

Date: Tuesday 13 October 2015
Time: 9.30am
Meeting Room: Upper Harbour Local Board Office
Venue: 30 Kell Drive
Albany

Upper Harbour Local Board

OPEN MINUTE ITEM ATTACHMENTS

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***“Everybody wants to build
and nobody wants to do
maintenance “*** Kurt Vonnegut

The Future of New Zealand’s Major Tennis
Facilities
with particular reference to
ALBANY TENNIS PARK

Large Facilities Operator or Regional Sports Organisation?

- › ***“We have facilities we cannot afford*** – often communities have found the money to build a facility only to struggle with the ongoing operational & maintenance costs”
- › ***“We have facilities that are due for replacement***– the older the facility the less likely it is to meet modern requirements, and the higher its operational and maintenance costs. At some point major reinvestment is required to renew the facility.

These problems are **not unique** to New Zealand, counties around the world are coming to the same realisation. By sharing ideas & learning from them we can all make smarter decisions in the future

*Better Value from New Zealand Sporting
Facilities - Sport NZ*



Difficult beasts!

Facilities Operator or Regional Sports Organisation (RSO)?

"We have also identified major venues and their sustainable management as a priority for Tennis Australia and are looking at ways to address this (including using Tennis World management structures and processes to create operational efficiencies and provide the right programming and high performance mix in these venues)."

Paul Cammack – Manager Redevelopment Places to Play Tennis Australia



Large Facilities Operator or Regional Sports Organisation?

- ▶ *"Our knowledge of community sports facilities (with greater knowledge of tennis facilities) in the UK and in other international regions, including Australia, leads us to outlining that the large majority of such truly public, non-membership community facilities are supported with vast sums of operational subsidy"*

PRO: The Paul Regan Organisation – Report for Tennis Northern 2014



TNR Facilities Operator or Regional Sports Organisation (RSO)?

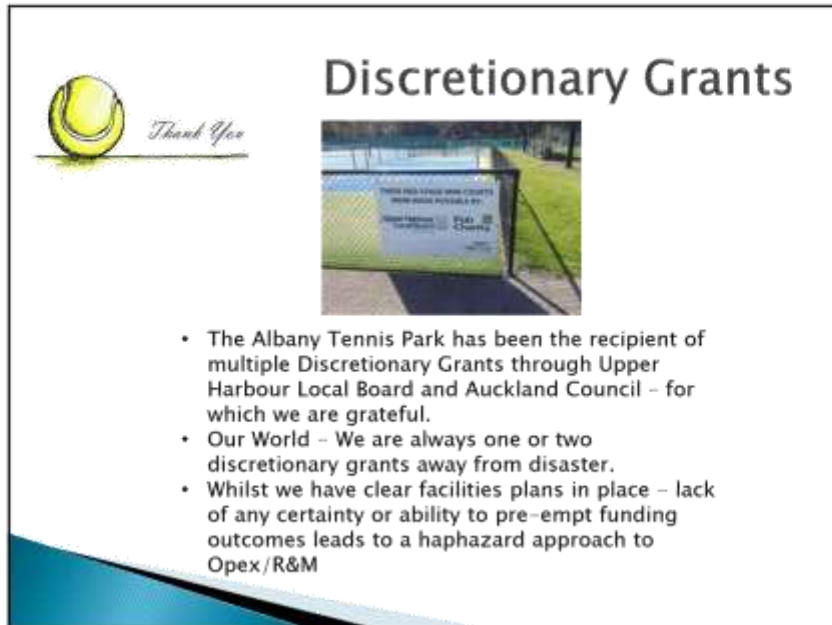
- › *The UK boasts a network of public indoor facilities that were developed under the Indoor tennis Initiative (ITI)*
- › *Programme that saw 52 indoor tennis centres built in partnership between the Lawn Tennis Association (LTA) and Local Authorities (LA's).*
- › *The host LA initially operated these facilities but with healthy operational subsidy from the wealthy LTA. Over the years the subsidy diminished as the onus fell onto the LA to provide a sustainable operating model*
- › *Recently revisited by the LTA - found that more than half of the ITI's were failing financially.*
- › *Forced the LTA to re-inject an enormous amount of subsidy into these failing community facilities - to plug an operational deficit*
- › *Reinforces the belief that a non-member community focussed tennis facility struggles to operate on a sustainable commercial footing without a significant operating subsidy.*

*PRO: The Paul Regan Organisation - Report for
Tennis Northern 2014*



Example: The Albany Tennis Park

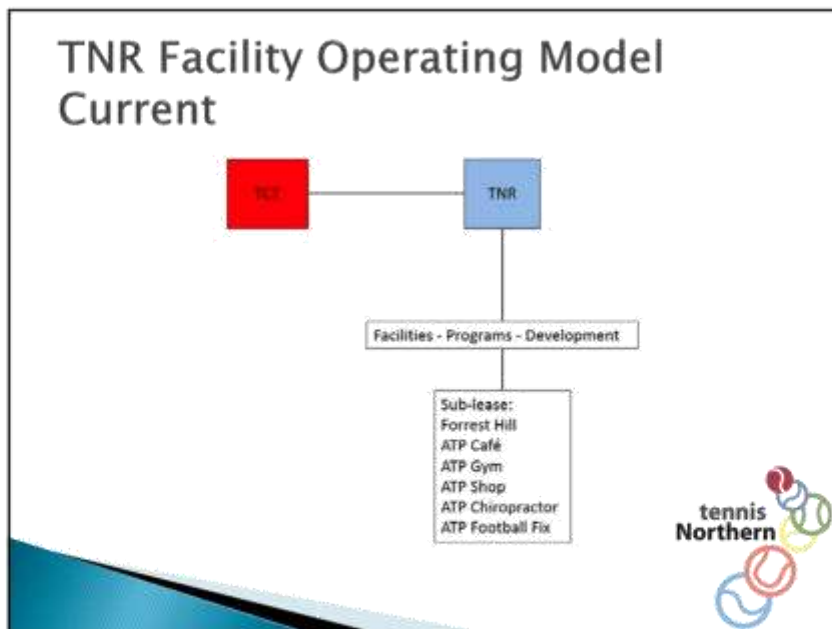
- › Is a world-class tennis facility of national significance
- › Facility of scale - deserves both focus and realism
- › Size and prominence means it's an enterprise that demands specific skills, business acumen and scope to offer a range of programmes and opportunities to customers
- › A Regional Sports Organisation - provides knowledge, support and service to member clubs and to growing a playing community
- › TNR believes that confusing/intertwining the two has resulted in misperceptions, muddle and tension that must be resolved - we have made significant steps towards this and will continue towards the implementation of an alternative.
- › The future planning framework (unitary Plan) for the QBE Stadium precinct also includes the Albany Tennis site.
- › The site will have a different zoning to most similar facilities and won't be zoned public open space when the plan is operative next year.

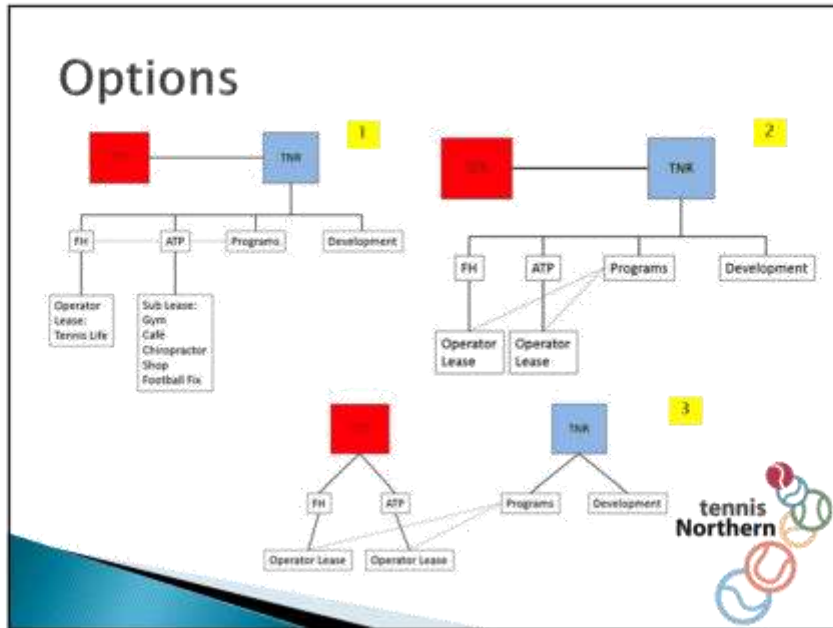


Discretionary Grants

Thank You

- The Albany Tennis Park has been the recipient of multiple Discretionary Grants through Upper Harbour Local Board and Auckland Council - for which we are grateful.
- Our World - We are always one or two discretionary grants away from disaster.
- Whilst we have clear facilities plans in place - lack of any certainty or ability to pre-empt funding outcomes leads to a haphazard approach to Opex/R&M





Tennis World – success story



Tennis World is a business unit of Tennis Australia with facility management responsibility for Melbourne Park tennis courts, National Tennis Centre and Albert Reserve.

As facility operators we aim to grow participation and create a sustainable business model through sound programming, affordable memberships and excellent service.

