



# Moe Tennis Needs Assessment

Final Draft Report  
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Prepared by SGL Consulting Group Australia Pty Ltd



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## TABLE OF CONTENTS

<b>1</b>	<b>BACKGROUND</b> .....	<b>1</b>
1.1	PROJECT OBJECTIVES .....	1
1.2	PROJECT METHODOLOGY .....	1
<b>2</b>	<b>PROJECT AREA</b> .....	<b>3</b>
2.1	POPULATION TRENDS .....	3
2.1.1	Population Age Profile .....	3
2.1.2	Country of Birth .....	5
2.1.3	Languages Spoken at Home .....	6
2.1.4	Income Levels .....	7
2.1.5	Vehicle Ownership.....	8
2.1.6	Future Population Predictions .....	8
2.2	KEY FINDINGS – DEMOGRAPHIC ANALYSIS.....	10
2.3	TENNIS FACILITIES IN LATROBE CITY .....	10
<b>3</b>	<b>OPERATIONAL PERFORMANCE</b> .....	<b>12</b>
3.1	INTRODUCTION.....	12
3.2	MEMBERSHIP .....	12
3.3	FINANCIAL PERFORMANCE .....	13
<b>4</b>	<b>TRENDS</b> .....	<b>15</b>
4.1	NATIONAL PARTICIPATION .....	15
4.2	VICTORIAN PARTICIPATION .....	15
4.3	REGIONAL PARTICIPATION.....	16
4.4	COURT SURFACES .....	16
<b>5</b>	<b>CONSULTATION AND DOCUMENT REVIEW</b> .....	<b>17</b>
5.1	INTERVIEWS WITH KEY STAKEHOLDERS.....	17
5.1.1	Latrobe Councillors.....	17
5.1.2	Moe Tennis Club.....	17
5.1.3	Newborough Tennis Club .....	18
5.1.4	City of Latrobe Council Officers.....	19
5.1.5	Moe Tennis Club Coach .....	20
5.1.6	Public Forum.....	20
5.2	KEY RELEVANT DOCUMENT REVIEW .....	20
5.2.1	Council Plan 2103 – 2017 .....	20
5.2.2	Moe – Newborough Outdoor Recreation Plan - October 2007 .....	20
5.2.3	Moe Tennis Club Facility Redevelopment Cost Estimates .....	21
5.2.4	Tennis Facilities Plan June 2008.....	21
5.2.5	Community Engagement Plan.....	21
<b>6</b>	<b>SUMMARY OF KEY FINDINGS/ISSUES</b> .....	<b>22</b>
<b>7</b>	<b>STRATEGIC DIRECTION</b> .....	<b>23</b>
7.1	OPTION 1 – PROVISION OF CLAY COURTS.....	23
7.2	OPTION 2 – BASIC REPAIR OF ALL COURTS .....	24
7.3	OPTION 3 – STAGED REPLACEMENT AS NEW HARDCOURTS .....	25
<b>8</b>	<b>CONCLUSIONS, RECOMMENDATIONS AND NEXT STEPS</b> .....	<b>27</b>
8.1	SUMMARY OF OPTIONS .....	27
8.2	CONCLUSIONS .....	27

8.3	RECOMMENDATIONS AND NEXT STEPS .....	29
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## DIRECTORY OF TABLES

Table 1.1	Project Methodology .....	2
Table 2.1	Population Age Profile of Latrobe City .....	3
Table 2.2	Population Age Profile of Moe .....	4
Table 2.3	Resident Population .....	4
Table 2.4	Most Common Countries of Birth .....	5
Table 2.5	Most Common Countries of Birth .....	5
Table 2.6	Most Common Languages Spoken at Home .....	6
Table 2.7	Weekly Individual Gross Income Levels for the Latrobe area .....	7
Table 2.8	Weekly Individual Gross Income Levels for Moe .....	7
Table 2.9	Vehicle Ownership .....	8
Table 2.10	Projected Population in 2036 in the major Town in the Latrobe City Council .....	8
Table 2.11	Projected Population in 2036 in Moe .....	9
Table 2.12	Projected Age Structure in Moe .....	9
Table 2.13	Current Tennis Court Allocation in Latrobe City .....	10
Table 3.1	Modern Tennis Club Income/Expenditure for Last 5 years .....	13
Table 8.1	Summary of Options .....	27

## APPENDIX

APPENDIX ONE:	MOE TENNIS COURTS NEEDS ASSESSMENT – STAKEHOLDER CONSULTATION FRAMEWORK
APPENDIX TWO:	2MH ASSESSMENT OF CLAY COURT OPTION
APPENDIX THREE:	2MH REPORT ON HARD COURT OPTIONS FOR MOE TENNIS CLUB

## 1 BACKGROUND

The Latrobe City Council is made of four major urban centres: Churchill, Moe/Newborough, Morwell and Traralgon with a number of smaller townships also within the boundaries. It is less than two hours drive from Melbourne and boasts all the recreational and cultural facilities of a large regional centre.

Latrobe City has a combined population of over 73,000 and is located at the gateway to Gippsland in the South East corner of Victoria.

This project has been commissioned in order to undertake a Needs Assessment for the Moe tennis courts that are situated in the Moe Botanic Gardens in Moe. Moe was recently (June 2012) subjected to an earthquake that caused significant damage to the Moe tennis courts and has added to the need to undertake this study as the courts are showing cracks through the surface of the plexi-pave treatment. Latrobe City Council was able to secure a level of insurance compensation that has been set aside for the potential resulting outcomes of this study.

The proximity of the four major urban centres of Moe/Newborough, Traralgon, Morwell and Churchill and the previous local governance structure of separate councils has created an allocation of courts to each area. When considered as a consolidated region there is a natural hierarchy that has emerged from large regional centres to small one and two court facilities.

In recent times the Traralgon facility has been redeveloped to become the regional centre for tennis with 24 courts (14 plexi-cushion, 8 plexi-pave and 2 synthetic clay) while the other three centres are considered to be sub-regional in nature with Moe (15 plexi-pave), Morwell (15 plexi-pave) and Churchill having just 7 plexi-pave courts.

The Latrobe Council consider that the continued provision of high quality and well-maintained facilities is important to ensure the ongoing growth of the club and in achieving maximum use of the available infrastructure and it is the task of this review to understand the needs and recommend the future provision of facilities for the Moe Tennis Club.

### 1.1 PROJECT OBJECTIVES

The project will:

1. Evaluate the current usage and capacity of the Moe Tennis Courts
2. Identify a range of court surfaces suitable for the site
3. Determine the number of tennis courts required for the facility
4. Provide a recommendation on what court surface would be feasible for the site
5. Provide a staging or implementation plan for the construction of the tennis courts
6. Provide a funding model for the reconstruction of the tennis courts
7. Provide a detailed design for the reconstruction of the tennis courts
8. Provide a detailed cost estimate based on the staging/implementation plan

### 1.2 PROJECT METHODOLOGY

The following methodology and associated tasks was agreed between SGL and Latrobe City.

*Table 1.1 Project Methodology*

Stage One	Needs Assessment and Analysis
	• Inception Meeting
	• Develop Engagement Plan
	• Review relevant documents and reports
	• Demographic Review
	• Industry Trend Review
	• Market Analysis
	• Occupancy Review
	• Key Stakeholder Interviews
	• State Government and State Sporting Associations Feedback
	• Surface Option Review
	• Facility Component Schedule
	• Site Review
	• Issues and Needs Report
Stage Two	<b>Cost Benefit Analysis and Design Development</b>
	• Values and Vision Workshop
	• Economic Benefit and Events
	• Business Case
	• Financial Modelling and sensitivity Analysis
	• Detailed Design and Construction Plan
	• Capital Cost
	• Funding Options
	• Draft Management Plan
	• Draft Report for Feedback
• Final Report	

## 2 PROJECT AREA

Situated in the Gippsland area of South East Victoria, Moe is positioned within the City of Latrobe that encompasses a number of communities of varying size and populations. The following information outlines the past, present and future population data situation and trends that need to be taken into consideration when assessing the needs for specific sporting facilities for the region.

### 2.1 POPULATION TRENDS

Between 2006 and 2011 the population of the Latrobe City Council area increased from 69,329 people to 72,402 people. This equates to an approximate growth of 4.4% (3,073).

#### 2.1.1 Population Age Profile

The age profile of residents in 2011 (ABS) compared to Regional Victoria was estimated as follows:

*Table 2.1 Population Age Profile of Latrobe City*

Latrobe City Five year age groups (years)	2011			2006			Change 2006 to 2011
	Number	%	Regional VIC	Number	%	Regional VIC	
0 to 4	4,782	6.6	6.3	4,297	6.2	6.0	+485
5 to 9	4,539	6.3	6.2	4,757	6.9	6.8	-218
10 to 14	4,780	6.6	6.7	5,356	7.7	7.5	-576
15 to 19	5,213	7.2	6.8	5,188	7.5	7.0	+25
20 to 24	4,878	6.7	5.5	4,592	6.6	5.5	+286
25 to 29	4,491	6.2	5.2	3,740	5.4	4.9	+751
30 to 34	4,079	5.6	5.2	4,101	5.9	5.8	-22
35 to 39	4,304	5.9	6.1	4,562	6.6	6.6	-258
40 to 44	4,687	6.5	6.7	5,061	7.3	7.1	-374
45 to 49	5,098	7.0	7.0	5,156	7.4	7.4	-58
50 to 54	5,127	7.1	7.1	4,953	7.1	7.1	+174
55 to 59	4,814	6.6	6.9	4,366	6.3	6.7	+448
60 to 64	4,404	6.1	6.6	3,446	5.0	5.4	+958
65 to 69	3,366	4.6	5.2	2,810	4.1	4.6	+556
70 to 74	2,731	3.8	4.1	2,310	3.3	3.8	+421
75 to 79	2,061	2.8	3.2	2,070	3.0	3.4	-9
80 to 84	1,650	2.3	2.6	1,521	2.2	2.5	+129
85 and over	1,398	1.9	2.3	1,043	1.5	2.0	+355
<b>Total</b>	<b>72,402</b>	<b>100.0</b>	<b>100.0</b>	<b>69,329</b>	<b>100.0</b>	<b>100.0</b>	<b>+3,073</b>

Source: Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011

An analysis of the data found in Table 1.1 shows that when comparing the Population Age Profile between the Latrobe area and Regional Victoria, Latrobe's age group segmentation is fairly consistent with the figures found in the rest of Regional Victoria. The age groups with the largest percentage of residents are the 15 to 19 years (7.2%), followed very closely by 50 to 54 years (7.1%) and 45 to 49 years (7.0%). The age groups with the lowest number of residents are the 85 years plus (1.9%) followed by 80 to 84 years (2.3%) and 75 to 59 years (2.8%).

The most significant difference between the Latrobe area and Regional Victoria is the difference in the number of residents aged over 60 years. In the Latrobe area 21.5% is over the age of 60 compared to the higher percentage of 24% in Regional Victoria.

Between 2006 and 2011 there was a considerable decrease in residents aged 5 to 19 (22.1% compared to 20.1%).

The below table details the distribution of residents into age brackets for Moe compared to that of the Latrobe City area.

*Table 2.2 Population Age Profile of Moe*

Moe - Moe South Five year age groups (years)	2011		
	Number	%	Latrobe City
0 to 4	539	5.8	6.6
5 to 9	530	5.7	6.3
10 to 14	538	5.8	6.6
15 to 19	655	7.0	7.2
20 to 24	594	6.4	6.7
25 to 29	488	5.2	6.2
30 to 34	452	4.9	5.6
35 to 39	502	5.4	5.9
40 to 44	558	6.0	6.5
45 to 49	646	6.9	7.0
50 to 54	678	7.3	7.1
55 to 59	675	7.3	6.6
60 to 64	679	7.3	6.1
65 to 69	534	5.7	4.6
70 to 74	414	4.4	3.8
75 to 79	336	3.6	2.8
80 to 84	283	3.0	2.3
85 and over	207	2.2	1.9
<b>Total</b>	<b>9,318</b>	<b>100.0</b>	<b>100.0</b>

Source: Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011

Looking at the data it is clear that the make up of the Moe population is only slightly different to that of Latrobe with slightly fewer residents aged less than 50 years (59.1% compared to 64.6%) and more residents that are in the older age groups in Moe than the general Latrobe area (40.8% compared to 35.2%).

The following table details the gender division of the Latrobe City residents in 2011:

*Table 2.3 Resident Population*

Latrobe City	2011			2006			Change 2006 to 2011
	Number	%	Regional VIC	Number	%	Regional VIC	
Population (excluding O/S visitors)	72,402	100.0	100.0	69,329	100.0	100.0	+3,073
Males	35,369	48.9	49.1	33,872	48.9	49.2	+1,497
Females	37,033	51.1	50.9	35,457	51.1	50.8	+1,576

Source: Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011

There are slightly more females than males within the Latrobe City population (51.1% compared to 48.9%) which is consistent with the rest of the rest of the Regional Victorian population. There was no change in the ratio of males to females between 2006 and 2011.

Moe has a similar ratio of females to males with 48.6% of the population being female (compared to the 48.9% in the Latrobe City area).



## 2.1.2 Country of Birth

The share of the population born overseas and the diversity in their country of origin can give an indication of how diverse the population is within the community.

An analysis of the country of birth data for the Latrobe area shows that there is a low level of diversity with a relatively small percentage of the population born overseas. Of the residents that were born overseas the majority of them were born in the United Kingdom.

The table below details the Country of birth of residents:

*Table 2.4 Most Common Countries of Birth*

Latrobe City Country of birth	2011			2006			Change 2006 to 2011
	Number	%	Regional VIC	Number	%	Regional VIC	
United Kingdom	3,112	4.3	3.5	3,194	4.6	3.5	-82
Netherlands	784	1.1	0.6	841	1.2	0.6	-57
Italy	716	1.0	0.6	752	1.1	0.7	-36
New Zealand	654	0.9	1.0	520	0.8	0.9	+134
Germany	552	0.8	0.5	574	0.8	0.5	-22
Malta	407	0.6	0.1	449	0.6	0.1	-42
Philippines	361	0.5	0.3	288	0.4	0.2	+73
China	270	0.4	0.2	124	0.2	0.1	+146
India	252	0.3	0.4	100	0.1	0.2	+152
Sudan	198	0.3	0.1	0	0.0	0.0	+198
South Africa	134	0.2	0.2	90	0.1	0.2	+44
Ireland	132	0.2	0.2	139	0.2	0.1	-7
Greece	132	0.2	0.1	135	0.2	0.1	-3
Poland	129	0.2	0.1	161	0.2	0.1	-32
Malaysia	113	0.2	0.1	97	0.1	0.1	+16
United States of America	112	0.2	0.2	101	0.1	0.2	+11
Cyprus	100	0.1	0.0	100	0.1	0.0	0
Croatia	97	0.1	0.2	112	0.2	0.2	-15
Serbia / Montenegro (fmr Yugoslavia)	96	0.1	0.1	118	0.2	0.2	-22
Canada	93	0.1	0.1	79	0.1	0.1	+14
Sri Lanka	77	0.1	0.1	44	0.1	0.1	+33

Source: Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011

The table below identifies the countries of birth of the residents of the Latrobe area.

*Table 2.5 Most Common Countries of Birth*

Latrobe City Birthplace	2011			2006			Change 2006 to 2011
	Number	%	Regional VIC	Number	%	Regional VIC	
Total Overseas born	9,930	13.7	10.6	9,141	13.2	10.1	+789
Non-English speaking backgrounds	5,693	7.9	5.5	5,018	7.2	5.2	+675
Main English speaking countries	4,237	5.9	5.1	4,123	5.9	4.9	+114
Australia	58,318	80.5	84.3	55,853	80.6	84.3	+2,465
Not Stated	4,152	5.7	5.0	4,333	6.3	5.6	-181
<b>Total Population</b>	<b>72,400</b>	<b>100.0</b>	<b>100.0</b>	<b>69,327</b>	<b>100.0</b>	<b>100.0</b>	<b>+3,073</b>

Source: Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011

The share of the population born overseas in the Latrobe City was higher than that found in Regional Victoria (13.7% compared to 10.6%).

Moe has a slightly higher percentage of residents born outside of Australia (14.9%) compared to Latrobe City (13.7%).

### 2.1.3 Languages Spoken at Home

The Latrobe City (88.5%) has a slightly lower percentage of residents that speak only English when compared to Regional Victoria (90.4%)

The table found below shows the primary language spoken at home:

*Table 2.6 Most Common Languages Spoken at Home*

Latrobe City Language (excludes English)	2011			2006			Change 2006 to 2011
	Number	%	Regional VIC	Number	%	Regional VIC	
Italian	1,000	1.4	0.9	961	1.4	1.0	+39
Greek	395	0.5	0.2	391	0.6	0.3	+4
Dutch	289	0.4	0.2	306	0.4	0.2	-17
Mandarin	283	0.4	0.2	151	0.2	0.1	+132
Maltese	267	0.4	0.1	304	0.4	0.1	-37
German	247	0.3	0.3	291	0.4	0.3	-44
Filipino/Tagalog	220	0.3	0.2	165	0.2	0.1	+55
Arabic	183	0.3	0.2	32	0.0	0.2	+151
Polish	139	0.2	0.1	177	0.3	0.1	-38
Dinka	104	0.1	0.0	0	0.0	0.0	+104
Cantonese	103	0.1	0.1	100	0.1	0.1	+3
Spanish	100	0.1	0.1	78	0.1	0.1	+22
Nuer	98	0.1	0.0	0	0.0	0.0	+98
Croatian	84	0.1	0.2	86	0.1	0.3	-2
Bengali	73	0.1	0.0	90	0.1	0.0	-17

Source: Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011

The top five languages other than English spoken within the Latrobe City area in 2011 are:

- Italian
- Greek
- Dutch
- Mandarin
- Maltese

## 2.1.4 Income Levels

The table below presents the personal weekly income levels of Latrobe City residents:

*Table 2.7 Weekly Individual Gross Income Levels for the Latrobe area*

Latrobe City	2011		
Weekly income	Number	%	Regional VIC
Negative Income/ Nil income	4,302	7.4	6.6
\$1-\$199	4,768	8.2	8.0
\$200-\$299	7,666	13.2	12.5
\$300-\$399	7,454	12.8	12.5
\$400-\$599	7,525	12.9	14.1
\$600-\$799	5,661	9.7	11.5
\$800-\$999	4,005	6.9	8.1
\$1000-\$1249	3,836	6.6	7.1
\$1250-\$1499	2,493	4.3	4.3
\$1500-\$1999	3,061	5.3	4.4
\$2000 or more	2,759	4.7	3.1
Not stated	4,763	8.2	7.7
<b>Total persons aged 15+</b>	<b>58,293</b>	<b>100.0</b>	<b>100.0</b>

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2011

The review of the income levels of Latrobe City residents indicate that:

- Slightly more residents earn \$1000+ in the Latrobe City (29.1%) that the rest of Regional Victoria (26.6%) indicating a higher level of discretionary income to spend on leisure activities.
- The income brackets with the most residents is \$200-\$299 (13.2%), \$400-\$499 (12.9%) and \$300-\$399 (12.8%).

*Table 2.8 Weekly Individual Gross Income Levels for Moe*

Moe - Moe South	2011		
Weekly income	Number	%	Latrobe City
Negative Income/ Nil income	504	6.6	7.4
\$1-\$199	626	8.2	8.2
\$200-\$299	1,218	16.0	13.2
\$300-\$399	1,223	16.0	12.8
\$400-\$599	1,120	14.7	12.9
\$600-\$799	682	8.9	9.7
\$800-\$999	418	5.5	6.9
\$1000-\$1249	392	5.1	6.6
\$1250-\$1499	232	3.0	4.3
\$1500-\$1999	255	3.4	5.3
\$2000 or more	245	3.2	4.7
Not stated	705	9.3	8.2
<b>Total persons aged 15+</b>	<b>7,624</b>	<b>100.0</b>	<b>100.0</b>

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2011

As can be seen in the above table the individual weekly income for residents is less than that of the Latrobe City. 54.9% of resident earn less that \$600 per week in Moe, compared to 47.1% in the Latrobe City. There are also fewer residents earning over \$1000 per week (14.7% for Moe and 20.9% for Latrobe). This indicates that there is less disposable income available to the residents of Moe particularly for them to spend on physical activity.

## 2.1.5 Vehicle Ownership

The number of vehicles per household by residents is detailed in the below table:

*Table 2.9 Vehicle Ownership*

Latrobe City	2011			2006			Change
Number of cars	Number	%	Regional VIC	Number	%	Regional VIC	2006 to 2011
No motor vehicles	2,471	8.5	6.4	2,549	9.3	7.1	-78
1 motor vehicle	10,101	34.7	33.0	9,544	35.0	33.0	+557
2 motor vehicles	9,845	33.8	36.1	9,285	34.0	36.3	+560
3 or more motor vehicles	4,679	16.1	18.4	4,041	14.8	17.4	+638
Not stated	2,015	6.9	6.1	1,856	6.8	6.2	+159
<b>Total households</b>	<b>29,111</b>	<b>100.0</b>	<b>100.0</b>	<b>27,275</b>	<b>100.0</b>	<b>100.0</b>	<b>+1,836</b>

Source: Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011

A review of the vehicle ownership in the Latrobe City indicates that the majority of residents, 84.6%, own one or more vehicles indicating ability to independently access leisure activities.

When comparing Moe to the rest of the Latrobe area, there were significantly more residents that do not have access to a car (13.5% for Moe and 8.5% for Latrobe). The number of residents in Latrobe that own two or more cars is also significantly higher (49.9%) than that in Moe (39.3%). This means it is more difficult for residents to get to sporting facilities that are further away.

## 2.1.6 Future Population Predictions

It is expected that the population within the towns in the Latrobe City region will increase 26.17% from 73,594 in 2011 to 92,855 in 2036. The towns that are likely to experience the greatest change in population numbers between 2011 and 2036 are Traralgon (40.35% increase) and Moe (28.67% increase). The Rural North East area is also predicted to increase by 32.09% by 2036.

The below table shows an indication of the increase in population numbers in the major townships in the Latrobe City area between 2006 and 2036:

*Table 2.10 Projected Population in 2036 in the major Town in the Latrobe City Council*

Latrobe City Council's areas	Forecast year							Change between 2006 and 2036	
	2006	2011	2016	2021	2026	2031	2036	Number	Avg. annual % change
Latrobe City	72,005	73,594	77,243	81,246	85,104	88,979	92,855	20,850	0.85
Churchill	4,966	5,008	5,044	5,144	5,293	5,459	5,643	677	0.43
Moe - Moe South	9,636	9,448	9,903	10,419	10,958	11,550	12,157	2,521	0.78
Morwell	14,135	14,205	14,559	15,076	15,418	15,796	16,123	1,988	0.44
Newborough	7,073	6,956	7,327	7,613	7,932	8,190	8,436	1,363	0.59
Rural North	3,218	3,105	3,128	3,206	3,295	3,362	3,429	211	0.21
Rural North East	2,115	2,147	2,200	2,357	2,519	2,683	2,836	721	0.98
Rural South East	3,511	3,500	3,655	3,674	3,772	3,891	4,008	497	0.44
Rural South West	3,186	3,187	3,232	3,342	3,476	3,577	3,678	492	0.48
Traralgon - Traralgon East	24,165	26,038	28,195	30,415	32,441	34,471	36,545	12,380	1.39

Source: forecast.id, from the Estimated Resident Population from ABS

The figures for the projected populations are slightly higher than that data collected during the census as it takes into account the population that may have been missed by the census and the population that were overseas at the time of the census.

The population of Moe is expected to increase to 12,157 by the year 2036 representing an increase of 2,709 people to the town from 2011.

The household size is expected to remain relatively stable at between 2.17 and 2.14 persons per household.

*Table 2.11 Projected Population in 2036 in Moe*

Moe - Moe South	Forecast year						
	2006	2011	2016	2021	2026	2031	2036
Population	9,636	9,448	9,903	10,419	10,958	11,550	12,157
Change in Population (5yrs)		-188	455	516	539	592	607
Average Annual Change (%)		-0.39	0.95	1.02	1.01	1.06	1.03
Households	4,200	4,333	4,549	4,800	5,060	5,330	5,594
Average Household Size (persons)	2.28	2.17	2.16	2.15	2.15	2.14	2.14
Population in non-private dwellings	62	62	97	97	97	132	172
Dwellings	4,518	4,732	4,969	5,242	5,526	5,820	6,110
Dwelling occupancy rate	92.96	91.57	91.55	91.57	91.57	91.58	91.55

Source: forecast.id

The age groups that are expected to experience the greatest change in numbers are the 75 – 79 year age bracket (328 person increase) and the 70 – 74 year age bracket (315 year age bracket). On the other hand there is expected to be a very small increase in the number of 55 – 59 years olds (25 people), 20 – 24 year olds (26 people) and 60 – 64 year olds (32 people).

*Table 2.12 Projected Age Structure in Moe*

Age Structure	2011 Number	2011 %	2021 Number	2021 %	2036 Number	2036 %	Change 2011 to 2036
0-4 years	554	5.9	622	6.0	694	5.70	140
5-9 years	532	5.6	689	6.6	777	6.40	245
10-14 years	559	5.9	660	6.3	771	6.30	212
15-19 years	679	7.2	595	5.7	726	6.00	47
20-24 years	611	6.5	528	5.1	637	5.20	26
25-29 years	536	5.7	547	5.3	604	5.00	68
30-34 years	473	5.0	579	5.6	644	5.30	171
35-39 years	501	5.3	638	6.1	720	5.90	219
40-49 years	567	6.0	629	6.0	757	6.20	190
45-49 years	655	6.9	617	5.9	760	6.30	105
50-54 years	693	7.3	627	6.0	750	6.20	57
55-59 years	689	7.3	658	6.3	714	5.90	25
60-64 years	676	7.2	687	6.6	708	5.80	32
65-69 years	504	5.3	707	6.8	733	6.00	229
70-74 years	421	4.5	665	6.4	736	6.10	315
75-79 years	330	3.5	455	4.4	658	5.40	328
80-84 years	276	2.9	314	3.0	490	4.00	214
85 years and over	191	2.0	202	1.9	278	2.30	87

Source: forecast.id

## 2.2 KEY FINDINGS – DEMOGRAPHIC ANALYSIS

The key findings of the project area's demographic review indicate:

- The population of Latrobe City has increased by 4.4% between 2006 and 2011 (69,329 to 72,402)
- In general terms the population of Moe is older than the average for Latrobe City
- The average weekly income for residents of Moe is lower than the Latrobe City overall average
- The population for Moe in 2011 was 9,448 dropping by 188 residents since the previous census in 2006
- The population for Moe is expected to rise by an average annual rate of 0.78% between 2006 and 2036 making it a reasonably stagnant residency

## 2.3 TENNIS FACILITIES IN LATROBE CITY

Latrobe City has an extensive array of tennis facilities ranging from the basic asphalt open courts with no lighting to the regional centre at Traralgon with 24 courts available for use. A full list of the courts inclusive of the Moe tennis Club's current offerings is below.

*Table 2.13 Current Tennis Court Allocation in Latrobe City*

Municipality	Venue	Club at Venue	No. of Courts	Description of Courts
<b>Boolarra</b>	Boolarra Rec Reserve	Boolarra Tennis Club	4	4 x Asphalt - 2 have lighting
<b>Churchill</b>	Gaskin Park	Churchill Tennis Club	11	7 x Acrylic 4 x Asphalt (in disrepair) - 3 have lighting
<b>Flynn</b>	Flynn Rec Reserve	Flynn Tennis Club	4	4 x Asphalt - no lighting
<b>Glengarry</b>	Glengarry Rec Reserve	Glengarry Tennis Club	4	4 x Asphalt - Limited lighting on courts 1 & 2
<b>Hazelwood North</b>	Hazelwood North Tennis Centre	Hazelwood North Tennis Club	4	2 x Acrylic 2 x Asphalt - no lighting
<b>Moe</b>	Moe Botanic Gardens	Moe tennis Club	15	15 x Plexi-pave - All have lighting (limited on 2 courts)
	Latrobe Indoor Tennis Centre	Private business – no club	5	5 x Synthetic grass - All have lighting
<b>Newborough</b>	Monash Reserve	Newborough Tennis Club	8	8 x Plexi-pave - No lighting
<b>Morwell</b>	Keegan Street Reserve	No club	4	4 x Asphalt - No lighting
	Ronald Reserve	Morwell East and Morwell Tennis Clubs	15	10 x Acrylic 5 x Asphalt - 5 courts have lighting
<b>Toongabbie</b>	Toongabbie Rec Reserve	Toongabbie Tennis Club	2	2 x Acrylic - no lighting
<b>Traralgon</b>	Maskrey Reserve	Pax Hill Tennis Club	4	4 x Asphalt - No lighting
	Eric Taylor Reserve		2	2 x Asphalt - No Lighting

Municipality	Venue	Club at Venue	No. of Courts	Description of Courts
	Traralgon Tennis Centre	Traralgon Tennis Association	24	14 x Plexi-cushion 8 x Plexi-pave 2 x Synthetic Clay
<b>Traralgon South</b>	Traralgon South Reserve	Traralgon South Tennis Club	4	4 x Asphalt - No lighting
<b>Tyers</b>	Tyers Rec Reserve	Tyers Tennis Club	4	4 x Asphalt - No lighting
<b>Yallourn North</b>	Yallourn North Rec Reserve	No Club	4	4 x concrete - No lighting
<b>Yinnar</b>	Yinnar Rec Reserve	Yinnar Tennis Club	4	4 x Asphalt - Limited lighting on courts 3 & 4
	Albert Deppeler Reserve		2	2 x Asphalt - No lighting

### 3 OPERATIONAL PERFORMANCE

#### 3.1 INTRODUCTION

The following is the analysis of the overall performance of the Moe Tennis Club over the last five years 2008/9 – 2012/13 where available. Moe Tennis Club operates as a “classic” tennis club where it has an agreement with the local government authority (LGA), in this case Latrobe City Council, to conduct its activities out of the centre in exchange for an annual lease fee.

#### 3.2 MEMBERSHIP

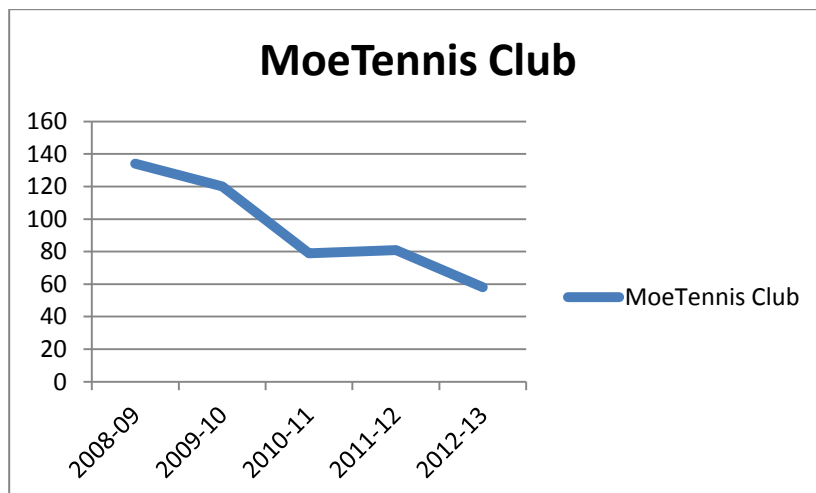
The following membership numbers are those provided to Tennis Victoria in line with the registration.

It can be seen that there has been a steady decline in the five-year period except for the 2011-2012 annual figures that showed a slight increase (2 members). From a total of 134 members in 2008/09 the membership numbers have decreased to 58.

The club have recognised that this is worrying trend and to their credit have been very open about the situation. It must also be said that these figures do not account for any casual play that is occurring at the club.

The national memberships have been trending down and over a similar period have decreased by 24%. Unfortunately Moe Tennis Club has shown a larger decrease.

Year	Moe Tennis Club
2008-09	134
2009-10	120
2010-11	79
2011-12	81
2012-13	58





According to the data provided by the club showing the official membership numbers given to Tennis Victoria on an annual basis there has been a steady decline in recent years.

The above table and graph shows the overall membership of the Moe tennis Club for the years 2008/9 to 2012/13. It correlates to a decline of almost 57% over the five-year period. According to the president the club was trending upwards until the 2007/8 season.

There are number of reasons that can be attributed to the decline such as the earthquake and the ensuing state of the courts, a general decline in tennis membership across Australia or the cultural shift away from the commitment to membership structures that a number of sports are experiencing. The also understand that the hard courts are not as attractive to the aging population of the Moe area.

The club therefore believes that a recovery of sorts will occur with a change of surface that is "softer" to play on and therefore will be more attractive to the older population. This contributes to the statement by the club to seek to change the surface to clay. The indoor facility in Moe, whilst not new, is also having an effect when it is coupled with the ability play at night, meeting players' time constraints and not being weather dependant.

### 3.3 FINANCIAL PERFORMANCE

The following is an analysis of the Moe Tennis Club for the previous five years of operation 2006/07 to 2011/12.

The table is a summary of the key elements of the budgets for both income and expenditure.

*Table 3.1 Modern Tennis Club Income/Expenditure for Last 5 years*

Income	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Membership/balls	\$7,762.00	\$10,792.00	\$6,882.00	\$8,558.00	\$8,710.00	\$8,648.00
Court Hire	\$300.00	\$650.00	\$450.00	\$630.00	\$690.00	\$834.00
Grants	\$-	\$-	\$-	\$-	\$-	\$9,427.00
Sponsorship	\$-	\$-	\$-	\$2,130.00	\$1,000.00	\$2,500.00
Kiosk	\$7,324.75	\$4,423.30	\$5,920.00	\$4,518.00	\$1,680.00	\$5,851.65
Other	\$1,532.44	\$433.55	\$344.62	\$1,116.97	\$164.25	\$991.86
<b>Total</b>	<b>\$16,919.19</b>	<b>\$16,298.85</b>	<b>\$13,596.62</b>	<b>\$16,952.97</b>	<b>\$12,244.25</b>	<b>\$28,252.51</b>
Expenditure	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Lease fee to Latrobe	\$952.38	\$918.20	\$1,276.87	\$1,362.60	\$2,495.00	\$1,105.00
Affiliation	\$426.50	\$506.00	\$3,216.00	\$3,604.00	\$2,380.00	\$2,510.00
Insurance	\$2,214.00	\$3,256.00	\$-	\$-	\$-	\$65.00
Electricity	\$947.11	\$1,567.12	\$1,877.29	\$1,364.89	\$1,670.60	\$1,803.94
Balls	\$1,485.00	\$7.60	\$1,090.00	\$847.00	\$858.00	\$1,452.00
Kiosk	\$6,798.09	\$5,281.29	\$2,853.50	\$3,976.40	\$1,775.93	\$3,359.48
Grants	\$-	\$-	\$-	\$-	\$-	\$8,896.20
Other	\$5,438.96	\$11,085.86	\$4,120.17	\$6,510.49	\$2,668.88	\$4,214.82
<b>Total</b>	<b>\$18,262.04</b>	<b>\$22,622.07</b>	<b>\$14,433.83</b>	<b>\$17,665.38</b>	<b>\$11,848.41</b>	<b>\$23,406.44</b>
<b>Operating Surplus/Loss</b>	<b>-\$1,342.85</b>	<b>-\$6,323.22</b>	<b>-\$837.21</b>	<b>-\$712.41</b>	<b>\$395.84</b>	<b>\$4,846.07</b>
<b>Bank Deposit</b>	<b>\$29,388.21</b>	<b>\$23,064.99</b>	<b>\$22,227.17</b>	<b>\$21,514.76</b>	<b>\$21,910.60</b>	<b>\$26,756.56</b>



The analysis shows that the club has had in place a cash-at-bank deposit that has been able to be used to make up any shortfalls in their budget cycles. To that end the club has shown a loss for the 2006/07, 2007/08, 2008/09 and 2009/10 financial reporting periods with the bank deposit showing the related support.

It is interesting to note the membership and 'ball' sales (competition purchase of balls by the players for matches) peaked in the 2007/08 season but has otherwise remained quite steady even though the membership numbers had dropped during this period.

Court hire had also increased steadily during this period, which is consistent with the notion that more people are wishing to play casually and just pay as they play.

A grant of \$9,427.00 was received in 2011/12 and this is reflected in the profit achieved in that same period although it can be seen that \$8,896 .20 of the grant has been accounted for in the expenditure.

The club has also seen the introduction of sponsorship in the last three years and in 2011/12 achieved \$2,500 towards the running of the club.

In terms of expenditure the lease fee to Latrobe City peaked in 2010/11 and was reduced in 2011/12. It is also interesting to note the affiliation and insurance fees. In the first two years of the period it can be surmised that the affiliation fees to Tennis Victoria were low because the clubs were responsible for their own insurance and then in 2008/09 the insurance was included in a higher affiliation fee and therefore the club could reduce its need for cover.

The electricity costs for lights in particular has also risen steadily over the period and warrants consideration in the future planning for more efficient lighting schemes or the cost needs to be passed back to the users.

Overall the Moe Tennis Club showed an operating surplus of \$4,846.07 in the 2011/12 financial year and showed a bank deposit of \$26,756.56.

## 4 TRENDS

The following section reviews the participation trends of Tennis both nationally and within Victoria to provide an overview of the 6 issues and opportunities facing Moe Tennis Club in the future. The Australian Sports Commission undertakes regular research in to the participation trends within Australia and provides the data in the form of the Exercise, Recreation and Sports Survey (ERASS). The figures used below are from the latest ERASS reports published in 2010.

It must be noted that the ERASS results only include members of the population 15 years and older and therefore don't reflect any trends that may be happening in the junior development programs that sports are engaged in.

### 4.1 NATIONAL PARTICIPATION

In 2010 Tennis was positioned at number 7 in the top 10 activities in Australia. Walking was number 1 with 35.9% participation rate. Tennis 6% of the population playing tennis - either organised or non- organised.

Between 2001 and 2010 Tennis nationally has seen a decline of 24% with a significant decrease between 2003 and 2007, an increase in 2008 and then a steady decline. Currently it is at its second lowest participation rate since 2001. In 2010 there were 1,051,000 participants. According to the ERASS results, the average rate for tennis participation was less than once per week.

Tennis ranked 5<sup>th</sup> in the top 10 club based activities at 1.9% - equal to cricket. Tennis showed a decline of 13% over the 2001 – 2010 period and in 2010 had 340,700 club members.

Nationally the participation rate for tennis is 6% and is made up of 2.4 % playing organised tennis and the majority (4.2%) playing non-organised tennis.

The ERASS figures show that when analysed on a gender basis, a total of 6.6% of the male population and 5.4% of the female population play tennis – making a total combined of 6%.

The age brackets that show the highest participation rates are 15 – 24 year olds and 34 – 44 year olds. There is definite decline in participation between 25 and 34.

### 4.2 VICTORIAN PARTICIPATION

In 2010 the participation rate for tennis in Victoria was 6.8% therefore tracking above the national average of 6%. In terms of gender participation the males make up 7.4% of the population and females make up 6.2%. Combined it shows the 6.8%.

The total participation numbers for 2010 are 297,800 with a breakdown of 146,900 playing organised tennis and 186,200 playing a non-organised format.

Some additional data compiled by Tennis Australia and Tennis Victoria show that there has been 3% decrease in membership in Victoria, In line with this is the finding that 66% of those surveyed prefer a more casual “pay to play” model therefore supporting the notion that tennis along with other membership based sports need to consider new ways to deliver their product to the majority of the potential participants.

There has also been a shift within clubs from the classic daytime members competition to more casual competitions and evening (with lights) play. Lighting of courts has therefore become far more important in the provision of tennis products that meet the needs of the participants.

### **4.3 REGIONAL PARTICIPATION**

Recent years have seen a decline in the participation numbers of regional/inter club competitions that have traditionally been conducted by the associations formed for that purpose.

Traralgon Tennis Association operates out of the recently upgraded regional centre in Traralgon and is considered the largest association/club the region. Its numbers have dropped from 44 junior teams to 24 teams over the last 4 years.

There are now only two remaining local associations after recent closures and amalgamations.

The Latrobe Valley Tennis Association now only provides competition for junior players after the senior competition folded in the late 90's.

The Loy Yang, Yinnar and District Association has approximately 12 clubs (including Moe Tennis Club) participating over 5 senior grades.

The indoor tennis facility at Moe, though it does not conduct itself as an association, runs regular more casual-type competitions during the week at night which seem to be catering for the needs of some players who have been able to or have moved away for the traditional Saturday play.

### **4.4 COURT SURFACES**

Traditionally the trend in Victoria was to provide hard court surfaces due to the costs of both construction and maintenance. The recent ten-year drought also made tennis clubs with clay (red porous) and grass courts, consider other alternatives due to the need for large amounts of water to maintain them.

There has also been a shift towards 'soft' courts such as synthetic grass as they are seen to be more attractive and beneficial for older players.

Recently Tennis Australia has developed a preference for courts (where practical) to be constructed of surfaces that grand slams are played on in order to assist the development of Australia's next generation of talented players. To this end they have introduced a rebate scheme that provides financial assistance to the clubs when they are constructing surfaces such as plexi-cushion and clay in particular.

## 5 CONSULTATION AND DOCUMENT REVIEW

This section summarises the key findings identified through the study's review of previous documentation and consultation with the key stakeholders as identified and agreed with Latrobe Council Officers.

### 5.1 INTERVIEWS WITH KEY STAKEHOLDERS

#### 5.1.1 Latrobe Councillors

Key Informants - Cr Sharon Gibson (Deputy Mayor) and Cr Peter Gibbons

- An invitation was conveyed to all councillors to attend the meeting
- The council was represented by Councillors Gibson and Gibbons
- A summary of comments from the meeting included:
  - Want to maintain tennis as an affordable activity that is accessible to all especially children
  - There is approximately \$299,000 available to upgrade the Moe tennis courts from the earthquake insurance
  - They are looking to obtain the grant/rebate funding from Tennis Australia as well as source other funding opportunities
  - They were happy for the study to focus on the number of courts and agree a surface
  - Cr Gibbons feels that 15 courts is optimal
  - Cr Gibbons was aware of the club's aspirations to move courts 11 & 12 to a better site to avoid the trees and potential flooding
  - Aware that golf and tennis are facing issues with declining membership
  - Believe that lighting is important for participation and the clubhouse needs to be inviting and adequate to needs
  - Cr Gibson believes that there is merit in making the Tennis Club more obvious through signage
  - Cr Gibbons suggested the idea of providing access to the club from Narracan Drive but understands the difficulties
  - Both supported the concept of having 3 courts made available to the public at all times
  - They acknowledged that there is a safety factor with the park and surrounding area and suggested that increasing the level of activity and making it more obvious would help to alleviate this

#### 5.1.2 Moe Tennis Club

Key Informant - Mr Brad Griffin, President of Moe Tennis Club

- Until about 2007/2008 the participation and membership levels were trending up but they have fallen away since then
- The membership numbers were about 130 but have decreased to 65 - 70
- The club has approximately \$24,000 in the bank
- They expect to lose money this financial year
- Saturday tennis is changing in terms of people's other commitments
- The indoor facility has been an issue in terms of providing a different alternative - indoors, not weather dependent, competition based rather than club overlay etc

- According to Mr Griffin he understands that Trafalgar is "booming". Trafalgar is in the Baw Baw Shire
- There are a number of coaches in the area working at multiple venues
- The club has an arrangement with a professional coach (Mark Stevens) who works at the club on 1 or 2 nights per week with approximately 20 players
- Saturday juniors is run by Brad Griffin and is conducted with the purpose of increasing membership
- Members play on Saturday afternoons
- Agreed that they need to look at evening competitions midweek
- Membership for adults is \$85 plus ball fees (includes \$29 tennis Vic affiliation fee)
- Income is mostly from membership, functions, bar and kiosk
- Have a committee of 9 but 5 about are particularly active
- Have suggested exploring the idea of building a stronger relationship with the indoor centre (this is a commercial enterprise) and even creating a common management model
- Currently general maintenance is done by the club
- Council did a recent upgrade but it was not of high quality
- Council is apparently looking to tender out for a maintenance program to be implemented
- The "grand plan" going forward is:
  - Change the surface to clay - they are suggesting the new Conipur - Pro
    - Attract events because of the clay and number of courts
    - Clay is considered "softer" for veteran tennis
    - Provide a training facility for Tennis Australia - they have had discussions
  - They want 16 courts
  - Upgrade to the clubrooms
  - Look at creating a multi sport facility to attract funding - Criterium cycling track through the Botanic Gardens
  - Have 3 courts open to the public at all times
  - No real need to provide seating capacity
  - Looking to attract Foundation Cup events and local Victorian tournaments

### 5.1.3 Newborough Tennis Club

Key Informant - Mr Ray Bright, President of Newborough Tennis Club

- Currently have 20 playing members and 12 social members
- There is a midweek ladies competition but it is not linked to the club
- Numbers have been decreasing and they are struggling to maintain their membership
- Financially they are struggling as they charge low membership rates (\$85 for seniors) just to cover their costs but have no other income to create a surplus
- Currently have approximately \$30k in a bank deposit which they draw on if needed for minor maintenance or repairs
- In the past they have allowed public access to one court free of charge but they have ceased to do this due to the insurance issues
- Local coaches use the courts for classes but the lack of lighting is an issue
- The club does not derive any income from the coaching activities
- There are two associations that offer competitions for Newborough to play in
  - Latrobe Valley Tennis Association - only juniors as the seniors folded in the late 90's
  - Loy Yang Yinnar District Association - Newborough has one senior team of about 12 clubs (including Moe TC) over 5 grades
  - The numbers have been dropping consistently in the associations - Traralgon TA had 44 teams junior teams but have dropped to 24 over the last 4 years

- Traralgon Tennis Association runs a midweek competition and night competitions as an association in its own right
- Moe Indoor also conduct their own internal competitions on Monday, Tuesday and Wednesday evenings as well midmorning on Monday and Tuesday
- Maintenance of courts at Newborough
  - The then Moe City Council tried to amalgamate the Moe and Newborough clubs in the early 1990's
  - Nothing has been done to the courts since then
  - The courts had a plastic matting on them but this has been replaced with plexi-pave
  - Council "tends to pay for minor maintenance"
  - Council is resurfacing the Glengarry courts and about to do the same for Toongabbie
- Amalgamation with Moe Tennis Club
  - It was raised again about two years ago and again at the most recent committee meeting
  - It was rejected sighting an issue with committee membership and wanting to remain as a separate entity
- SGL has sought further clarification on the position of Newborough Tennis Club as to the possibility of a coming together of the two clubs by arranging a meeting with the presidents of both clubs and representatives of Latrobe City but the Newborough Tennis Club has, as a committee, considered their position and have reiterated their desire to remain as a separate entity
- The club has tried membership drives in the past but is not presently marketing actively

#### 5.1.4 City of Latrobe Council Officers

Key Informant - Simon Clark - Co-ordinator of Recreation Liaison

- Simon is responsible for all outdoor sporting facilities where he allocates usage and assists with arranging council maintenance where required
- Believe s Moe Tennis Club is well run and are a largely self-sufficient club
- The location is very good
- Botanical gardens could have some further development
- Suggested there may be benefit in combining Moe and Newborough Tennis Clubs and removing the unused one
- Supports the idea of having public courts open for all at the Moe site
- Believes the pavilion at Moe TC needs to be upgraded as part of this project otherwise it will an issue in the future

Key Informant - Jamey Mullen - Manager Recreational Liveability

- The Council has approximately \$300,000 ready to apply to this project the proposal is agreed
- The Council view is that Traralgon has been developed as the Tennis event centre for the region
- Supports the concept of having three courts available for public use free of charge at Moe

### **5.1.5 Moe Tennis Club Coach**

Key Informant - Mark Stevens (made comments during the public forum and after)

- Supports the idea of having clay courts for development
- Supports the idea that Moe has the ability to increase its membership and participation rates
- Is also an owner of the indoor complex in Moe and has training squads at venues across the municipality

### **5.1.6 Public Forum**

Key informants - Approximately 20 people attended the public meeting. Many were members of the club though some were from other clubs. In brief the key points discussed were:

- The trees are an issue in terms of root damage, visibility on courts 11 and 12 and dropping of foliage on the courts and in the fences
- Believe courts 11 and 12 are unusable
- Believe that floods have not been a problem in recent history
- Because the courts are low down and the trees are around there is never a real wind issue
- Clay courts would provide a point of difference and are good for veterans (softer on the joints)
- Plexi-cushion is more easily damaged
- It was suggested that the state government would not provide funding for plexi-cushion courts because it has already for Traralgon TA
- There was unanimous support for providing three courts open to public use at all times for free
- Very keen to ensure 'point of difference' with whatever the solution is
- The surface needs to be recognised/approved by the WTA
- The clubhouse needs to have more storage provided as part of the upgrade
- Signage on the fences is an accepted notion

## **5.2 KEY RELEVANT DOCUMENT REVIEW**

### **5.2.1 Council Plan 2103 – 2017**

The Council Plan is based on five themes with the most relevant to this project being theme #2 - Appropriate, affordable and sustainable facilities, services and recreation.

It refers to providing affordable people focused community services and has a number of strategic directions. The most relevant of these are:

- To promote and support more involvement of children in active recreation and sport
- Encourage and create opportunities for more community participation in sports, recreation, arts, culture and community activities
- Work collaboratively with ort partners to engage and support volunteers

### **5.2.2 Moe – Newborough Outdoor Recreation Plan - October 2007**

This plan has some specific comments that relate to the Moe Botanic Gardens on which the Moe Tennis Club is located.



Though it is now some six years old it refers to the Botanic Gardens as underutilized with a need to expand the walking tracks and have better access to the Moe Yallourn Rail Trail.

It also makes comment about the need to assess the trees near the courts and to look at improving the fencing around the courts.

### **5.2.3 Moe Tennis Club Facility Redevelopment Cost Estimates**

Following the earthquake in 2012, the City of Latrobe commissioned 2MH Consulting in association with BCS Engineering to conduct a review of the facilities and prepare cost estimates for any necessary repair or redevelopment works required.

The full report is attached as appendix 3 however in summary the report made the following recommendations:

- The courts are in need of full reconstruction
- The drainage system needs to be re-engineered to be more efficient
- The sub-base is good and able to sustain redevelopment meaning there is no need to replace the subsurface with concrete as opposed to asphalt
- The report was guided toward providing some costs estimates for the replacement of the existing 15 courts with 16 new courts (thought to meet event needs)
- The costs for 16 courts was:
  - Concrete base – approx. \$2,075,590
  - Asphalt base – approx. \$1,503,250

### **5.2.4 Tennis Facilities Plan June 2008**

This report was completed in 2008 and since then the Traralgon Tennis Association has been upgraded and is considered the regional centre by Tennis Victoria and Tennis Australia.

It concluded that Latrobe City had more tennis facilities than it can adequately sustain based on the standard of some facilities, population and the declining memberships. Decisions regarding the rationalisation of some clubs need to be considered to enable resources to be effectively allocated towards developing/maintaining high quality facilities that can attract and retain tennis participants.

### **5.2.5 Community Engagement Plan**

A comprehensive Community Engagement Plan is in place to ensure that all members of the community are given the opportunity to partake in the planning and reviews by council.

Based on this plan, a community engagement strategy was developed for the Moe Tennis Needs assessment and agreed by council prior to undertaking this review. See Appendix One for a copy of the plan.

## 6 SUMMARY OF KEY FINDINGS/ISSUES

The following is a list of the key findings and issues that will be taken into consideration when developing the strategic direction and proposed solution as a result of this assessment.

- The existing courts have been damaged by the 2012 earthquake and are in need of replacement.
- It has been determined that there may be an option to repair at least some of the courts which would provide a short term solution and may be part of the overall strategy going forward.
- Latrobe City Council has been able to secure approximately \$300,000 for the earthquake insurance and other sources to contribute to the upgrade of the facilities.
- Moe Tennis Club currently has 15 plexi-pave hard courts.
- Moe tennis Club membership has been in a steady decline and in 2013 has only 58 registered members.
- The club is in need of injection of facility upgrade to attract new players and casual participants.
- Nationally players are moving away from the commitment of 'club membership' models and are looking to more casual 'pay to play' ones.
- Anecdotally there is an increase in casual play at Moe Tennis Club (supported by the financial statements).
- Moe Tennis Club have expressed a preference for the replacement courts to be clay surfaced – preferably Conipur Pro because of its acceptance by the Tennis Australia under the rebate scheme but also because of its cost and low need for water.
- The clubhouse is currently adequate but an upgrade would provide a more inviting product.
- With only 58 players currently there is a question over the number of courts that should be provided however the council has shown strong support to maintain the current levels if possible and viable.
- Courts 11 and 12 are considered to be too dangerous to use due to damage to the surface and the constant tree branches and leaves on the courts. They are also "tucked away" out of direct line of sight from the club house and therefore have not been in full use for a number of years
- Both the club and the council have supported the idea that three courts (13,14 and 15) be provided as public access courts with the gates always open for free use.
- While there has been discussion around the need to have enough new clay courts to attract a certain level of tournaments, there has been no guarantee from Tennis Victoria or Tennis Australia that events would be available for Moe to host.
- There is also an issue with accommodation capacity in Moe should the club be looking at large events.
- Sale Tennis Club is also in the process of undertaking a study into the upgrade of its clay courts and the ability to attract events. If it is successful in its bid for funding and events, it will decrease Moe's 'point of difference' as clay court destination.
- Traralgon Tennis Association is the recognised Regional Centre for Tennis in Latrobe and has the focus in terms of attracting events to its newly upgraded plexi-cushion courts.
- Newborough Tennis Club is in close proximity to the Moe Tennis Club and has had a major decline in membership in recent years and is struggling to continue. A suggestion was made to explore the option to combine the membership of Moe and Newborough tennis clubs and subsequent meetings were arranged. Unfortunately the Newborough Tennis Club has recently agreed that they do not wish to explore any of these opportunities and prefer to remain as their own entity despite their very low membership.

## 7 STRATEGIC DIRECTION

Based on the key issues and findings as well as an awareness of the support from the Latrobe City Councillors and officers for tennis in Moe, the following strategic options were explored.

The Latrobe City Council has \$300,000 in current funding for the Moe Tennis Complex - \$100,000 remains from the original capital works funding and \$200,000 from the Insurance claim for damage to the tennis courts. Additional funding for the project will be sought through the 2014/15 Latrobe City Council capital works budget and possible future funding through the State Government's Community Facility Funding program.

Tennis Australia also has a rebate scheme that it makes available to conforming new constructions and upgrades in particular for surfaces that grand slam events are played on - namely Plexi-cushion and endorsed clay surfaces. The rebate scheme provides funding for up to \$18,000 per court for these surfaces in particular.

The initial consultation with the stakeholders expressed a preparedness to investigate the option of rebuilding the courts using the new clay surface (Conipur Pro) that is endorsed by Tennis Australia as a way of attracting events to Moe Tennis Club as well as providing a 'softer' surface to encourage older players to return to participating.

A detailed plan including costs was produced for the clay option but proved to be prohibitive in terms of the total cost and potential benefits it would provide for the small membership base at Moe Tennis Club (see section 7.1).

The council then instructed the consultants to investigate other more economical options such as the basic resurfacing of the existing courts as well as the option of the total replacement as hard court surfaces similar to the current ones.

The full reports as prepared by the tennis court construction experts (2MH) can be found in Appendices 2 and 3, however a summary of the applied process and key findings is provided below in sections 7.2 and 7.3.

Based on the findings for the options explored, a recommendation has been determined and is proposed for the consideration of the Latrobe City Council.

### 7.1 OPTION 1 – PROVISION OF CLAY COURTS

Prior to the appointment of the consultants to this project the Moe Tennis Club had sought advice from Tennis Victoria as to the preferred surface options that were approved or recommended and would best fit the needs of the club as well as provide the potential to attract events and elite training camps to Moe.

The new clay surface (Conipur Pro) was suggested because of its likeness to European clay but also because of its lower use of water for maintenance. As an endorsed clay surface it attracted the potential for meeting the criteria for the rebate scheme of \$18,000 per court for assistance in the construction cost.

As this is a new product on the market there are only a couple of courts already constructed and therefore it was felt by the club that this would provide the point of difference to allow them to attract events and other activity.

The potential levels of funding and discussions with stakeholders inclusive of council officers and councillors supported the direction to explore the potential options for installing Conipur Pro clay courts at Moe Tennis Club.

The stakeholders expressed a desire to retain all fifteen courts at Moe Tennis Club however it was felt that the cost to replace all courts at once would be cost prohibitive. Therefore it was decided that the following plan be explored and costed:

- Construct 8 new clay courts over the existing western courts while relocating courts 11 and 12 (8 courts would provide an initial number of courts that may allow for events to be hosted)
- Repair and resurface the remaining 7 courts as hard courts with the intention that would be re-addressed in the future in terms of the surface type

The cost as provided in detail in the attached 2MH report (Appendix 2) showed a total cost of:

• 8 new clay courts	\$1,645,119.00
• 7 repaired courts	\$ 139,445.00
• TOTAL	\$1,784,564.00

This cost was inclusive of all works and provided for all new lighting towers and court fences and equipment as well as design and management provisions.

For the purpose of comparison, 2MH also provided the alternative of provided the 8 new courts as hard court or plexipave surfaces.

The cost to construct the 8 hard courts was estimated at \$1,220,431 inclusive of all costs including all new lighting.

These cost estimates were provided to council and the direction was given to investigate alternative options due to the cost of the potential installation of the clay courts given the low membership numbers at the club and the uncertainty of being able to attract events.

## **7.2 OPTION 2 – BASIC REPAIR OF ALL COURTS**

As a baseline, tennis expert consultants 2MH were instructed to provide a plan and cost estimate for the basic repair and resurfacing of the courts. The full report is provided as Appendix 3.

In order to provide the best possible advice, 2MH conducted a site visit in January 2014 as a follow-up to their previous visits and reports in 2011 and 2012. They found that the earthquake had created more damage than they had first observed and that there was likely more damage to the subsurface than was previously estimated.

For the sake of providing a full suite of alternatives for consideration by Council, 2MH have explored three options for the basic repair and resurfacing of the courts but as can be seen from the reports they do not encourage or endorse any of them for Moe Tennis Club given the potential damage that has been done to the subsurface by the earthquake and poor initial construction.

In summary the following three options for basic repair were provided. All options have been used on other facilities with mixed results.

### **Option 2A – Basic crack repair and re-coating with acrylic**

This option looks at grinding and sanding of the existing sports surface and cutting out and filling all cracks with a flexible material followed by a surface treatment (2 coat acrylic).

The estimated cost to perform this work is \$10,000 per court or \$80,000 for the 8 front courts

The advice is that this approach does not address the non-compliance issues of runoff and drainage along with pavement collapses. It also does not resolve the potential issues with the subsurface and therefore it is felt that the cracks will re-appear within a 12-month period. It is not considered to be even a viable short to medium term solution.

#### **Option 2B – Resheeting with asphalt and geofabric**

This option requires the laying of a geofabric material over the entire courts and applying a 300mm thick layer of asphalt. The surface will then be covered with a 3 coat sports surface system.

The estimated cost to perform this treatment on one court is \$35,000 with a total cost of \$252,000 (with savings for multiples) for 8 courts.

The advice is that this approach does not address the non-compliance issues of runoff and drainage issues along with pavement collapses. It also does not resolve the potential issues with the subsurface and therefore it is felt that the cracks will re-appear over time. It is not considered by the consultants to be a viable long term solution.

#### **Option 3C – Rubberised sports surface installed over existing courts**

This option lays a 7mm thick floating rubber system over the existing courts and then paint with a sports surfacing product - with a minimum of 5 coats.

The estimated cost for this treatment is \$37,000 per court or \$296,000 for 8 courts.

This approach does not address the non-compliance issues with short rear run-offs. It fails to rectify on-going drainage issues, pavement collapses or major problems such as base problems. It is also highly unlikely to last more than 12 months without considerable failures occurring. It is not considered viable, as the existing court damage and cracking will overtime reflect through.

### **7.3 OPTION 3 – STAGED REPLACEMENT AS NEW HARDCOURTS**

As part of the thorough review of possibilities for the Moe tennis courts the following option was discussed and marked as a potential solution that would provide the club with a number of new courts immediately, and the opportunity to have further courts rebuilt as a second stage of the process. Whilst it does not meet the desire of the club to have softer clay courts it potentially provides the new courts that would be an attractive option to new and returning players at a cost that is possible to fund.

The option is to conduct reconstruction works over a two-stage process as follows:

- Stage 1
  - Permanent removal of courts 11 and 12
  - Total rebuild of the 6 western courts as acrylic hardcourt with new subsurface works
  - Replace all fences, equipment and pathways
  - Maintain the existing lights where possible
  - Realign the courts within the existing footprints to meet compliance needs
- Stage 2
  - Total rebuild of the 4 eastern courts as acrylic hardcourt with new subsurface works
  - Replace all fences, equipment and pathways
  - Maintain the existing lights where possible
  - Realign the courts within the existing footprints to meet compliance needs

No works would be undertaken on the current courts 13, 14, 15 as these would be used as the public courts that are open at all times for casual use.

The facility would ultimately be a 13 court venue with 10 new courts.

The detailed analysis and cost plan is provided in Appendix 3. A summary of those costs is as follows:

#### **Stage 1A – Site Masterplanning and Design**

Works will include full electrical and lighting design, civil design and drainage design – and tennis specific design allowing for total site Masterplanning. Cost Estimate = \$40,000.00 plus GST

#### **Stage 1 – Demolition of 2 existing courts and reconstruction of 6 new tennis courts**

Works to include demolition of 2 existing courts (Courts 11 and 12) and reinstatement back to Botanical Gardens – lawn only. Estimate \$15,000.00 plus GST

Light towers to the west of the site may be able to be relocated and reused. Exact pricing for this is unknown until lighting and electrical works have been undertaken. Cost Estimate = \$40,000.00 plus GST

Construction of 6 new tennis courts with asphalt pavement, new drainage, new fencing and tennis infrastructure. Costs based on “best guess” off current industry pricing and basic acrylic surfacing. Cost Estimate = \$480,000.00

#### **Stage 2 – Construction of 4 new tennis courts**

Construction of 4 new tennis courts with asphalt pavement, new drainage, new fencing and tennis infrastructure. Costs based on “best guess” off current industry pricing and basic acrylic surfacing. Cost Estimate = \$320,000.00

Efficiencies can be made through undertaking all design works at the beginning for Stage 1A, tendering all construction works a package for Stage 1 and Stage 2 – even if spread over 2 financial years so as to get the best pricing overall. Project Management for 2 stages of construction works will be greater than constructing as 1 stage, therefore cost estimates for professional project management over 2 stages of construction will be - \$30,000.00 plus GST

**Stages 1 and 1A total estimated costs = \$575,000.00 plus GST**

**Stage 2 (with professional tennis specific project management) = \$350,000.00 plus GST**

**Total combined works Stage 1A, 1 and 2 = \$925,000.00 plus GST**

These estimates need to be considered as indicative costs and may vary depending on the final design. To meet the funding that may be available for the stages it may also be possible to reduce the number of courts supplied in stage 1.

## 8 CONCLUSIONS, RECOMMENDATIONS AND NEXT STEPS

### 8.1 SUMMARY OF OPTIONS

The following table is a brief summary of the proposed options that have been investigated as part of the process to provide upgraded facilities to the Moe Tennis Club following the damage created by the earthquake in 2012.

*Table 8.1 Summary of Options*

Option	Description	Estimated Costs	Summary
1. Provision of clay courts	<ul style="list-style-type: none"> <li>Construct 8 new Conipur pro clay courts and resurface the remaining 7 courts with a basic acrylic coating</li> </ul>	<ul style="list-style-type: none"> <li>Total \$1,784,564</li> </ul>	<ul style="list-style-type: none"> <li>Considered too expensive</li> <li>Limited opportunity for events</li> <li>Council recommended not to pursue</li> </ul>
2A. Basic crack repair and re-coating with acrylic	<ul style="list-style-type: none"> <li>Cut out and fill existing cracks with flexible material</li> <li>Resurface with a 2-coat acrylic</li> </ul>	<ul style="list-style-type: none"> <li>\$10,000 per court</li> </ul>	<ul style="list-style-type: none"> <li>Not considered a viable solution that would not provide any longevity</li> </ul>
2B. Resheeting with asphalt and geofabric	<ul style="list-style-type: none"> <li>Apply a geofabric layer covered by a coat of asphalt and then 3-coat acrylic paint</li> </ul>	<ul style="list-style-type: none"> <li>\$35,000 per court</li> </ul>	<ul style="list-style-type: none"> <li>Not considered a viable solution that would not provide any longevity</li> </ul>
2C. Rubberised sports surface installed over existing courts	<ul style="list-style-type: none"> <li>Apply a rubberised layer then painted with five coats of acrylic</li> </ul>	<ul style="list-style-type: none"> <li>\$37,000 per court</li> </ul>	<ul style="list-style-type: none"> <li>Not considered a viable solution that would not provide any longevity</li> </ul>
3. Staged replacement as new hardcourts	<ul style="list-style-type: none"> <li>Replacement of 6 acrylic courts as stage one then 4 additional courts as stage 2</li> </ul>	<ul style="list-style-type: none"> <li>Stage 1 = \$575,000</li> <li>Stage 2 = \$350,000</li> </ul>	<ul style="list-style-type: none"> <li>Would provide a long term solution with the minimal level of required maintenance</li> </ul>

### 8.2 CONCLUSIONS

The Moe Tennis Club is a 15-court acrylic hard court facility that sustained significant damage in the 2012 earthquake that affected the Latrobe Valley. The extent of the damage provided for an insurance claim to be lodged by Council and a payout achieved with a net value of some \$300,000. This sum was then put aside pending a review of the venue to determine the most appropriate methodology for replacing or repairing the damaged courts.

The ensuing needs assessment for the Moe Tennis Club has taken a number of turns through the process in order to arrive at the following conclusions and subsequent recommendation and next steps.

Like a number of other tennis clubs around Australia (nationally membership has dropped significantly in recent years) Moe Tennis Club has suffered a decline in membership from 134 in 2008/2009 to just 58 members in the 2012/2013 season. There is a shift to a more casual 'pay to play' environment around a number of sports that traditional have existed using the membership model. The club is looking to use the upgrading of the courts as a catalyst to draw more participation through membership and casual play.



The original concept that had the support of the council officers and some councillors that provided feedback, was to explore the club's desire to reconstruct the existing acrylic coated hard courts with a new Tennis Australia approved clay surface product called Conipur Pro. This clay surface is regarded as being less reliant on the volumes of water of other clay products and therefore requires less maintenance cost. As a new product with very few courts already constructed in Australia, the pricing was assumed to be more reasonable than other clay products. It was also assumed that the clay surface would provide an opportunity for Moe Tennis Club to host events and training camps as the clay surface would be a "point of difference" and therefore be in demand from the athletes to play on – as grand slam type surface.

It was also originally assumed that the council would pursue other funding sources through grants from the state government and rebates through the Tennis Australia construction assistance fund based on the estimates that would result from the investigation.

SGL with the assistance of tennis court experts, 2MH Consulting, developed a concept and cost plan to reconstruct eight clay courts over the existing court footprint and resurface the other seven courts in acrylic. The cost to achieve this result was estimated as approximately \$1.78 million.

This cost coupled with the low membership numbers, limited secured funding and a lack of surety around obtaining events caused the Council to reassess the concept and to direct the study to change its focus and explore alternative solutions.

It is also important to note that Latrobe City has recently upgraded the tennis facilities at Traralgon to meet the criteria of a regional tennis centre and be the focus for any major tennis events that may be hosted in the area.

SGL was asked to look at alternatives that provided different surface and staging options.

With these parameters in mind, SGL explored a number of options to simply resurface the existing courts however the more detailed inspection of the courts revealed that the surfaces had deteriorated even further over the last 12 months since 2MH had conducted their original review as part of another study and that the earthquake damage had potentially caused greater damage to the subsurface than first thought.

The advice from the experts in court surfaces therefore stated that none of the three options that were suggested and have been used on other facilities would provide any surety or long term solution to the problem and would not be a viable alternative.

The final option that was proposed and assessed was the concept of a staged process where in stage 1, a total of six of the eight courts at the west end of the venue would be fully rebuilt as acrylic hard courts surfaces with the existing courts numbered 11 and 12 being demolished and not replaced. Stage 2 would then see further courts being rebuilt on the eastern end of the site. It is anticipated that all four of these courts will be able to be rebuilt within the available budget but this needs to be subject to more detailed planning and the costs at the time the work is to be done.

In all options that were proposed as part of this study, it was agreed with Council and the club that the pod of three courts (numbered 13, 14 and 15) would be left to be available as public courts where the community could have free access to them with the intention of providing activity alternatives for the public but also to encourage people to begin tennis.



### 8.3 RECOMMENDATIONS AND NEXT STEPS

Based on the key issues and findings that that are the result of the detailed needs assessment process the following recommendations and next steps are provided.

It is recommended that:

- Council adopt Option 3 as proposed in this report – ie to reduce the number of courts from 15 to 13 (by removing courts 11 and 12), fully rebuilding 6 acrylic surfaced tennis courts as stage 1 and a further 4 new courts as stage 2 subject to budget allowances.
- Council proceed with the detailed design and cost planning as soon as possible keeping in mind that the construction of outdoor facilities requiring earthworks are best achieved prior to April and post September to avoid delays due to the wet months.
- The surfaces are to be retained as acrylic hard court to minimise the cost of maintenance and provide a longer-term solution for the Moe tennis Club members. The relative low membership numbers makes it even more advisable to provide a low maintenance cost facility that allows the club to focus on growing capacity, membership and participation.
- The club adopt a financial plan that allows for the creation of a “sinking fund” for the maintenance and replacement of facilities over a ten-year period. It is advise that a sum of \$1,000 per court is set aside each year for this purpose.
- The club continue to focus on building participation through junior development programs, casual “pay to play” opportunities and night-time competition opportunities for non members.
- Continue to encourage the potential to merge the Newborough Tennis Club membership with the Moe Tennis Club



## APPENDIX ONE: MOE TENNIS COURTS NEEDS ASSESSMENT – STAKEHOLDER CONSULTATION FRAMEWORK

Key Stakeholder Groups	Methodology	Timeframe
Latrobe City Councillors	<ul style="list-style-type: none"> <li>Issue invitations to all 9 councillors</li> <li>Meeting #1 at commencement of project</li> <li>Meeting #2 at end of Stage 1</li> <li>Meeting #3 at completion of draft report</li> </ul>	August 2013 through to completion of project
Council Officers	<ul style="list-style-type: none"> <li>Speak one-on-one with officers as identified by project leader</li> <li>In commencement of Stage 1</li> </ul>	August 2013
Moe Tennis Club Committee	<ul style="list-style-type: none"> <li>Face-to-face meeting in Stage 1</li> <li>Committee to select members to be involved</li> <li>Provide feedback to Committee as report evolves and elicit comment</li> </ul>	August 2013 through to completion of project
Moe Tennis Club Members and Players	<ul style="list-style-type: none"> <li>Public meeting at Tennis Club or Council offices</li> <li>Send invitation to players and members via club communication and Tennis Victoria "My Tennis"</li> <li>Also invite general interested public via council website etc</li> </ul>	August 2013
Newborough Tennis Club Committee	<ul style="list-style-type: none"> <li>One-on-one meeting with committee members</li> <li>NTC to select attendees</li> </ul>	August 2013
Latrobe Tennis Association	<ul style="list-style-type: none"> <li>One-on-one meeting – in person or via phone</li> </ul>	August 2013
Loy Yang Yinnar and District Tennis Association	<ul style="list-style-type: none"> <li>One-on-one meeting – in person or via phone</li> </ul>	August 2013
Tennis Coaches associated with Moe Tennis Club	<ul style="list-style-type: none"> <li>Identify coaches associated with Moe Tennis and meet with them if possible or on the phone</li> </ul>	August 2013
Tennis Victoria	<ul style="list-style-type: none"> <li>Meet with Tennis Victoria "Places to Play" General Manager and Coordinator</li> </ul>	August 2013
Tennis Australia	<ul style="list-style-type: none"> <li>Meet with Tennis Australia "Places to Play" representatives and others as required (eg events)</li> </ul>	August 2013
General Interested Community Members	<ul style="list-style-type: none"> <li>Provide outline of project on Council website</li> <li>On website ask for written submissions for any feedback from community members via Council officers</li> <li>Alert public to the project via the bulletin in local newspaper</li> </ul>	August – September 2013
Steering Group	<ul style="list-style-type: none"> <li>Report regularly to steering group as required by Council and as per tasks schedule</li> <li>Steering Group to decide on methodology for communication of draft and/or completed report to stakeholder groups as identified</li> </ul>	July to completion of project



## **APPENDIX TWO – 2MH ASSESSMENT OF CLAY COURT OPTION**

The attached report details the option and costs for the construction of eight clay courts and the resurfacing of seven acrylic courts at Moe tennis Club.



## **APPENDIX THREE – 2MH REPORT ON HARD COURT OPTIONS FOR MOE TENNIS CLUB**

The attached report details the option and costs for the resurfacing and replacement of the existing hard courts at Moe Tennis Club with acrylic hard courts.