



TENNIS FACILITY STRATEGY

SEPTEMBER 2003

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APPENDIX A – Extract from the Community Services and Facility Strategy

APPENDIX B – Excerpt from 2001 /2002 Sweeney Sports Report

1.0 INTRODUCTION.

Port Stephens Council, through its recreation planning program, seeks to provide adequate facilities for both passive and active recreational pursuits to satisfy the needs of the community.

Passive recreation facilities consist of parks, gardens and foreshore reserves for unorganised activities. Active recreation facilities consist primarily of sports fields and courts for organised activities. These facilities generally require significant amounts of Council resources, therefore, it is important that the optimum use of such facilities are maintained and further developed.

As an active recreational pursuit, tennis as a sport is dependent on regularly maintained quality facilities in order to attract continual participation. This requires a coordinated approach to planning in regards to how and where these facilities are provided, which includes a strategic approach to facility development and provision.

The development of the draft strategy began with the review of relevant information including communication with Port Stephens Tennis Association.

Council staff met with Port Stephens Tennis Association to discuss and review the initial findings. Recommendations formulated through the research stage were presented.

The information gathered through the research phase and comments provided by individual Tennis clubs representatives have now been formulated into the strategy.

1.1 BACKGROUND

Local government bodies throughout Australia are experiencing increasing pressure to provide Tennis Facilities in an ordered and structured format in order to provide sustainable and quality facilities.

Conflict issues which arise due to the development and detriment of current facilities between business, property owners, and the general community needs to be addressed through a centralized approach to facility provision.

The benefits of large centralized facilities include the added benefit of attracting regional events and a wider range patronage, providing increased revenue that can be re-directed into the facility to fund maintenance and future improvements.

Larger centralized facilities also have a higher profile within the wider community and have the potential to draw outside sponsorship opportunities.

By appointing Tennis club's as self-sufficient management bodies, Council can oversee and assist in the development of operating plans required for budget maintenance and ongoing development.

Court Types

There is a range of court types available to suit the location and purpose of the facility. These include;

- Natural Grass
- Stabilized Loam/ Ant Bed base
- Real Aussie Clay
- Synthetic – Acrylic, Sand filled artificial Grass
- Hard-court - asphalt or concrete base with a painted acrylic surface

The different tennis court surfaces vary in characteristics and maintenance levels. Court type selection may also be influenced by weather patterns of the geographical location. Different court type characteristics also impact upon player skill level development.

The development of synthetic courts and a higher level of quality assurance has led to significant improvements in design and construction techniques. This has led to a more confident outlook from Council's in providing these facilities.

Location

Location is a major factor of consideration when developing new or existing tennis facilities. The weather patterns of a proposed site can affect the type and size of the courts provided. Exposure to wind and extreme temperatures can adversely affect playing conditions and the type of courts that are suitable to the individual site.

Also the number and size of other competing tennis facilities within any given location will impact on the patronage levels of the facility.

Participation

There are just under 317,000 people over the age of 18 years participating in the sport of Tennis in Australia. This equates to the third most popular organized sport and physical activity undertaken by adults in Australia. (*The Sweeney Sports Report 2001/2002 & Tennis NSW*)

While participation levels in Tennis have remained relatively constant over the past five years, three other measures of interest signal positive messages about the health of the sport. More people listen to matches on the radio than ever before, while the proportion watching on TV has risen every year since 1998. One in two people now watch televised games. Attendance at Tournaments has also risen every year since 1998. (*The Sweeney Sports Report 2001/2002*)

The challenge for Councils and the individual facility management body is to encourage participation through providing the opportunity for the tennis playing community to play on quality well maintained courts.

Tennis Facilities in Port Stephens

Within Port Stephens there is a growing need for a coordinated strategic planning approach in regards to how tennis facilities are provided, managed and maintained.

The number of different tennis locations across the LGA, are too numerous compared to the available funds and participants.

The under utilized facilities are unable to support themselves due to low membership levels and lack of revenue. Further to this there is insufficient funds available in Councils current maintenance budget to support these facilities.

Therefore the support base (Council funds, membership, casual use) per facility on average is in-sufficient and requires a rationalized strategic approach to future development and management. For the most part there is no current management system in place in terms of how the available income is received, accounted for and spent.

The larger facilities such as Nelson Bay, Raymond Terrace, Medowie and Karuah are achieving good results in regards to participation and financial management but the smaller centers are struggling to be viable.

Port Stephens Council (PSC) currently provides a total of 50 tennis courts across 15 different localities situated in Raymond Terrace, Medowie, Tilligerry, Soldiers Point, Salt Ash, Fern Bay, Boat Harbour, Fingal Bay, Nelson Bay, Karuah, Salamander Bay, Shoal Bay, Hinton, Seaham and Wallalong.

Over the past five years Council has decommissioned facilities at Williamtown, Anna Bay (next to existing sports ground) and Anna Bay (Fishermans Bay Road) as they were deemed inadequate due to the physical deterioration of the surface and quality standards.

Private Tennis Facilities

Private Tennis facilities are also provided within Port Stephens Local Government Area. Those available to the general public include facilities at Horizons Golf Club and Roche Resort.

Privately owned and operated facilities do not form part of this strategy but must be taken into consideration when analyzing the potential impacts on the current and future Council owned facility provision.

1.2 RATIONALE

In order to manage the sport responsibly and equitably now and in the future, Council must regulate the development and maintenance of the Tennis facilities. To effectively and efficiently provide the appropriate type and number of facilities a strategic framework must be established to work within and around. This document seeks to set such a framework.

2.0 INFORMATION REVIEW

For the purposes of this strategy a review of relevant information took place intermittently, over a six month period. This included communication with Tennis NSW, browsing internet sites, reviewing pertinent literature and attending a Tennis Facility Development Seminar hosted by Tennis NSW and Tennis Australia.

The key areas identified as having significant importance to the development of a Tennis facility strategy and the provision of individual facilities included:

- * Supply and Demand Analysis – which involves the review of demographic and geographic information along with the evaluation of existing facilities through user group advice.
- * Facility Centralization process – reviewing the associated economic benefits of larger high quality centrally located sustainable facilities versus sporadically located small 1-2 tennis court facilities.
- * Preferred Site Locations – which incorporates community and stakeholder involvement and the assessment of potential management, conflict, aesthetic and environmental issues. Availability for facility extension and weather suitability in accordance with an all season sport.

Of these factors the process of a supply and demand analysis is most relevant when developing an overall strategy for the provision of Tennis facilities.

3.0 DEMOGRAPHIC INFORMATION

The primary factor to consider in terms of providing a Tennis facility is demand. This can be generally measured by calculating the target population within a given area.

A target age group of 8-65 years was chosen to encompass a broad spectrum of users, ranging from junior to senior levels. The “Port Stephens Population, Lot and Dwelling Statistic, and Population Projections” 2002 Report was used to determine the number of people within the target group for each planning district.

A variable to this scenario however could be seen as the ability of larger quality facilities to draw participants from outside the immediate geographical location (10-15kms)

Figure 3.1 shows the total number of persons within each planning district compared to the number aged between 8 and 65 years of age by planning district.

Figure 3.2 shows the percentage of persons in the Local Government Area within the target age group by planning district.

Figure 3.1

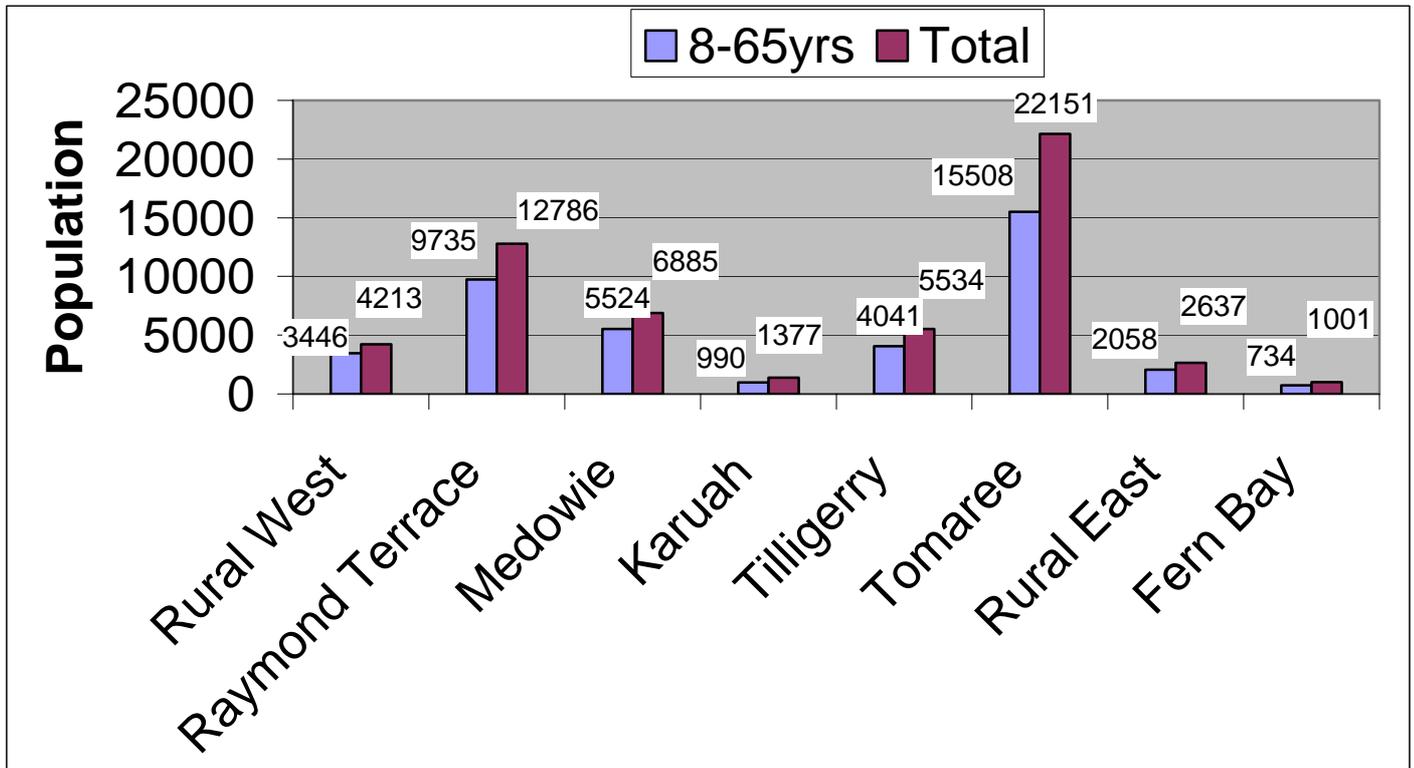
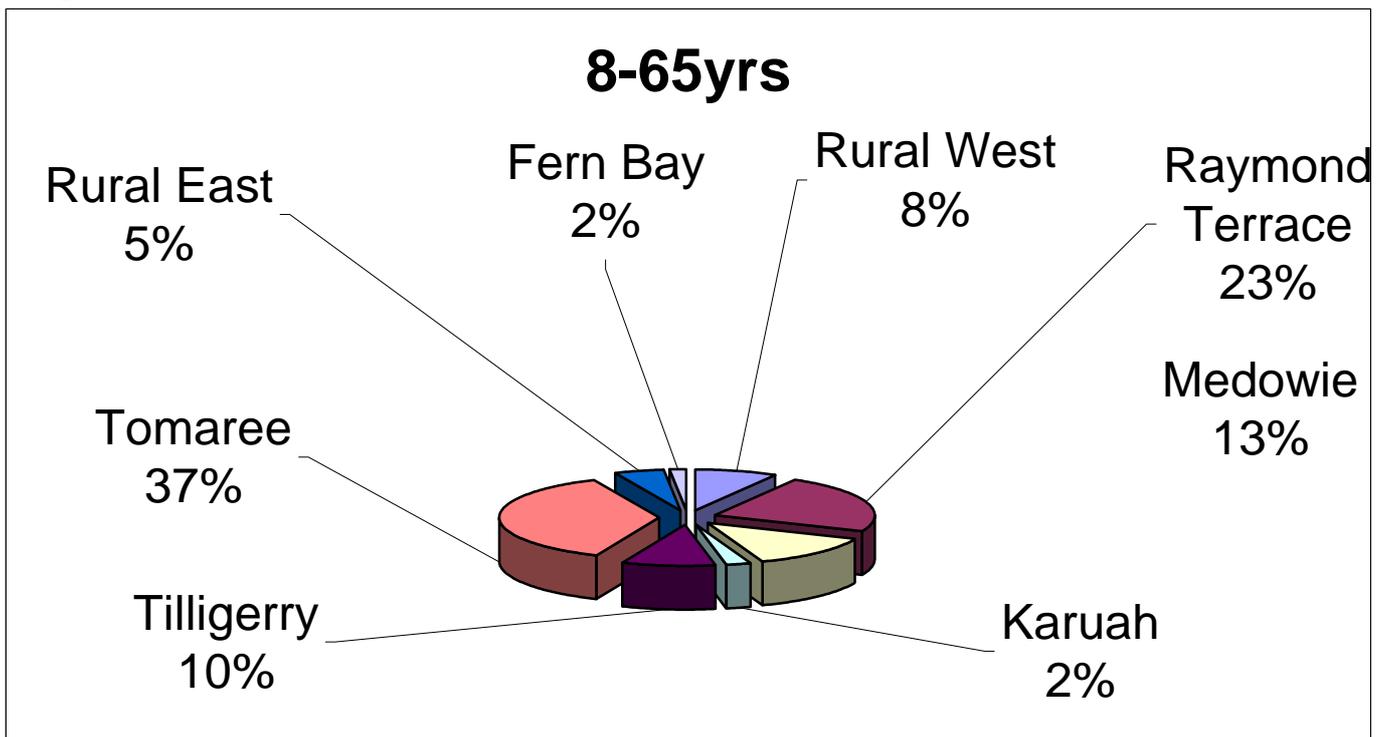


Figure 3.2



The figures shown above demonstrate that Karuah/Swan Bay, Fern Bay and the Rural East planning districts have the lowest populations within the target age groups.

The figures also indicate that Raymond Terrace, Tomaree, and Medowie have the highest potential for facility development due to relatively significant populations within the target age groups.

The populations in both the Western and Rural East planning districts are sparsely spread over large areas, which need consideration to ensure the effective provision of facilities in these areas. This is in contrast to the other planning districts which have more urbanized populations.

Geographically isolated urbanized populations such as Tilligerry, and Karuah with less significant target population bases also warrant detailed consideration.

4.0 FACILITY DISTRIBUTION

Table 4.1 provides comparative data of planning district and target group populations in relation to tennis facility provision. This table highlights the current ideal court allocation per planning district as well as future court requirements based on the demographic information in regards to target population.

From this table of information and related anecdotal evidence on individual Tennis Club's performances a general mathematical formula was developed to determine the sustainable number of tennis courts per planning district.

Planning District 2 (Raymond Terrace) was chosen as the most suitable bench –mark as it is the only planning district with a sole multi –court facility in one central location.

By examining the information provided in table 4.1, in regards to this facility it could be interpreted that the 23% of Port Stephens target population (9,735 people) is required to sustain a viable 6-court facility in regards to maintenance, casual use hire and registered player numbers.

Given this information a rough guide to a viable tennis facility could be determined to be equal to 1 court per 3-4% of the target population or for every 1500 per head of population within that planning district.

Using the above formula table 4.1 also provides projections for the future provision of tennis courts. This information was extracted from Port Stephens Population, Lot and Dwelling Statistic, and Population Projections Report – Wal Mills, Section 94 Coordinator, (table 4.2)

If this formula produces results that indicate the allocation of a single court facility, consideration should be given to consolidating this facility into a neighboring

planning district. The provision of 1 or 2 court facilities should not be considered in the future.

Table 4.3 provides a summary of information of the geographical location of each facility and its proximity to other tennis locations, using the 10 -15km traveling distance standards provided in the *Community Facilities and Services Strategy*.

The information within this table allows for further analysis in regards to the distribution of tennis facilities within the LGA.

The planning districts with the highest number of facilities and number of locations warrant further consideration in regard to a more centralized approach to facility provision.

Figure 4.4 provides an overview of the Local Government Area divided in to the 8 planning districts and shows the locations of the facilities and the number of courts currently provided.

Table 4.1

Planning District	Population	Target Pop. 8-65yrs	Current Tennis Court Provision	Percentage of Tennis Courts Total	No. Of locations	Current Ideal Court Allocation	Future Court Requirements (2010)
Rural West	4,213	3,446 8%	4	8%	3	2	3-4
Raymond Terrace	12,786	9,735 23%	6	12%	1	6-7	9-10
Medowie	6,885	5,524 13%	5	10%	1	3-4	5-6
Karuah	1,377	990 2%	4	8%	1	1	1-2
Tilligerry	5,534	4,041 10%	2	4%	1	3	4-5
Tomaree	22,151	15,508 37%	25	50%	6	9-11	17-18
Fern Bay	1,001	734 2%	2	4%	1	1	1
Rural East	2,637	2058 5%	2	4%	1	1	1-2
			50		15	26-30	41-48

Table 4.2

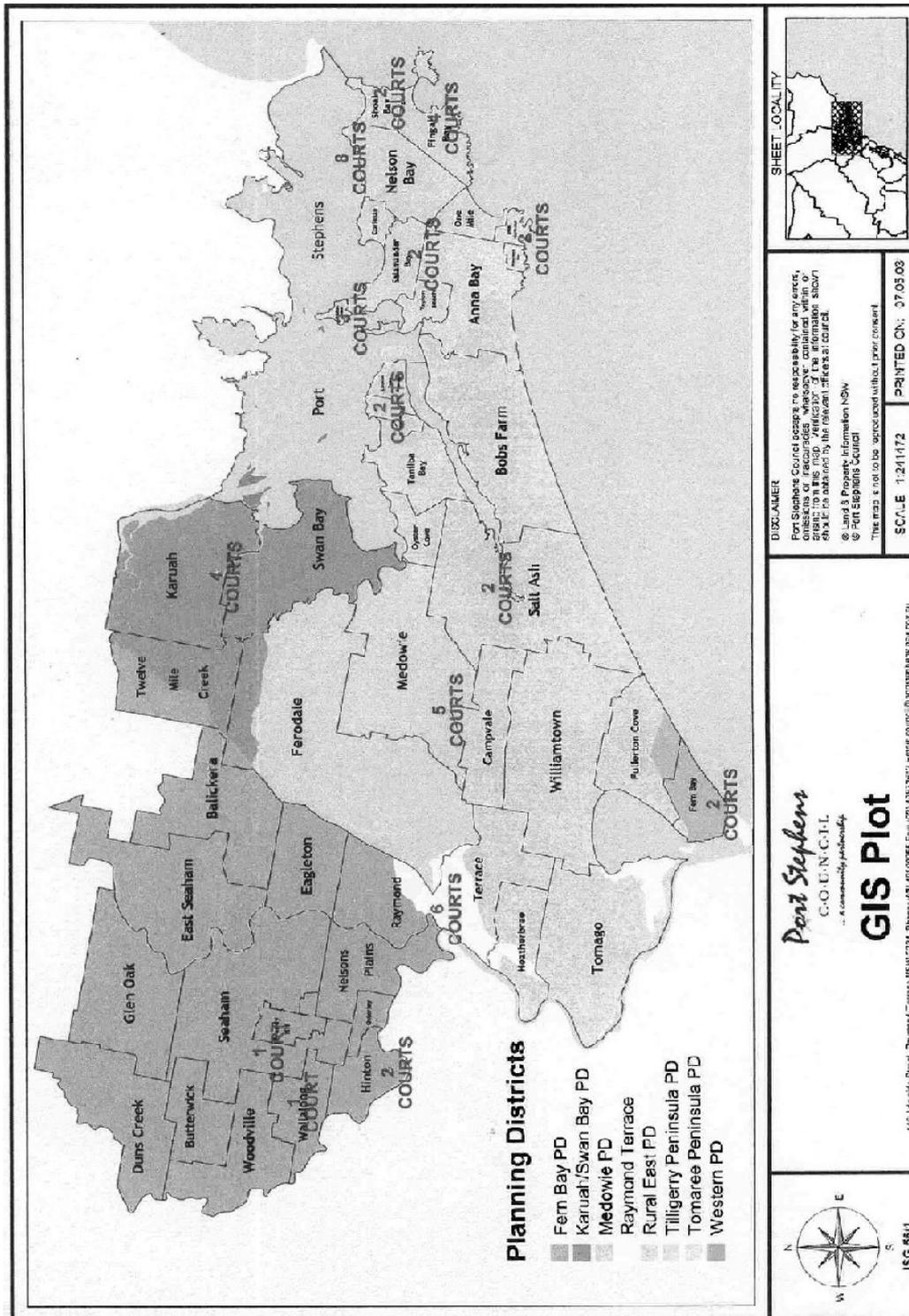
Planning District	2001 - Population (%population growth from previous year)	2005 - Projection (%population growth from previous year)	2010 - Projection (%population growth from previous year)	2020- Projection (%population growth from previous year)
1. Rural West	4,201 (3.3%)	4,700 (3%)	5,000 (1.3%)	5,500 (1%)
2. Raymond Terrace	12,811 (0.5%)	13,600 (1.5%)	14,900 (1.9%)	17,000 (1.4%)
3. Medowie	6,896 (3.3%)	7,700 (2.9%)	8,700 (2.6%)	10,900 (2.5%)
4. Karuah/Swan Bay	1,393 (2.4%)	1,530 (2.5%)	1,800 (3.5%)	2,300 (2.8%)
5. Tilligerry	5,572 (0.9%)	6,000 (1.9%)	6,900 (3%)	8,300 (2%)
6. Tomarre Peninsula	22,180 (3.9%)	24,500 (2.6%)	26,000 (1.2%)	28,500 (1%)
7. Fern Bay	1,012 (-1.1%)	1,100 (2.2%)	1,500 (7.3%)	2,000 (3.3%)
8. Rural East	2,615 (-2.4%)	2,600 (-0.1%)	2,600 (0%)	2,650 (0%)

Table 4.3

CLUB	Number Of Courts	Other Clubs within approximately 10 – 15 km driving distance	Registered with Port Stephens Tennis	Lighting	Registered Players
Raymond Terrace & District Tennis Club – Raymond Terrace	6	Hinton (12km)	Yes	Yes	
Medowie & District Tennis Club - Medowie	5	Salt Ash (12km)	Yes	Yes	
Tilligerry Tennis Club - Mallabula	2	Salt Ash (10km)	Yes	Yes	
Soldiers Point Tennis Club – Soldiers Point	3	Salamander Bay (8km) Nelson Bay (11km)	Yes	Yes	
Salt Ash Tennis Club- Salt Ash	2	Medowie (12km) Tilligerry (10km)	Yes	Yes	
Fern Bay Tennis Club – Fern Bay	2	Stockton (NCC)	Yes		
Boat Harbour Tennis Club – Boat Harbour	2	Nelson Bay (9km) Shoal Bay (13km)	Yes	Yes	
Fingal Bay Tennis & Social Club- Fingal Bay	4	Nelson Bay (6km) Shoal Bay (3km)	Yes	Yes	
Nelson Bay Tennis Club – Nelson Bay	8	Shoal Bay (4km) Salamander (3km) Soldiers Point (10km) Fingal (6km) Boat Harbour (8km)	Yes	Yes	
Karuah & Districts Tennis Club- Karuah	4	0	Yes	Yes	
Salamander Bay Tennis Club Tomaree Complex Courts – Salamander Bay	2	Nelson Bay (4km) Soldiers Point (8km) Shoal Bay (7km)	No	No	
Shoal Bay Tennis Club – Shoal Bay	2	Salamander (7km) Fingal Bay (3km) Boat Harbour (12km)	No	Yes	
Hinton Tennis Club - Hinton	2	Wallalong (4km) Seaham (14km)	No	Yes	
Seaham Tennis Club - Seaham	1	Wallalong (10km) Hinton (14km)	No	Yes	
Wallalong Tennis Court - Wallalong	1	Seaham (10km) Hinton (4km)	No	No	

Table 4.3 Note: Clubs that are registered current financial affiliates of Port Stephens Tennis Association Inc. have current Public Liability Insurance via Tennis NSW

Figure 4.4 – Map of Shire



5.0 STRATEGIC MANAGEMENT

PSC through its *Community Facilities and Services Strategy* has developed numeric standards for the provision of Tennis facilities across the LGA (**APPENDIX A**). It is intended that this Strategy be used to replace this standard.

This strategy goes one step further than the *Community Facilities and Services Strategy* standards by giving more consideration to geographic and demographic factors, which includes the analysis of the information gathered in section 3 and 4.

5.1 General Recommended Strategy & Analysis

Rather than merely nominate areas where Tennis courts are desirable this strategy seeks to identify the scope and size of the current facility provision for planning district. In order to do this parameters, within which to work, must be set. Two categories of facilities have been developed to assist in this regard, Neighborhood and District.

A Neighborhood facility would be a facility which would cater for and attract players within a 10-15km radius. These facilities would tend to be smaller and include up to 4 Tennis Courts.

District facilities should be capable of attracting players outside the 10 to 15 kilometer radius and be capable of attracting players up to at least a 40 kilometer radius. These facilities would also have the potential to host regional and district competitions.

Factors which could vary the category of facility provided in any one location include; the target population within the catchment area, the location and size of other facilities in nearby areas, its proximity to business and shopping centres, the level of accessibility to the site (e.g. transport and other services) and the level of tourism in the area.

Each location should not be examined in isolation but should be considered in view of other facilities provided or planned to be provided in the future. In this way a 'network' of facilities can be developed in order to strike a balance between demand and supply without exhausting financial and/or human resources.

5.2.1 PLANNING DISTRICT 1 - RURAL WEST (HINTON/SEAHAM)

Situation Analysis

The demographic information provided in table 4.1 indicates a low percentage of the target population. This is consistent with the tennis facilities provided in planning district 1.

The facilities are spread over three different sites within the planning district. The three facilities are within the set required acceptable distance of 10 –15 km. This would suggest that the facilities could be combined into a single centralized facility.

These facilities are located at Hinton, Wallalong and Seaham. The Wallalong facility includes a recently built acrylic hard court, and flood- light poles installed but not yet operational.

Recommended Strategy

In view of the situation analysis presented above the possibility of providing a more centralized combined facility at Seaham which could cater for the entire planning district warrants further investigation.

Future court provision needs to be considered with the centralized facility approach in mind, with the potential for a future 3 – 4 court facility to provide for the entire planning district. Further to this there are to be no more single court facilities provided in separate locations.

Future projected sustainable courts (2010) is a 3-4 court facility.

5.2.2 PLANNING DISTRICT 2- RAYMOND TERRACE

Situation Analysis

Raymond Terrace has a District Tennis facility run by the Raymond Terrace & District Tennis Club. The closest Tennis facility within the LGA is located at Hinton and Medowie, both being approximately 12km away.

This facility provides six (6) tennis courts (hard-court) with lighting, representing the second largest tennis facility in the LGA.

Table 4.1 demonstrates that this facility provides for 23% of the target population within the LGA, yet represents only 12% of the total tennis courts provided across the LGA.

Population projections provided in table 4.2, which is expected to continue with consolidation, infill and expansion in North Raymond Terrace support the need to expand this facility in the future. These projections are also consistent with the current facility provision.

The size of the facility is consistent with its central geographic location. It also demonstrates potential for growth with the key target group having high percentage of the planning district population.

These statistics combined with its relatively small land area and its role as an administration, education, shopping and business centre for smaller towns in the area makes it significant in terms of providing Tennis facilities across the LGA.

Recommended Strategy

The situation analysis presented above, suggests that a district facility would be appropriate for the Raymond Terrace planning district.

The relatively large centralized population and business district providing a sound basis for a district facility.

This park would not only cater for the relatively large urbanized population within the planning district but also draw players from other areas of the LGA, in particular those in the Western and Rural East planning districts, Karuah and Medowie.

A district facility would also include the opportunity to host various competitions.

Any future court allocation within this planning district should be incorporated into this current facility. The current Draft Raymond Terrace Foreshore Master Plan allows for the development of an extra two tennis courts adjacent to the existing facilities. The Master Plan also includes formalized car parking facilities.

Future projected sustainable courts (2010) is a 9-10 court facility.

5.2.3 PLANNING DISTRICT 3- MEDOWIE

Situation Analysis

The Tennis facilities within this planning district are provided for in a single 5- court facility located at Medowie and is consistent with the facility centralization approach.

Population projections for the Medowie planning district is expected to be above the average for the LGA which suggests the potential for the growth of this facility.

Recommended Strategy

The most appropriate category of facility which could be provided for Medowie would be a neighborhood facility. This is proposed predominantly due to its close geographical relationship with Raymond Terrace. It is anticipated that the facility could cater for the demand during weekdays as well as local and district competitions.

The ability of the Medowie facility to expand in order to meet future needs is of high priority due to the town's rapid growth rate. Any future court provision within this planning district needs to be incorporated into the current facility. There is the potential for this facility to expand with available open space at Boyd Oval.

Future projected sustainable courts (2010) is a 5-6 court facility.

5.2.4 PLANNING DISTRICT 4 – KARUAH/SWAN BAY

Situation Analysis

Planning District 4 has more than adequate tennis facilities provided when considering the relative small target population base of 2%, having a 4 Tennis Court facility based at Karuah.

The geographic isolation from other facilities does however warrant the provision of the current facility.

Further to this the population projections outlined in the Port Stephens Population, Lot and Dwelling Statistic, and Population Projections Report, expects growth within this Planning District to continue, which will support the existing facility.

Recommended Strategy

The current facilities provided at Karuah should meet the planning districts needs both now and also for the future given the population projections outlined in the situation analysis. No future courts are forecasted to be required within the next 5-10 years.

Future projected sustainable courts (2010) is a 1-2 court facility.

5.2.5 PLANNING DISTRICT 5 - TILLIGERRY

Situation Analysis

Tilligerry has the fourth highest representation with 10% of the target age group, within the LGA population. However, this figure becomes more significant when consideration is given to the planning district's small area and relative geographic isolation from other centres.

Table 4.1 also demonstrates a potential for growth given that this is the only planning district that currently provides less tennis courts than the projected ideal allocation.

The Port Stephens Population, Lot and Dwelling Statistic, and Population Projections Report, forecasts population growth to continue providing an even wider basis for potential users on the Tilligerry Peninsula.

Recommended Strategy

In view of the situation analysis presented above, a neighborhood facility would be most appropriate in the Tilligerry planning district. This is primarily due its relative geographic isolation from other parts of the LGA.

Further, the facility that is provided here is part of a multi-purpose sporting facility and appeals to a wide range of users. Any future court allocation should be provided within this current location.

The current Draft Master Plan for the Mallabula Sports/Hall/Pool complex allows for the development of an extra two tennis courts adjacent to the existing facilities. The Master Plan also includes upgrading existing car parking facilities, access road and includes lighting.

Future projected sustainable courts (2010) is a 4-5 court facility.

5.2.6 PLANNING DISTRICT 6- TOMAREE PENINSULA

Situation Analysis

When considering the distance requirements of previous standards and above analysis this is the most tennis facility 'rich' planning district within the LGA.

Table 4.1 demonstrates that Tomaree has the largest target population in the LGA with 37%, making it one of the more significant areas. However this planning district also represents 50% of the total number of tennis courts for the LGA spread across 6 different locations.

Furthermore, the area has a thriving tourism industry which adds to its importance in terms of providing Tennis facilities across the LGA.

The Port Stephens Population, Lot and Dwelling Statistic, and Population Projections Report, forecasts the Tomaree Peninsula growth slowing (table 4.2).

There are currently six of the fifteen total tennis locations (Nelson Bay, Salamander Bay, Soldiers Point, Shoal Bay, Fingal Bay and Boat Harbour) within this planning district alone suggesting the need for a more centralized approach to facility provision.

Recommended Strategy

Based on population data and the popularity of the area as a tourist destination, the most appropriate facility provision in the Tomaree planning district would include a centrally located district facility and 3 strategically located neighborhood facilities.

The location of the three neighborhood facilities is an issue that requires further analysis.

Essentially this further analysis is the same as that conducted above for each planning district, that is, evaluating catchment population, location to shopping/business centres and tourist nodes.

Initial anecdotal analysis suggested three possible sites for the location of consolidated neighborhood facilities may include Soldiers Point, Fingal Bay and Boat Harbour / Anna Bay.

The facility provided at Nelson Bay would fulfill the role of the district facility, residing within a vibrant tourist precinct containing a well developed retail and business centre as well as a substantial marina development. As many would be aware Nelson Bay is a central point for the LGA's tourist services/activities.

Strategic alliances with the Holiday Parks is an option worthy of further investigation and may include all sites being managed by the one body with representation from each group. The opportunity to link facilities with outside tourist operators, may potentially support the existence of the smaller centers such as Birubi Point and Shoal Bay. These alliances may also include the possibility of multi-purpose centers.

Future projected sustainable courts (2010) is between 17-18 courts, spread across 3 neighborhood facilities and a district facility which has the potential to cater for future courts. Further investigation on a combined Anna Bay / Boat Harbor complex should be undertaken.

5.2.7 PLANNING DISTRICT 7 - FERN BAY

Situation Analysis

This planning district has the 3rd lowest percentage representation of the target age group within the LGA

The geographic isolation from other facilities however warrant the provision of the current facility which is also in close proximity to Newcastle City Council LGA.

The Port Stephens Population, Lot and Dwelling Statistic, and Population Projections Report, forecasts the potential further growth in Fern Bay to be limited with much of the land surrounding this area subject to constraints limiting potential for further urban growth.

Recommended Strategy

With the expected limited population growth of this area and the current low representation of the target population group the provision of any new facilities would not be warranted.

The development of a new proposed township could potentially sustain the provision of new courts, however these courts would need to be provided in a central facility.

The current facility however could be maintained in light of the isolation of this planning district and the lack of any surrounding facilities.

Future projected sustainable courts (2010) is a 1-2 court facility.

5.2.8 PLANNING DISTRICT 8- SALT ASH/BOBS FARM

Situation Analysis

This planning district has the 2nd lowest target population percentage of the LGA.

The current facility is also located within 15km of both Medowie and Tilligerry facilities with the ideal allocation suggesting an amalgamation with a neighboring planning district.

The population projections show minimal population growth expected in this area which also further suggests that the incorporation into another nearby facility.

Recommended Strategy

With the expected minimal population growth of this area and the second lowest representation of the target population group the provision of any new facilities at this current location would not be warranted.

The sparse distribution of this planning districts population and the facility's proximity to the Medowie, Tilligerry facilities suggests its inclusion into the recommended centralization process.

Future projected sustainable courts (2010) is a 1-2 court facility.

6.0 IMPLEMENTATION

Obviously, due to restrictions on human and financial resources, the implementation of this strategy would need to be staged over a number of years. Ideally those people involved in any one of the projects should include, but not limited to, representatives from the Tennis Clubs in the area, the relevant Sports Council, Port Stephens Tennis Association, and Port Stephens Council staff and elected Councillors.

In order to manage the implementation of the strategy a structure/system needs to be developed to coordinate the action required. The leading organizations within this structure should include Port Stephens Tennis Association and Port Stephens Sports Council which are to drive the development and implementation of this plan.

However, open and equitable access to the Club and the consultation process by all stakeholders is of primary importance to Council.

All future provision of tennis facilities within Port Stephens is to be in line with this strategy and should be taken into consideration in all future decisions made.

6.1 MANAGEMENT POLICY STATEMENTS

- The overall ongoing management is to be undertaken by the individual clubs themselves through management agreements with Council. Guidelines within an operating plan to be included within the required management agreements are to govern these processes. This may be altered on the Tomaree Peninsula where an overall management body may be introduced after further consultation with all relevant parties.
- The business/operation plans are to be an essential appendix to the management agreements. The development of these plans emphasize the need for clubs to be self sufficient and accountable for the day to day running and future development of these facilities.
- Individual clubs will take responsibility in conjunction with Council for the setting of fees and charges for use of the premises and facilities. The fees set should allow for sufficient revenue to cover expenses relative to facility maintenance, operation, improvements and future rehabilitation of the facilities. It is also required that fees be collected in separate accounts for club income and court income for the purpose of audited reports.
- The income goals set within the business plans are not intended to be legally binding but to act as a guide only. These goals should still be prepared as realistic and achievable as possible with the prime focus on sustainability.
- Clubs are to provide to Council a copy of the minutes of their Annual General Meeting, including a copy of the financial statement for the corresponding year, within one month after the meeting has been held.
- The individual management agreements also ensure all relevant public liability insurance requirements are met by each club. This includes ensuring any person or organization hiring the said premises has taken out the necessary insurance to cover that person's or organization's use of the premises, with Council noted as an interested party (unless covered under Council's Casual Hirers Policy)
- Membership with Port Stephens Tennis and the relevant Sports Council is also to be an important step in continuing an ongoing communication with Council staff.
- Council funds will only be provided to works on facilities that have legally binding management agreements and where a major portion of the project cost comes through a CTW by relevant club or group.
- No more one or two court centers will be provided. Future provision will only be provided as per Figure 7.1

- Council will work in partnership with the local community to provide a new combined four court facility to replace the existing Boat Harbour and Birubi Courts

6.2 FUNDING.

Funding or resource support for any given Tennis facility may be derived from a number of different sources. These include; the NSW State Government, local businesses or Chamber of Commerce, shopping centres, service clubs and Councils Forward Works Program.

Funding sources within the NSW State Government include, the Department of Sport and Recreation's Capital Assistants Program (CAP) and the Regional Sports Facility Program.

Funding from within the individual Tennis Clubs can be enhanced through the adoption of a development strategy and a 10 year operating/business plan which highlights future goals and strategies to be used to achieve these. Council staff and Port Stephens Tennis are able to provide a template for the Clubs to use which may include:

- SWOT Analysis (which identifies the Club's Strengths, Weaknesses, Opportunities and Threats)
- An annual plan highlighting Key Result Areas, Strategy to achieve this, and the required Action
- Fees / Income and expected expenses (recurrent and capital)

Additionally, once adopted by Council, the recommendations of the strategy will be built into Council's forward works program which identifies long term funding requirements of Council projects including section 94 plans.

It should be noted that Management Policy Statements says "*Council funds will only be provided to works on facilities that have legally binding management agreements and where a major portion of the project cost comes through a CTW by relevant club or group*".

Further to this it is recommended that all Clubs provide annual financial statements highlighting all profits and expenditure. Expenditure costs need to include all rehabilitation and replacement costs from funds raised.

7.0 SUMMARY.

This document essentially provides guidelines for the future provision and management of Tennis facilities in Port Stephens.

Section five reviews relevant information in regards to strategic management and the future recommended strategies.

Section six, provides the policy statements for future management of tennis in Port Stephens. All future decisions on management and provision of improvements or new facilities should be consistent with this section.

The design and site selection of each facility will need to be assessed on a case by case basis in order to meet the varying needs of each planning district.

Figure 7.1 below summarizes the recommendations of Tennis facility provision in each of the planning districts.

Facility	Current Number Of Courts	Recommended Future Number Of Courts	Recommendation
Raymond Terrace	6	9-10	District Facility at current site
Medowie	5	5-6	Neighborhood Facility at current site
Mallabula	2	4-5	Neighborhood Facility at current site
Soldiers Point	3	4	Neighborhood Facility at current site
Salt Ash	2	1-2	No increase in court numbers
Fern Bay	2	1-2	Neighborhood Facility- No increase in court numbers
Boat Harbour	2	4	New combined 4 court site with Anna Bay
Fingal Bay	4	4	Neighborhood Facility with no increase in court numbers
Nelson Bay	8	9-10	District Facility at current site
Karuah	4	4	Neighborhood Facility with no increase in court numbers
Salamander Bay	2	0	Incorporate into pool in future development
Shoal Bay	2	0	No increase in court numbers
Hinton	2	3-4	Neighborhood Facility at current site
Seaham	1	0	No increase in court numbers
Wallalong	1	0	No increase in court numbers
Anna Bay/Birubi	0	4	New combined 4 court site with Boat Harbour

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Management Summary, The 15th Annual Survey of Sporting Interests and Sponsorship

Volume 1 Australians Sporting Interests

Section 3: Detailed profiles of the Sports - Tennis

Tennis NSW, Tennis Australia : fact sheets and between the lines seminar

Hamilton Lighting Systems

Port Stephens Population, Lot and Dwelling Statistic, and Population Projections 2002 Report – Wal Mills, Section 94 Coordinator

APPENDIX A

STANDARD

TENNIS COURTS	
Accessibility Issues:	It is reasonable to expect users to travel 10-15km to use a tennis court
Factors which vary demand:	No. of club members No. of players playing socially or in organised competitions Tourist usage Coaching activities Club registrations Different sport popularities Competition scheduling Changing age brackets Income levels affect participation in different sports Privately owned tennis courts
Quality Standards:	Safe and playable courts, either plexipave or synthetic grass; complies with Association requirements
Numeric Assumptions made when calculating the Target:	Courts are played on by 4 players over 2 hours Weekend use is over 20 hours
<u>Target:</u>	1 Tennis Court facility for 40 registered players

CURRENT PROVISION

<i>TENNIS COURTS -</i>	Flood-lighting	No. of Courts	Club usage
KARUAH TENNIS COURTS - COUNCIL, <u>KARUAH</u>	Yes	4	Karuah Tennis Club
MEDOWIE TENNIS COURTS - COUNCIL, <u>MEDOWIE</u>	Yes	6	Medowie Tennis Club
VI BARNETT TENNIS COURTS - COUNCIL, <u>RAYMOND TERRACE</u>	Yes	6	Raymond Terrace Tennis Club
BOBS FARM PUBLIC SCHOOL TENNIS COURT - SCHOOL, <u>BOBS FARM</u>			Not known
SALT ASH TENNIS COURTS - COUNCIL, <u>SALT ASH</u>	Yes	2	Salt Ash Tennis Club
WILLIAMTOWN TENNIS COURTS - COUNCIL, <u>WILLIAMTOWN</u>	Yes	2	Williamtown Tennis Club
MALLABULA TENNIS COURTS - COUNCIL, <u>MALLABULA</u>	Yes	2	Tilligerry Tennis Club
BIRUBI POINT TENNIS COURTS - COUNCIL, <u>BIRUBI POINT</u>	No	2	Birubi Point Tennis Club
BOAT HARBOUR TENNIS COURTS - COUNCIL, <u>BOAT HARBOUR</u>	Yes	2	Boat Harbour Tennis Club
FINGAL BAY TENNIS COURTS - COUNCIL, <u>FINGAL BAY</u>	Yes	4	Fingal Bay Tennis Club
NELSON BAY TENNIS COURTS - COUNCIL, <u>NELSON BAY</u>	Yes	8	Nelson Bay Tennis Club
TOMAREE COMPLEX COURTS - COUNCIL, <u>SALAMANDER BAY</u>	No	2	Salamander Bay Tennis Club
SHOAL BAY TENNIS COURTS - COUNCIL, <u>SHOAL BAY</u>	Yes	2	Shoal Bay Tennis Club
SOLDIERS POINT TENNIS COURTS - COUNCIL, <u>SOLDIERS POINT</u>	Yes	3	Soldiers Point Tennis Club
HINTON TENNIS COURTS - COUNCIL, <u>HINTON</u>	Yes	2	Hinton Tennis Club
SEAHAM TENNIS COURTS - COUNCIL, <u>SEAHAM</u>	Yes	1	Seaham Tennis Club

SUMMARY AND RECOMMENDATIONS

- Areas which have an organised club will be given priority;
- Williamtown tennis court does not meet quality standards, and will therefore be examined for disposal

APPENDIX B

The Sweeney Sports Report 2001/2002

(Management Summary - The 15th Annual Survey of Sporting Interests and Sponsorship)

On average Tennis participants:

- Are female, aged 35 years and over
- Reside in the capital city regions of Victoria or New South Wales
- Were born in Australia
- Are employed full time
- Work as professionals
- Play 29 times a year
- 7% of all capital city residence playing more than once a fortnight

Tennis Participation -

25% of the Australian population play Tennis, with 12% of total population who attend Sporting Fixtures at Tennis facilities.

Frequency of participation:

18% of the Australian population participate at a low/medium (1-26 times pa) frequency with a further 7% participating at high (27+ times pa) frequency.

Interest by demographics -

Males and females are equally interested in Tennis. While male participation drops off as age rises females who play keep doing so even past the age of 45. The highest percentage age bracket for male participation is 16- 29 years.

Interest by lifestyle Aspects

Lifestyle groups that show higher than average interest in Tennis include:

By interest- High income earners, Investors, Arts followers and Overseas holiday makers.

By participation- Business travellers, high income earners, Investors, Overseas holiday makers, Cinema goers, Gym attendees