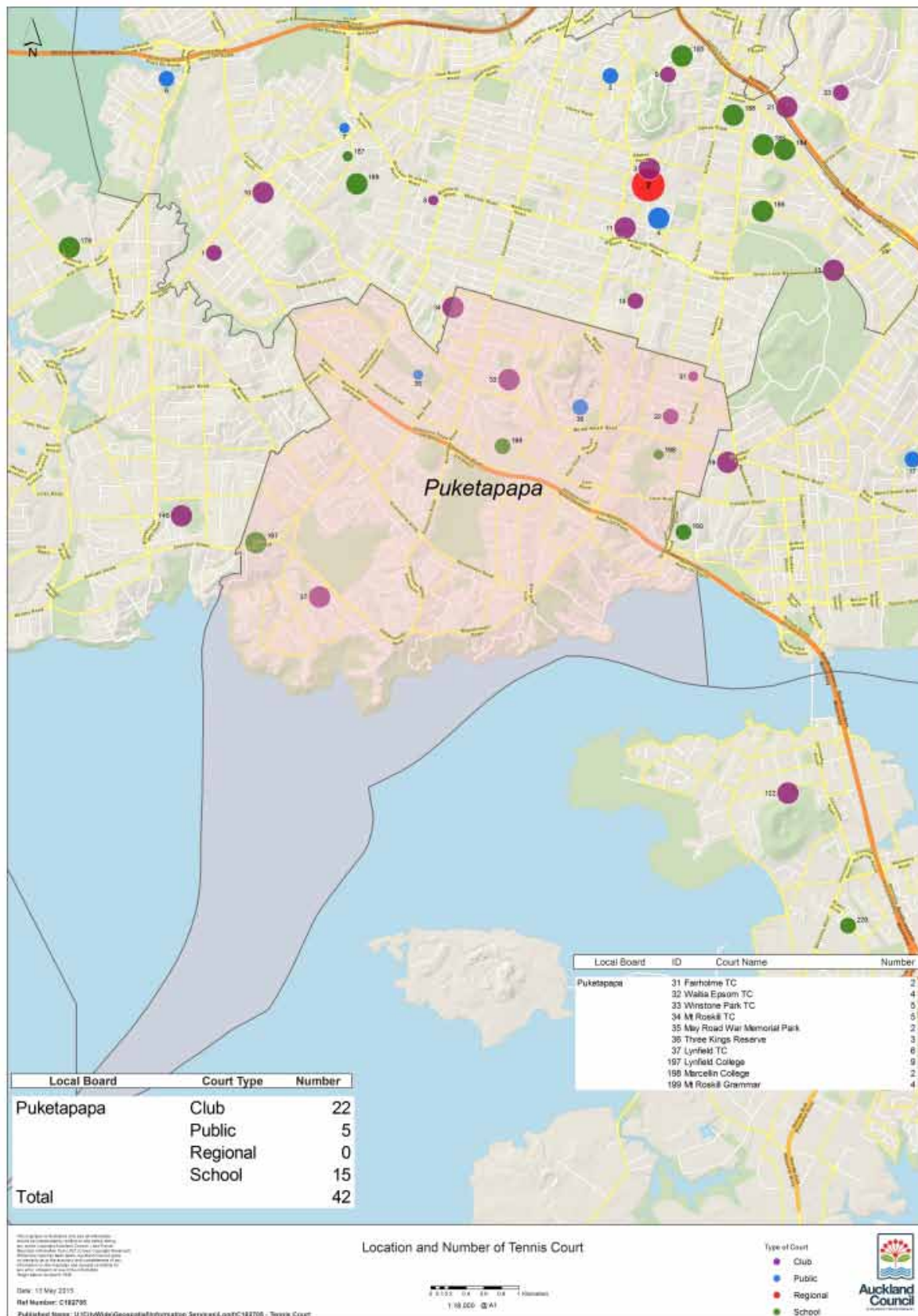
Whau Local Board



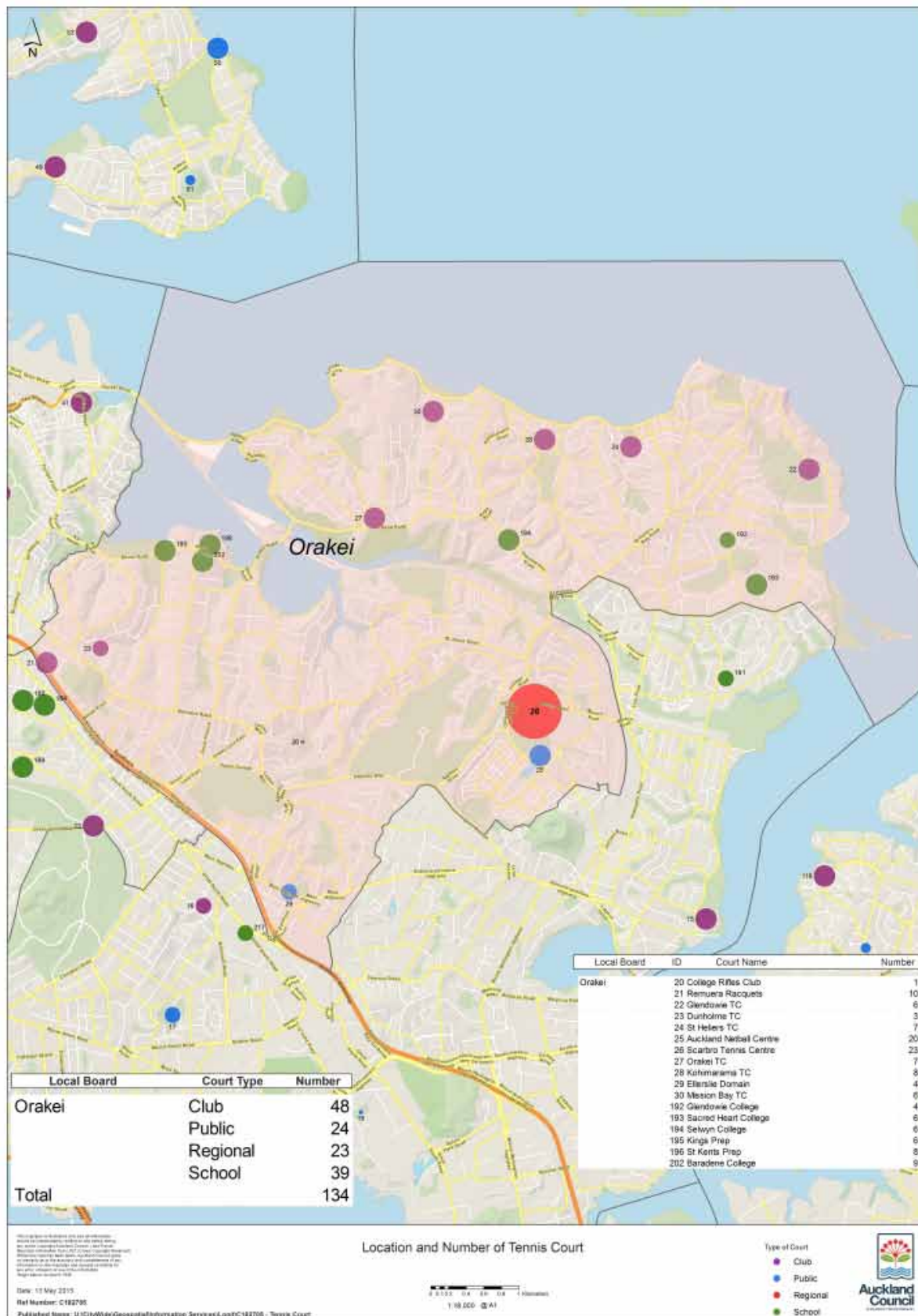
Albert-Eden Local Board



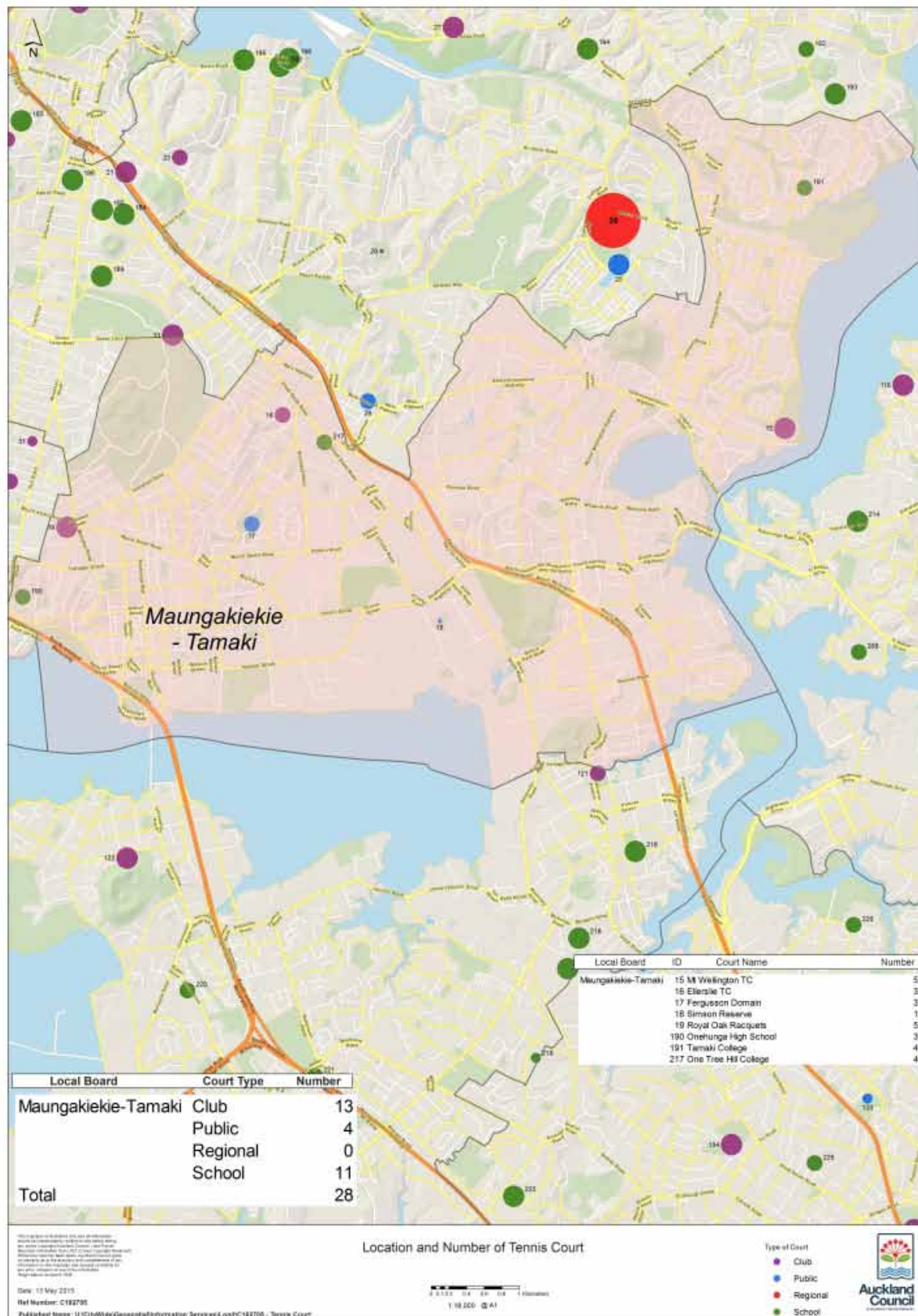
Puketapapa Local Board



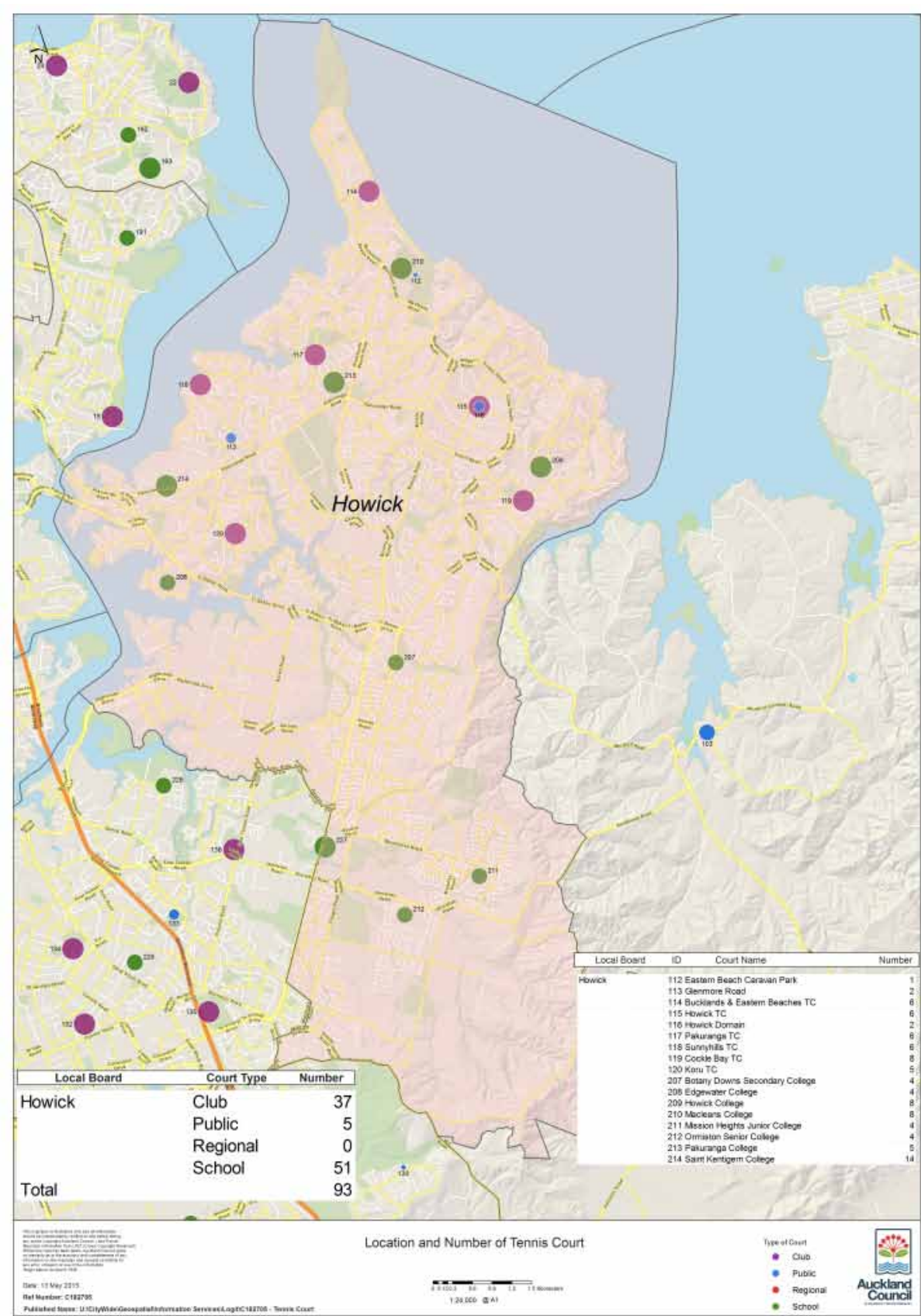
Orakei Local Board



Maungakiekie-Tamaki Local Board



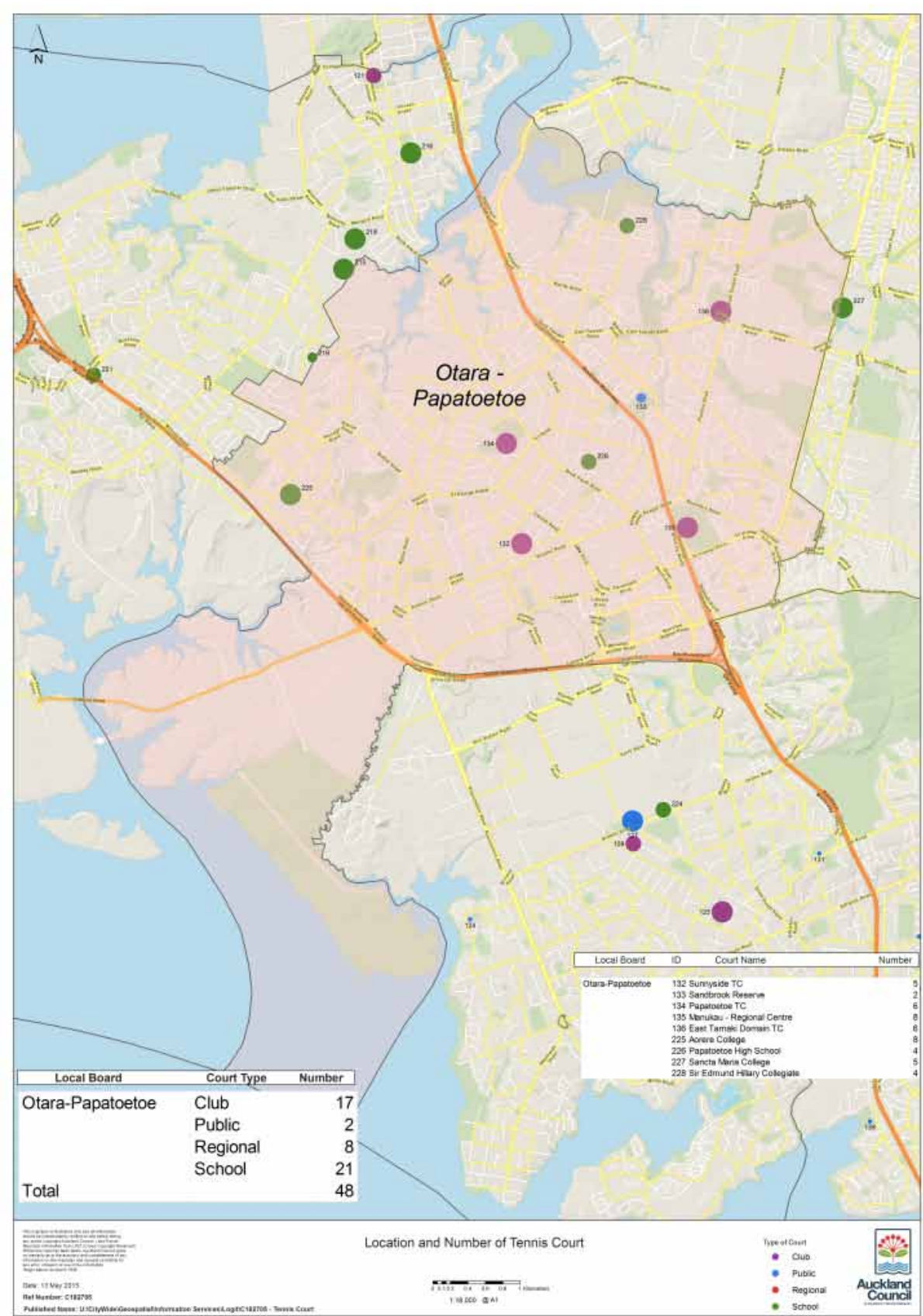
Howick Local Board



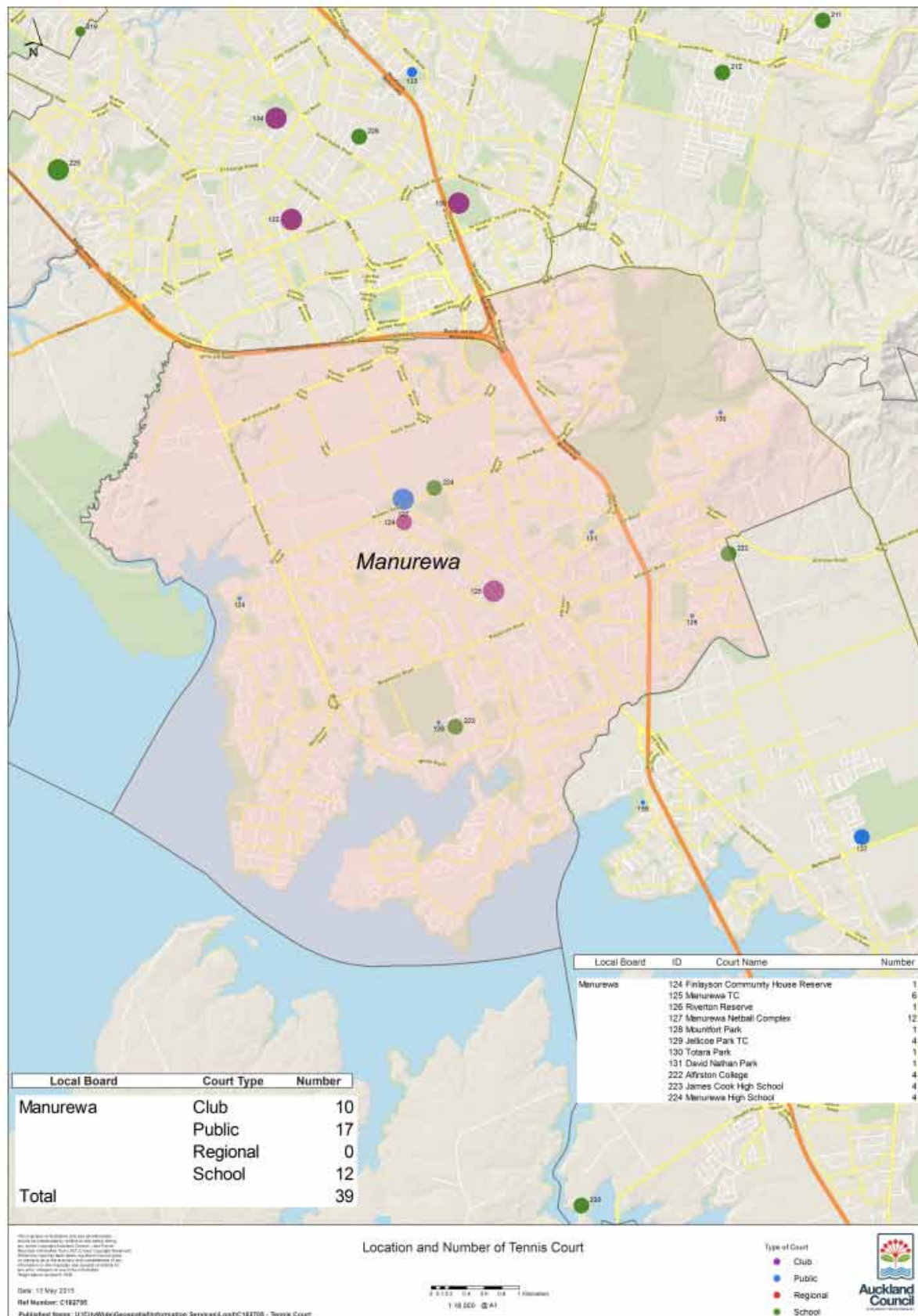
Mangere-Otahuhu Local Board



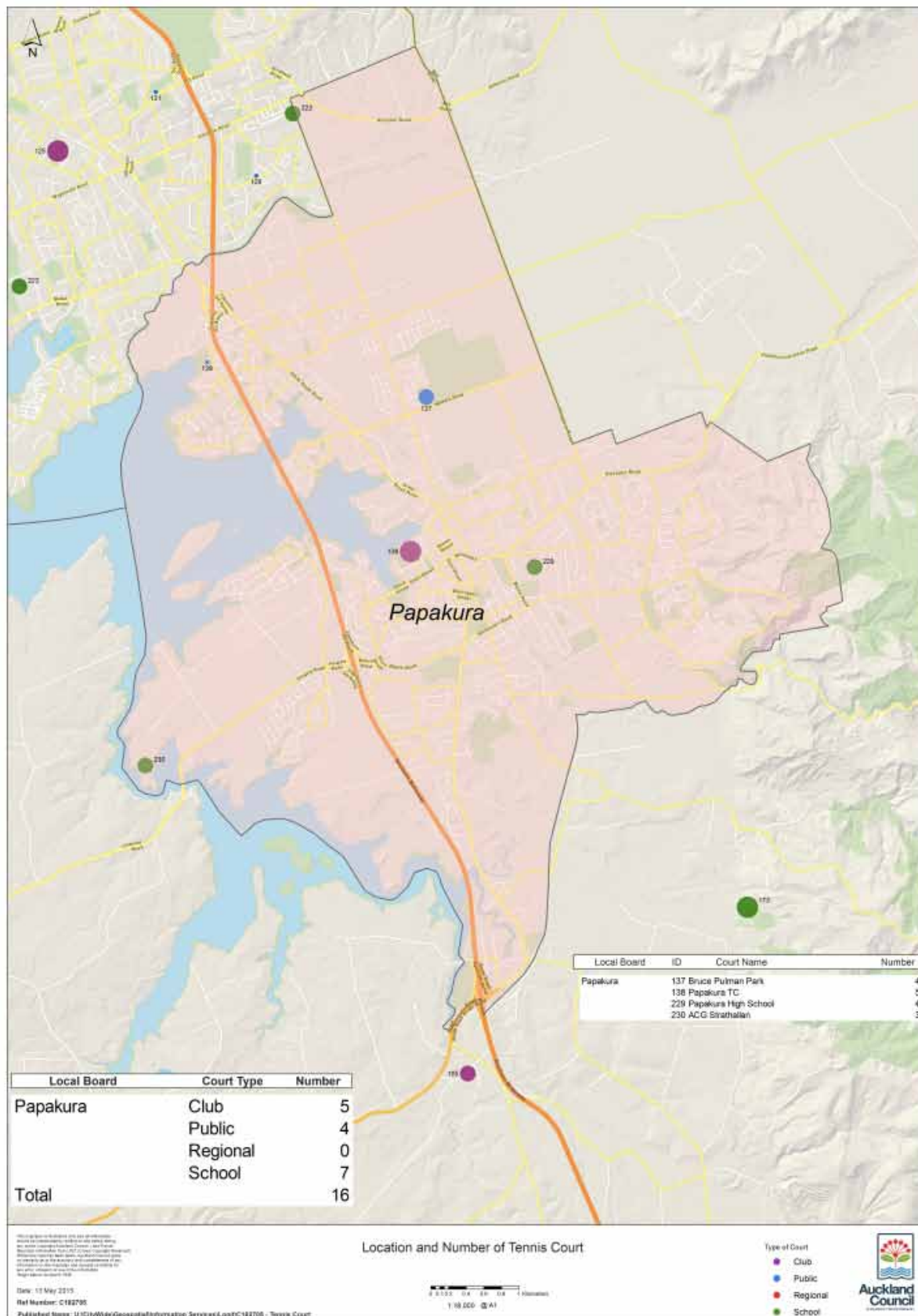
Otara-Papatoetoe Local Board



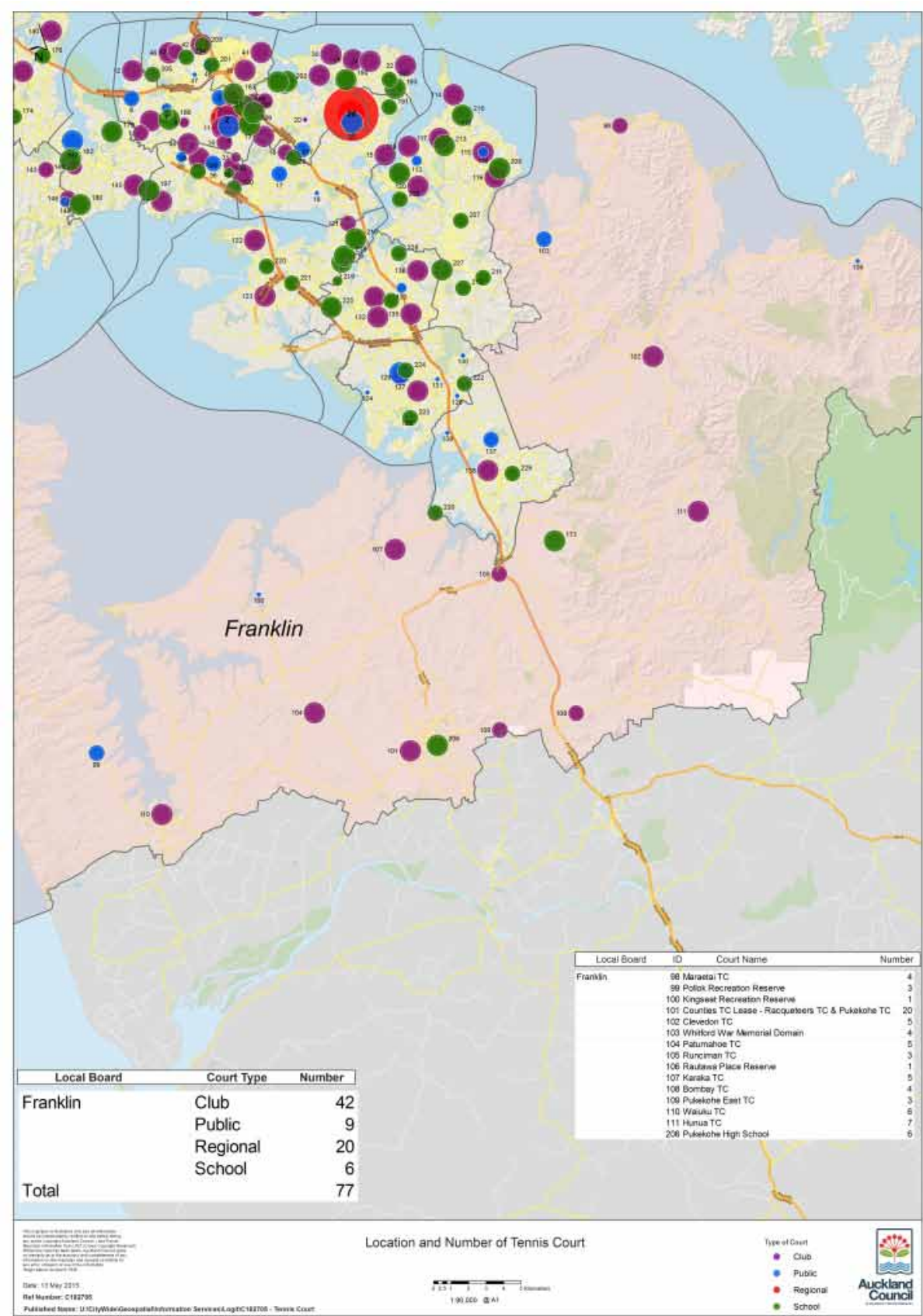
Manurewa Local Board



Papakura Local Board



Franklin Local Board



Appendix C ITF Approved (Non-Astro) Courts

Total of All Courts

	Affiliated Club Courts	Regional Courts	Unaffiliated club courts	Public	Public (Netball Centre)	School	Total
Northern	154	40	16	26	13	102	351
Auckland	334	37	18	80	32	301	802
Total	488	77	34	106	45	403	1,153

ITF Approved (Non Astro) Courts

Region	Outdoor	Indoor	Total
Northern	20	6	26
Auckland	61	12	73
Total	81	18	99

Northern: 15% of Affiliated club / regional courts are ITF approved (non-astro courts)
 12% of all courts (excluding Regional Netball Centre courts)

Auckland: 21% of Affiliated club / regional courts are ITF approved (non-astro courts)
 16% of all courts (excluding netball courts)

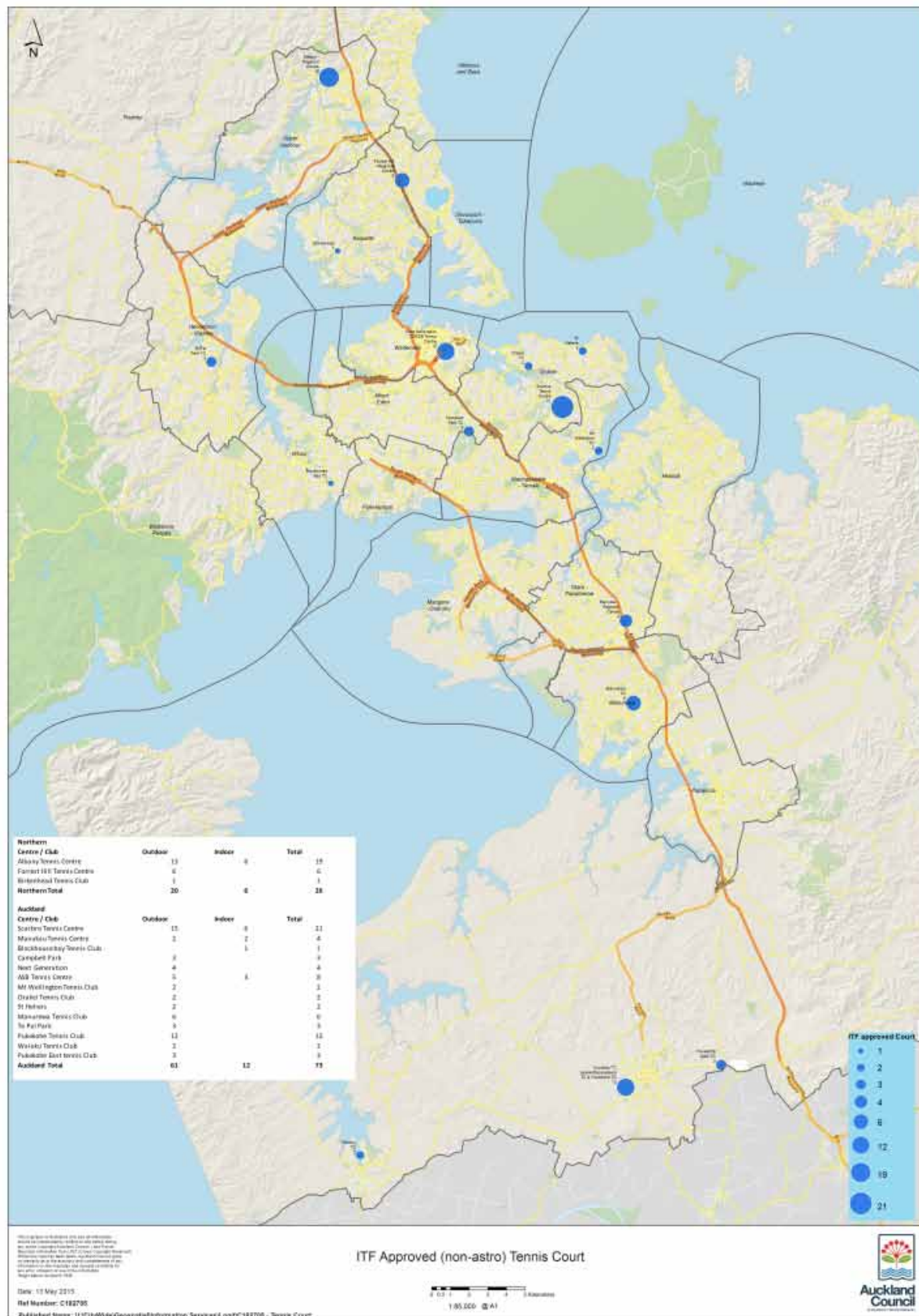
Northern

Centre / Club	Outdoor	Indoor	Total
Albany Tennis Centre	13	6	19
Forrest Hill Tennis Centre	6		6
Birkenhead Tennis Club	1		1
Northern Total	20	6	26

Auckland

Centre / Club	Outdoor	Indoor	Total
Scarbro Tennis Centre	15	6	21
Manukau Tennis Centre	2	2	4
Blockhouse bay Tennis Club		1	1
Campbell Park	3		3
Next Generation	4		4
ASB Tennis Centre	5	3	8
Mt Wellington Tennis Club	2		2
Orakei Tennis Club	2		2
St Heliers	2		2
Manurewa Tennis Club	6		6
Te Pai Park	3		3
Pukekohe Tennis Club	12		12
Waiuku Tennis Club	2		2
Pukekohe East tennis Club	3		3
Auckland Total	61	12	73

ITF Approved (Non Astro) Courts - Location



Appendix D Indoor and Covered Courts

Northern

Centre / Club	Indoor Hard	Indoor Astro	Covered	Total
Albany Tennis Centre	6	0		6
Westlake Girls			4	4
Northern Total	6	0	4	10

Auckland

Centre / Club	Indoor Hard	Indoor Astro	Covered	Total
Scarbro Tennis Centre	6			6
Manukau Tennis Centre	2			2
Blockhouse bay Tennis Club	1	4		5
ASB Tennis Centre	3			3
St Kentigerns			2	2
Auckland Total	12	4	0	18

Indoor and Covered Courts - Location



Appendix E Court Surface Guide

Surface Type	Manufacturers / Suppliers / Systems (not exhaustive)	Description	Playing Characteristics	Primary Use	Resurfacing Costs *	Maintenance Costs	Lifespan
Natural Grass	N/A	Traditional 'real' grass.	Fast, low bounce (sometimes unpredictable).	Niche tournament or traditional	Replacable	High/Needs expertise	25 years +
Synthetic Grass (Astro-Grass)	TigerTurf, Team Sports Surfaces, Super Turf & others	Artificial grass carpet (usually sand-filled) - various tuft lengths	Medium Fast/Fast - bounce medium.	Interclub / Casual play	\$15,000 - \$20,000	Low - Medium	10-12 years
Clay	Conipur Clay (Australia)	Crushed natural stone (brick & basalt). Finest level (top-dressing) uppermost.	Slow, reliable high bouncing, spin responsive	Competition / Player Develop	NZ Unknown	High/Needs expertise	20 years
Synthetic Clay	Classic Clay (Australia)	In filled artificial grass or carpet fill to give the appearance/playing characteristics of real clay	Slow, reliable high bouncing, spin responsive	Interclub / Casual play/Player Develop/Competition	\$25,000 - \$30,000	Low-Medium	10-12 years
Concrete	N/A	Basic marked concrete surface constructed for sports use	Slow, reliable high bouncing, multi-sport appropriate	Casual - low level		Low	20 years
Asphalt	N/A	Basic marked asphalt surface constructed for sports use	Slow, reliable high bouncing, multi-sport appropriate	Casual - low level		Low	20 years
Acrylic Hard court	Rebound Ace, Kiwicourt, Plexi-pave, TigerTurf	Concrete or asphalt surface coated with several layers of acrylic paint	Reliable - Bounce & pace variable according to sand content	Interclub / Casual play/Player Develop/Competition	\$10,000 - \$20,000	Low	10 years
Cushioned Acrylic Hard court	Rebound Ace, Kiwicourt, Plexi-pave	Concrete or asphalt surface coated with several layers of acrylic paint. System includes cushioning layers	Reliable - Bounce & pace variable according to sand content	Interclub / Casual play/Player Develop/Competition	\$10,000 - \$20,000 (install cost high)	Medium	10 years

*Please note that all information is generic with no site specific considerations. Guide only excludes installation of new concrete/asphalt base (new court), installation of cushioning system or amelioration of pre-existing base (existing court)

Appendix F Future Priorities

Maintenance of existing infrastructure

Level	Facility	Year 1 - 3	Year 4 - 6	Year 7 - 10
National	ASB Tennis Centre Court Resurfacing	\$150,000	\$75,000	\$150,000
Northern - Albany TC	Re-paint indoor courts Repair/ resurface courts 1-7 Repair / re-surface 12 -17 Re-surface courts 8 - 11 Re-surface mini courts	\$65,000 \$65,000	\$65,000	\$65,000 \$20,000
Northern - Forrest Hill TC	Resurface courts to ensure min number meet sub regional requirements Replace carpet on remaining courts Lighting upgrade	\$75,000 \$100,000	\$300,000	
Auckland - Scarbro TC	Court replacement (5 per year) Roof repairs	\$150,000 \$75,000	\$150,000	\$200,000
Manukau TC*	Court replacement	\$20,000	\$20,000	\$20,000
Nicholson Park*	Court replacement to meet sub regional facility requirements	\$300,000		
Total		\$1m	\$610,000	\$435,000

* Note A priority for both the Manukau TC and Nicholson Park is to secure a long term lease within years 1-3.

Development of Facility Hierarchy

Facility	Development Required	Year 1 - 3	Year 4 - 6	Year 8 - 10
National	ASB Tennis Centre Development of covered show court with minimum 3,500 seat capacity	\$15-18M		
Northern - Albany TC	Roof replacement Replace subsurface and relay courts 1-7 Replace subsurface and relay courts 12-17 Cover 2 development courts Install lighting to remaining courts Community Sport Village (8 badminton courts, refurbishment of TC, social areas, gym expansion) Community Sport Village(Stage 2) Table tennis hall, 6 squash court - \$8m.	\$1m \$400,000 \$100,000	\$400,000 \$1m \$12m	\$8m
Northern - Forrest Hill TC	Building refurbishment			\$750k
Auckland - Scarbro TC	Cover 2 development courts Install lighting to remaining courts	\$100,000	\$1m	
Manukau TC	Club room refurbishment		\$250,000	
Nicholson Park				
Total		\$16.6 - \$19.6m	\$14m	\$8.75m

Note. All costs are indicative. Project by project planning is required to develop a detailed project budget.

Club Maintenance Requirements

Item	Indicative Cost	Expected Lifespan
Court resurfacing	\$20,000	12 years
Lighting	\$20,000	20 years
Fencing	\$10,000 per court	20 years
Nets and posts	\$1,000 per court	10 years
Clubroom, changing refurbishment	Unknown.	25 years

* Note indicative budget figures only to identify the magnitude of investment required to maintain the existing network of tennis facilities.

Court Resurfacing - The number of courts that require resurfacing by year.

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
No of Courts	51	45	37	49	20	45	15	28	8	12	8

Notes:

- The above table identifies the approximate year that resurfacing is likely to be required.
- Includes details of 330 club courts only.
- A larger number of courts will require surfacing within the later years that stated as the cycle for court replacement is approximately 10 years.

It is therefore estimated that an annual budget of \$1m is required to resurface club based courts.

Lighting, fencing, nets and posts - The number required by year

A detailed breakdown of the timing of replacement, refurbishment work at each club is a recommended action from this strategy and is not available at the current time. However given the number of clubs (100) and courts (522), if it is assumed that:

- All clubs will replace / refurbish lighting, fencing once over a 20 year period
- All clubs will refurbish / replace nets and posts twice over a 20 year period as part of day to day maintenance.
- That the requirement for clubs to undertake the work will be spread equally over a 20 year period.

Based on these assumptions it is estimated 5 clubs with an average of 25 courts require lighting, fencing improvements per annum at an estimated cost of \$30,000 per court.

It is therefore estimated that an annual budget of \$750,000 is required to maintain court fencing and lighting.

Appendix G Glossary

Astro	Sand filled artificial grass court.
ITF Approved Surface	A surface approved by the ITF for competition excluding synthetic and artificial grass.
National Facility	A showcase venue for tennis. The primary venue for International tournaments.
Participation Venue	In line with the Tennis NZ Participation Strategy. A venue / club that has a primary focus on participation. The club will provide casual access and competitive opportunities through inter-club competition.
Player Development Venue	In line with the Tennis NZ Participation Strategy. A venue / club that has a primary focus on the development of junior players. The venue will have a performance / coaching programme and secured access to ITF Approved (Non Astro) Courts.
Regional Facility	The primary venue within the Tennis NZ region. A resource utilised by multiple clubs / members / players from across the Region and a base for national / regional based tournaments and events.
Sub-Regional Facility	A large facility utilised by multiple clubs / members / players from across the region. Ability to host some national / regional based tournaments and events
Sustainable Business Case	Full consideration of the capital cost of development, on-going, usage, maintenance and replacement costs with clearly identified revenue streams.

Appendix H Additional Resources Available

Tennis 2020 - Australian Tennis	http://www.tennis.com.au/wp-content/uploads/2012/07/Tennis-Blueprint-A4-2012-FA.pdf
State Government Victoria	http://www.tennis.com.au/vic/files/2011/03/FINAL-Tennis_Facility_Planning_Guide1-4MB.pdf
ITF Tennis Facilities	http://www.itftennis.com/technical/facilities/overview.aspx
ITF Tennis Court	http://www.itftennis.com/technical/courts/overview.aspx
UK LTA Resources	http://www.lta.org.uk/clubs-schools/Resources---facility-guidance/
Tennis Canada	http://www.tenniscanada.com/files/Sweet%20Spot%20facility%20guide%202008.pdf
Court maintenance	http://www.turfcare.co.nz/ http://www.lta.org.uk/clubs-schools/Resources---facility-guidance/
Sport and Recreation Strategic Action Plan	http://www.aucklandcouncil.govt.nz/EN/planspoliciesprojects/plansstrategies/Councilstrategies/Pages/sportrecreationstrategicactionplan.aspx
Future Delivery of Tennis in Canterbury	http://www.canterburytennis.co.nz/future-delivery-of-tennis-report-update
Wellington Tennis Facility Review	http://tenniscentral.kiwi/About/Strategic-Plan