



Townsville



Tennis Townsville



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**If you always do what you’ve always done,
you’ll always get what you’ve always got**

Vicki Wilson

Executive Summary

Tennis Townsville is a very professionally managed association that has a rich history, having being established in 1911 as the Townsville Lawn Tennis Association. The association provides quality tennis facilities, programs and coaching for individuals of all age, skill level, competitiveness and ambition, promoting the sport as a fun opportunity to be healthy and active. Tennis Townsville is largely regarded as the premier tennis association in North Queensland, hosting quality tournaments, attracting long term sponsors and successfully managing regular fixtures that cater to approximately 500 members.

The Tennis Townsville strategic plan has been developed through consultation with a broad range of internal and external stakeholders of the club. A large cross section of ideas and thoughts were provided for the future direction of the association. This plan has summarised the feedback received, resulting in a concise list of goals that will guide the club over the next five years. All the goals include corresponding actions to implement and achieve specific targets.

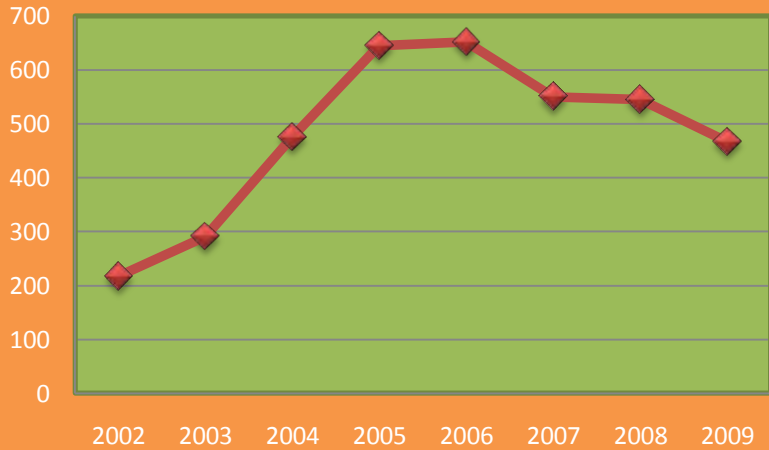
Tennis Townsville's goals through to 2015 include:

- 1. Enhance opportunities for junior and senior members to participate, develop and enjoy playing tennis**
- 2. Develop the ancillary and playing facilities to attract further participation in tennis**
- 3. Enhance marketing and promotion of the association as the premier tennis facility within the region**
- 4. Recruit, optimise and motivate an efficient range of volunteers to continually improve the sustainability of the association**
- 5. Enhance the association's income opportunities to ensure future sustainability**

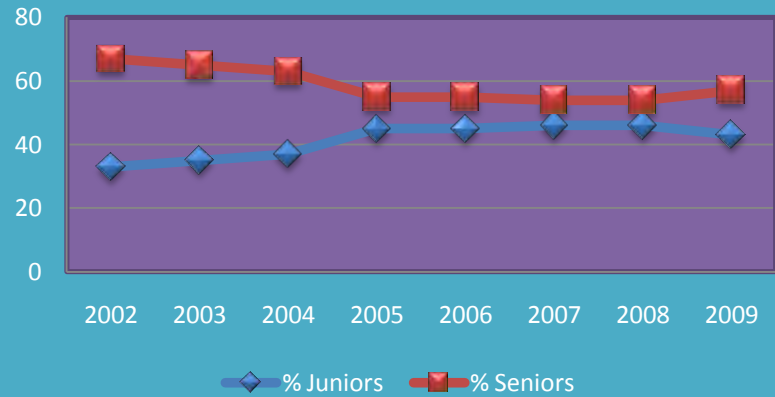
These goals and their respective targets will be challenging for the association to achieve, however, through utilising and implementing the inclusive actions, they have the potential to improve what is currently a very successful tennis association.

Dashboard Indicators

Annual TTI Membership



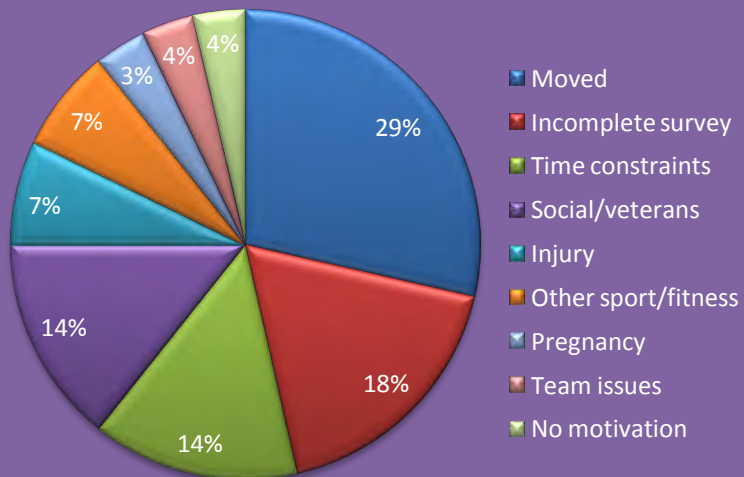
Percentage of Junior vs Senior TTI Members



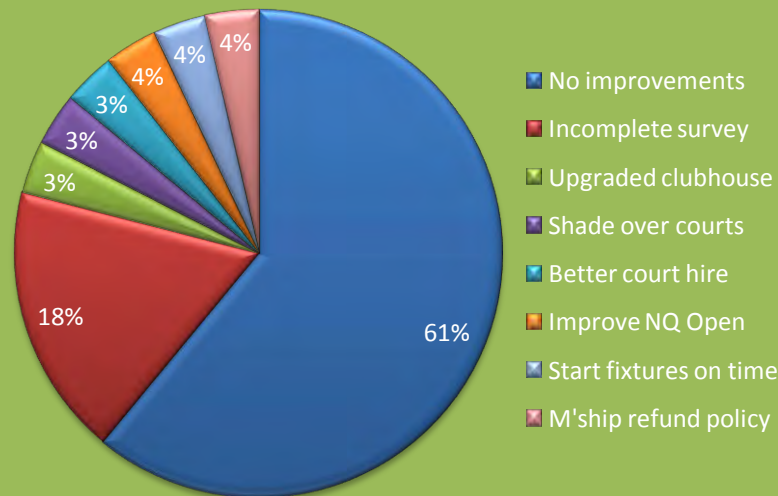
Potential Facility Developments

- Develop new clubhouse facilities including enhanced changeroom and toilet amenities, bar, cafe, function room, restaurant, office/reception and merchandise store, within a double storey clubhouse that overlooks the courts
- Utilise facility master plan and concept designs as a base
- Increase the street appeal and attractiveness of the facility
- Shade over at least 2 courts
- Fencing between courts
- Develop more courts
- Upgrade court surfaces
- Water coolers at each court
- Improved PA system
- Improved seating at each court
- Indoor courts
- Synthetic grass courts
- Replace fencing
- Office at the front of the facility
- Rebound wall
- Padding around light poles
- Improved positioning of lighting
- Landscape the surrounds
- Northern Beaches TTI site
- Upgrade shade next to courts

Reasons 2008 TTI Members Didn't Rejoin in 2009



Former Member Suggestions of How TTI Could be Improved



Acknowledgements

Tennis Townsville would like to acknowledge the contributions of the following individuals towards the development of this plan:

Vic Bayer	President
Mary Anne Chappel	Committee
Peter Coumbis	Committee
Glenn Parry	Committee
Wayne Hannah	Committee
Michael Kern	Committee
Neal Duff	Committee
Peter Duncan	Committee
Ray Thwaite	Player
Wendy Jones	Player
Stephen de Jersey	Architectural consultant
Robyn Bayer	Administrator
Pauline Shield	Administrator
Robin O'Neill	Tennis Australia
Ken Laffy	Tennis Queensland
Janine Jenner-Bruno	Tennis Queensland
Michael Blomer	Tennis Queensland
Ray Gartrell	Townsville City Council, Councillor
Anand Pillay	Department of Sport and Recreation
Ron Degenhart	Townsville City Council Community and Environmental Services
Emily Morgan	Townsville City Council Community Development











**Don't die with the music in you
Wayne Bennett**

Everyone who took the time to complete a survey or provide feedback in conversation

Abbreviations

TTI	Tennis Townsville Inc
TQ	Tennis Queensland
TA	Tennis Australia
NQ	North Queensland
ITF	International Tennis Federation

Why the Association Exists

-  Promote the sport of tennis in the region
-  Meet the needs of the public
-  Provide a career path for juniors and senior players and officials
-  Provide social interaction for members
-  Provide a competitive avenue
-  Promote physical activity and health within the community
-  To produce elite level players
-  Maintain and improve the standard of the facility and tennis opportunities
-  Optimise the community use of the facility
-  To provide a financially sustainable tennis association

**Get excited and enthusiastic about your own dream.
This excitement is like a forest fire – you can smell it,
taste it and see it from a mile away**

Denis Waitley

Future Goals

The following are the Tennis Townsville goals for the next five years, to 2015. These five broad goals are challenging, however, have the potential to further develop the association as North Queensland's premier tennis facility. Each goal incorporates a number of individual targets that include an extensive range of projects that will be the responsibility of a number of different individuals within the organisation. Each target has a corresponding timeframe in which it is recommended to be commenced within, that will allow the association to measure their progression throughout the life of this plan.

1. Enhance opportunities for junior and senior members to participate, develop and enjoy playing tennis

The association currently caters successfully to a large number of junior and senior members, however, to encourage further participation, there are a range of future programs and opportunities identified that have the potential to enhance the current playing experience

2. Develop the association's playing and ancillary facilities to attract further participation in tennis

To continue to improve the quality of the association's facilities and attract further participation, it has been identified that the ancillary facilities require a significant upgrade, in order to enhance the attractiveness and functionality of the complex

3. Enhance marketing and promotion of the association as the premier tennis facility within the region

To continue to attract new members, the association needs to consistently implement a range of marketing and promotional campaigns through creating positive relationships with media outlets and partnerships with other organisations, businesses and schools

4. Recruit, optimise and motivate an efficient range of volunteers to continually improve the sustainability of the association

As the association is predominantly volunteer operated, it will be vital that future systems and practices are implemented to attract new volunteers, up-skill current volunteers and retain a base of effective volunteers through a recognition and rewards program

5. Enhance the association's income opportunities to ensure future sustainability

For the association to implement many of the priority projects identified within this plan, in particular the significant upgrades and development of the facility, it is imperative that income through a range of sources and opportunities is progressively increased

Goal, Targets, Responsibilities and Commencement Timeframes

Goal	Target	Who's Responsible	Commencement
Enhance opportunities for junior and senior members to participate, develop and enjoy playing tennis	Implement a range of shortened fixtures at various timeslots immediately before and after standard working hours, targeting individuals that have limited available time	Event Manager	2010
	Offer junior fixtures on weekdays in addition to those on weekends	Junior Development	2010
	Develop pathways for juniors to continue into junior and night fixtures	Junior Development	2010
	Implement inter-town tournaments	Event Manager	2011
	Explore the opportunity of partnering with other clubs to develop one Townsville competition	Executive Committee	2011
	Provide informal group coaching opportunities for members	Coaches	2010
	Provide a child minding service for daytime fixtures	Executive Committee	2010
	Upgrade the membership renewal process to encourage continued participation	Administration	2010
Develop the association's playing and ancillary facilities to attract further participation in tennis	Redevelop the aesthetics and practicality of the association's ancillary facilities through implementing the staged development of a new clubhouse in line with the facility master plan and concept designs	Facility Project Manager	2010 – 2020
	Construct three new courts at the western end of the facility adjacent to the new show court	Facility Project Manager	2015
	Construct a permanent roof/shade cover over two of the facility's courts	Facility Project Manager	2011
	Upgrade the surface of the four courts at the eastern end of the facility	Facility Project Manager	2010
	Incorporate the three Townsville Tennis courts into the association's facility and upgrade their surfaces	Facility Project Manager	2010
	Upgrade the perimeter fencing and erect additional fencing between courts	Facility Project Manager	2010
	Install water coolers at the entrance to each of the courts	Facility Project Manager	2011
	Upgrade the PA system to be heard at all locations within the facility	Facility Project Manager	2011

Goal	Target	Who's Responsible	Commencement
Enhance marketing and promotion of the association as the premier tennis facility and association within the region	Create a working relationship with local media outlets	Media & Marketing	2010
	Develop regular media exposure of the association's fixtures	Media & Marketing	2010
	Conduct targeted advertising campaigns in conjunction with come and try opportunities	Media & Marketing	2010
	Assist to develop and promote tennis through local schools	Junior Development	2010
	Further develop the association's communication network, website and system of information distribution	Media & Marketing	2010
	Develop partnerships with other sporting organisations, community groups, government agencies and governing bodies	Executive Committee	2010
	Develop a document detailing and celebrating the history of the association to coincide with centenary promotional events in 2011	Media & Marketing	2011
Recruit, optimise and motivate an efficient range of volunteers to continually improve the sustainability of the association	Implement specific volunteer positions with detailed role descriptions	Volunteer Coordinator	2010
	Recognise and reward the valuable contributions of the association's many volunteers	Volunteer Coordinator	2010
	Provide a range of education and training opportunities for volunteers and members	Volunteer Coordinator	2010
	Develop and implement necessary policies and procedures for volunteers and members to use	Executive Committee	2010
	Document current operating procedures for subsequent volunteers	Volunteer Coordinator	2010
Enhance the association's income opportunities to ensure future sustainability	Identify appropriate grants programs and their timeframes to obtain funding to implement the association's project targets	Grants & Sponsorship	2010
	Provide appealing opportunities for members to purchase meals and refreshments at the facility	Executive Committee	2015
	Explore the opportunity of incorporating a commercial operator to utilise the facility during off-peak times	Executive Committee	2012
	Conduct corporate tennis challenges	Event Manager	2010
	Implement social functions for members	Fundraising Promo	2010
	Conduct family fun days, social and charity tournaments	Event Manager	2010
	Implement fundraising activities	Fundraising Promo	2010
	Develop a range of attractive association merchandise	Fundraising Promo	2011
	Maintain and further develop the association's range of sponsors	Sponsorship & Grants	2010

Budgeting for Developments

For Tennis Townsville to feasibly implement future developments that incorporate significant funding allocations, it is crucial that the executive committee outline a seasonal budget. This will allow the club to implement the required fundraising to ensure the outlined goals and targets are achievable.

1. Outline the general expenses the club will incur to operate through the season, given the number of teams for that year
2. Outline the income the club is guaranteed to receive through sponsorship
3. Outline the income the club will receive through player membership fees
4. Determine what profit is made from specific fundraisers that have been successful in the past and a projected profit for new fundraisers
5. Determine what grants programs are available to obtain funding for operational expenses, accreditation courses and participation projects
6. Review the member registration fee to possibly include a contribution towards facility developments
7. Outline an approximate cost of facility development projects for the corresponding season
8. Determine if the project can be fully funded by a grants program (anything over \$30,000 is likely to need a contribution from the club)
9. Calculate what level of contribution the club will need to allocate to significant facility development projects
10. Plan the number and type of fundraising events needed to achieve this amount
11. Determine if there are other funding programs available that you can access to contribute towards the club's overall contribution. For example Council's S&R Facility Assistance Program of \$10,000 can be used as the club's contribution towards the Department of Sport and Recreation's Minor Facilities Program, however, this can be difficult to achieve due to timing
12. Formulate cash flow projections to ensure the club has sufficient funds when required
13. For the club to achieve significant savings through fundraising, it is important that any profits made through fundraising projects are not used for the general operational costs of the club and contribute towards the upgrading of the club's facilities.

In the middle of difficulty lies opportunity
Albert Einstein

Actions to Achieve our Goals & Targets

The goals and targets identified and prioritised by Tennis Townsville are both extensive and very involved. For these to be successfully implemented and the club to entirely achieve this plan of how it would like to look in 2015, it is imperative that the executive committee and club volunteers understand what is involved and how to carry out the identified projects.

To assist this process, the following is an extensive list of actions that will guide the club with the operational aspect of their goals and targets. Each identified target includes:

- What the target involves
- Who is responsible for achieving the target
- When the target is to be commenced
- What stakeholder resources are available to assist
- A detailed process of how to implement the project

One of the major factors to achieving the goals and targets will be to ensure the volunteers responsible for implementing specific projects understand the requirements or their role, have the knowledge, skills and attitude to carry out their role, can receive training to improve their capacity within the role and are enthusiastic to perform their role to the best of their ability.

Another major factor will be to ensure that all the executive committee and club volunteers have a copy of this plan to follow and use as a guide.

Some people want it to happen, some wish it would happen, others make it happen

Michael Jordan

1. Enhance opportunities for junior and senior members to participate, develop and enjoy playing tennis

The association currently caters successfully to a large number of junior and senior members, however, to encourage further participation, there are a range of future programs and opportunities identified that have the potential to enhance the current playing experience

Target: **Implement a range of shortened fixtures at various timeslots immediately before and after standard working hours, targeting individuals that have limited available time**

Who's Responsible: Event Manager

Commencement: 2010

Stakeholder Resources: Tennis Queensland, Tennis Australia, local businesses

Process:

- Added fixtures could be played from 5:30pm – 7pm on a weeknight, with the current fixtures starting at 7pm
- Match formats can be developed so that individuals play without a break for the full 1½ hours
- Offer similar fixtures from 6am – 7:30am on a weekday
- Healthy breakfast options could be included in the cost to play, allowing participants to shower and eat and still be at work by 8:30am
- Fixtures may be structured so that individuals don't need to commit to every week
- Explore options of different shortened match formats from other tennis associations, particularly in the larger metropolitan areas
- Approach Tennis Queensland for advice on shortened match formats that have been successful at other associations
- Target employees of businesses in the city with an extensive advertising and marketing campaign, incorporating benefits such as:
 - Get a fun workout in before the start of the work day
 - Increase your energy and productivity at work
 - Have a game of tennis on your way home from work
 - Play tennis, but still be home in time for dinner
 - A quick and fun workout
 - An opportunity to meet other healthy active business professionals

Target: Offer junior fixtures on weekdays in addition to those on weekends

Who's Responsible: Junior Development Officer

Commencement: 2010

Stakeholder Resources: Tennis Queensland, local schools

Process:

- The junior weekend fixtures are currently operating successfully, however, to create further opportunities for juniors to start and continue playing, additional fixtures that are played on weekdays have the potential to increase participation
- Similar match formats to those suggested in the previous target could be utilised, whereby participants play continuously for 1-1½ hours
- Matches could start at 4:30/5pm, similar to training times of team sports
- Potentially, matches could start as early as 3:30pm, targeting students at nearby schools
- Explore opportunities of linking with the Active After Schools program through the Australian Sports Commission
- Current Saturday junior coaching and fixture formats could also be implemented on weekdays, depending on timing
- An advertising and marketing campaign targeting juniors to participate in weekday fixtures could:
 - Be circulated through schools
 - Be promoted to current junior players
 - Be promoted to new junior players
 - Be promoted to parents at night fixtures
 - Promote having a game of tennis on your way home from school
 - Allow students to play tennis, but still be home in time for dinner and homework
 - Promote a fun way to be active
 - Promote an opportunity to make new friends

Target: **Develop pathways for juniors to continue into junior and night fixtures**

Who's Responsible: Junior Development Officer

Commencement: 2010

Stakeholder Resources: Tennis Queensland, local schools

Process:

- The number of junior members in the association is very positive, however, this is largely through a lot of new members joining every year, whilst many stop playing
- Junior member retention rates have the potential to be significantly improved through implementing a clear pathway for juniors to continue playing
- Options that could be implemented that may encourage juniors to continue include:
 - Fixtures offered on weekdays
 - Fixtures that run for 1 – 1½ hours
 - A series of 'underage' fixtures, similar to other sports, such as Under 10, Under 12, Under 14 and Under 16
 - To target students, fixtures could operate after school hours and in line with school terms
 - Presentation days could be organised to present awards and highlight achievements
 - Underage fixtures could continue into night fixtures, with Under 18 and Under 21s
 - This could encourage juniors to play at the same time as seniors in the night fixtures, introducing them to new opportunities
 - Incentives could be offered to teams in the night fixtures to incorporate players under certain ages (eg for every U21 player in your team you receive bonus points on the ladder, or a discount off your membership)
 - Shortened fun/social tournaments could be offered to junior members that focus on different aspects to current tournaments
 - Tournaments that incorporate a junior and senior member playing doubles could be offered
 - Offer education on how to score, the game's history, fairness etc
- Implementing options outlined above, in conjunction with the high quality coaching and participation programs currently offered at the association, could significantly increase the retention of junior participants

Target: Implement inter-town tournaments

Who's Responsible: Event Manager

Commencement: 2011

Stakeholder Resources: Tennis Queensland, Department of Sport and Recreation,
Council, other tennis associations and clubs, other regional sporting associations

Process:

- Tournaments could be organised whereby representative teams from Mackay, Whitsundays, Burdekin, Charters Towers, Hinchinbrook, Innisfail, Cairns etc could compete against each other
- Participants could be chosen by a board of selectors to represent Townsville to compete against the best players from other cities and towns
- Alternatively, teams could be chosen from the respective tennis associations within the towns to compete, for example Townsville could include teams from TTI and Wests, whilst Burdekin could include teams from Ayr and Home Hill
- Tournaments could also be played in a similar inter-town format, but be open to any number of individual or doubles representatives from each town, therefore allowing an unlimited number of players from TTI's membership base to participate
- Tournaments could be structured to be over a weekend
- Potentially, an 8 week competition could be played between Ingham, Charters Towers, TTI, Wests, Ayr, Home Hill and Bowen, whereby a team/s from each town plays every other team once, with a finals series at the end. This would be a similar regional format to other sports such as rugby league, rugby union and football. Games could be played on a home and away basis. This format has the potential to create a lot of media exposure and promote tennis as a sport
- TTI would need to develop a proposal around the structure of the tournament or competition and approach other tennis associations throughout the region to gauge their interest
- The proposal could include:
 - Length and format of the tournament/competition
 - Who would potentially be involved
 - Categories, age groups, men/women, boys/girls
 - Where games would be played and the facilities available
 - Travel requirements

- Days and times of games
 - Format of games
 - Who would be officiating games
 - Equipment and resources clubs would need to provide
 - Resources TTI would provide (eg sponsorship for the winners of the tournament/competition)
 - Other general tournament details (ie insurances, first aid, draws, results, ladders, TQ requirements etc)
- After discussing the concept with associations individually, organise a meeting where representatives from each of the identified towns/teams can attend
 - Present the competition plan and proposal to the group
 - Provide handouts of the plan and proposal
 - Discuss the details of the proposal to clarify, add or modify any points
 - Approach Tennis Queensland to determine what assistance they may be able to provide
 - Source funding through grants programs for developing a new competition

Target: Explore the opportunity of partnering with other clubs to develop one Townsville competition

Who's Responsible: Executive Committee

Commencement: 2011

Stakeholder Resources: Tennis Queensland, Department of Sport and Recreation, Council, other Townsville based tennis clubs

Process:

1. For the promotion and development of tennis as a sport within Townsville, it would be of benefit to explore the option of linking all clubs and associations into one competition
2. This would assist with the introduction of the new tennis centre at Kalynda Chase and decrease the potential affect it may have on the association, through tennis being promoted jointly, in comparison to clubs and associations competing against each other
3. A structure similar to that of the past could be re-developed whereby clubs compete against each other in a Townsville competition across different grades
4. TTI would need to develop a club for their members to represent the association within this competition. This wouldn't need to be a separate incorporated body, simply a subcommittee that organises the association's team
5. Similar steps as outlined in the previous target would need to be taken to determine if other clubs would be interested in this concept
6. TTI would need to develop a proposal around the structure of the competition and approach the Townsville tennis clubs to gauge their interest
7. The proposal could include:
 - Length and format of the competition
 - Who would potentially be involved
 - Categories, age groups, men/women, boys/girls
 - Where games would be played and the facilities available
 - Days and times of games
 - Format of games
 - Who would be officiating games
 - Equipment and resources clubs would need to provide
 - Resources TTI could provide (eg sponsorship for the winners of the competition)

- ② Other general competition details (ie insurances, first aid, draws, results, ladders, TQ requirements etc)
- 8. After discussing the concept with associations individually, organise a meeting where representatives from each of the identified towns/teams can attend
- 9. Present the competition plan and proposal to the group
- 10. Provide handouts of the plan and proposal
- 11. Discuss the details of the proposal to clarify, add or modify any points
- 12. A competition executive committee would need to be developed that incorporated a representative from each of the participating clubs, to make decisions and disseminate information
- 13. Document a competition format that meets the needs of all clubs involved
- 14. Approach Council and the Department of Sport and Recreation to determine how they may be able to assist
- 15. Approach Tennis Queensland to determine what assistance they may be able to provide
- 16. Source funding through grants programs for developing a new competition

Smooth seas do not make skilful sailors
African Proverb

Target: Provide informal group coaching opportunities for members

Who's Responsible: Coaches

Commencement: 2010

Stakeholder Resources: Coaches

Process:

- The quality of coaching at the association currently is of a very high standard
- To assist members to develop their aspects of their game, more individuals would like to access coaching
- Opportunities for group coaching lessons would potentially be of great value to:
 - Improve the skill level of members
 - Improve the enjoyment level of members through an increase in their individual skills
 - Allow members to learn more about playing tennis in a casual, fun environment
 - Increase the number of members accessing coaching in a group situation
 - Increase the number of members accessing individual coaching through wanting to develop further from the group sessions
 - The association providing group coaching sessions at various times throughout the season at no cost to the members (the association could obtain funding to pay the coaches to provide this service)
 - Offer 10 session concession cards that members can use when group coaching is offered
 - Offer sessions in the hour leading into fixtures, so members can practice what they just learnt
 - Retain members through increasing their enjoyment and providing opportunities to develop their skills
 - Promote widely throughout the association's members and stakeholders

Target: Provide a child minding service for daytime fixtures

Who's Responsible: Executive Committee

Commencement: 2010

Stakeholder Resources: Department of Communities

Process:

- The current Wednesday morning ladies fixtures could be significantly enhanced through the provision of a child minding service
- Parents with children under school age would have the opportunity to be a member and enjoy playing tennis
- The association could explore the requirements of providing an approved crèche, through contacting the Department of Communities
- The association would need to pay an approved carer to mind the children whilst their parents played tennis, however, this cost would likely to be insignificant compared to the number of people who would be available to become members
- Health and fitness centres operate mid morning crèches that allow parents to be members and exercise. If this service wasn't offered, it would be most likely there wouldn't be many people training during the morning
- Alternatively, a casual system could be organised whereby parents who have rotated off the court can mind the children of those that are playing, however, this may increase a range of potential risks

Target: Upgrade the membership renewal process to encourage continued participation

Who's Responsible: Administration

Commencement: 2010

Stakeholder Resources: Sponsors' administrators

Process:

1. Develop an attractive flyer to promote the upcoming season to previous members
2. Explore the opportunity of creating incentives for previous members to rejoin, for example:
 - Discount on membership
 - A free social court hire
 - A complimentary cappuccino or sports drink
 - Entry into a draw to win a great prize
 - TTI merchandise
 - Association sponsor discount or product
 - A tennis racquet assessment
3. Email or mail all previous season members with the following season's flyer, both before the end of the current season and before the start of the next season
4. Modify the member renewal process by pre-organising membership forms and details for past members. As all membership details are recorded electronically, renewal forms can be mail merged in advance, for the convenience of renewing members. This would also decrease the administrative paperwork and time involved with renewing memberships.
5. Recognise and reward members who have continued to rejoin and participate at the association for specific milestones (ie 5 years, 10 years etc)

2. Develop the association's playing and ancillary facilities to attract further participation in tennis

To continue to improve the quality of the association's facilities and attract further participation, it has been identified that the ancillary facilities require a significant upgrade, in order to enhance the attractiveness and functionality of the complex

Target: **Redevelop the aesthetics and practicality of the association's ancillary facilities through implementing the staged development of a new clubhouse in line with the facility master plan and concept designs**

Who's Responsible: Facility Project Manager

Commencement: 2010 - 2020

Stakeholder Resources: Tennis Queensland, Tennis Australia, Department of Sport and Recreation, Council, Members of Parliament

Process:

- The development of the association's ancillary facilities has the potential to provide a significant improvement to the association's future opportunities, for example:
 - Entice more members to a modern and attractive facility
 - An increased membership can lead to enhanced competition and fixtures
 - Attract non members to the association's cafe/bar facility
 - Increase income through an increase in food and refreshment sales
 - Improved facilities for hosting tournaments
 - Attract more casual players hiring the courts
 - A commercial operator could manage the facility
 - Corporate meetings and conferences could be hosted
 - Retain more members through quality facilities
 - Further sponsorship
 - More members will lead to more income
 - A greater number of members to attract into volunteer roles
 - Increase income through a specialised tennis equipment and merchandise shop
 - Enhance the street appeal of the facility to attract new members
- The previously developed facility master plan and concept designs, although developed for the Regional Tennis Facility funding program, is still a current and

preferred document outlining the future direction of the association's ancillary facilities

- ② Due to funding and the associated expenses, the master plan needs to be broken down into a number of stages that clearly outline separate components
- ② Implement the development of the components in a staged process, taking advantage of funding programs and opportunities when available
- ② Upgrades to the current ancillary facilities need to incorporate the components of the master plan, so that improvements and money won't be lost in the future when other developments are implemented
- ② The master plan designs may need to be adjusted in relation to the position of the new clubhouse when the association is in a financial position to commence construction, however, it is important that the clubhouse is located at the front of the facility near Burke St, to increase street appeal, encourage community participation and social involvement and welcome members through one focal entry point

Winning breeds confidence and confidence breeds winning

Hubert Green

Target:

This process can be carried out for all facility development and upgrading projects, including the development of new ancillary facilities, new courts, permanent court roofing/shade coverage, upgrading the surface of courts, upgrading the perimeter fencing, erecting additional fencing, installing water outlets and upgrading the PA system.

Who's Responsible: Facility Project Manager

Commencement: 2010 - 2015

Stakeholder Resources: Tennis Queensland, Department of Sport and Recreation, Council

Process:

1. Decide on the exact specifications of the project
2. Obtain written permission from the land owner to carry out the project (Department of Environment and Resource Management or Townsville City Council, depending where the project is located in the association's facility)
3. Sketch what the finalised project will look like
4. Draw a site plan of the facility including the project
5. Discuss with Council and the Department of Sport and Recreation, to obtain advice and ideas on the project
6. Discuss with Tennis Queensland and Tennis Australia to determine what support they can provide
7. Have designs drawn up professionally by a licensed contractor. Some contractors are qualified to design and construct the project, whilst you will need to obtain independent designs to provide other contractors. Discuss the individual needs of the project and what the contractor can supply when you first make contact.
8. Ensure the following inclusions for respective projects:
 - New courts or upgrading court surfaces
 - Site map of where the courts will be located in relation to current facilities
 - Dimensions of the courts
 - Specifications of any levelling, drainage or underground cabling requirements
 - Base and surface materials
 - Location of fencing and net posts
 - Lighting
 - Map of where the light towers will be installed
 - Plan showing how the light illuminates all parts of the courts
 - Specifications of the lights and the overall lux level

- Specifications and designs of light pole footings
 - Specifications that limit the spillage of light into residences
 - Upgrading the ancillary facilities
 - You will need detailed designs drawn up by a draftsman, architect or equivalent
 - Site plan of where the upgrades will be located
 - Designs will include the dimensions of the upgrades, the various views, the materials required to construct, the requirements of the base and the footings
 - Soil tests will be required by an engineer or equivalent where new buildings are to be constructed
 - Roof/shade cover
 - Site map of where the shade will be situated at the facility
 - The type of shade (ie shade cloth or solid sheet metal) will dictate the degree of specifications and design drawings required, which the shade company will be able to supply
 - Transfer these designs onto a site specific drawing
 - If the shade is a significant metal structure, detailed professional design plans will be required
 - Fencing
 - Site map of the entire complex indicating where the fence will be located
 - Identify access points
 - The height and length of the fence
 - Upgraded PA system
 - Obtain clear specifications from licensed contractors
 - Map of where the additional speakers will be located
 - Details of the distance sound will travel, ensuring limited spillage into residences
 - Water outlets
 - Map of the facility's current plumbing lines
 - Specifications of all materials and fittings
 - Water pressure readings where applicable
 - Water saving aspects for example, water tanks, bubblers that cannot be left running etc
9. Obtain 3 written quotes from licensed contractors for the project. If the project is broken down into components (ie supply of materials, electrical works, plumbing etc) obtain 3 written quotes for each component
10. Ensure price escalations are included in the quote

11. Develop a budget for the total cost of the project, including a 10% contingency. Ensure you allow for design fees, engineering fees, building and development application fees and 10% for the GST
12. Consider the ongoing maintenance and running costs of the project, to ensure you can sustain the facility after it's constructed (ie water consumption, electricity, vandalism etc)
13. Obtain advice from Council if building or development approvals are required
14. Lodge and obtain building or development approvals (this can take time) from Council
15. Ensure you can enter into a contract with the company or contractor outlining specifications of the components of the project, the finalised project, the total cost, a payment schedule, timeframes of when the project and it's components will be completed and a defects liability period
16. Develop a project plan outlining the timeframes of when milestone components of the project should be started and completed, who within the association is responsible for ensuring each milestone has been suitably met and the contractor or company responsible for delivering each milestone
17. Ascertain if someone within the association will be able to manage the project or if the association will need to employ a project manager.
18. Develop a cash flow spreadsheet outlining when payments will be required to be made to contractors or companies and when income will be received by the association, to ensure payments can be met on time
19. Apply for funding assistance
20. Appoint the respective contractor/s or company and agree to a contract
21. Closely monitor the progress of the project, to ensure it is being carried out in relation to the project plan and contract
22. Quality check and ensure the respective Council certifications are met before finalising payment of the contract
23. Depending on the project, hold an official opening to create awareness of your upgraded facility, recognise the stakeholders responsible and to celebrate the completion of a successful project
24. Enjoy the facilities!

3. Enhance marketing and promotion of the association as the premier tennis facility within the region

To continue to attract new members, the association needs to consistently implement a range of marketing and promotional campaigns through creating positive relationships with media outlets and partnerships with other organisations, businesses and schools

Target: **Create a working relationship with local media outlets**

Who's Responsible: Media and Marketing Officer

Commencement: 2010

Stakeholder Resources: Local media, Department of Sport and Recreation, Council

Process:

1. Assign a Media and Marketing officer
2. This person will be responsible for advertising and raising the awareness of the association and ensuring efficient communication throughout the association's media stakeholders and the community
3. Create contacts with all areas of the local media
4. Develop a rapport with the sports journalists of the media outlets
5. Ensure media releases of significant upcoming events, photos, reports, results and information about the club is continuously being forwarded to media contacts
6. Promote the inclusion of different types of media articles, such as profiles on fixture teams, a new group of juniors progressing together, the spread in age of participating members etc.
7. Invite media outlets to association events
8. Maintain a constant flow of positive information about the association to all forms of the media
9. Attend community events that have the potential to create positive exposure for the association, such as sports expos, Council fun in the parks days etc

Target: **Develop regular media exposure of the association's fixtures**

Who's Responsible: Media and Marketing Officer

Commencement: 2010

Stakeholder Resources: Local media

Process:

1. As in other local sports such as rugby league, rugby union, AFL, netball, basketball, cricket, football etc, there are weekly reports in the local media outlining game previews or results
2. Approach media outlets to promote a similar reporting of the association's weekly fixtures
3. Focus on one of the evening competitions, such as the Thursday night mixed, as this is the most participated fixture of the week
4. Develop a proposal for the media outlining how many people are involved in the competition/association, the grades, when it's played, traditionally strong teams, new teams, the range of participant ages and other interesting information that has the potential to raise the profile of the competition
5. Use this proposal to encourage television and newspaper presence at the fixtures and provide a range of information and results they can use in their reports
6. The more information and support the association can provide to the media, the more likely they will be to regularly report on the competition

Target: Conduct targeted advertising campaigns in conjunction with come and try opportunities

Who's Responsible: Media and Marketing Officer

Commencement: 2010

Stakeholder Resources: Tennis Queensland, Department of Sport and Recreation, Council

Process:

1. When implementing marketing and advertising campaigns, target specific groups or areas of the community and identify what details this group of people would find appealing in the association and develop all promotional material from the aspect of 'what's in it for me'. For example:
 - Young children – fun, fun and more fun, development and health benefits targeting parents
 - General community – have fun, opportunity to meet people, become fitter, lose some weight
 - Corporate sector – increase fun and social aspects with colleagues, improve productivity whilst at work, decrease sick days, increase energy and strength to cope with long work days better
 - Seniors – social and fun aspects, low impact, improve general health, decrease risks of health related diseases, increase quality of life
 - Travellers and tourists – enjoy some activity close to the Strand and City accommodation
2. Identify where you can best reach these specific groups and target advertising and marketing there. For example:
 - Specific businesses
 - Established stakeholder networks
 - Schools
 - Fitness centres
 - Other sports
 - Health providers
 - Retirement villages
 - Hotels, resorts, motels and caravan parks
3. It is essential that all advertising looks professional, there aren't any spelling or formatting errors on the material, the association's logo and what you are offering is clear and there isn't too much information crammed into a small area

4. Be alert for opportunities that may arise to market the association through the community, such as local school events, community events, Government or Council events
5. Obtain as much exposure for the association through the media as explained previously. A good relationship with the media will ensure positive exposure for the association
6. Conducting come and try days, school promotions, business promotions, an information stall or raffle at shopping centres are effective ways of raising the awareness of the association throughout the local community
7. Continually forward information to your networks about association events, achievements, changes and improvements and update appropriate website and facebook pages regularly with this information
8. Other general advertising options to promote the association can include:
 - Flyer drop around specific suburbs (members may volunteer to deliver flyers as a health and fitness event)
 - Townsville Bulletin or Sun add/s
 - Articles with photos in the Bully or Sun
 - Flyers through the local schools
 - Email flyers to all contacts you have, including Council, the Department of Sport and Rec and other government and non-government organisations
 - Posters and flyers distributed around shops and local businesses
 - New signage on Burke St or on a prominent billboard
 - Radio advertising
 - Enquire with the radio and TV stations to advertise on their community events notices,
 - Forward event information to the radio stations for the radio announcer to plug on air
 - Posters of events around shopping centres and local businesses
 - Enquire with Council if you can erect temporary event signage (such as those politicians use in the lead up to elections)
9. Creating events to promote such as come and try days, family tournaments or corporate challenges, may increase interest in any advertising material
10. Funding is available to conduct such events
11. Plan the event with enough time to organise and advertise it
12. Check the date of the event to ensure it doesn't clash with other events that may affect yours
13. Make plans of how the event can run if it rains
14. Contact association sponsors and stakeholders to determine if they can assist

15. Organise to include at the event:

- A well known tennis personality, to attract people to attend
- Coaches to run skills sessions
- Volunteer officials to run modified games
- Catering to suit the time of the day (BBQ lunch, fruit and muffin morning tea etc)
- Association executive committee members to provide information about the association
- Flyers to include what the association provides, fees, when and where you play, equipment requirements, social court hire, association history, future plans, contact details and why the club exists)
- Newspaper, television and radio media to attend
- Promotion of your sponsors
- A raffle
- Giveaways for participants (ie balls, hats, socks, water bottles etc)
- An attendance sheet for people to record their name, contact details, which aspect of the association they're interested in, their previous experience in tennis etc.
- A representative from Tennis Queensland to attend

16. Organise extensive advertising of the event as outlined above

17. Setup the event early on the day, well in advance of the starting time

18. Incorporate as many people from the association as possible for the event to ensure everyone who attends enjoys themselves and wants to become a member

19. At the end of the event, thank all those that have contributed and do a summary report of how it ran, to use for future events

Target: **Assist to develop and promote tennis through local schools**

Who's Responsible: Junior Development Officer

Commencement: 2010

Stakeholder Resources: Townsville Secondary/Primary School Sports Associations, Tennis Queensland, Department of Sport and Recreation, Council

Process:

1. Make contact with the Townsville Secondary School Sports Association and Townsville Primary School Sports Association to determine who organises the inter-school tennis programs and representative teams
2. Contact can be made through enquiring at: www.northernsport.eq.edu.au
3. Meet with these representatives to determine where the association may be able to assist their programs and promote involvement with the association
4. Develop promotional material to be used through the schools, for example:
 - Flyers
 - Club information sheets
 - Newsletters
 - Advertisements for school publications
 - Stationery with the club's logo for school children
 - Water bottles with the club's logo to school teams
 - Hats and bags with the club's logo (could be donated to the school to be used as prizes or incentives for children)
5. Identify which schools you would like to target
6. Identify within each school, who is the relevant person to contact
7. Contact each school to determine how you can promote the club (ie newsletters, publications, show bags, specific teachers etc)
8. Setup an email distribution list with representatives from all schools
9. Regularly forward information to the schools that can be promoted to students
10. Ensure a functional level of communication with each school to ensure you don't miss any promotional opportunities when they arise (ie school fetes, publications, sports days etc)
11. Determine if you can assist the school with their tennis programs
12. Encourage the schools to include tennis programs
13. Offer coaching and education courses for school teachers that will allow them to implement tennis programs at their school

Target: Further develop the association's communication network, website and system of information distribution

Who's Responsible: Media and Marketing Officer

Commencement: 2010

Stakeholder Resources: Tennis Australia, Tennis Queensland, Department of Sport and Recreation, Council

Process:

Communication Network

1. Identify who within the Townsville and broader community would benefit from updates about the association
2. Make contact with and further develop the association's network of stakeholder contacts, through which you can pass information
3. This can include:
 - All current playing and social members
 - Former members
 - Other tennis clubs in Townsville
 - Other tennis associations across North Queensland and Queensland
 - Competitors attending tournaments
 - Tennis Queensland and Tennis Australia
 - Council and councillors
 - State and Federal MPs
 - Other community and sporting groups
 - Specific businesses and companies
 - Club sponsors
 - Schools
 - Government departments
 - Health services
 - Media outlets
4. Make this list as extensive as possible, to promote as much interest in the association as possible
5. Ensure all information that is distributed looks professional, is relevant and not too lengthy
6. Continue to update the list as details change or new contacts are made

Website, Social Internet Page and Text Messaging

1. Ensure the association's website remains up to date and includes information that people would find interesting including, photos, history, teams, grades, fixture times, coaching staff, club volunteer positions and staff, tournaments, draws, results, representative players, social events, contact details, strategic plan, sponsors, location, other links, recognitions, etc
2. Promote any updates on the website to all club stakeholders
3. Source a member within the club that can develop a club facebook page
4. Sign up and develop a page at www.facebook.com
5. Information can include similar details to that of the website
6. Promote the page to all club stakeholders
7. Obtain mobile phone numbers and email addresses from members when they join
8. Research suitable phone plans that may include unlimited text messaging
9. Send group text messages to all members with announcements, reminders, results etc

Email Distribution

1. Develop and constantly update an email distribution list incorporating the club's community network, as outlined above
2. Determine groups of contacts you regularly distribute information to, for example:
 - Association executive committee
 - Association volunteers
 - Entire membership base
 - External stakeholders
 - Media outlets
3. Continue to produce a regular newsletter of useful information that is concise and includes information such as:
 - Draws and results
 - Fundraising or social events
 - Recognition of individual or team achievements
 - Education and training courses
 - Player or team profiles
 - Submissions from players
 - Upcoming tournaments
 - Facility developments
 - Website updates
4. Only forward relevant information to specific groups, to increase the likelihood that emails are read and not ignored or deleted

5. Ensure the subject heading of the email is interesting to encourage the recipient to open it
6. Incorporate a clear contents page so recipients can quickly browse to see what's included

**If winning isn't everything, why do they keep score?
Vince Lombardi**

Target: **Develop partnerships with other sporting organisations, community groups, government agencies and governing bodies**

Who's Responsible: Executive Committee

Commencement: 2010

Stakeholder Resources: Other identified organisations, Department of Sport and Recreation, Council, Office of Fair Trading

Process:

1. Explore opportunities that may exist to promote and improve the association through partnering with other organisations, community groups, government agencies or businesses for example:
 - Council's Urban Fun Object, Active and Healthy Seniors or Get Active in Parks programs
 - Foster care programs
 - Personal training businesses
 - Department of Sport and Recreation Get Active programs
 - Yoga/Pilates/Tai Chi instructors
 - Townsville City Netball Association, Football Townsville etc
 - Townsville, Valleys, Norths, Cleveland and JCU Tennis Clubs
 - Western Suburbs and other Townsville tennis clubs
 - Martial arts organisations
 - Community groups
 - Craft associations
 - Model car clubs
2. Determine how the association could best work in conjunction with other organisations
3. Continue to develop a positive relationship with Tennis Queensland and Tennis Australia
4. Further develop the relationship with Townsville Tennis to amalgamate with TTI
5. Determine the details of how the two clubs could successfully amalgamate
6. Consider the following:
 - 1 vs 2 committees – duplication of volunteer positions with 2 committees
 - Structure of the executive committee
 - Pooling of resources – financials, volunteers, administration, facilities
 - Administrative requirements and adherence to legislation
 - Fundraising capacity

- ② Sponsorship opportunities
 - ② Access to grants programs
 - ② Registration fees
 - ② Existing facility leases
 - ② Constitution
 - ② Requirements of the Office of Fair Trading
7. Amalgamation negotiations would need to be commensurate with what each of the clubs currently have to offer the amalgamated entity
 8. Ensure close communication and dissemination of information through all committee members
 9. Document all meetings and information obtained throughout the decision making process
 10. Amalgamating clubs can instigate many emotions and biased thinking from individuals – it is imperative that the decision making process is carried out with the best interests of the sport and participants as a whole

Target: **Develop a document detailing and celebrating the history of the association to coincide with centenary promotional events in 2011**

Who's Responsible: Media and Marketing Officer

Commencement: 2011

Stakeholder Resources: Tennis Australia, Tennis Queensland, Council, past members

Process:

1. Assign a member within the club the role to research and compile the association's history
2. This will be an extensive process, given the long history of the association
3. Sources the association may be able to approach for information include:
 - Historical Title Search
 - Council
 - Tennis Queensland
 - Tennis Australia
 - Past presidents and secretaries
 - Past coaches
 - Long term members
 - Other Townsville tennis clubs
 - Archived meeting minutes
 - Newspaper archives
 - Office of Fair Trading
4. When as much information as possible has been gathered, have the document professionally printed and bound
5. Organise a range of events to promote the association's centenary, such as:
 - Launch of the history document
 - Reunion
 - Tournaments
 - Themed come and try family days, showcasing what tennis looked like 100 years ago
 - Newspaper and local television features
 - Social balls

4. Recruit, optimise and motivate an efficient range of volunteers to continually improve the sustainability of the association

As the association is predominantly volunteer operated, it will be vital that future systems and practices are implemented to attract new volunteers, up-skill current volunteers and retain a base of effective volunteers through a recognition and rewards program

Target: **Implement specific volunteer positions with detailed role descriptions**

Who's Responsible: Volunteer Coordinator

Commencement: 2010

Stakeholder Resources: Tennis Queensland, Department of Sport and Recreation

Process:

- Following are a range of position descriptions recommended for the successful implementation of this plan
- TTI currently has a large number of representatives on the executive committee. It is recommended that a number of these positions are allocated a role, so that vital association tasks are being implemented by individuals with specific skills
- The following position descriptions can be used as a base that the association can build upon as the respective positions evolve
- Position descriptions are important to be utilised when approaching prospective volunteers to indicate what the role entails
- Position descriptions are also essential for the monitoring and assessing of current volunteers within respective positions, to ensure they are contributing effectively
- The association could also assess the positives and negatives of upgrading its corporate structure from the current executive committee to a governing board structure. This may be of benefit in the future, when applying for government funding or exploring the opportunities of employing a facility manager or commercial operator.

President – The principle leader of the association who has overall responsibility for the association’s administration. The President sets the overall annual committee agenda (consistent with the views of members), helps the committee prioritise its goals and then keeps the committee on track.

1. Manage and facilitate effective executive committee meetings
2. Manage the annual general meeting
3. Represent the association at all levels, maintaining a positive relationship with Tennis Queensland and Tennis Australia
4. Act as a facilitator for association activities
5. Ensure the planning and budgeting for the future is carried out in accordance with the wishes of the members and the association’s planning documents
6. Ensure compliance with all Tennis Queensland and Tennis Australia requirements

Vice President – Responsible for providing support to the president to ensure the association is operating appropriately

1. Act in the president’s role when they are unavailable
2. Support and assist the president’s role where possible
3. Understand the association’s situation and future plans and directions
4. Ensure the association and the executive committee are operating in accordance with association policies and strategic direction

Secretary – The key administration officer of the association who provides the link between members, the association executive committee and external stakeholders.

1. Organise all inward and outward mail and correspondence
2. Carry out meeting procedures including agendas and minutes
3. Right the annual report
4. Maintain all association records in an ordered fashion
5. Word processing of all internal and external correspondence
6. Organise administration equipment, supplies and keys

Treasurer – Responsible for all financial aspects of the association

1. Ensure that adequate accounts and records exist regarding the association's financial transactions including accurate and up-to-date records of all income and expenditure
2. Coordinate the preparation of a budget and monitor it carefully
3. Issue receipts and promptly deposit all monies received in the association's bank account
4. Make all approved payments and invoice groups/members promptly
5. Act as the signatory to the association's bank accounts, cheque accounts, investments and loan facilities (with at least one other management committee member)
6. Manage the association's cash flow and be accountable for the association's petty cash
7. Prepare and present regular financial statements to the committee at meetings
8. Prepare financial accounts for an annual audit, and provide the auditor with information as required
9. Prepare an annual financial report

Volunteer Coordinator - Responsible for ensuring all volunteer positions within the association are filled and being carried out effectively.

1. Manage the association's volunteers (ie when they are required, what they are required to do, answer questions relating to their role, etc)
2. Improves communication between the executive committee and volunteers through a single point of contact
3. Provide, explain and evaluate position descriptions to prospective volunteers
4. Recruit new volunteers, assist, support, evaluate and report on current volunteers
5. Develop and manage a volunteer budget (ie accreditation, reimbursement for expenses, recognition and rewards, incentives etc)
6. Develop and manage a directory of volunteer education and training courses

Facility Project Manager – Responsible for organising and managing the upgrades and development of facilities and infrastructure

1. Create working partnerships with the junior association (if applicable)
2. Identifying the next priority project to be implemented
3. Obtaining designs and quotes for projects (as previously outlined)
4. Working with the Grants and Sponsorship Officer to obtain funding for projects
5. Managing all aspects of facility and infrastructure projects from the start through to completion

Media and Marketing Officer – Responsible for identifying opportunities to promote the association, advertising and raising the awareness of the association and ensuring efficient communication throughout the association, its stakeholders and the community

1. Networking with stakeholders to identify where the association can be promoted
2. Networking with stakeholders to improve the identity and awareness of the association
3. Compile all advertising articles, brochures, flyers, game day programs, newsletters etc so that they are professionally presented without errors
4. Create contacts with the local media to promote the association through
5. Develop and maintain the association's website, facebook page, sms and email distribution lists, circulating of game day programs and association newsletters
6. Maintain the association's network contact lists of stakeholders, current players, and past players

Fundraising Promotional Officer – Responsible for organising fundraising events for the association on both a small and large scale

1. Identify new fundraising event opportunities, as outlined within this plan
2. Manage a group of volunteers to organise and implement the events
3. Organise association social events
4. Work with the Media and Marketing Officer to ensure everyone in the association and the broader community where applicable, is aware of upcoming fundraising events
5. Organise BBQs during fixtures
6. Organise a range of raffles, including contra products from sponsors

Event Manager – Responsible for organising and managing association competitions, events and fixtures

1. The event manager will need to develop an event subcommittee of individuals responsible for different events
2. Organise and manage specific events, including planning, implementation and reporting
3. Assist and provide support for the implementation of events being managed by members of the subcommittee
4. Document procedures involved with organising events, for future reference

Grants and Sponsorship Officer – Responsible for identifying and applying for suitable grants, approaching businesses to organise sponsorship packages and reporting to sponsors

1. Identify a range of grants programs the association is eligible to apply for
2. Liaise with the advisors from the grants programs to obtain information of how to apply
3. Work with a range of volunteers throughout the association to obtain ideas for projects that are eligible to apply for funding on (ie facilities, equipment, accreditation courses, volunteer recognition, travel, junior representative players, come and try days, events to increase participation etc)
4. Work with a range of volunteers throughout the association to obtain specific details and quotes for grant applications
5. Develop and submit grant applications
6. Develop a sponsorship package
7. Approach businesses to source sponsorship for the association
8. Report to the sponsors of how the association is promoting them and their services

Junior Development Officer – Responsible for developing and sustaining junior participation numbers

1. Creating links and competitions with local schools
2. Assist the club coaches in identifying opportunities for juniors
3. Organising coaching clinics for juniors at local schools
4. Organising coaching clinics at come and try days
5. Organise and implement junior fixtures
6. Promote junior involvement in the senior fixtures
7. Identifying opportunities for juniors to enjoy being a member of the association, for example, social events, mini tournaments etc

In life, as in football, you won't go far unless you know where the goal posts are

Arnold H Glasgow

Target: **Recognise and reward the valuable contributions of the association's many volunteers**

Who's Responsible: Volunteer Coordinator

Commencement: 2010

Stakeholder Resources: Tennis Queensland, Department of Sport and Recreation,
Council

Process:

1. This is an integral component of maintaining happy and fresh volunteers
2. Recognition shouldn't be reserved for extra special achievements, but for volunteers who are simply carrying out their role in the association
3. Determine what achievements the association would like to recognise volunteers for example:
 - Organising an event
 - Work developing a grant submission
 - Gaining a new sponsor
 - Carrying out their position description
 - Long service within a committee position
4. Ensure recognition is measurable, so the association can determine and justify who is recognised
5. Determine what the recognition should include. For example:
 - A simple and sincere thank you – this goes a long way!
 - A water bottle, hat, key ring, shirt etc
 - Tickets to a sporting event
 - An announcement during fixtures
 - A notice emailed throughout the association's network
 - An article in the association's newsletter
 - A personal congratulations
 - A certificate of achievement
 - A nomination for a Council volunteer award
 - A party or dinner for all volunteers paid for by the association (there are some grants that allow for a volunteer recognition contribution)
6. Recognition can be as elaborate or simple as the association would like, however, it's important to be consistent and also to take into account the personality of who you are recognising, as some people are embarrassed by public recognition, while others love it

Target: **Provide a range of education and training opportunities for volunteers and members**







Who's Responsible: Volunteer Coordinator

Commencement: 2010

Stakeholder Resources: Tennis Queensland, Department of Sport and Recreation, Council, other Government agencies

Process:




1. Identify a range of education and training programs that would be of benefit to players, for example:

-  Nutrition
-  Strength and conditioning training
-  Scoring
-  Tennis technique
-  Personal injury insurance
-  Life coaching

2. Identify a range of accreditation courses volunteers within the association require, including:

-  Coaching
-  Officiating
-  Sports first aid
-  Strapping
-  Responsible service of alcohol
-  Food handlers
-  Management
-  Sports leadership
-  Administrative
-  Financial

3. Determine the details of providing programs including:

-  Costs
-  When and where courses are available
-  Opportunities to source presenters to deliver programs specifically for the association

4. Often, if there are enough people within the association who want to participate in the same course, it can be run specifically for the association at your convenience

5. Identify grants programs you can apply for to fund the accreditation courses and their timeframes
6. Develop communication networks with training providers to receive information of upcoming courses and their requirements.
7. Courses could also be made available to sponsors, parents and supporters
8. Advertise courses and opportunities through the association's networks
9. Approach the Department of Sport and Recreation, Council, or other Government agencies concerning opportunities they may be able to provide for free education and training workshops

Target:	Develop and implement necessary policies and procedures for volunteers and members to utilise
Who's Responsible:	Executive Committee
Commencement:	2010
Stakeholder Resources:	Tennis Queensland, Department of Sport and Recreation, Council, Australian Sports Commission
Process:	

1. There are numerous templates available for developing policies and protocols
2. Contact the Department of Sport and Recreation and Council to determine if they have resources and templates that can assist
3. Use these resources to develop required policies
4. Useful resources can also be found at:

<http://www.sportrec.qld.gov.au/CommunityPrograms/TrueSportLivesHere.aspx>

http://www.ausport.gov.au/supporting/clubs/resource_library/resource_library_-_topic_listing

5. Ensure all new policies and protocols are developed in consultation with association members and are ratified by the executive at a formal committee meeting
6. Develop a simple flyer that outlines the association policies and protocols and where people can obtain further information
7. Include all association policies and protocols on the website
8. When members or volunteers join the association, provide them with the flyer and outline their responsibilities and expectations
9. Utilise resources provided by the Department of Sport and Recreation for announcements during fixtures
10. If a spectator or association member breaches the code of conduct, ensure the situation is dealt with immediately

Target: Document current operating procedures for subsequent volunteers

Who's Responsible: Volunteer Coordinator

Commencement: 2010

Stakeholder Resources: Volunteers

Process:

1. Identify and develop a list of everything that is organised to operate the association, for example:
 - Registering members
 - Preparation and operation of fixtures
 - Canteen and bar
 - Advertising
 - Promoting media exposure
 - Fundraising events
 - Sourcing sponsors
 - Applying for grants
 - Upgrading facilities
 - Purchasing equipment
 - Organising coaches
 - Coach and administrator payments
 - Requirements of Tennis Queensland and Tennis Australia
2. Identify who currently organises each aspect
3. Approach the respective volunteer to ask them to document the process of what is involved in organising their task
4. Culminate all responses into the one document that is easy to navigate
5. Ensure this document is saved and stored in a location that will not be lost as volunteers within the association change
6. Promote the existence of this document throughout the association to assist volunteers with their roles
7. Constantly update this document as procedures are improved or altered

5. Enhance the association's income opportunities to ensure future sustainability

For the association to implement many of the priority projects identified within this plan, in particular the significant upgrades and development of the facility, it is imperative that income through a range of sources and opportunities is progressively increased

Target: **Identify appropriate grants programs and their timeframes to obtain funding to implement the association's project targets**

Who's Responsible: Sponsorship and Grants Officer

Commencement: 2010

Stakeholder Resources: Tennis Queensland, Department of Sport and Recreation, Council, other Government agencies, Members of Parliament

Process:

- Grants that can be available to sporting associations are listed on the following page, along with website addresses to access further information
- They range in the amount of funding available, when you can apply, information required for the application and the timeframes around when projects can be implemented
- Other programs will become available through different government departments and organisations at various times, so it is important that the club remains alert for opportunities
- Appointing a Grants and Sponsorship Officer will greatly assist the identifying and submitting of quality applications
- Always obtain feedback from the funding body when a grant was not successful

Shoot for the moon, even if you miss, you'll land amongst the stars

Les Brown

Program Name	Eligible Projects	Website	Approximate \$\$
Townsville City Council Community Organisations Grants Program	Programs, courses, equipment	www.townsville.qld.gov.au	\$5,000
Townsville City Council Sponsorships and Partnerships Program	Programs, courses, equipment		Varying
Townsville City Council S&R Facility Assistance Program	Facility developments		\$10,000
Townsville City Council Grants for Excellence in Sport	Junior representative teams		\$150-\$500
Woolworths Fresh Food Kids Community Grants	Health eating, equipment	www.woolworths.com.au	\$5,000
Breakwater Island Casino Community Benefit Fund	Facilities, equipment	www.olgr.qld.gov.au/grants	\$5,000
Gambling Community Benefit Fund	Facilities, equipment		\$30,000
Women's Sport Leadership Grants	Programs, courses	www.ausport.gov.au	\$10,000
Queensland Country Credit Union	Flexible	www.qccu.com.au	Varying
Sport and Recreation Club Development Program	Programs, courses, volunteers	www.sportrec.qld.gov.au	\$4,000
Sport and Recreation Minor Facility Program	Facility developments		\$134,000 (at 67%)
Eat Well Be Active Community Partnerships Program	Programs, healthy eating		\$50,000 (at 50%)
Young Athlete Assistance Program	Junior representation		\$200
Australian Sports Foundation Sport Incentive Program	Facility developments	www.asf.org.au	Varying
Volunteer Grants Program	Volunteer recognition, equipment	www.fahcsia.gov.au	\$5,000

1. Download guidelines of the program to determine if the association and the project are eligible
2. Contact the program's advisors to discuss your project and specific areas of the application you can focus on
3. Most applications will require you to justify the need of your project. Excerpts identifying projects within this plan will assist, as the plan incorporates extensive community consultation and prioritises the needs of the club
4. Approach Tennis Queensland to determine how they may be able to assist or support
5. Obtain letters of support and survey members concerning their thoughts on the proposed project
6. Discuss your project with the association's stakeholders and obtain their feedback and support
7. Ensure you are thorough and cover all the requirements of the application in detail. For example, facility development projects will require clear designs and scope of works, evidence of land tenure, permission from the land owner for the project, 3 quotes from licensed contractors for each component of the project, building and development approvals, a budget including contingencies, a cash flow projection and evidence of funds if the association needs to allocate funding towards the project. Each component you can't show evidence of, decreases your probability of being successful
8. Submit the application in the format requested and ensure you have attached all the relevant supporting documents
9. If successful, ensure the project is carried out in line with what the funding body approved and record all expenses related to the project if the need arises to supply evidence of how the funding was used. Keep in close communication with the funding body to advise how the project is progressing and adhere to their acknowledgement requirements

Target: **Provide appealing opportunities for members to purchase meals and refreshments at the facility**

Who's Responsible: Executive Committee

Commencement: 2015

Stakeholder Resources: Council

Process:

- Participants spend a lot of time at the association's facility before, in between and after their games
- Parents of juniors are also at the association for significant amounts of time
- This creates an opportunity to sell more food and drinks through:
 - Increasing the range of meals and refreshments available that would entice members to purchase
 - Promoting the eating opportunities to members at fixtures, in newsletters, on the website etc
 - Incorporating a cafe/bar in future facility developments (as per the master plan)
 - Cooking a BBQ or providing other hot food choices during night fixtures
 - Providing members with discount vouchers to encourage them to purchase food
 - Providing healthy food options that are suitable to eat after a game, for recovery (ie fruit, smoothies, protein bars/drinks, muffins etc)
- This opportunity needs to take into account the extra time required to prepare and sell the products

Target: Explore the opportunity of incorporating a commercial operator to utilise the facility during off-peak times

Who's Responsible: Executive Committee

Commencement: 2012

Stakeholder Resources: Tennis Queensland, Tennis Australia, Department of Sport and Recreation, Council

Process:

1. A commercial operator would be required to lease the facility from TTI
2. A lease would need to be prepared by a legal professional
3. Approach Tennis Queensland for assistance and operational templates of commercial operators at other tennis facilities
4. A commercial operator would mainly be targeting an increase in facility usage during the day, incorporating:
 - School hire
 - Business hire
 - Corporate use
 - Social use
 - Tourist/visitor use
5. Alternatively to leasing the facility to a commercial operator, the association could employ a full time manager to carry out the same role
6. In addition, the manager's roles and responsibilities could include:
 - Overseeing the maintenance and upgrading the facility
 - Organising and managing fixtures and tournaments
 - Communicating and networking with community stakeholders
 - Marketing the association across the region
 - Sourcing and maintaining sponsors
 - Applying for funding through grants programs
 - Implementing fundraising for the association
 - Managing the association's annual budget
 - Managing the association's volunteers
 - Operating the association to provide quality tennis opportunities
7. This would reduce a lot of the pressure from the association's volunteers

Target: Conduct corporate tennis challenges

Who's Responsible: Event Manager

Commencement: 2010

Stakeholder Resources: Tennis Queensland, Department of Sport and Recreation,
Council, Sponsors

Process:

- Corporate tennis challenges are an opportunity to promote the association, increase membership, develop new sponsorship and increase income
- Organise one large scale corporate challenge per year, rather than trying to do a number of smaller challenges throughout the year
- The challenge could be of corporate fixtures implemented over a number of weeks, being played in a shortened format early in the evening, as outlined in goal 1
- Alternatively, the association could conduct a one day corporate tournament, whereby teams play a number of games before being eliminated or progressing to a finals format
- An extensive advertising and marketing campaign would need to target areas where businesses would take notice, as outlined in goal 3
- Sponsorship can be sourced to provide the winning team with a significant prize, along with random prizes
- This would be a good event to create media exposure around
- The advertising and marketing of the event would largely dictate if it was successful or otherwise
- Promote the event to the association's sponsors and encourage them to all enter teams
- Encourage association stakeholders to be involved
- Approach Tennis Queensland to determine what support they may be able to offer
- Explore the opportunities of attracting tennis personalities or local identities to be involved
- The TP Human Capital Corporate Triathlon is a good example of a successful corporate challenge. More details can be found at:
<http://www.corporatetriathlon.com.au/>
- The Riverway Rowing Club also run a corporate challenge:
<http://riverwayrowing.com.au/CorporateRowing>

Target: **Implement social functions for members**

Who's Responsible: Fundraising Promotional Manager

Commencement: 2010

Stakeholder Resources: Tennis Queensland

Process:

1. Identify and determine early in the year what social functions can be implemented throughout the year
2. These functions can double as fundraising events
3. Start planning these events early to ensure they are well organised
4. Social functions may include:
 - A sportsperson's dinner
 - A formal member's ball
 - A season launch
 - A presentation evening
 - Memorabilia auction
 - An open air music concert
 - Trivia quiz nights
 - Poker tournaments or bingo
 - Picnics and games at other tennis clubs or courts (eg Alice River, Hervey Range, Mystic Sands, Clare etc)
 - Televising Grand Slam finals matches on a projector
 - Race/golf/bowls days
5. Develop a projected budget for the event outlining if there will be an expected profit
6. Develop a project plan that outlines what tasks need to be completed, who needs to complete each task, when they are required to be completed and applicable costs or resources for each task
7. The Fundraising Promotional Manager should manage the project and ensure the project plan is being completed
8. Develop an extensive advertising and marketing plan to promote and encourage involvement in the event
9. After implementing the event, document a report outlining how it was implemented and the outcomes
10. Encourage media exposure where applicable

Target: Conduct family fun days, social and charity tournaments

Who's Responsible: Event Manager

Commencement: 2010

Stakeholder Resources: Tennis Queensland, Department of Sport and Recreation,
Council, charity organisations

Process:

- Family fun days, social and charity tournaments are an opportunity to promote the association, increase membership, develop new sponsorship and increase income
- These would all be structure as a one day event that could run all day or start after lunch and progress into the evening
- A casual/social draw could be implemented whereby teams or individuals play a number of games before being eliminated or progressing to a finals format
- An extensive advertising and marketing campaign would need to target the demographics the association wants to attract, as outlined in goal 3
- Sponsorship can be sourced to provide a range of incentives and prizes
- This would be a good event to create media exposure around
- The advertising and marketing of the event would largely dictate if it was successful or otherwise
- Promote the event to the association's sponsors and through the association's stakeholder network
- Explore the opportunities of attracting tennis personalities or local identities to be involved
- Partner with charity organisations to promote and raise funds through the tournament

Target: Implement fundraising activities

Who's Responsible: Fundraising Promotional Manager

Commencement: 2010

Stakeholder Resources: Sponsors

Process:

1. Assign a member as the Fundraising Promotional Manager
2. Identify and implement fundraising activities such as:
 - A BBQ during fixtures
 - Raffles during fixtures, using prizes from association sponsors
 - A corporate tournament
 - Corporate fixtures
 - Members participating in 12-24 hour continuous games of doubles, where participants source individual sponsorship
 - State age or school championships
 - Major tournaments
 - Exhibition matches
 - Televising Grand Slam finals matches on a projector
3. Social functions for members can also be profitable fundraisers

If you really want something in life you have to work for it. Now quiet, they are about to announce the lottery numbers

Homer Simpson

Target: Develop a range of attractive association merchandise

Who's Responsible: Fundraising Promotional Manager

Commencement: 2011

Stakeholder Resources: Sponsors

Process:

1. Identify a range of merchandise the club can produce for promotion. This could include:

- Polo shirt (men's and women's)
- Dress shirt (men's and women's)
- Training shirt/singlet
- Women's tennis skirts
- Other clothing
- Racquets and balls
- Water bottles
- Caps
- Bucket hats
- Key rings
- Stubby coolers
- Coasters
- Stationery
- Ties

2. Obtain quotes for the purchasing of this equipment
3. Source sponsorship to include on merchandise, particularly clothing
4. Purchase equipment within the association's means. It is unlikely there will be grants programs that this is eligible through, unless it can be used as a volunteer recognition component
5. Promote the purchasing of the club's merchandise at fixtures, to sponsors, on the website, at community events, through the club's communication network etc

Target: **Maintain and further develop the association's range of sponsors**

Who's Responsible: Sponsorship and Grants Officer

Commencement: 2010

Stakeholder Resources: Tennis Queensland

Process:

1. To maintain the sponsors the club currently has, ensure the sponsor is receiving the benefits originally agreed upon and the benefits are being communicated and reported to the sponsor. This will provide the club with the optimal probability of the sponsor continuing their sponsorship in future years
2. Include the sponsors within the club and invite them to official events such as season launches, player reunions and presentation nights
3. Run an annual sponsors' corporate day, where all sponsors receive special treatment, for example, coaching, games, drinks, food, random prizes etc.
4. Look after your sponsors in as many ways as possible, including opportunities that may arise that aren't included in your original agreement
5. If the club needs to develop new sponsors, identify opportunities within the organisation for sponsorship
6. Identify businesses that would have the potential to benefit most from sponsoring the association
7. Develop a sponsorship package that includes
 - Details about the association (ie history, membership numbers, location, facilities, fixtures, tournaments, school involvement, social events etc)
 - Benefits the association can offer the sponsor (ie signage, logo representative team shirts, logo on club shirts/hats/bags/stubby coolers etc, acknowledgement over the loud speaker at fixtures, logo on the website, newsletters, advertisements, flyers etc, use of their venue for after match or social functions, exposure to x number of members etc)
 - Benefits to the association (ie money, contra products to raffle, reduced cost of purchasing products for the canteen, equipment or apparel etc)
 - Different sponsorship options for different levels of commitment that provide differing levels of benefits
 - Communication and reporting mechanisms of the benefits the sponsor is receiving (very important and often forgotten)
8. Approach businesses to present and sell the sponsorship package. Ensure the package is presented professionally and be flexible with what you are willing to receive, but ensure you get value for the benefits you are providing

9. Approach Tennis Queensland and Tennis Australia to determine if there are opportunities to approach their sponsors
10. Document an agreement with the sponsor outlining what both parties will be providing

Implementation of this Plan

For the TTI to experience the full benefits of this plan, it is imperative that the following occurs:

- All targets and actions are implemented
- The club's goals and the plan is promoted to members, prospective members, sponsors and stakeholders
- All members of the executive committee and volunteers involved with the club have a copy of the plan and are aware of the aspects that relate to their role
- The plan is reviewed at the start and finish of each season
- The plan is updated to reflect what has been achieved and where targets may change
- Recognise and celebrate when specific targets have been achieved
- Have fun and enjoy the ride of putting into action your club's goals

It has been a pleasure developing this plan for Tennis Townsville. Sporting Advantage sincerely hopes the association benefits through implementing the targets identified within this plan and you achieve your goals for future success. Remember to enjoy the ride along the way!

You Now Have the Sporting Advantage

Sporting Advantage is a sports consultancy business based in Townsville to provide professional planning, consultation, advice and an ongoing service to assist local Councils and sport and recreation associations with their future developmental aspirations.

Sporting Advantage consists solely of the managing director and North Queensland local, Luke Wilson. Luke's experience within the sport, recreation, health and fitness industry is surpassed only by his passion and enthusiasm for sport and recreation itself. This combination ensures Sporting Advantage's clients receive unwavering personal attention from a sports minded industry professional, dedicated to the future development of quality community sport and recreation opportunities.

In the years preceding the commencement of Sporting Advantage, Luke obtained a Bachelor of Sport and Exercise Science from James Cook University. He promptly began a successful career within the health and fitness industry in South East Queensland, firstly as an exercise physiologist and personal trainer, then as the manager of multiple health and fitness centres. Since returning to North Queensland in 2003, Luke has managed sport and recreation programs and assisted in the development of not for profit clubs and societies at James Cook University. He then expanded his access to the sport and recreation community in the role of Senior Advisor and Acting Regional Manager with the Department of Sport and Recreation. It was within this role that Luke identified the need for a quality sports consultancy business that understands the unique and constantly evolving challenges of regional sport and recreation in North Queensland.

Sporting Advantage PTY LTD

Luke Wilson BSpExSc

Director

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Web: **www.sportingadvantage.com.au**

ABN: 37 134 812 212

ACN: 134 812 212

Appendix

1. Methodology

Sporting Advantage carried out consultation with the identified key stakeholders of Tennis Townsville to develop a strategic plan that encompasses the next five years. The development process of the plan was completed in four stages as detailed below.

Stage 1

Clearly establishing the required outcomes of the strategic plan with the Tennis Townsville executive

- ✓ Met with the TTI executive
- ✓ Documented the TTI executive's expectations and outcomes of the plan
- ✓ Identified all stakeholders that were required to be consulted
- ✓ Obtained contact details of all stakeholders from TTI
- ✓ Agreed to project timeframes and contracts

Stage 2

Background research and consultation with all internal and external stakeholders of Tennis Townsville

- ✓ Reviewed existing plans and club structures
- ✓ Invited stakeholders to attend an evening planning workshop
- ✓ Conducted the planning workshop
- ✓ Consulted key stakeholders that were unable to attend the workshop
- ✓ Circulated surveys throughout the association's members
- ✓ Attended fixtures to survey members and participants
- ✓ Phoned and surveyed former members
- ✓ Phoned and surveyed current sponsors
- ✓ Developed a summary of the key issues discussed with all stakeholders

Stage 3

Preparation of a draft plan and obtaining feedback to refine

- ✓ Analysed all data collected
- ✓ Developed draft priorities
- ✓ Developed draft action plans
- ✓ Developed the overall draft plan
- ✓ Circulated the draft plan through the TTI executive to obtain feedback and comments

Stage 4

Presentation and distribution of the finalised Tennis Townsville strategic plan

- ✓ Finalised the plan
- ✓ Developed a one page summary brochure of the plan
- ✓ Presented the plan to the TTI executive
- ✓ Provide electronic and hard copies of the plan and summary brochure to the TTI executive
- ✓ Presented the plan to the community and media, including invitations to all stakeholders that contributed to the plan
- ✓ Ensured the plan was widely communicated to all the stakeholders

On completion of the plan, Sporting Advantage will follow up with TTI to monitor the implementation of the priority projects, over the course of the following 12 months.

2. Association Details

Full Legal Name	Tennis Townsville Inc
Incorporation Number	IA 09101
Incorporation Date	5 August 1991
ABN	15 579 672 424
GST Registration Date	1 July 2000
Street Address	32 Burke Street Townsville Qld 4810
Postal Address	PO Box 5036 Townsville Qld 4810
Website	www.tennistownsville.org Domain name registered with Melbourne IT Website hosted by TPG Australia
Email	tennis@tennistownsville.org
Lot and Plan Number	L455 EP 1249 R687 County of Elphinstone Parish of Coonambelau
Council Assessment No.	4301014
Lease Details	Reserve for Recreation (Tennis) Purpose Area 1.2138ha Gazetted on 8/9/1973
Bank Account Details	Suncorp Bank Townsville BSB 484-799 Account No. 0476 28099
Club's Financial Year	1 January – 31 December
Annual General Meetings	1 st week in March
Audit Report Due Dates	20 February
Affiliations	Tennis Queensland Townsville Enterprise Commerce Queensland

3. Currently at the Association

The following is a summary of the current facilities, programs and operations of Tennis Townsville. For the club to move forward and plan for the future, it is important to understand what the current situation is. This list was a result of the feedback and thoughts provided at the planning workshop conducted.

North Ward Facilities

- Clubhouse (original heritage building)
- Canteen for tournaments
- Toilets and showers
- Fridges
- General furniture
- Training and coaching equipment
- Officer building and kiosk
- Office equipment and computers
- Outdoor BBQ are (court 3)
- Caretaker accommodation
- Grandstand (court 7)
- Shade cloth covered seating area on concrete slabs for about 60 people
- 9 tennis courts available day and night
- New showcourt developed to ITF standard
- Lux levels on courts are between 500-700lux, showcourt 1,000 lux

Queens Park Facilities

- 4 tennis courts, all with lights near ITF standard
- Equity in 3 Townsville Tennis Club courts all with lights

Membership

- 500 total
- Half are juniors
- 150 Ladies

- 160 Men
- 100 Girls
- 140 Boys
- Membership fee \$65 of which \$27 goes to Tennis Queensland
- Additional fixture cost on a weekly basis

Competitions

- Night Fixtures
- - Mens Tuesday
- - Ladies Monday
- - Mixed Thursday
- Wednesday morning ladies
- Sunday afternoon social
- Saturday afternoon junior fixtures
- Sunday morning premier league singles
- Junior masters circuit tournaments - 2 + 1 final (out of 12)
- NQ Open Tennis Championships
- Townsville closed Tennis Championships
- NQ Wheelchair Tennis Championships
- NQ Junior Age Championship
- Wed night veterans social (separate club)
- Corporate nights
- Training groups

Funding and Income

- Membership fees
- Fixture fees
- Kiosk/bar sales
- Tournaments
- Grants
- - Government
- - Community programs
- Sponsorships
- Interest
- Canteen (tournaments)
- Debentures
- Donations
- Coaching
- Merchandise
- Corporate nights
- Court hire – casual, schools, other clubs, corporate
- Signage

Volunteers

- President
- Patron
- Vice President
- Treasurer
- Secretary
- Committee (15)
- Tournament volunteers – 10 in addition to committee members
- Canteen volunteers (mostly parents of junior squad members)
- Grants writer
- Davis Cup 100 volunteers

Communication

- Website
- Email
- Annual tennis program
- Annual report

- Include info in school newsletters
- Letter box drops
- Television
- Media coverage of events
- Newspaper advertisements
- Noticeboards
- Posters
- Brochures for juniors
- Word of mouth
- Radio advertising
- Feature articles/editorials

Marketing

- Come and try days – juniors and adults
- Corporate
- Adult learn to play clinics
- Junior learn to play clinics

Education

- Officials courses run by TQ
- Junior coaching to be coaches
- Tournament director, court officials

Profile/image

- Best club in NQ
- 2008 affiliated body of the year (TQ)
- Premier tournaments in NQ (operationally)
- High standard of playing facilities
- Largest club in Townsville
- One of the biggest in NQ
- High ability to run successful premier events
- Premier tennis facility outside SE Qld
- Great court facilities
- Annual ITF Wheelchair event receives excellent feedback

- First port of call for tennis enquiries by public and Government bodies
- Very well organised and run
- High level of corporate governance
- Consistent committee members
- Well run and managed club
- Recognised, professional coach
- Tennis perceived as a good sport but lacking an x factor to motivate people
- Poor clubhouse and ancillary facilities
- Social participation sport, not for spectators
- In competition with other sports, particularly golf
- Hard to sustain participation

Paid Employees

- Part time administrators x 3
- Caretaker onsite
- Permanent head coach
- ~15 assistant coaches and instructors

Policies

- Sunsafty policy
- TQ adopted policies
- Constitution updates
- Financial procedures
- Caretaker roles
- Staff position descriptions

Risk Management

- Have done risk assessments for tournaments

4. Future Aspirations

This is an extensive list identified by Tennis Townsville stakeholders of the realistic, thought provoking, discussion initiating and possibly unrealistic needs, thoughts and ideas gathered at the planning workshop.

North Ward Facilities

- New double storey clubhouse with verandah
- Minimum 16 courts
- At least two shaded courts will lead to increase in participation during the day
- Construct additional three courts
- Maximum 20 tennis courts
- Courts 7 & 8 need upgrading (prone to flooding)
- Fencing need replacing
- Improve wheelchair access
- Neon lighting
- Signage with activities
- Landscaping around the courts
- LED signboard
- Seating for a new showcourt
- Long clubhouse extending past the showcourt
- Improve entrance and reception area
- Improve changerooms
- Relocate toilets to extended clubhouse
- Front gate signage and notices be improved

Queens Park Facilities

- Additional court
- Upgrade 4 tennis courts to ITF standard
- 3 Townsville Tennis Club courts need upgrading
- Signage with activities

- Landscaping around the courts

General Facilities

- Maintain TTI as recognised premier tennis facility in NQ
- Additional site at Northern Beaches
- Apply for management rights to Kalynda Chase tennis centre

Participation

- Establish a tennis club within TTI
- Run evening competitions to avoid weather
- Clubs and individual teams within fixtures
- Increase membership
- Maintain current members
- Web based junior competition
- 2 hour fixtures
- Twilight competition - 5-7pm
- Early morning corporate fitness programs

Financial

- Increase sponsorship
- Alternative income source
- Maintain existing sponsors
- Naming rights
- Signage and advertising
- Full time facility manager
- Access alternative funding sources
- Update sponsorship packages

Volunteer

- Volunteer position descriptions
- Strategies to maintain volunteers
- Recognition and rewarding volunteers
- Develop a history of the association
- Relationship manager with TQ and TA
- Up skilling volunteers

Tennis Development

- Integrate with Townsville Tennis Club
- Team tournament like Sugarbowl
incorporating intercity clubs
- Run a school tournament
- Reintroduce club fixtures
- Maximise club involvement
- Consider tendering for Kalynda Chase
- Run an annual charity tennis event

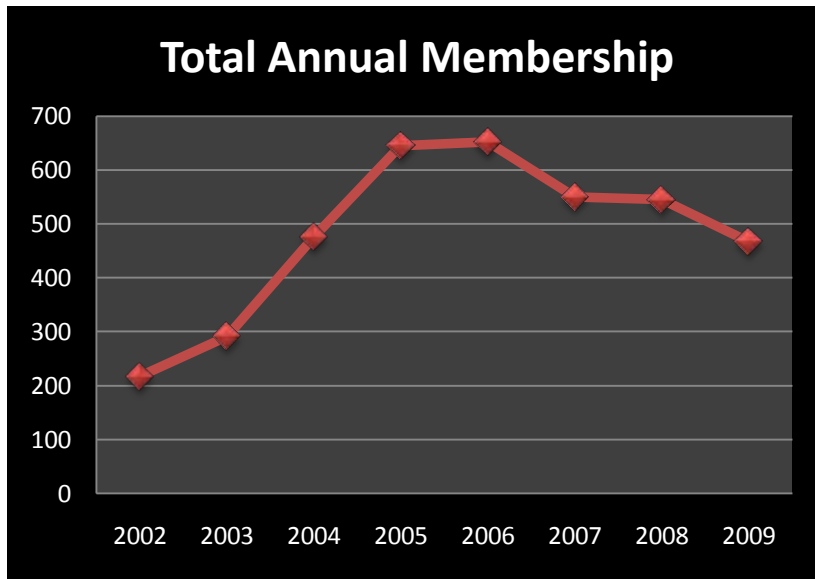
Promotion

- Greater access into schools
- More school involvement
- Encourage school use of facilities
- Promote club environment within TTI
- Develop sense of belonging within TTI
- Publicity, promotional development
officer
- Market association to businesses

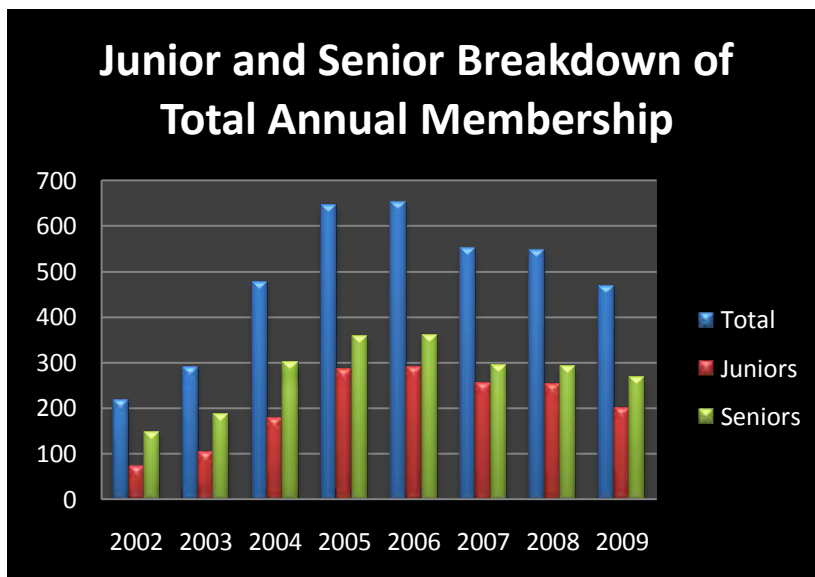
Governance

- Change structure of TTI
- Exit strategy
- Maintain a strong management
committee
- Consider a new corporate structure

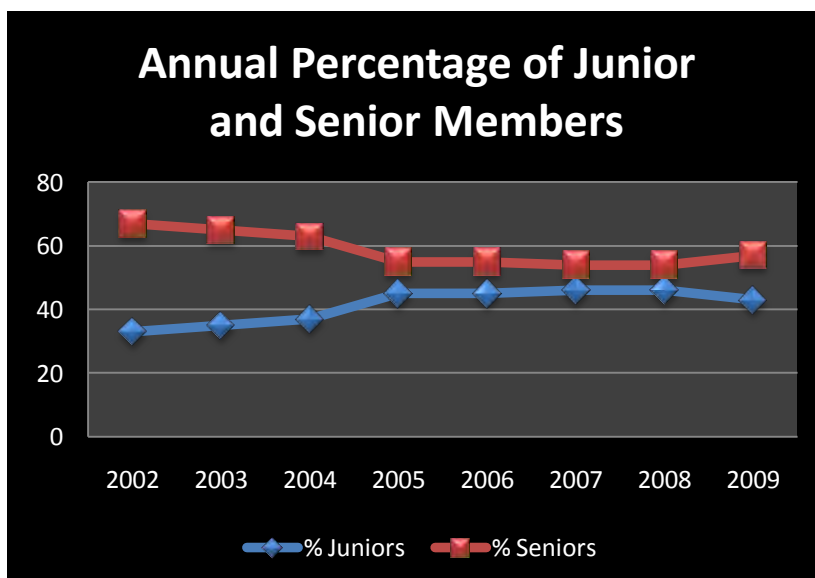
5. Membership Trends



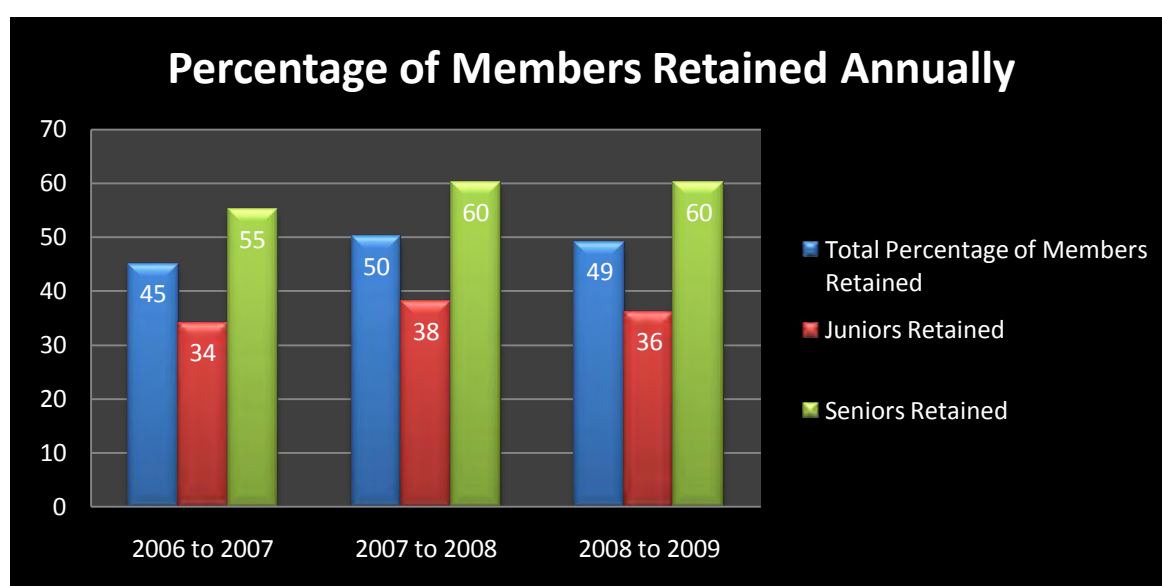
Tennis Townsville's membership base has grown significantly throughout the course of this decade, however, as the adjacent graph indicates, the association is currently experiencing a slight decline in participation.



This recent decline is consistent with national figures outlined in the Australian Sports Commission's 2008 Exercise, Recreation and Sport Survey (ERASS). Tennis was shown to be in Australia's top ten most participated organised, non-organised and club-based physical activities, however, participation rates in tennis were shown to have dropped 18%, 15% and 8% respectively between 2001 and 2008. In contrast to these figures, Tennis Townsville significantly increased in membership between 2002 and 2005.



In recent years the gap between the number of senior members compared to the number of junior members has been decreasing, with a steady increase in the proportion of total junior members.



A decline in total membership can be due to a number of reasons including those that the association can control and those that they can't. From 2006 to 2007, total membership significantly dropped by over 100 members. We can see from the above graphs that only 297 members in 2006 continued to be members in 2007, which equates to 45% being retained and 55% dropping out. Further investigation shows that the majority of members that dropped out were juniors, with only 34% retained from 2006 to 2007. A similar trend has been identified from the 2007 to 2008 and 2008 to 2010 seasons, however, the overall retention rate improved to around 50%. This improvement can be attributed to an increase in the retention of senior members to 60%, whilst the retention of junior members remained significantly lower at 36%.

A lower percentage of membership retention obviously increases the pressure of attracting new members to the association, therefore, these figures will be important when developing new programs and enhancing current programs. Monitoring these figures annually will also assist the planning of marketing and advertising campaigns, in particular identifying the target audience the association needs to focus on.

6. Survey Results of Current Members

A survey was developed that incorporated a range of questions regarding the development of Tennis Townsville. These questions constitute the headings throughout the following pages. Example answers were not prompted or suggested, with the aim to obtain responses that most accurately summarised the needs and views of the association's members.

Surveys were distributed and collected via the following processes:

- An email to all executive committee members
- An email to all members
- Included with the formal invitations forwarded to the association's key stakeholders
- Surveys were available in the clubhouse at all fixtures
- Surveying of members at the following fixtures:
 - Monday night ladies
 - Tuesday night mens
 - Wednesday morning ladies
 - Wednesday night veterans
 - Thursday night mixed
 - Friday night junior training squad
 - Saturday morning juniors

A total of 91 members contributed to the surveys, which comprises approximately 20% of the total TTI membership.

The results are summarised below, with a written description outlining the predominant responses to each question and a corresponding list of other responses.

How can the current competition and game formats be improved?

The large majority of members are very happy with the current format of fixtures. Members like being able to play singles games as well as doubles, with three people in a team better than previous formats of four in a team. Generally members like to finish their games earlier rather than later, so it is important fixtures start on time. More accurate grading of divisions, particularly in the very popular Thursday night mixed fixtures is an aspect that has been identified by a number of members as needing improvement. Other positive improvements that were suggested by a number of members include developing an age group division into fixtures, such as under 23's and implementing a handicap system.

Other comments and suggestions raised by members include:

- Well organised
- More divisions
- Shuffle team members around to integrate players
- System to grade 2nd division teams into 1st division and vice versa
- Flexible gender combinations in mixed low divisions
- 10-8-10 works well
- Age aggregate for veterans
- 2 person team competitions
- Wednesday morning comp to start a bit later
- More players and teams
- Wait too long between sets
- Start earlier
- No sitting off
- Shootout competition
- Unlock gates at the back of the courts on the other side of Burke St
- Early morning competitions before work
- Short, quick competitions/fixtures
- Continuous game format
- 'Fast tennis'

How could the junior tennis program be improved?

All responses obtained in relation to the junior tennis program indicated that the current program is very good and is convenient being conducted on a Saturday morning. Parents indicated that they may have difficulty with their children attending programs that are offered on weekdays after school. One aspect that was raised by a number of junior members' parents was the need for education on how to correctly score a game.

Other comments and suggestions raised include:

- After school hours would also work well
- Very well organised
- Teach juniors about fairness of calls
- Mix the coaches around at different times throughout the different levels
- Afternoon/night junior programs
- 1hr of coaching followed by 1hr of fixtures is really good
- Current coaches are very good – knowledgeable, friendly, approachable

What facility upgrades and developments do we need?

The predominant responses incorporated suggestions to upgrade and further develop the clubhouse facilities of the association. Suggested inclusions for new ancillary facilities included improving the changeroom and toilet amenities, bar, cafe, function room, restaurant, office/reception, merchandise store and health spa, within a double storey clubhouse that overlooks the courts. To increase the street appeal and attractiveness of the facility, it was suggested a new clubhouse could be located adjacent to Burke St that would become the entrance to the association. Another popular suggestion included the addition of shade over a number of courts. Although it was recognised this would be a complex project, it would provide great benefits to the association's junior and senior members and would have the potential to increase school and social use throughout the day. Many members indicated that the current playing facilities are very good. The predominant suggestions for future upgrades include the development of more courts, fences between courts that stop balls rolling through adjacent games, upgrading of the court surfaces at the eastern end of the facility, water coolers at each of the courts, an improved PA system and comfortable seating outside the courts.

Other comments and suggestions raised include:

- Indoor courts
- All lights working
- PA on other side of Burke St and towards show court
- Synthetic grass courts
- Replace fencing where needed
- Better access to canteen
- Office at the front of the facility
- Courts are good
- Rebound wall
- Padding around light poles

- Improve the positioning of lighting, particularly on court four
- Landscape gardens
- Explore opportunities of developing a satellite tennis centre at the Northern Beaches
- Upgrade to make the facilities more modern
- Shade next to courts

How can the facility be used outside normal competition and coaching times?

The predominant suggestion for alternate facility utilisation included further school usage through coaching programs, competitions and afternoon social sport electives. Corporate programs and competitions was also a popular suggestion that may also double as an opportunity to increase income. Increasing the hire of the courts for social tennis was also identified, particularly for local residents and travellers that may be staying in nearby accommodation. Further coaching programs and sessions targeting tiny tots or children under school age may also be other options.

Other comments and suggestions raised include:

- Roller skating, roller hockey
- Integrate Council programs such as the Urban Fun Object (UFO)
- Other sports
- Masters competition
- Mums and parents groups
- Programs for foster care children
- Retirees
- Open air events such as fetes
- Group fitness
- Martial arts
- Social events
- Model car racing

What tournaments, championships and events should we host?

The majority of members indicated they are happy with the number and quality of tournaments and championships the association currently host. One popular suggestion for inclusion however was for inter-town competitions and tournaments. This could include an unlimited number of players from TTI's membership base participating as representatives of TTI, or participants are chosen by a board of selectors to represent Townsville or the association, to compete against the best players from other cities, towns and associations. It

was also suggested by a number of members to work towards hosting Davis Cup ties in Townsville, as has been done in the past. Hosting State age championships were another suggested opportunity.

Other comments and suggestions raised include:

- Over 35 tournaments in line with Tennis Seniors Tournament Schedule
- TTI vs Wests
- Corporate Tournaments
- Veterans Tournaments
- ITF event opportunities
- Country Carnival with teams, doubles and singles
- NQ AMT separate to NQ Open

What ways can we attract and retain new players?

As the majority of members enjoy the current format of fixtures, the predominant suggestion to attract new players was to advertise and promote the association more. It was suggested that this could successfully be achieved through promoting the positive mix of social, competitive and fitness aspects that are involved in playing tennis. Advertising could be associated with publicity around the grand slams, at local events like Cowboys games, fetes or festivals, specific marketing to University students, the armed forces, Townsville General Hospital staff, through school newsletters and to other sports during their off-season, for example cricket. A range of come and try promotional events, corporate challenges and integration into school programs were also suggested as ways of marketing to new members, with shorter length competitions that are less time consuming a format that people may find appealing.

In relation to retaining members, social functions outside of tennis or during fixtures such as BBQs or free tea and coffee may be ways of enhancing an individual members' experience. Adult group coaching sessions could act as a social opportunity as well as a way of improving skills or correcting technique. Keeping the junior players participating and integrating them into senior fixtures was suggested as a means to retain younger members. With respect to daytime fixtures, the availability of child minding or a crèche is seen to have the potential to increase and retain the number of participants and members that are unable to attend night fixtures.

Other comments and suggestions raised include:

- Make the renewal process for membership more convenient
- Discounts

- Incentives
- Media stories or advertising
- Early morning competitions
- Maintain good organisation
- Build the night fixtures
- Pay insurance costs for fill-ins
- Competitive junior fixtures
- Twilight fixtures for juniors
- Inter-town competitions
- Umpires
- More prize money
- Representative pathways
- Masters competitions
- Continuous game formats
- Fixtures for athletes with a disability
- Keep registration fees affordable
- Loyalty cards with sponsor deals
- Structure teams to allow flexible attendance
- Upgrading facilities to look attractive and appealing
- Incorporate social and competitive aspects in fixtures
- Ensure an even, strong competition that isn't dominated by one team
- Range of levels

What ways can we attract new junior players?

The most common idea for increasing junior participation is through conducting tennis programs and promoting the association through schools. Advertising, particularly during the Australian Open was also suggested as a positive way to encourage more juniors. Promotion of the association's affordable current junior prices and quality coaching may also attract more juniors. Many of the senior fixture participants may also have children who would be interested in playing tennis, so promoting the range of junior opportunities to current members may also be of benefit.

Other comments and suggestions raised include:

- Encourage and assist schools to use their courts
- Afternoon/night junior programs
- Promote tennis at community events
- Provide coaching for school teachers

- Free come and try days
- Parent and child competitions

What would keep juniors playing tennis with the association?

The predominant response to retain junior players is to ensure the programs remain interesting and fun. A good variety of competitions and the opportunity for juniors to participate with a group of friends would add to the enjoyment of playing.

Other comments and suggestions raised include:

- Good coaching
- Progression for older juniors into the seniors
- Progression of skills and levels
- Keep juniors playing as a group at their level
- Social events specifically for juniors
- Make more references to and promote high profile players, as juniors use these as role models
- Promote local successful juniors

How can we increase income into the association?

As the social aspect of participating is important for many members, it was thought that conducting social functions would be a good avenue for raising association income whilst also enhancing the TTI experience. Implementing corporate challenges or competitions that may be conducted over a short number of weeks, or on one day was suggested by a number of members to increase income. Fixtures were identified as a good opportunity to fundraise through conducting BBQs or offering attractive raffles. Developing a range of quality TTI merchandise and clothing would be enticing for many members to purchase. Conducting more tournaments or family fun days, attracting more sponsorship and increasing participation in the association were also income raising suggestions.

Other comments and suggestions raised include:

- Developing conference facilities
- Exhibition matches
- Commit sponsors to 3 year contracts
- Grants
- Pro shop
- Members bring a plate of food to be sold at tournaments

- A good bar in an upgraded clubhouse
- Cafe in an upgraded clubhouse
- Size 12-14 tennis skirts
- Review registration costs
- Coaching
- Functions with special guests
- Increase hire charges for use of lights
- 3 match series against Wests
- Corporate use of an upgraded clubhouse facility
- Competitions every night of the week
- Speed tournaments
- Pot luck doubles and singles timed events
- Compass tournaments with online nomination system like golf
- Hire courts to other sports during the wet season to train on when their facilities can't be used

Should we link or amalgamate with other clubs?

The majority of responses indicate that members feel the association should look towards amalgamating with other clubs to pool resources, upgrade facilities and work together to develop tennis, however, some members also felt it is important to have a number and variety of different clubs. It was also suggested by a number of members that there should be one 'super' competition incorporating fixtures at both TTI and Western Suburbs Tennis Club, instead of the two competing against each other.

Other comments and suggestions raised include:

- Incorporate Wests into fixtures
- Explore opportunities of creating greater links with Wests to share resources, joint marketing etc
- Two main associations is not beneficial
- Rather compete against other associations

What education and training courses would be of benefit to members?

Many members suggested providing adult coaching sessions that they could attend as a group to obtain tips and improve on general aspects of their game would be of great benefit. Providing this service at no cost to members has the potential to increase the number of individual adults taking up personal coaching lessons. If there was a cost to the group

coaching, it was suggested that sessions could be bought as a book of 5-10 that could be used by a number of different people throughout the season when the sessions are offered. Both general and tennis specific health and fitness workshops were ideas that would be of benefit to members, along with coaching and officiating courses.

Other comments and suggestions raised include:

- Nutrition information/workshops
- Sports medicine information/workshops
- Promote courses provided by government and council
- Training for juniors
- Tournament Box
- Provide Saturday morning junior coaching format for seniors
- Rules
 - Different rule could be on the scoresheet each week
 - Give team captains a rule book at the start of each season

How can we improve the image of the association and tennis?

The image of the association is thought to be very positive within the Townsville community. A number of members suggested that as there appears to be a significant transient population within Townsville, more advertising within the media to promote TTI's programs and facilities would be beneficial. If a relationship with the media could be developed that incorporated newspaper reporting or local television news coverage of fixtures, particularly the highly participated mixed fixtures, this would increase the association's exposure. Promotion of the association could also incorporate the fun and social aspects of participating, cool night conditions and the local successful players. Upgrading the appearance of the association's facility was suggested as having the potential to also raise TTI's profile and image.

Other comments and suggestions raised include:

- Link to Council programs such as 'Streets Alive'
- Play music at fixtures
- Promote to schools
- Organise charity events

Do you use the association's website and how do you rate it?

Just over half the member responses to this question indicated that they do use the association's website, that they find it useful and informative, particularly regarding draws, results and ladders. Of the members that indicated they don't use the website, the majority didn't realise it existed, whilst others simply don't use the internet regularly. Members also commented that they like the regular email newsletters that are distributed.

Other comments and suggestions raised include:

- Needs revamping with new photos
- Didn't know the draw was on the website
- Sometimes a bit slow to be updated
- Player database for respective fixtures would be useful
- Greatly improved
- Competitor lists for tournaments would be good
- Information needed regarding when fixtures start and finish
- Information is out of date
- A lot of information – big read
- Tough to get around
- Don't need to use it
- Has all the required information
- Relatively up to date
- No time

What other general thoughts and ideas are there?

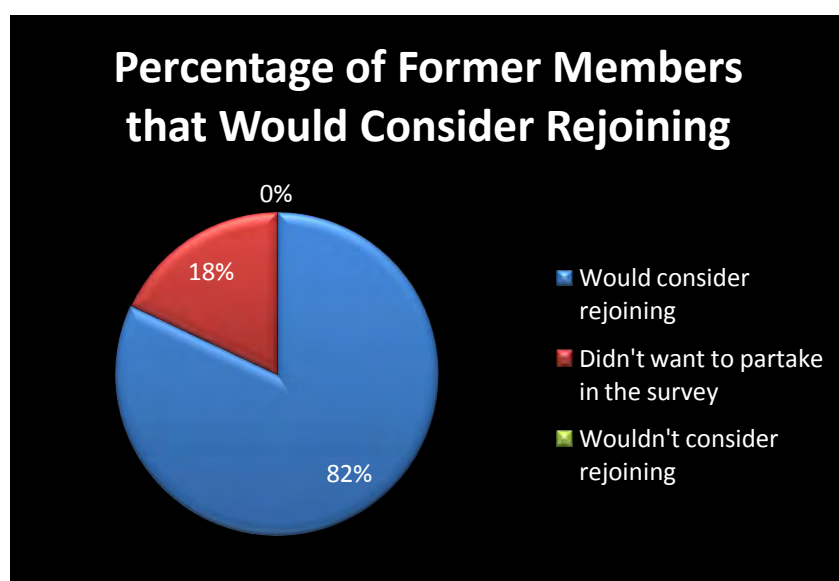
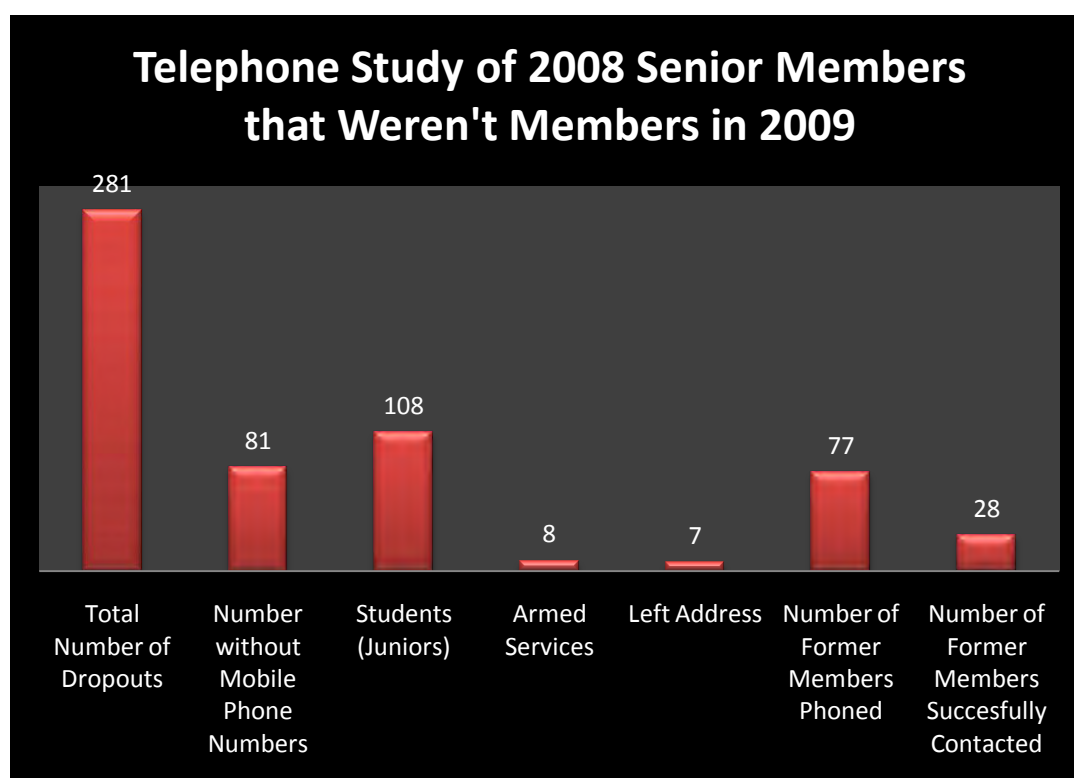
There were a number of general thoughts and ideas added by members. The majority of these indicate a positive reflection of TTI and the well organised operations of the association. A summary of these comments are following.

- Bloody good and we love it
- Love it
- Love it
- Love it
- Create greater links with Council, particularly with joint branding and support in the association's Centenary year in 2011
- Fee structure – shouldn't have to pay the full years' membership when joining in the second season
- Cleveland courts are a bit rough

- Try to attract high profile sports personalities for events/promotions
- Supply benefits for members at sponsors' outlets
- Very well organised organisation
- Employ a marketing officer to promote and publicise the association and tennis
- A representative from each of the night fixtures should be on the committee
- Should be a regular state wide competition instead of random tournaments
- Need a development officer in Townsville
- New balls for Sunday social tennis
- Run tennis fixtures during school holidays, with bonus points
- School holiday programs
- Member access to ball machines to practice
- Keep tournaments running on time
- Use tennis as a team building activity with workplaces and social clubs
- Competitions against the army, uni etc
- Newsletters need clear headings
- Would like to volunteer if I had more time
- Develop links with country/regional centres within the north, central and western areas
- We are very impressed with the club, the hospitality of the members and the facilities
- The association does a great job that is inspiring for smaller regional clubs
- Attracting of sponsorship is great
- Excellent profile raising of tennis through press releases, radio talk back shows etc
- Great coach/es
- Maybe juniors can travel together to tournaments to make it a bit more affordable for parents
- Encourage more parent involvement in junior programs
- Good skill development for juniors
- Like to be able to buy tennis gear through the association (ie recently bought a racquet through TTI)

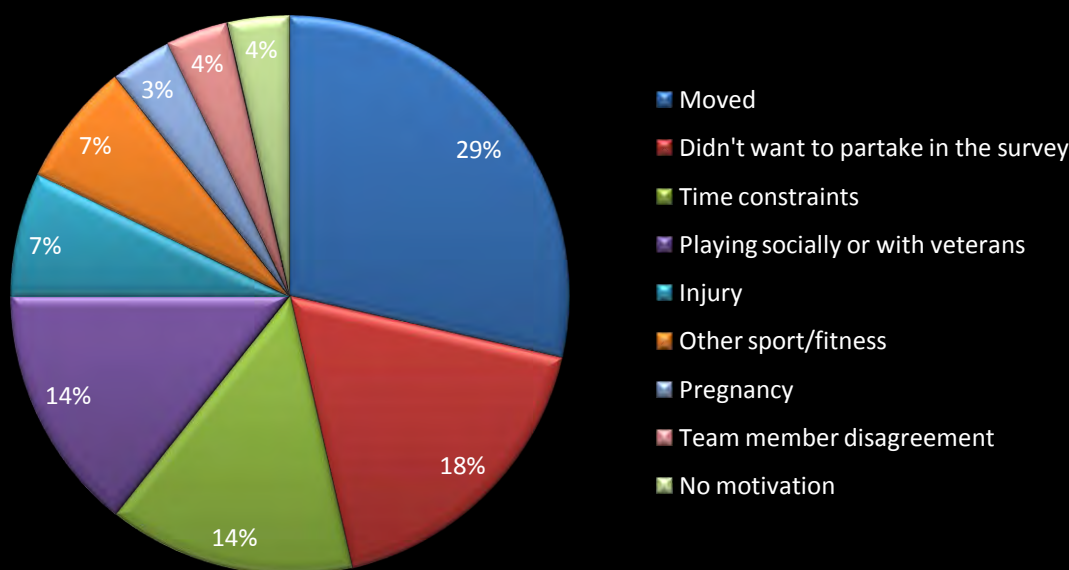
7. Survey Results of Former Members

To develop an understanding of the reasons members don't continue to participate from one season to the next, we conducted a telephone survey of senior participants that were members in 2008, but no longer in 2010. As the graph below indicates, there were 281 members that dropped out in this time. Of this, we didn't phone those that didn't have a mobile phone number, students (juniors), those whose job description indicated they were in the armed services and those that the database indicated had moved. Remaining was a total of 77 former members, all of which were phoned. Of these, we spoke with 28 individuals. 23 provided responses, whilst 5 didn't want to partake in the survey.



100% of former members that agreed to participate in the survey were satisfied with Tennis Townsville to the extent that they would consider rejoining in the future. Due to a range of circumstances, they were currently not able to participate. The 18% indicated in the adjacent graph outlines those that didn't want to partake in the survey.

Reasons that Stopped 2008 Members from Rejoining in 2009

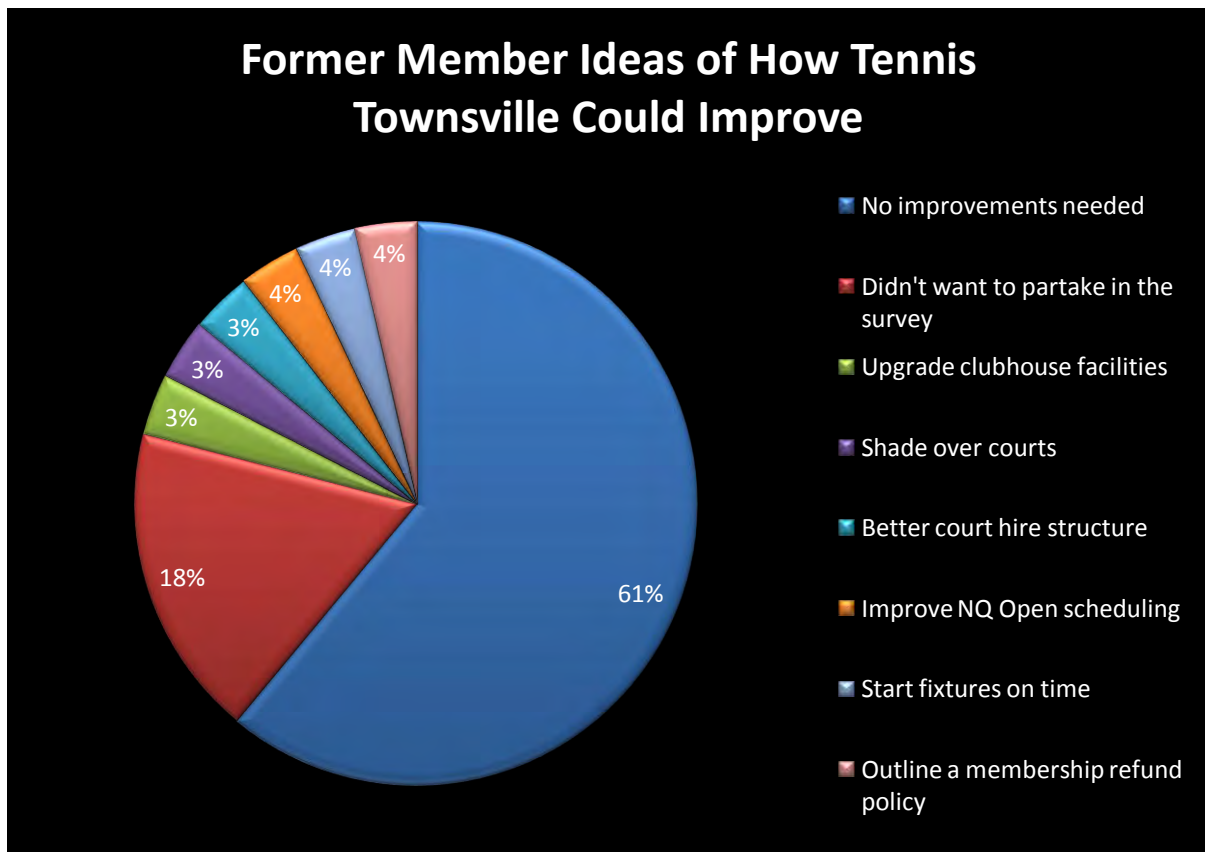


Almost one third of 2008 members that didn't rejoin in 2010 indicated that they were unable to as they have moved away from Townsville. Taking out those that didn't want to partake in the survey, the next predominant restraint was a lack of time due to a mixture of career and family commitments. The same percentage of former members indicated they were still playing in the Sunday social competition or the Wednesday night veterans' fixtures. Other reasons included injuries, participation in other sports or fitness pursuits, pregnancy, a lack of motivation and a bad experience with a former team member.

This survey did not identify any negative reasons of why former members have discontinued their involvement with TTI. Including the fact that 100% of the former members to partake in this study would consider rejoining in the future, would strongly indicate that the current programs, facilities, fixtures and general organisation of the association is of a standard that senior members are satisfied with.

With reference to the membership trends indicating an approximate annual senior retention rate of 60%, it would be unlikely that the association would significantly be able to increase this figure, due to around 30% of members moving away from Townsville.

A useful trend identified from the survey is the time constraints former members indicated as to why they no longer participate. The association needs to consider this when planning future programs, fixtures and competitions, to develop opportunities for people who have limited available time.



As the above graph clearly indicates, an overwhelming majority of former members are satisfied with TTI and didn't feel the need for any improvements. Disregarding the 18% who didn't want to partake in the survey, there were no significant identified trends in required improvements. Suggestions that are consistent with responses from other aspects of the consultation include the need for upgraded clubhouse facilities and shade over the courts. The outlining of a membership refund policy refers to a possible need for flexible arrangements in response to an individual's extenuating circumstances.

8. Survey Results of Current Sponsors

Tennis Townsville currently has a total of 30 different sponsors. This survey was designed to obtain the sponsors' perspective of firstly their sponsorship arrangement with the association and secondly how the association may be able to develop. We phoned 26 (87%) of the sponsors and successfully surveyed 13, therefore the results outlined in the table below constitute responses from 43% of the association's sponsors. The details below indicate the specific responses to the questions.

How do you enjoy sponsoring Tennis Townsville?	Could your sponsorship arrangement be improved?	How could Tennis Townsville improve?	How could Tennis Townsville attract more participants?
<ul style="list-style-type: none"> ● All good ● Don't do too much and not sure if what they do is worth it ● Everything's always good when visiting TTI ● Find it very worthwhile ● Good value for money ● They are well promoted through signage, programs, media, attendance at wheelchair events ● Very well informed ● Ok ● Ok ● Pretty happy ● Sponsorship due to friendship 	<ul style="list-style-type: none"> ● Yes, been doing it for donkeys years ● Yes, very happy ● More of a donation, they don't expect too much in return ● Would like to see signage at the courts or their logo in programs, flyers etc ● Nothing more, but it all comes down to dollars ● Wouldn't think so ● Want to be seen as a good corporate citizen. Would be great if there was a big crowd for presentations 	<ul style="list-style-type: none"> ● No, happy with where everything's at ● Opportunity to promote their business for players attending tournaments from out of town ● Don't know ● Not sure ● Can always upgrade ● Don't know ● Good facilities ● Don't have much to do with the association ● The same issues are being discussed at tennis clubs all around the world – don't see an 	<ul style="list-style-type: none"> ● Night fixtures are good ● Don't know ● Not sure, but personally, has had a bad achilles injury, so apart from a social hit with the club coach, he wouldn't play more ● Needs to come from Tennis Queensland. Everyone knows TTI is the biggest organisation in Townsville, and where North Ward is, so they can't do any more ● Can't think ● Time demands make it hard to

How do you enjoy sponsoring Tennis Townsville?	Could your sponsorship arrangement be improved?	How could Tennis Townsville improve?	How could Tennis Townsville attract more participants?
<p>with club coach, so not too worried about what they are getting</p> <ul style="list-style-type: none"> ● Works well ● Yes it seems positive 	<ul style="list-style-type: none"> ● Hard to qualitatively work out a benefit, but happy to help out ● Appreciated the invite to the planning workshop. Currently enjoys playing fixtures ● Not sure ● No ● No ● This was the first year they have sponsored, so hard to tell if they received a benefit, though the feeling was positive. Would like to be organised earlier in the future to promote more and help gauge the outcomes 	<p>easy or obvious answer</p> <ul style="list-style-type: none"> ● Will think more about it and provide further information ● No ● Good organisation – promote sponsors’ products well ● Currently enjoys playing fixtures 	<p>make a commitment, so maybe larger teams so that individuals don’t have to commit each week to playing</p> <ul style="list-style-type: none"> ● Need more Australians successful in the world rankings ● No solution ● Corporate events. Social club events for larger businesses. Social fixtures ● More direct and specific through targeted promotions ● Target JCU, Army. ● Corporate challenges are challenging to do ● Promote the sponsors’ businesses and the benefits members can receive from them

9. External Stakeholder Consultation

The following points outline the views and ideas of important association stakeholders who were unable to attend the planning workshop and were consulted on an individual basis.

- Create links with other sports to attract players
- Annually review the court hire fee to ensure it is increasing accordingly
- Tennis centres need to be revamped to look attractive and keep parents at the facility whilst their children play or train and create secondary spend at the kiosk
- Tennis in Australia appears to have lost its attraction in recent years so it really is not a local issue
- The facilities seem ok but perhaps the open-air thing might be some form of deterrent to the younger people and parents in this age where everybody is conscious of being exposed to the sun
- The alternative to open-air is a costly solution
- Need alignment throughout the whole sport
- Recognise that program delivery for TTI would be different to that of Tennis Australia, however, the themes and general priorities should be similar
- Tennis Australia's formula for success includes:
 - Developing champions
 - Developing active players
 - Developing active supporters
 - Continued investment into programs and facilities
- Operational priorities should align and stem from these
- Positive relationships with stakeholders such as government bodies are important
- Should be a structured relationship from TTI to TQ to TA
- Utilise the purpose pyramid and TA's purpose
- More competition with coaches now in Townsville
- TTI have good programs and sponsorship
- Layout of the facility not ideal – new land opportunities?
- Programs need to be made more convenient for people to play
- Develop tennis programs into health and fitness programs
- Early morning competition (6-7:30am) including breakfast
- Corporate competition from 5:30/6pm – 7:30/8pm
- Focus on the social aspect of tennis
- Singles competition doubling as a dating service/opportunity
- Junior fixtures on weekends are dying across the State
- Incorporate junior fixtures on weeknights at earlier timeslots
- Encourage social junior participation that doesn't need to include coaching

- Tennis is not the main sport for a lot of people
- Most major events will be held at Kalynda Chase when it's developed, as it will be a regional centre
- There are going to be a lot of very good tennis facilities across Queensland that will attract events
- When TTI is upgraded to a regional tennis centre standard, it will become the regional centre
- Current courts are not up to ITF event specifications as there aren't fences between courts
- Current courts can be spread out and brought up to ITF standard widths
- The current facility is not an ideal setup for championships as the courts are spread out
- Possibly redevelop the area on the other side of Burke St into a 16 court setup
- Need at least 12 full size ITF courts to host competitions
- Explore the opportunities of commercial ventures using the facility during the down times
- Employ a full time commercial operator to manage the facility
- Approach the federal minister for infrastructure to apply for project funding
- If shading courts, need to abide by tournament shade standards
- Leaving flyers in hotels for casual players is good promotion

10. Focus Group Outcomes - Facility Development

A focus group meeting was held to discuss the potential future facility upgrades. The outcomes of this meeting include:

- Utilise the previously developed facility master plan and concept designs as the future direction of the association's facilities
- Break this down into a number of stages that clearly outline separate components
- Implement the development of the components in a staged process, taking advantage of funding programs and opportunities when available
- Upgrade the current ancillary facilities using components of the master plan (ie improvements won't be lost in the future when other developments are implemented)
- Clubhouse needs to be located at the front of the facility near Burke St, to welcome members at one focal point and encourage community involvement

11. Tennis Australia's Mission

Our Purpose

Making Australia the greatest tennis nation on the planet.

Why We Exist

We exist to make Australia the greatest tennis nation on the planet

What We Do

Our Formula for Success

1. Great Champions
 - Create champions – the mark of a great tennis nation. More highly ranking players and more Grand Slam champions.
2. Active players
 - Spread the love of tennis within the community. More people playing more tennis more often
3. Devoted fans
 - Build the buzz of tennis – supporters and potential players. More people attending more tennis events. More people engaging with tennis and tennis brands
4. Invest in the game
 - Build sustainable resources to invest in the growth of the game. More money to grow more fans, more players and more champions

How We Do It

Our Promise, Our Way

- Bringing a competitive edge - We are disciplined and aspire to be the best
- Daring to be different - We are not afraid to step forward and try new things
- Creating magical experiences - We know how to entertain and have some fun
- Celebrating greatness - Success breeds success. We celebrate greatness in our people, our partners and our champions past, present and future
- Giving awesome service - We don't settle for OK or average
- Playing as a team - We listen, develop, include and coach each other

Tennis Brand Statement

- It's a game and it's a passion
- It's an hour of fun and a lifetime commitment
- It's a six-year-old at primary school and his grandmother at midweek ladies
- It's the pennant player working on his ITN rating and four mates slugging it out for bragging rights
- It's a manicured grass court and lines scratched on the beach
- It's a novice hitting a ball against the garden wall and a century of Aussie legends fighting for Davis Cup glory
- It's competing for your club championship, striving for the state title, dreaming of the Australian Open
- It's getting fit with Tennis Workout and pushing the barriers in wheelchair tennis. It's social and it's deadly serious
- It's Australian Open Tennis offering the Australian Open experience all year round, and it's Australian Open Academies lifting standards across the Asia/Pacific
- It's indoor and outdoor
- It's in the schools and on the streets
- It's boys and girls, and it's men and women
- It's all ages, all races, all people everywhere
- It's around the corner and all round the world
- It's cosmopolitan and it's as Australian as vegemite
- It's made for a sunburnt country, a sport we love so much we play it anywhere and everywhere - in the suburbs, in the bush, in the outback, even on the rooftops of hotels
- It's in our blood, our history, our culture, our hearts

- It's a tradition we pass on to our sons and daughters, who pick up racquets from the time they can walk, bringing forth a new generation of Lavers and Rafterns, Courts and Goolagongs
- It's you and me, and it's everyone we know
- It's everybody's sport
- It's Tennis. Australia's favourite