



**ACT**  
Government

Chief Minister, Treasury and  
Economic Development

## Freedom of Information Publication Coversheet

The following information is provided pursuant to section 28 of the *Freedom of Information Act 2016*.

FOI Reference: CMTEDDFOI 2018-0074

Information to be published	Status
1. Access application	Published
2. Decision notice	Published
3. Documents and schedule	Published
4. Additional information identified	No
5. Fees	Waived
6. Processing time (in working days)	34
7. Decision made by Ombudsman	N/A
8. Additional information identified by Ombudsman	N/A
9. Decision made by ACAT	N/A
10. Additional information identified by ACAT	N/A

*Freedom of Information – Access Application Form*

**PRIVACY NOTICE**

The personal information you supply on this form will only be used for the purpose of processing your request. Your application must include an email or postal address to which the respondent can send notices under the Act. If all or some of this information is not collected, [AGENCY] may not be able to communicate with you, inhibiting their obligations under the Act. This could mean the request cannot be dealt with. Your personal information will not be disclosed to a third party without your consent unless statutory obligations require otherwise.

The [AGENCY] Privacy Policy contains information on how you can access or seek to correct any of your personal information that is held by the [AGENCY], as well as the process for lodging a complaint about an alleged breach of the *Information Privacy Act 2014*. The Privacy Policy can be found on the [AGENCY] website at [WEBSITE].

**Applicant details**

I wish to make an access application to Active Canberra under the *Freedom of Information Act 2016*.

<b>Name</b>	[REDACTED]
<b>Address</b> (where notices relating to this request can be sent – either postal or electronic)	[REDACTED]
<b>Telephone Contact Residential</b>	[REDACTED]
<b>Telephone Contact Mobile</b>	[REDACTED]
<b>Email Contact</b>	[REDACTED]

**What documents are you requesting under the Act?**

All documentation that relates to Tennis facilities being planned, investigated, reviewed, provided or established in the Gungahlin region since 1 January 2014.

This includes reports, briefs, memorandums, notes, tenders and email correspondence relating to tennis, tennis clubs and Tennis ACT.

<b>I would like</b>	a copy of these documents sent to the above address
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### Fee Waiver

If you wish to apply for a fee waiver, the Act sets out a number of provisions to do so:

- The information being requested was previously publicly available but no longer is.
- The information being requested is of special benefit to the public (Ombudsman guidelines see Section 66).
- The applicant is a concession card holder and demonstrates a material connection with the information requested (concession cards include a current health care or pensioner card issued under the Social Security Act 1991; a current pensioner concession card issued in relation to a pension under the Veterans' Entitlements Act 1986 or the Military Rehabilitation and Compensation Act 2004; a current gold card; or a card prescribed by regulation).
- The applicant is a not-for-profit organisation and the application relates to the activities or purposes of the organisation.
- The applicant is a member of the Legislative Assembly.

[AGENCY] must waive any fees for providing information if the information was not publicly available and the agency makes the information publicly available before or within 3 working days after giving it to the applicant.

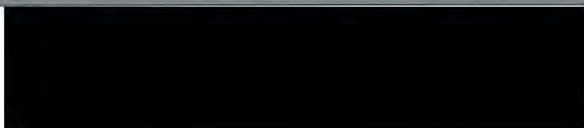
### Fee waiver application (fill in if applicable. Otherwise leave blank)

I would like to apply for a fee waiver because (state reason/s from the list above).

The applicant is a member of the Legislative Assembly.

APPLICANTS SIGNATURE

DATE OF REQUEST



27/3/18



**ACT**  
Government

Chief Minister, Treasury and  
Economic Development

Our ref: CMTEDD2018-0074

[REDACTED]

via email: [REDACTED]

Dear [REDACTED]

### **FREEDOM OF INFORMATION REQUEST**

I refer to your application received by the received by the Chief Minister, Treasury and Economic Development Directorate (CMTEDD) on 27 March 2018 seeking access to information under the *Freedom of Information Act 2016* (the Act), to “*all documentation that relates to Tennis facilities being planned, investigated, reviewed, provided or established in the Gungahlin region since 1 January 2014.*”

### **Authority**

I am an Information Officer appointed by the Director-General of CMTEDD under section 18 of the Act to deal with access applications made under Part 5 of the Act.

### **Timeframes**

In accordance with section 40 of the Act, CMTEDD is required to provide a decision on your access application by 23 May 2018.

### **Third Party Consultation**

In making this decision, I completed consultation in accordance with section 38 of the Act. The views of identified third parties were taken into account in making this decision.

### **Decision on access**

Searches were completed within CMTEDD for relevant documents and 26 documents have been identified that fall within the scope of your request.

I have decided to grant full access to 9 documents and partially release the remaining 17 documents as I consider the redacted information would, on balance, be contrary to the public interest to disclose under the test set out in section 17 of the Act.

I have included as Attachment A to this decision the schedule of relevant documents. This provides a description of each document that falls within the scope of your request and the access decision for each of those documents.

My access decisions are detailed further in the following statement of reasons and the documents released to you are provided as Attachment B to this letter.

In accordance with section 54(2) of the Act a statement of reasons outlining my decision is below.

### **Statement of Reasons**

In reaching my access decision, I have taken the following into account:

- the Act;
- the content of the documents that fall within the scope of your request;
- the submissions made by the relevant third party; and
- the *Human Rights Act 2004*.

### **Exemption claimed**

My reasons for deciding not to grant full access to the identified documents and components of these documents are as follows:

#### Information Contrary to Public Interest

The Act has a presumption in favour of disclosure. As a decision maker I am required to decide where, on balance, public interests lies. As part of this process I must consider factors favouring disclosure and non-disclosure.

In *Hogan v Hinch* (2011) 243 CLR 506, [31] French CJ stated that when ‘used in a statute, the term [public interest] derives its content from “the subject matter and the scope and purpose” of the enactment in which it appears’. Section 17(1) of the Act sets out the test, to be applied to determine whether disclosure of information would be contrary to the public interest. These factors are found in subsection 17(2) and Schedule 2 of the Act.

#### Factors favouring disclosure (Schedule 2.1)

Taking into consideration the information contained in the documents found to be within the scope of your request, I have identified that the following public interest factors are relevant to determine if release of the information contained within these documents is within the ‘public interest’:

- (a) *disclosure of the information could reasonably be expected to do any of the following:*
- (i) *contribute to positive and informed debate on important issues or matters of public interest; and*
  - (viii) *reveal the reason for a government decision and any background or contextual information that informed the decision.*

Having considered the factors identified as relevant in this matter, I consider that release of information contained in these documents would contribute to positive and informed debate on important issues or matters of public interest, namely the progression of Tennis facilities in Gungahlin.

The information contained in the documents shows the interactions between Tennis ACT, the ACT Government and other relevant stakeholders and the steps taken to improve Tennis facilities in the Gungahlin area. This includes issues taken into consideration and the steps taken to address these issues. I am satisfied the information contained within these documents is within the public interest to release as they reveal the reason for a government decision and any background or contextual information that has informed the progression of Tennis facilities in Gungahlin.

Factors favouring non-disclosure (Schedule 2.2)

Taking into consideration the information contained in the documents found to be within the scope of your request, I have also identified the following public interest factors in favour of non-disclosure are relevant to determine if release of the information contained within these documents is within the 'public interest'.

- (a) *disclosure of the information could reasonably be expected to do any of the following:*
  - (ii) *prejudice the protection of an individual's right to privacy or any other right under the Human Rights Act 2004;*
  - (xi) *prejudice trade secrets, business affairs or research of an agency or person.*

Having reviewed the documents, I have considered the impact that releasing personal information contained in the documents, being the private mobile number of past and present Tennis ACT employees and the names and email addresses of participants of an ACT Government sports study group may have on these individuals. I am of the opinion that release of this information may prejudice the protection of these individuals' right to privacy or any other right under the *Human Rights Act 2004*. I am satisfied that this factor favouring non-disclosure should be afforded significant weight as it relates to individuals privacy. Accordingly, I have decided to withhold from disclosure mobile phone numbers of current and former Tennis ACT employee's and the list of participants and their email addresses of the sports study.

I have also considered the impact that the release of some parts of the information contained in the documents may have on relevant third parties. Taking into account the submissions put to me by the relevant third party as part of the consultation undertaken in accordance with section 38 of the Act, I am satisfied that releasing this information would prejudice the business affairs of the third party as this information would disclose financial information and business affairs with the third parties affiliated clubs which is not publically available. Accordingly, I have decided to withhold from disclosure all business related affairs of the third party.

Noting the pro-disclosure intent of the Act, I am satisfied that redacting only the information that is not in the public interest to release, while releasing the rest of the documents will ensure the intent of the Act is met and will provide you with access to the majority of information held by CMTEDD within the scope of your request.

Accordingly, I have chosen to redact parts of folios 13, 41-45, 49-60, 62-79, 81-94 96-103, 106-112, 118-119, 124-125, 131, 157, 172-173, 175-177, 214 and 224 of the documents within Attachment B.

### **Charges**

Pursuant to *Freedom of Information (Fees) Determination 2017 (No 2)* processing charges are applicable for this request because the total number of pages to be released to you exceeds the charging threshold of 50 pages. However, the charges have been waived in accordance with section 107(2)(e) of the Act.

### **Online publishing – Disclosure Log**

Under section 28 of the Act, CMTEDD maintains an online record of access applications called a disclosure log. Your original access application, my decision and documents released to you in response to your access application will be published in the CMTEDD disclosure log after 29 May 2018. Your personal contact details will not be published.

You may view CMTEDD disclosure log at:

<https://www.cmtedd.act.gov.au/functions/foi/disclosure-log>.

### **Ombudsman Review**

My decision on your access request is a reviewable decision as identified in Schedule 3 of the Act. You have the right to seek Ombudsman review of this outcome under section 73 of the Act within 20 working days from the day that my decision is published in CMTEDD disclosure log, or a longer period allowed by the Ombudsman.

If you wish to request a review of my decision you may write to the Ombudsman at:

The ACT Ombudsman

GPO Box 442

CANBERRA ACT 2601

Via email: [ombudsman@ombudsman.gov.au](mailto:ombudsman@ombudsman.gov.au)

### **ACT Civil and Administrative Tribunal (ACAT) Review**

Under section 84 of the Act, if a decision is made under section 82(1) on an Ombudsman review, you may apply to the ACAT for review of the Ombudsman decision. Further information may be obtained from the ACAT at:

ACT Civil and Administrative Tribunal

Level 4, 1 Moore St

GPO Box 370

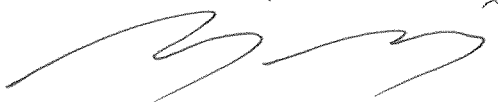
Canberra City ACT 2601

Telephone: (02) 6207 1740

<http://www.acat.act.gov.au/>

Should you have any queries in relation to your request please contact me by telephone on 6207 7754 or email [CMTEDDFOI@act.gov.au](mailto:CMTEDDFOI@act.gov.au)

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Daniel Riley', written in a cursive style.

Daniel Riley  
Information Officer  
Information Access Team  
Chief Minister, Treasury and Economic Development Directorate

22 May 2018





**ACT**  
Government

Chief Minister, Treasury and  
Economic Development

## FREEDOM OF INFORMATION REQUEST SCHEDULE

NAME	WHAT ARE THE PARAMETERS OF THE REQUEST	OBJECTIVE FILE NO
	All documentation that relates to Tennis facilities being planned, investigated, reviewed, provided or established in the Gungahlin region since 1 January 2014	CMTEDDFOI 2018-0074

Ref No	Page number	Description	Date	Status	Reason for Exemption	Online Release Status
1	1-2	Email – Tennis Courts & Throsby playing fields	14 May 2014	Release in Full	N/A	Yes
2	3-10	Email with attachment – BM15-409 Tennis Meeting	1 April 2015	Partial	Out of scope	Yes
3	11-12	Draft Letter	April 2015	Release in Full	N/A	Yes
4	13-114	Email with attachment	1 Apr 2015	Partial	Schedule 2.2(a)(ii)	Yes
5	115-116	Email	21 April 2015	Release in Full	N/A	Yes
6	117-119	Email with attachment	19 January 2016	Partial	Schedule 2.2(a)(ii)	Yes
7	120-122	Brief	24 March 2016	Partial	Out of scope	Yes
8	123-125	Email	12-14 April 2016	Partial	Schedule 2.2(a)(ii), Out of scope	Yes
9	126-129	Email with attachment	21 April 2016	Partial	Out of scope	Yes
10	130-153	Email with attachment	4 Aug 2016	Partial	Schedule 2.2(a)(ii)	Yes
11	154-160	Email with attachment	16 August 2016	Partial	Out of scope	Yes
12	161-164	Email	3-4 July 2017	Partial	Out of scope	Yes
13	165-166	Email with attachment	6 Nov 2017	Release in Full	N/A	Yes

14	167-168	Email	23 Nov 2017	Release in Full	N/A	Yes
15	169-171	Email/Meeting Minutes	24 Nov 2017	Partial	Out of Scope	Yes
16	172-174	Stakeholder Meeting with comments	15 Dec 2017	Partial	Schedule 2.2(a)(xi), Out of scope	Yes
17	175-176	Stakeholder Meeting	15 Dec 2017	Partial	Schedule 2.2(a)(xi), Out of scope	Yes
18	177-186	Case Management Agreement	Nov/Dec 2017	Partial	Schedule 2.2(a)(ii), Out of scope	Yes
19	187-189	Email Chain	18 Jan 2018	Partial	Out of scope	Yes
20	190-191	Email with attachment	6 Feb 2018	Release in Full	N/A	Yes
21	192-202	Email with attachment	6 Feb 2018	Release in Full	N/A	Yes
22	203-208	Email chain	26 Feb 2018	Partial	Out of scope	Yes
23	209-213	Email chain with attachment	27 Feb 2018	Release in Full	N/A	Yes
24	214-219	Email with attachment	21 Mar 2018	Partial	Schedule 2.2(a)(ii)	Yes
25	220-222	Email chain	29 Mar 2018	Release in Full	N/A	Yes
26	223-232	Email with attachment	3 Apr 2018	Partial	Schedule 2.2(a)(ii)	Yes
<b>Total No of Docs</b>						
26						

**From:** [REDACTED]@gcc.asn.au  
**To:** [Jeffrey, David](#)  
**Cc:** [Priest, Jenny](#); [Lacey, Wayne](#)  
**Subject:** Re: Tennis courts & Throsby playing fields  
**Date:** Wednesday, 14 May 2014 6:54:17 PM

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Thanks David.

Sent from Windows Mail

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**From:** [Jeffrey, David](#)  
**Sent:** Wednesday, 14 May 2014 5:18 PM  
**To:** [REDACTED]@gcc.asn.au  
**Cc:** [Priest, Jenny](#), [Lacey, Wayne](#)

Hi Peter,

Thanks for your email. The potential provision of tennis courts was included in the concept planning phase for the Throsby District Playing Fields. At the appropriate time, the provision of tennis courts will be further considered in progressing the design of this facility.

Kind regards,

David Jeffrey  
A/g Deputy Director  
Sport and Recreation Services | Economic Development Directorate | ACT Government  
Ground Floor, 220 Northbourne Avenue, Braddon, ACT, 2612  
Phone: 02 6207 5815 | Mobile: 0417 499 634  
[http://www.economicdevelopment.act.gov.au/sport\\_and\\_recreation](http://www.economicdevelopment.act.gov.au/sport_and_recreation) #CBR

-----Original Message-----

**From:** Vice President GCC [REDACTED]@gcc.asn.au]  
**Sent:** Thursday, 8 May 2014 1:20 PM  
**To:** Croser, Sam  
**Cc:** [REDACTED]@gcc.asn.au  
**Subject:** Tennis courts & Throsby playing fields

Sam

Are there plans for any tennis courts in Gungahlin ? Perhaps as part of the Throsby playing fields project ? Any update on that ?

Thanks

Peter

Sent from my iPad

-----  
This email, and any attachments, may be confidential and also privileged. If you are not the intended recipient, please notify the sender and delete all copies of this transmission along with any attachments immediately. You should not copy or use it for any purpose, nor disclose its contents to any other person.  
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**From:** [Jeffrey, David](#)  
**To:** [Dolejsi, Simon](#)  
**Subject:** Fwd: BM15-409 Tennis meeting  
**Date:** Wednesday, 1 April 2015 8:45:42 PM  
**Attachments:** [BM15-409 Tennis meeting.docx](#)  
[ATT00001.htm](#)

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Let's discuss - we should possibly replicate for bowls

Sent from my iPhone

Begin forwarded message:

**From:** "Lacey, Wayne" <[Wayne.Lacey@act.gov.au](mailto:Wayne.Lacey@act.gov.au)>  
**Date:** 1 April 2015 3:51:07 pm AEDT  
**To:** "Jeffrey, David" <[David.Jeffrey@act.gov.au](mailto:David.Jeffrey@act.gov.au)>, "Kelley, Rebecca" <[Rebecca.Kelley@act.gov.au](mailto:Rebecca.Kelley@act.gov.au)>  
**Subject:** **BM15-409 Tennis meeting**

Just if you have any comments – have not attached the actual review, its kinda long.....



TRIM:

Date 1 April 2015

To Minister for Sport and Recreation

- Director-General, Economic Development
- Deputy Director-General, Arts, Business, Events, Sport and Tourism

From Director, Sport and Recreation Services

Subject Tennis ACT meeting

**Recommendation**

That you:

- Note the contents of the brief.

**NOTED/PLEASE DISCUSS**

**Shane Rattenbury MLA** ..... / /

**Critical Date –HIGH PRIORITY**

You are meeting with Mr Ross Triffitt, CEO Tennis ACT, at 4.30pm on 9 April 2015.

**Purpose**

To provide you with background information regarding this meeting.

**Background**

Tennis ACT (TACT) is the peak body for the sport in the ACT, its operations based at the redeveloped Canberra Tennis Centre in Lyneham. Tennis ACT has 24 affiliate clubs, the vast majority of these community-based clubs leasing their facility from the Territory.

The ongoing maintenance and sustainability of these community clubs has been discussed over many years, with Sport and Recreation Services (SRS) supporting TACT to undertake several reviews of its facility base. With a funding lever through the Sport and Recreation Grants Program, SRS has sought, with limited effect, to drive change in the manner by which clubs are managed.

Most recently TACT has completed the “*Tennis ACT: Strategic Tennis Facility and Management Review*” (the “Review”) in partnership with Tennis Australia. This Review (Attachment A) primarily sought to examine current and future infrastructure

costs required for Territory-owned facilities and to review management issues facing clubs.

The Review included a facility audit (Club Health Check), looking at conditional issues, usage and per court yield - Tennis Australia benchmarks were used as comparison. For individual clubs, recommendations were made in regards to management models and infrastructure needs.

Lease arrangements for Territory-owned facilities are discussed on page 14. While lease rental fees are still paid by these clubs it should be noted that clubs have benefitted through the changes to the rental calculation, providing a 50% reduction based on the lessee's "repair and maintenance" obligations, and changes to the rates scheme for community organisations.

## **Issues**

The Review makes 9 recommendations – these are detailed from pages 2-4 of Attachment A. Attachment C provides comment and analysis on each of these recommendations, the majority of which relate directly to or are within the influence of the Territory.

### *New facilities*

TACT has been the recipient of significant Territory support in recent years for infrastructure – this includes the new Canberra Tennis Centre (\$7.15m plus over \$1m in waivers) and grants for community clubs (\$840,000 since 2005). Notwithstanding this investment, access to tennis facilities remains an issue in Gungahlin, South Tuggeranong and developing areas of West Belconnen and Molonglo.

Aside from redevelopment of the Canberra Tennis Centre at Lyneham, there has been no Government investment in any *new* community tennis facility for more than 20 years – established regions like Gungahlin and South Tuggeranong (Lanyon Valley) have no community tennis facility. TACT has continued relevant planning input and sought to pursue individual opportunities, particularly in Gungahlin. At this stage, there is no confirmed option/s although TACT is still engaged in discussions re opportunities at Casey, and more recently Nicholls. Mr Triffitt may seek to update you on this work.

Where any new facility is progressed, possibly with co-investment through Tennis Australia and/or a commercial partner, TACT would advocate a far different model to what is commonly witnessed at existing community/suburban tennis clubs. There is an acknowledgment that future tennis facilities need greater flexibility of use, while also supporting a more sustainable business model such as that advocated in the Review.

## **Consultation**

SRS has supported TACT (and Tennis Australia) in the progression of this Review. SRS has long-advocated the necessity for community tennis clubs to move towards a more sustainable model, acknowledging that sufficient (grants) funding is simply not available to meet ongoing asset repair and maintenance costs for clubs that do not proactively seek to improve their business models, seek greater facility usage and increase revenue streams.

It is understood that TACT provided the opportunity for clubs to comment on the Review – five written submission were received (Belconnen, O'Connor, Mpowerdome, Campbell and Kaleen). Unfortunately, these comments reflect a continuing ignorance by some clubs of the need for change.

## **Financial**

### *New tennis facilities*

Notwithstanding the opportunity for a Tennis Australia funding contribution or potential commercial partnership opportunities, the establishment of new facilities in priority areas would likely only be achieved with significant Territory support (budget appropriation and land identification). Given the recent investment in the Canberra Tennis Centre, competing funding priorities within the sports portfolio and the Territory budget position more broadly, direct funding would appear problematic in the medium term.

# Out of Scope



# Out of Scope

## **Media**

There are no media issues associated with this meeting.

Jenny Priest

Contact Officer: Wayne Lacey  
Phone: 72080

**Tennis ACT: Strategic Tennis Facility and Management Review**

**Analysis/Comments on Recommendations**

**Recommendation 1:**

**ACT Government to make an investment up to \$9m over the next ten years in tennis facilities in the ACT, in order to get infrastructure up to a minimum standard.**

**Out of Scope**

**Recommendation 3:**

**Strategically plan for the development of district sized tennis facilities in Gungahlin, Molonglo and West Belconnen.**

As noted in the brief, there is an under (or non-existent) supply of community tennis facilities in these areas. While requiring a larger site, development of “district” facilities provides the best means by which current and future demand in these areas

can be met, while also providing a facility that is best able to operate as a wholly sustainable business.

Suggested response:

TACT continue to, where appropriate, work with SRS to identify and explore potential opportunities for the delivery of facilities in these important strategic markets.

**Recommendation 4:**

**Using the Tennis Australia Venue Management Frameworks, investigate and implement, where possible, management change which could include possibly expanding the role of the coach to encompass managerial responsibility at district sized clubs and drive the success of the venue.**

Suggested response

**Out of Scope**

**Recommendation 5:**

**Amalgamate tennis venues within North Canberra and South Canberra and implement centralised management.**

Suggested response

**Out of Scope**

**Recommendation 6:**

**Implement online booking and remote gate access systems.**

Suggested response

**Out of Scope**

**Recommendation 7:**

**Develop asset maintenance and replacement plans for each club.**

Suggested response

Out of Scope

**Recommendation 8:**

**Improve internal fit out of club hoses to meet future management needs of the venue.**

Suggested response

Out of Scope

**Recommendation 9:**

**Greater mix of surface types need to be implemented including ANZ Tennis Hot Shots.**

Suggested response

Out of Scope



## Joy Burch MLA

MINISTER FOR EDUCATION AND TRAINING  
MINISTER FOR POLICE AND EMERGENCY SERVICES  
MINISTER FOR DISABILITY  
MINISTER FOR RACING AND GAMING  
MINISTER FOR THE ARTS

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MEMBER FOR BRINDABELLA

Mr Steve Doszpot MLA  
Member for Molonglo  
ACT Legislative Assembly  
Civic Square  
London Circuit  
CANBERRA ACT 2600

Dear Mr Doszpot

Thank you for your letter of 5 March 2015 about the Gungahlin College tennis courts. I apologise for the delay in my response.

As the Gungahlin College sports facilities, including the tennis courts, sit within the Education and Training portfolio, Minister Rattenbury has asked me to respond to you in my capacity as Minister for Education and Training.

At this time, neither the Education and Training Directorate nor the College have plans to upgrade the tennis courts facilities or to include lighting.

I had asked the Education and Training Directorate to discuss with Sport and Recreation Services in the Chief Minister, Treasury and Economic Development Directorate ~~other funding opportunities to install lights at Gungahlin College or whether there are plans for tennis courts elsewhere in the Gungahlin region. I have been advised that Tennis ACT have been liaising with Sport and Recreation Services regarding the future provision of tennis court facilities in Gungahlin. The advice is that in the absence of a tennis club in the Gungahlin region, it is not economic at this time to provide tennis court infrastructure.~~

In relation to existing facilities in the Gungahlin region, I am informed that two tennis courts ~~with lighting~~ are available at the Gold Creek Country Club. There are also major facilities at the Lyneham Tennis Centre, which is a short distance from Gungahlin, as well as ~~facilities at xx, xx, xx and xx~~ numerous community tennis club facilities with lights in ~~the~~ North Canberra and Belconnen region.

I trust that this information is helpful in responding to your constituents.

Yours sincerely

ACT LEGISLATIVE ASSEMBLY

London Circuit, Canberra ACT 2601 GPO Box 1020, Canberra ACT 2601  
Phone: (02) 6205 0020 Fax: (02) 6205 0495 Email: BURCH@act.gov.au  
Twitter: @JoyBurchMLA Facebook: www.facebook.com/joyburchmla



Joy Burch MLA  
Minister for Education and Training  
April 2015

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**From:** Ross Triffitt <RTriffitt@Tennis.com.au>  
**Sent:** Wednesday, 1 April 2015 3:59 PM  
**To:** Robbins, Jarrah  
**Cc:** Lacey, Wayne  
**Subject:** Tennis ACT Strategic Facility Management Review - FINAL DRAFT  
**Attachments:** Tennis ACT Strategic Tennis Facility Management Review - Final Draft.pdf

Hi Jarrah,

Ahead of our meeting with the Minister next week, I wanted to provide you with our strategic review of facilities in the ACT. The document is still in its final draft form, but has been approved by the Tennis ACT Board to be provided to ACT Government, allowing us to begin discussions about the recommendations coming out of the review. The final version will only receive format changes - segmented with appendices, new branding, etc...

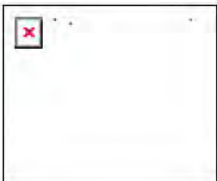
The review has been conducted by Tennis Australia with support from Tennis ACT and includes high level recommendations for individual clubs. It is highly likely through more consultation with these clubs that the individual recommendations are customized further to suit the situation of each club.

As discussed previously, the review identifies the need for developing new facilities in population growth areas in addition to fixing the existing facilities. We will develop a separate paper on some potential development opportunities for new facilities.

Feel free to call me if you would like to discuss anything prior to the meeting.

Regards,

Ross



**Ross Triffitt**

Chief Executive Officer | Tennis ACT  
RTriffitt@Tennis.com.au | P.O. Box: 44, Dickson Australian Capital Territory 2602 Australia  
Ph: +61 2 6160 7801 | Switch: +61 2 6160 7800 | Mob: **Sch 2.2(a)(ii)**  
[www.tennis.com.au/act](http://www.tennis.com.au/act) | [www.australianopen.com](http://www.australianopen.com)

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**Ross Triffitt**

Chief Executive Officer | Tennis ACT  
RTriffitt@Tennis.com.au | P.O. Box: 44, Dickson Australian Capital Territory 2602 Australia  
Ph: +61 2 6160 7801 | Switch: +61 2 6160 7800 | Mob: **Sch 2.2(a)(ii)**  
[www.tennis.com.au/act](http://www.tennis.com.au/act) | [www.australianopen.com](http://www.australianopen.com)

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**Australian Open 2015**

Melbourne Park 19 January - 1 February

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*Tennis Australia*  
**Tennis ACT: Strategic Tennis  
Facility and Management Review**

March 2015

## Executive Summary

The following report is a strategic review of tennis facilities in the ACT with the dual aim of reviewing the current and future infrastructure costs required to be invested into ACT government owned tennis facilities and to review the current management issues facing local tennis clubs in the ACT. This review has assessed the 24 affiliated community tennis venues to determine the state of ACT's community tennis facilities. The key findings of this review can be broken down into infrastructure and management issues.

### Infrastructure

- Without immediate resurfacing up to 35% of courts could be unusable within the next 12 months.
- 48% of all fencing should be replaced within the next 3 years to retain the appropriate standards.
- Average age of a clubhouse at a tennis venue in the ACT is 30+ years.
- 3 out of every 4 courts (76%) are synthetic grass indicating a poor surface mix with synthetic grass being the predominate surface in the ACT.
- Growth areas are well below the desired court to population ratio.
- The hierarchy of facilities are not being met with an oversupply of local tennis centres and lack of larger 6 court plus facilities.
- Cost analysis of audited facilities indicate that over \$9 million is required to develop audited facilities to a sustainable infrastructure state by 2023.

### Management

- Majority of tennis venues are run by volunteer committees.
- Public access to tennis facilities is poor with the majority of clubs being unsupervised.
- It is estimated that 50% of clubs will not be able to cover asset maintenance and lifecycle costs in the future without external sources of funding.
- Clubs in the ACT are not currently meeting the programming and servicing expectation of the community.

As a result of these findings the following recommendations have been made for consideration:

1. ACT government to make an investment up to \$9 million over the next 10 years in tennis facilities in the ACT, in order to get infrastructure up to a minimum standard. Indicative costings of audited facilities indicates that the cost to renew these facilities to a sustainable state will cost approximately \$9 million. Tennis ACT and Tennis Australia is seeking a significant investment from the ACT Government to drive the sustainability of these existing venues, providing community facilities that drive participation and social connectedness. These figures are based on infrastructure sustainability outcomes of existing facilities to ensure they are redeveloped into a sustainable and renewed state. These figures do not include the cost to construct new facilities in the growth areas of the ACT.
2. Club leasing and government fees to be reinvested back into tennis facilities. Whilst the majority of clubs can meet their annual operating cost, it is estimated that approximately 50% of clubs in the ACT cannot cover their venue's facility maintenance and lifecycle costs. It

has been calculated that if the shortfall in sinking funds are subsidised by the ACT government using the funds it receives from clubs, then all clubs would be sustainable.

3. Strategically plan for the development of district sized tennis venues in Gungahlin, Molonglo and West Belconnen. Due to the expected population growth, the provision of tennis within these regions needs to be strategically planned and provided to meet community requirements. Currently there are no tennis venues in the Gungahlin or Molonglo areas and an undersupply of district size tennis venues throughout the ACT, however strategic plans are currently being developed to provide suitable tennis venues within these catchments of the ACT.
4. Using the Tennis Australia Venue Management Frameworks, investigate and implement, where possible, management change which could include possibly expanding the role of the coach, to encompass managerial responsibility at district sized clubs and drive the success of the venue. Most affiliated tennis clubs are currently managed by volunteers and although this model has served the clubs well to this point, the increased programming and service expectation of the community; reduced volunteer capacity; and high lifecycle costs make it difficult for this management model to be sustainable into the future. As a minimum the new role should include:
  - Being the main contact at the tennis club and taking court bookings
  - Driving the tennis activity via programming and services. This could include the provision on blended lines and kids zones to build junior programming
  - Ensuring that the venue is supervised during prime playing hours
5. Amalgamate tennis venues within North Canberra and within South Canberra and implement centralised management. The high density of 4 court tennis facilities in central Canberra provides the opportunity for centralised management. Centralising management will consolidate governance and pool resources in order to achieve professional management oversight which would otherwise not be viable. This should be done in conjunction with the implementation of an online booking and remote gate access system.
6. Implement online booking and remote gate access systems. The majority of facilities are unattended resulting in poorly utilised facilities. It is understood that in many cases it is not viable to have a venue supervised through the day and therefore an online booking and remote gate access system should be implemented. This will increase utilisation and revenue levels and give a greater service to the community.
7. Develop asset maintenance and replacement plans for each club. Court resurfacing and upgrades appear to have an ad hoc approach throughout tennis venues in the ACT. A detailed asset maintenance and replacement plan will assist in club planning, prioritising, financing and better maintaining their asset.
8. Improve internal fit out of clubhouses to meet future management needs of the venue. Although the tennis buildings are generally structurally sound and in moderate condition, they inhibit the transition to professional management and do not meet current community expectations. Spaces should be created for a manager/coach office and better utilised for the community.
9. Greater mix of surface types need to be implemented including ANZ Tennis Hot Shots Courts. Due to high amount of synthetic grass there is not an optimum mix of surfaces to cater for junior development (ANZ Tennis Hot Shots), tournaments and competitions as well

as social play. Any court resurfacing and developments should investigate acrylic and clay courts option rather than synthetic grass.

Securing the long term future of tennis venues in the ACT will require both the financial support from the ACT government as well as the commitment for the tennis community to implement management changes required to ensure ongoing sustainability.

*Note: At the time of the completion of the first edition of this report in November 2013, some works to court surfaces have been undertaken at Melba, Belconnen, O'Connor, Campbell, Ainslie and Weston Creek Tennis Clubs. These changes have been reflected in the current version of this report.*

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## *Glossary*

The following Glossary is provided to outline key terms used throughout the report.

### Club Health Check

Tennis Australia, in collaboration with The University of SA (CERM ©) have developed a series of performance benchmarks to assist Australian tennis facility operators to annually benchmark the performance of their tennis facility, known as a Club Health Check

### Facility Audit

Refers to a tool that collects facility information, including facility condition, maintenance requirements, compliance issues, court surface assessment and lifecycle timeframes.

### Asset Sustainability Check

Is a tool developed by Tennis Australia to assist with determining the cost of court surface replacement based on the remaining lifecycle of the current surface type.

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## Introduction

Tennis ACT and Tennis Australia are conducting a strategic review of the 'Tennis ACT Review of Tennis Facilities in the ACT March 2009' strategy, specifically with the dual aim of reviewing the current and future infrastructure costs required to be invested into ACT government owned tennis facilities and to review the current management and lease issues facing local tennis clubs in the ACT. This review has assessed the 24 affiliated venues (from November 2013) to determine the state of ACT's tennis facilities.

The review has been undertaken by the Tennis Australia Places to Play team in partnership with Tennis ACT. Places to Play is a strategic focus of Tennis Australia, established to ensure quality, welcoming facilities and appropriate management, based on the following guiding principles:

1. Places to Play must work towards models offering professional management with community oversight
2. Places to Play must have measurable objectives with time and personal accountability
3. Places to Play must have a collective approach with stakeholders to depreciation and facility upgrade / replacement
4. Places to Play must strive towards increased playing opportunities, with clubhouse facilities that service tennis and community needs
5. Places to Play must have processes and contracts that maintain strong levels of governance and commercial and community responsibility
6. Places to Play must positively promote the game of tennis and have program depth and scope to meet consumer needs

These principles are demonstrated throughout this review.

Through conducting 'The Tennis ACT: Strategic Tennis Facility and Management Review' (the strategy), Tennis ACT and Tennis Australia, are seeking the mutual support of the ACT government to plan and commit to a future vision for tennis in the Territory, through both investment and support. This mutual support will enable both clubs and the government to better forecast the investment and management practices required to maintain the sport at a healthy level and provide guidance of the future needs and direction of tennis within the ACT.

The strategy provides recommendations for tennis in the ACT, based both on 2011 ABS census population data and ACT government population projection data, in order to determine whether ACT has an adequate amount of quality tennis facilities for its community now and for the future.

Tennis ACT and Tennis Australia are committed to work with the ACT government to formally recognise the partnership required to ensure tennis can grow and develop in the ACT and ensure together we create great Places to Play in the rapidly growing ACT.

## *Background*

### *Purpose of the Strategy*

The Strategy serves two key review purposes. The first is to understand the current and future tennis facility infrastructure needs and the second is to understand the current management practices and steps required to ensure tennis clubs are self-sustaining, meeting community demands and able to maintain their ACT government leased asset sufficiently and to a high standard.

To achieve this, the strategy has conducted a facility audit of affiliated tennis clubs within the ACT to understand the current facility infrastructure issues and outline an indicative cost (conducted in November 2013) of redeveloping or in some instances developing new tennis facilities.

The strategy outlines the indicative financial cost required to redevelop Tennis in the ACT and/or provide a recommendation of additional work required to be undertaken at specific facilities, such as detailed infrastructure audits. The strategy also outlines an approach for all parties, including Tennis, the government and the community clubs to work and plan together to ensure the sport provides the best opportunity to promote and create a healthy, active and socially engaged community to 2040.

Further to understanding the infrastructure investment required the Strategy provides guidance on the future management models for clubs ensuring the clubs have the best possible opportunity to be self-sustaining, satisfy modern consumer needs and able to maintain their leased asset to the appropriate standard until the end of the lease term.

Finally the Strategy discusses the fees associated with leasing tennis facilities in agreement with the ACT government. This strategy provides a recommendation for the ACT government to consider, with the goal of ensuring the best outcome for both the needs of the sport and the community.



## *Review of ACT Government Strategic documents*

The following ACT government strategies are outlined, providing a strategic context from an ACT government level as to the need to develop and increase the participation/community use of ACT's tennis facilities.

### Active 2020

ACTIVE 2020 is a long term strategic plan for sport and active recreation in the ACT and provides a blueprint upon which sport and recreation will be nurtured and promoted over the period 2011–2020. The plan promotes partnerships between industry and government and investment in long term sustainable outcomes, allowing for long term planning by sport and recreation associations in the ACT and Region.

The plan is based around seven key strategic priorities, which forms the basis of the Plan. The priorities are as follows:

- Maximise community engagement (participation) in sport and active recreation
- Greater acknowledgement and promotion of the health, education and social benefits of sport and active recreation
- Increase capacity and capability of sport and active recreation to provide quality opportunities in the ACT
- Maximise opportunities for outstanding individual successes
- Maximise opportunities for sustainable outstanding team performances
- Create Canberra's image as the "National Sporting Capital"
- Maximise supporting infrastructure and resources

The goals of the ACTIVE 2020 Strategic Plan are:

- To increase participation in competitive, non-competitive and social sport and active recreation activities at all levels
- To provide opportunities for achieving excellence in sporting performance
- To ensure access to quality and sustainable infrastructure for the delivery of these activities

### Comment

Tennis ACT and Tennis Australia are committed to supporting the ACT government in the delivery of this plan, particularly through maximising the use and development of existing tennis facilities within the ACT.

A key driver of this strategy is understand the current state of tennis in the ACT and develop a strategy, which achieves future participation growth and the development of sustainable facilities through the implementation of suitable management practices and programming.

Through developing and providing greater access to tennis venues in the ACT it will ensure that tennis programming and activities can be accessed by a broader catchment of the ACT population.

## Building an Active Community: The Economic Contribution of Sport and Recreation in the ACT – August 2010

Source:

[https://secure.ausport.gov.au/\\_data/assets/pdf\\_file/0009/395217/AccessEconomics\\_ACTSport.pdf](https://secure.ausport.gov.au/_data/assets/pdf_file/0009/395217/AccessEconomics_ACTSport.pdf)

The purpose of the 'Building an Active Community' strategy was to quantify the contribution the sporting sector provides the ACT economy, principally through gross territory product and employment. The strategy also determines the contribution sport in the ACT plays in improving community health.

A key finding of the report was determining that the economic contribution of sport and recreation in the ACT was estimated to be \$245.2 million in 2008-09. This contribution comprised of four key elements and is discussed below:

### *Sport and Recreation Organisations*

The direct contribution of sport and recreation organisations Sport and recreation, with sporting organisations, facilities and businesses are estimated to directly contribute \$125.4 million to the ACT economy in 2008-09.;

### *Retail Spending on Sport and Recreation*

The contribution from retail spending on sporting equipment contribution to the economy of \$33.3 million in 2008-09, estimated through retail activity from the purchase of sporting goods. About 683 FTE employees are estimated to work in the sporting goods retail sector.

### *Health Impacts*

The preventive health benefits provided by physical activity; provides an estimated preventive health benefit of \$84.5 million in 2008-09 from sport and physical activity participation in the ACT to be.


### *Tourism*

The benefits of sports-related tourism providing an estimated contribution of \$2.0 million and 39 FTE employees to the ACT economy. In addition, almost 38,000 visitor nights and about \$4.7 million in sports-related tourism expenditure were generated.

### Comment

The strategy provides a valuable insight into the economic benefits sport provides the ACT economy through providing an estimated financial value against the four elements discussed outlined above.

This Tennis Strategy will seek to provide a long term direction to improve the infrastructure and management of tennis facilities in the territory, providing a significant opportunity for tennis to further increase the economic and health benefits to the ACT community.



Tennis can offer a range of preventative health measures to the community, particularly the cardiovascular and social well-being benefits. Studies have shown tennis players to have high fitness levels in comparison to non-tennis playing contemporaries with lower, blood pressure, increased strength and metabolism. Tennis participants may reduce the risk of heart attack, stroke and coronary artery disease, colon cancer and some forms of diabetes through regular participation in the sport (Tennis Australia, 2013).

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## *Tennis Participation in ACT*

Participation Research gemba Active Sports Participation Study (gASP) – September 2014

The gemba Active Sports Participation Study (gASP) is currently considered the most comprehensive study of participation in sport conducted in Australia.

The gASP study covers the key areas of:

- Existing participation
- Past participation
- Future participation intention
- Childhood participation programs and schools
- Imagery of participation sports
- Motivation and barriers to participation
- Volunteering in sport

The ACT Tennis Strategy Review utilises these research findings provided to Tennis Australia in June 2013, for the purpose of this report.

*Key Tennis participation insights nationally: Released September 2014*

As gASP research is conducted nationally, a number of key insights were highlighted over the last 12 months, which provides important information regarding the current participation trends relevant to tennis in the ACT.

- Tennis is the 7th most participated sport in Australia over the last 12 months among those aged 5 to 75 years. (Walking, Swimming, Gym workouts, Dance, Cycling and Running/Jogging the sports ahead of Tennis – Tennis moved ahead of Group Exercise when compared to the Sept '13 research)
- Across Australia, an estimate of ~76 million tennis sessions were played in the last 12 months however the spike in frequency of participation seen this quarter last year was not evident in 2014
- There is approximately a further 6.3% of Australians aged 5-75 that have a high level of interest in playing tennis in the next 12 months
- Social Play continues to dominate the nature of tennis participation with approximately 28% of those that have played Tennis in the last 12 months having played in an 'organised' capacity with no change on last year. (that is in a training program, week to week competition, or one off event or tournament)
- Approximately 21% of those that have played Tennis in the last 12 months claim to be a member of a 'sporting club' – maintained from last quarter but decreased compared to the same period last year

- Of those that have participated in tennis in the last 12 months, the average frequency is 40.5 times per year (this compares to golf at 27 times per year and gym workouts at 122)
- Approximately 40% of parents of kids aged 5-15 years are aware of Tennis Hot Shots.

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## *Current ACT Tennis Facility Leases*

The report has not reviewed individual venue leases in detail, however acknowledges that the leasing issue is a significant concern for affiliated clubs within the ACT.

Currently the ACT government provides leases to tennis clubs for a period of 25 years (and in some cases 99 year leases), which sets out the conditions for the clubs use of the facility over this lease term. The lease stipulates that clubs are responsible for the maintenance of the facility, provide public access and pay a tax to the ACT government.

The tax comprises three revenue measures, land rent, land tax and general rates, with water and sewerage being an additional charge to the service provider.

It is understood that the lease terms are similar across the ACT for other sporting uses and is not currently subject to any review.

## *Current Leasing Challenges*

The following is a summary of leasing challenges commonly being experienced by volunteer run clubs in the ACT:

- Clubs are not satisfied with the need to pay a tax which forms part of the lease agreement.
- Clubs don't understand why they are paying the tax and what benefits they obtain from the tax.
- The lease condition stipulating that the lease holder is responsible for the costs associated with maintenance of the asset and therefore this is perceived as unfair, specifically due to the costs associated with running the sport.

### Comment

Tennis ACT will continue to discuss the future lease models with the ACT government, particularly the concerns clubs have with paying a tax/levy as part of their lease terms; however the issue of the tax associated with the lease is only part of the issue.

This strategy proposes that the levy/lease fee provided to the ACT government is strategically invested back into the sport, ensuring the community has access to high quality and accessible tennis facilities in the territory.

Through this strategy Tennis ACT will take a lead in creating a best practice management operating model for clubs, creating greater self-sustaining clubs, minimise the financial impact of such a tax/levy on clubs and work with the ACT government on this matter.

## ACT Demographics Current and Future

Understanding the demographic composition of the ACT and its regions is a key component of this strategic review. The demographic summaries and analysis below indicates that the ACT's population is continuing to rise, highlighting the needs to plan for the future of the Territories tennis facilities.

### 2011 Census Snapshot ACT

The 2011 census determined that the population of the ACT increased by 10.2% since 2006, bringing the total population to 357,222 persons, with a median age of 34 years of age. A summary of this data is provided below:

ACT Population census 2011	357,222
Male	176,746
Female	180,476
Median age	34

### Overall ACT Age breakdown 2011 Census data

The 2011 census indicated that the most common age group are those adults aged 20 to 29 years of age, with a significant percentage of the population aged between 30 to 44 years of age.

Age	Population ACT	%
0-4 years	23,843	6.7
5-9 years	21,411	6
10-14 years	21,089	5.9
15-19 years	23,999	6.7
20-24 years	30,750	8.6
25-29 years	30,535	8.5
30-34 years	27,708	7.8
35-39 years	26,960	7.5
40-44 years	25,973	7.3
45-49 years	24,602	6.9
50-54 years	23,405	6.6
55-59 years	20,408	5.7
60-64 years	18,373	5.1
65-69 years	12,672	3.5
70-74 years	8,994	2.5
75-79 years	6,591	1.8
80-84 years	5,074	1.4
85 years and over	4,835	1.4
Total	357,222	100

## ACT Government population projects 2009 – 2044

The ACT government has predicted that soon after the year 2040, the population of the ACT will exceed 500,000 persons, an increase of 30% from 2009 figures. This significant population increase demonstrates a significant need to plan for the future of existing and proposed community tennis facilities in the ACT.

Year	Projected ACT population	Median Age
2009	352,200	33.7
2014	379,791	34.2
2019	404,958	35.2
2024	428,014	36.3
2029	449,304	37.4
2034	468,810	38
2039	487,161	38.4
2044	505,200	38.5

### ACT Tennis Region Demographics

The demographic summary is based on known population data and population projects to 2021. The demographic data indicates that from 2009 to 2021 a population increase of 1.4% is expected in the entire ACT. This figure does not incorporate the anticipated growth in Molonglo that is expected to have approximately 20,000 new residents by 2021 or West Belconnen, which is eventually expected to have 12,000 new residents. Considerable growth of 4.9% by 2021 is predicted in the region of Gungahlin, demonstrating a significant population shift to the expanding growth areas.

Districts	2009 (ACT govt population estimate)	2011 (census)	2021 (ACT govt projection)	Average growth 2009 -2021 (%pa est)	Median age - 2021
North Canberra	46,850	49,917	55,150	1.4%	34.9
Belconnen	91,250	94,696	94,150	0.3%	34.0
Woden	33,800	33,887	33,650	0%	38.3
Weston Creek	23,300	23,218	21,000	-0.5%	42
Molonglo	0*	0	20,600	n/a	31.5
Tuggeranong	89,800	89,131	85,150	-0.4%	37
South Canberra	26,000	25,068	30,600	1.4%	39.7
Gungahlin	40,900	49,734	72,900	4.9%	33.6
Remainder of ACT	300	n/a	350	1.0%	31.6
TOTAL	352,200	357,222	414,350	1.4%	35.7



## Tennis Australia Facility and Management Policies

### Tennis Australia – Hierarchy of Facilities: Tennis 2020 Facility Development and Management Framework for Australia Tennis

Tennis Australia has created a facility development framework, titled 'Tennis 2020: facility development and management framework for Australian tennis', which is driven by the objectives and needs of tennis providing a community health and wellbeing service, participation programs, elite player development and tour events. The framework is intended to be used by Tennis ACT and stakeholders to guide long term planning and infrastructure development decisions within the ACT region. The Framework also provides facility management strategies; ensuring new and redeveloped facilities are managed professionally and are sustainable.

#### Tennis Australia – hierarchy of facilities

The following is an outline of the facility hierarchy Tennis ACT must aim to apply to future tennis facility upgrades and developments. This hierarchy is to be used as a guide to ensure that tennis facilities in ACT are well planned and meet the needs of providing tennis to the community. Tennis Australia does acknowledge that the population numbers of ACT may mean that a reduction of courts is appropriate in some areas.



Public Access Centre: 1 to 3 courts

Public access facilities are regarded as facilities that can be hired or have free access for community use.

Local Tennis Centres: 4 to 7 courts

Local facilities will have a local focus on engaging and immersing social and competitive players into the tennis culture.

#### Court requirements

The following court configuration is a guide and should consist of:

- a minimum of 50% of courts based on ITF surface code A (acrylic), F (clay) and H (grass)
- at least 50% of courts to be floodlit to minimum club competition standards (350 lux).

#### Clubhouse and facility requirements

Clubhouse and facility requirements should include:

- male and female change room facilities including showers
- café/kiosk and preferably licensed social facilities
- administration office/s
- onsite parking in close proximity to facility entrance
- outdoor shaded social areas suitable for local events and social nights.

#### Management and administration requirements

Management and administration requirements should include:

- endorsed strategic development and/or business plan for a minimum three-year period
- compliance with Tennis Australia's endorsed national health check management program
- an active website detailing services, personalised points of contact, player profiles, profiles of all user groups, enquiry opportunity and relevant booking forms to download and return.

#### Catchment population requirements

The facility is projected to have a catchment population of:

- metropolitan -the facility currently or is projected within the next five years to have a catchment population within a 15 km radius of greater than 20,000
- regional country -the facility currently or is projected within the next five years to have a catchment population within a 30 km radius of greater than 5,000.

District Tennis Centre 8 to 11 courts

District facilities will have a multi suburb focus on engaging and immersing social and competitive players into the tennis culture.

### Court requirements

The following court configuration is a guide and should consist of:

- a minimum of eight courts with at least 50% of courts based on ITF surface code A (acrylic), F (clay) and H (grass)
- at least 50% of courts to be floodlit to minimum club competition standards (350 lux)
- a set of 2 dedicated ANZ Tennis Hot Shots courts for primary aged introduction programs.

### Clubhouse and facility requirements

Clubhouse and facility requirements should include:

- male and female change room facilities including showers
- café/kiosk and preferably licensed social facilities
- administration office/s
- onsite parking in close proximity to facility entrance
- outdoor shaded social areas suitable for events and social nights.

### Management and administration requirements

Management and administration requirements include:

- volunteer or semi-professional management structure
- endorsed strategic development and/or business plan for a minimum three-year period
- compliance with Tennis Australia's endorsed national Club Health Check management program
- an active website detailing services, personalised points of contact, player profiles, profiles of all user groups, enquiry opportunity and relevant booking forms to download and return.

### Catchment population guide

The facility is projected to have a catchment population of:

- metropolitan – the facility currently or is projected within the next five years to have a catchment population within a 15 km radius of greater than 50,000
- regional country -the facility currently or is projected within the next five years to have a catchment population within a 30 km radius of greater than 5,000.

Large Community Tennis Centre: 12 to 15 courts

Large Community facilities are community clubs or facilities that have some of the elements of regional centres but may have fewer courts. These facilities will play a large part in participation growth and in identifying players with potential and nurturing their talent.

### Court requirements

The following court configuration is a guide and should consist of:

- a minimum of 12 courts with at least 80% of courts based on ITF surface code A (acrylic), F (clay) and H (grass)
- each court to be flood lit to minimum club competition standards (350 lux)

- a main court that can provide adequate seating (either fixed or mobile) for local and regional tournaments and events
- a set of 4 dedicated ANZ Tennis Hot Shots courts for primary aged introduction programs.

### Clubhouse and facility guide

Clubhouse and facility requirements should include:

- male and female change room facilities including showers
- café/kiosk and preferably licensed social facilities
- administration office/s with relevant office equipment including provision for online communication
- onsite floodlit, sealed parking in close proximity to facility entrance
- outdoor shaded social areas suitable for events and social nights.

### Other amenities

Other amenities could include:

- easy or direct access to parklands or sports fields and to strength and conditioning facilities (gyms and pools)
- short term child care
- health and wellbeing services.

### Management and administration requirements

Management and administration requirements include:

- semi-professional administration
- endorsed strategic development and/or business plan for a minimum three-year period
- compliance with Tennis Australia's endorsed national Club Health Check management program
- telephone reception service
- an active website detailing services, personalised points of contact, player profiles, profiles of all user groups, enquiry opportunity and relevant booking forms to download and return
- a willingness to assist other tennis facilities within an agreed sub-regional area.

### Catchment population guide

The facility is projected to have a catchment population of:

- metropolitan -the facility currently or is projected within the next five years to have a catchment population within a 15 km radius of greater than 100,000
- regional country -the facility currently or is projected within the next five years to have a catchment population within a 30 km radius of between 40,000 to 50,000.

Regional/Territory Tennis Centre: 16 (approx.) or more courts

Tennis Australia and its Member Associations believe that this level of venue is critical to the long term health of tennis.

Tennis have and will continue to be a driving active partner with government, private developers and clubs in the selection and development of planned regional tennis focus points throughout Australia. We have developed a regional partners program that supports these venues and are actively seeking arrangements with willing partners. A regional partner such as Tennis ACT's Canberra Tennis Centre is a facility which offers the community a venue capable of delivering sustainable business practices, is willing to nurture the growth of tennis in the region as well as be a centre of high performance for national initiatives including tournaments, player development and community tennis initiatives.

### *Current ACT facility hierarchy*

The following table provide a snapshot of facilities within the ACT, against the Tennis Australia hierarchy of facilities. A desktop review of facilities indicates that 66% of facilities are local tennis centres, comprising of four (4) to seven (7) tennis courts. This is not an ideal mix in accordance with Tennis Australia's hierarchy of facilities as discussed above.

It is important to note that this hierarchy only acknowledges ACT affiliated clubs and may vary when discussing the overall facility landscape in the ACT.

Hierarchy of facilities	Number ACT
Regional/Territory Tennis Centre 16+ courts	1
Large Community Tennis Centre 12+ courts	1
District Tennis Centre 8+ courts	4
Local Tennis Centre 4+ courts	16
Public Access Centre 1+ courts	2
Total	24

### *Best practice venue management for every community*

Quality venues are vital to the continued growth of the sport. Importantly, these venues need to be sustainable, and the key to this is through strong participation and usage incorporated with effective management systems, procedures and policies. These management practices and techniques encourage quality customer experiences and ongoing participation, effective reporting and accountability to key stakeholders, asset management and maintenance as well as business planning, strategic planning and budgeting processes.

These increasing areas of compliance are becoming normal expectations across all levels of the sport with Local Government as asset owners expecting regular maintenance, reporting and compliance and Tennis Australia providing resources and tools for ongoing planning, budgeting and industry benchmarking necessary for ongoing successful operations. All of these venue management areas combined create operational demands and place an ever increasing demand on the time, skills and expertise of local volunteer committees which are facing a decline in volunteerism and committee succession planning is becoming a major issue moving forward. This makes the selection of the most appropriate venue management model as well as the tools and resources to assist each model important when considering the 'best practice' delivery of tennis in each venue.

Many of Tennis Australia's objectives are mirrored by those of Local Government. In order to achieve these mutual objectives, there are some key pillars that must be in place at local venues.

Through significant consultation with Local Governments around Australia, these pillars have been distilled in to four key areas. Tennis Australia's four pillars for venue management underpin the key principles to secure healthy and vibrant tennis facilities servicing the community well into the future.

The four pillars are:

- Sustainability
- Community benefit
- Accessibility
- Accountability

Each pillar represent a 'non-negotiable' principle that should be strived for at every tennis venue regardless of its size, geographical location or management model. How these objectives are achieved may vary from state to state and venue to venue, however the core objectives remain relevant.

#### *Scalable models for tennis delivery*

Given that every community is unique and has different needs and expectations there is not one sole solution for tennis venue management. What meets the needs of one LGA may not suit another and further to that each venue has different outcomes based on size and location that means that any given LGA may have multiple management models operating their venues.

With this in mind the following management models have been identified as showing scalable structures, systems and procedures that can deliver best practice in tennis across a range of venues. Each of the models has specific strengths and deliverables through operation and have the capacity to meet the requirements of tennis venue management.



Whilst Tennis Australia understands that there may be other management models operating within the industry the above highlight the general rule of available models that are governed and managed through Tennis Australia or are supported as meeting the needs of the sport and communities.

Some of the models have a number of different providers that meet the description and while we don't necessarily endorse any sole provider, Tennis Australia endorses and supports business models that benefit all interested parties in delivery of the sport.

## Tennis Venue Audits

### Overview

This section of the strategy provides a high-level summary of the current state of tennis in each of the seven regions in the ACT, followed by a detailed independent review of each individual venue within each region. Each facility has had an infrastructure review and management audit, where information has been provided, as well as individual club recommendations.

### ACT venue audit findings

#### Overview

In September 2013, Tennis Australia and Tennis ACT commissioned insideEDGE Sports and Leisure Planning to conduct a detailed venue review of 24 affiliated tennis venues. An overview of these findings is provided below. These findings have been used to guide recommendations required to ensure the future growth and development of tennis in the ACT.

#### Courts

The chart below represents the remaining lifecycle, based on best-practice facility standards, of the tennis courts within the 24 audited venues. These findings are indicative of the current court issues found in the ACT.

#### Key findings to note:

- Without immediate resurfacing up to 35% of courts could be unusable within the next 12 months.
- To retain the appropriate standards up to 56% of courts need to be resurfaced within the next 3 years.
- Up to 22% of courts appear to have a remaining life of 6 or more years.

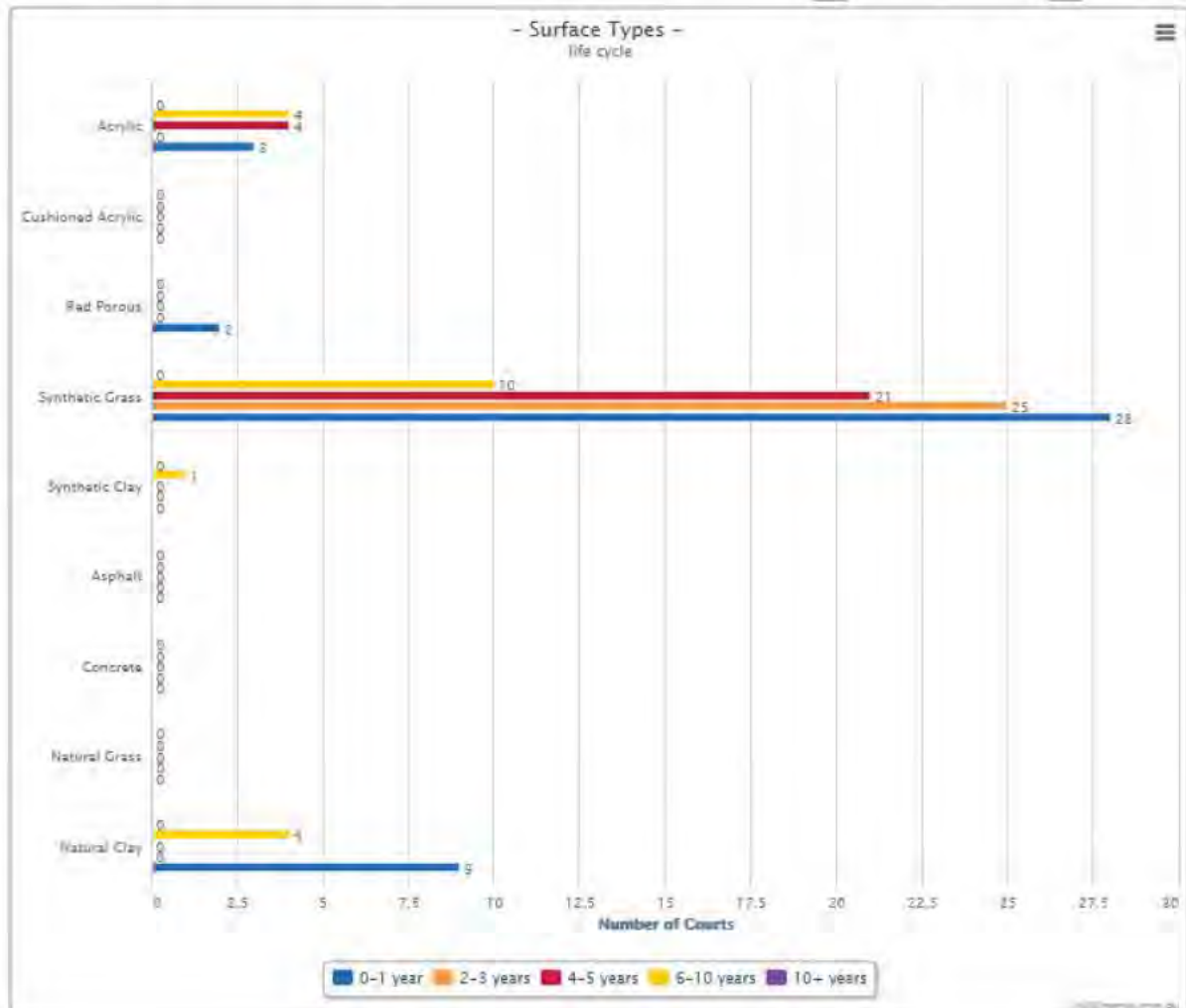


## Surface Types

The graph below provides an overview of surface type and remaining life of court surfaces within the 24 audited venues.

Key finding to note:

- 3 out of every 4 courts (76%) are synthetic grass
- Up to 33% of synthetic grass courts have 0-1 year remaining on their ideal lifecycle
- Up to 63% of synthetic grass courts have under 3 years remaining on their ideal lifecycle
- 9% of courts are acrylic
- 14% of courts are natural clay or porous
- Poor surface mix with synthetic grass being the predominate surface in the ACT



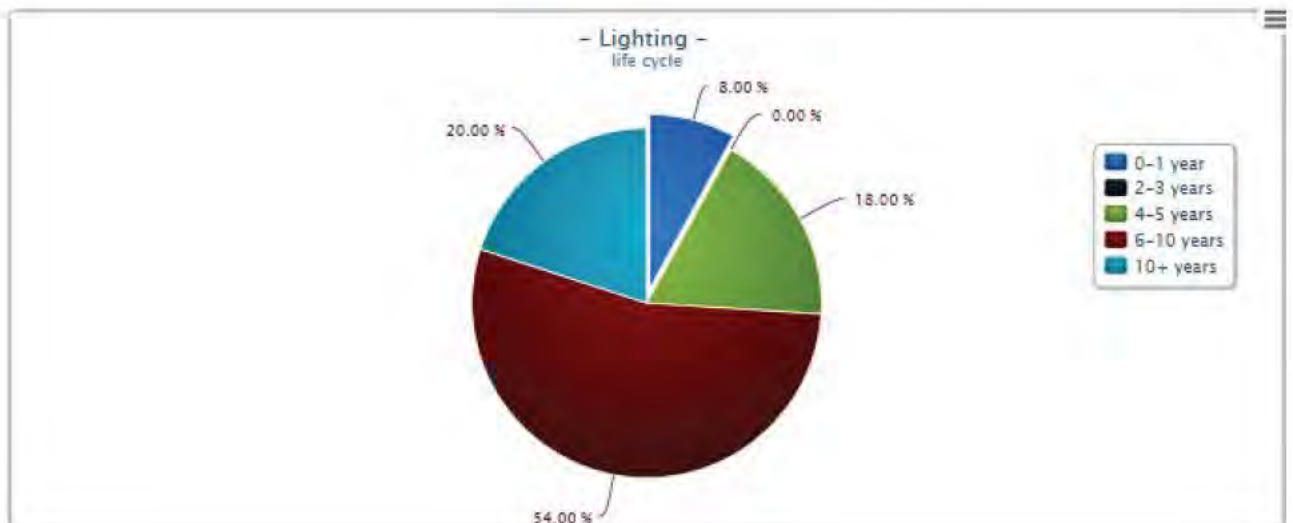
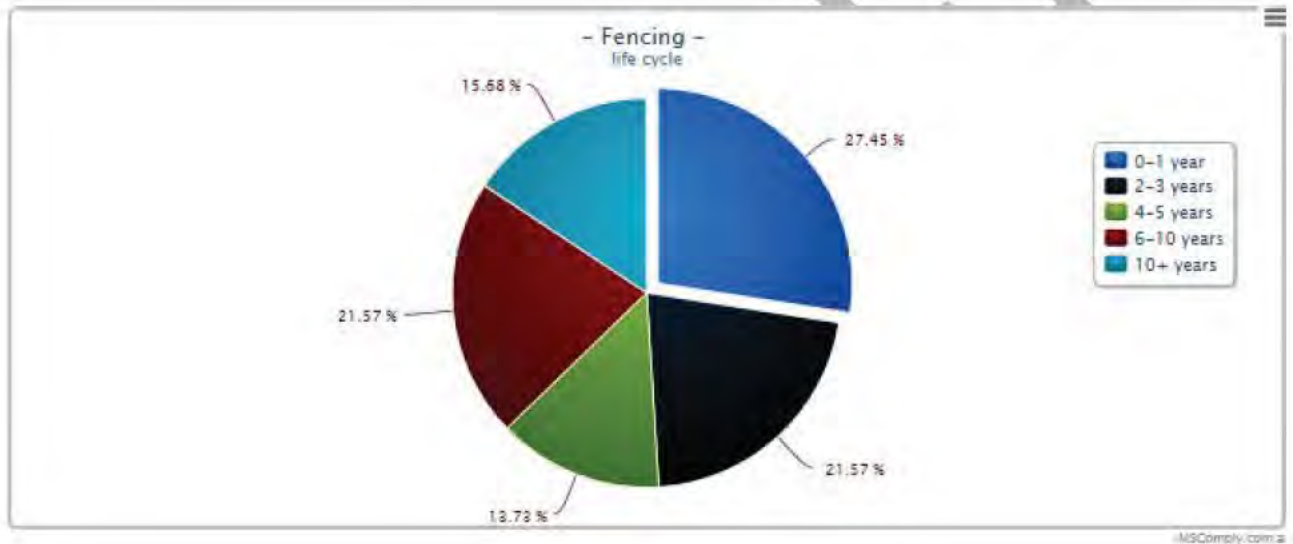


## Fencing and Lighting

The charts below provides an overview of the remaining life of fencing and lighting within the 24 audited venues. Typical lifecycle of fencing is 15-20 years whilst lighting is 25 years.

Key findings to note:

- 27% of all fencing requires replacement within the next 12 months to meet the appropriate standards
- 48% of all fencing should be replaced within the next 3 years to retain the appropriate standard
- 74% of venues have over 6 years remaining on their ideal lifecycle

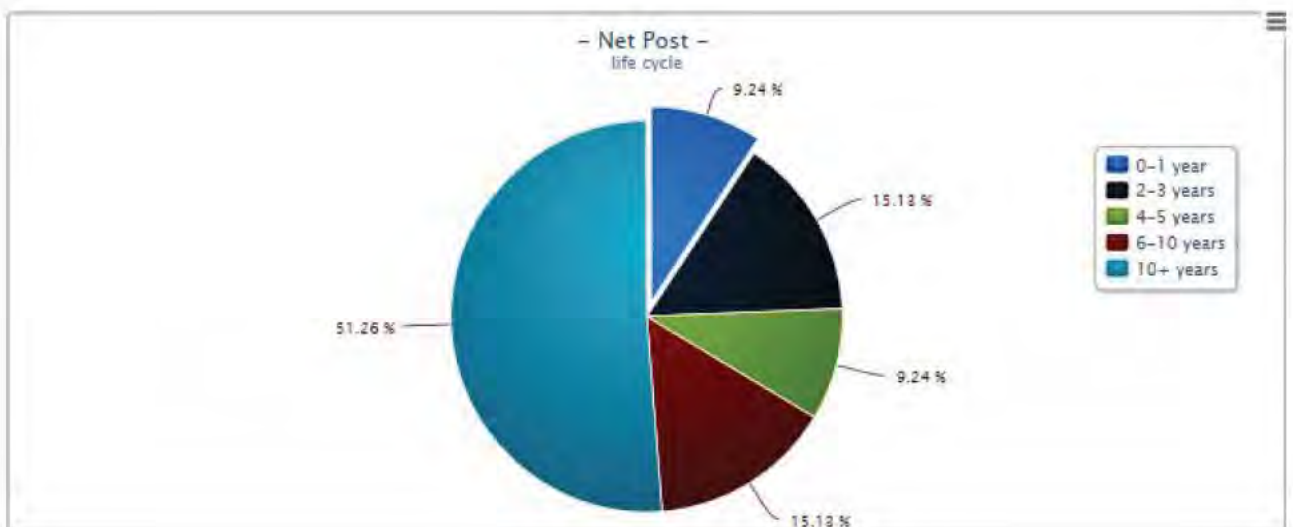
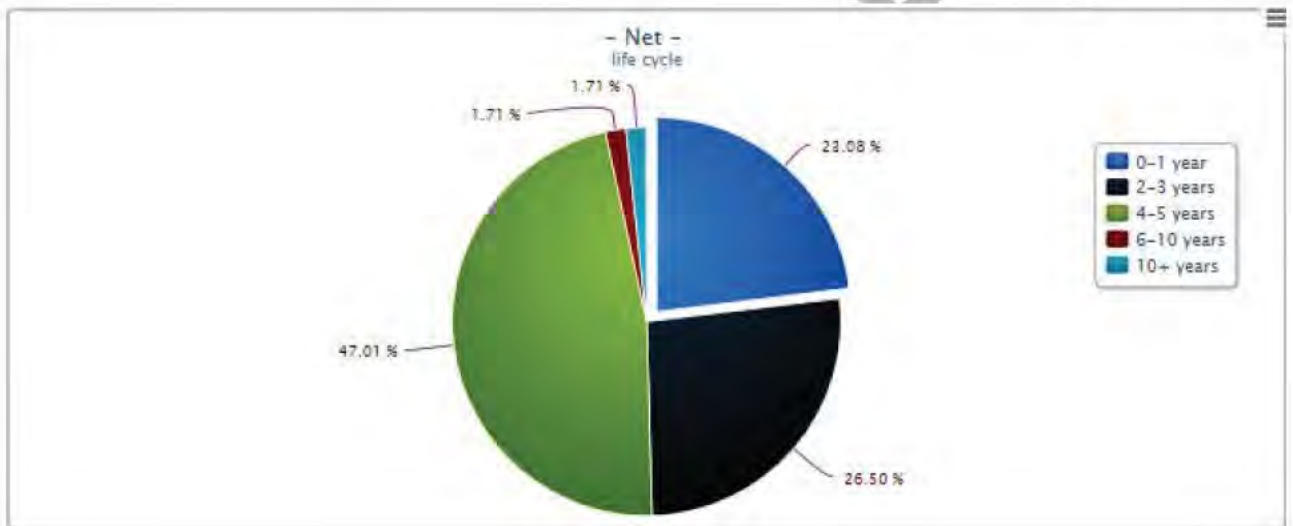


## Nets and Net Posts

The charts below provides an overview of the remaining life of nets and net posts within the 24 audited venues. Typical costs of nets and net posts are considered low in context of overall venue redevelopment, however add significantly to the aesthetic appeal and functionality of a tennis venue.

Key findings to note:

- 50% of all nets require replacement within the next 3 years, the remaining 50% of nets have at least 4 years remaining on their ideal lifecycle.
- Net posts are considered in good condition with the majority of net posts have an ideal lifecycle of 6 or more years remaining.



## Venue Development Cost Summaries

To provide an indicative cost estimate of venue development investment required at audited facilities within the ACT, the following indicative cost estimates have been provided:

- Court surface replacement
- Nets / Net posts
- Fencing
- Lighting
- Clubhouses

These figures are approximate and indicative based on a visual inspection of the audited facilities and desktop analysis. Financial figures may vary based on detailed investigation and are based on general industry pricing and conditions. These figures are to be used as an indicative guide to demonstrate the significant investment required to revitalise tennis to a sustainable condition within the ACT.

The following cost estimates do not take into account the development of new tennis facilities in the ACT, specifically in the growth area of Gungahlin, Molonglo and West Belconnen.

### Court Surface Replacement

The following court surface costs are provided for each audited venues over the next 10 years commencing from 2013.

**Sch 2.2(a)(xi)**

Net Infrastructure

The following net infrastructure costs are provided for each audited venue over the next 10 years commencing from 2013.

Sch 2.2(a)(xi)


Filed

## Fencing

The following fencing replacement/renewal costs are provided for each audited venue over the next 10 years commencing 2013.

Sch 2.2(a)(xi)

Fina



Lighting

The following lighting upgrade costs are provided for each audited venue over the next 10 years commencing 2013.

Sch 2.2(a)(xi)



Find

## Clubhouses

The following clubhouse renovation costs are provided for each audited venue are provided below as of 2013.

Sch 2.2(a)(xi)

### Total facility investment for all Venues

The indicative venue infrastructure cost to upgrade the audited venues only within the ACT as part of this strategy is approximately \$9,662,500 as of 2013, however as noted some minor infrastructure works have occurred at a selection of venues within 2014/15. These figures do not include the cost to construct new venues in the growth area of Gungahlin, Molonglo and West Belconnen.

These costs are purely indicative and based on a desktop and visual inspection of audited venues. Costs may considerably vary upon detailed inspection of each venue, however the figured

provided is used as an indicative guide to demonstrate the significant financial investment required into the sport within the ACT.

### *Summary of recommendations*

1. ACT government to make an investment up to \$9 million over the next 10 years in tennis facilities in the ACT, in order to get infrastructure up to a minimum standard. Indicative costings of audited facilities indicates that the cost to renew these facilities to a sustainable state will cost approximately \$9 million. Tennis ACT and Tennis Australia is seeking a significant investment from the ACT Government to drive the sustainability of these existing venues, providing community facilities that drive participation and social connectedness. These figures are based on infrastructure sustainability outcomes of existing facilities to ensure they are redeveloped into a sustainable and renewed state. These figures do not include the cost to construct new facilities in the growth areas of the ACT.
2. Club leasing and government fees to be reinvested back into tennis facilities. Whilst the majority of clubs can meet their annual operating cost, it is estimated that approximately 50% of clubs in the ACT cannot cover their venue's facility maintenance and lifecycle costs. It has been calculated that if the shortfall in sinking funds are subsidised by the ACT government using the funds it receives from clubs, then all clubs would be sustainable.
3. Strategically plan for the development of district sized tennis venues in Gungahlin, Molonglo and West Belconnen. Due to the expected population growth, the provision of tennis within these regions needs to be strategically planned and provided to meet community requirements. Currently there are no tennis venues in the Gungahlin or Molonglo areas and an undersupply of district size tennis venues throughout the ACT.
4. Using the Tennis Australia Venue Management Frameworks, investigate and implement, where possible, management change which could include possibly expanding the role of the coach, to encompass managerial responsibility at district sized clubs and drive the success of the venue. Most affiliated tennis clubs are currently managed by volunteers and although this model has served the clubs well to this point, the increased programming and service expectation of the community; reduced volunteer capacity; and high lifecycle costs make it difficult for this management model to be sustainable into the future. As a minimum the new role should include:
  - Being the main contact at the tennis club and taking court bookings
  - Driving the tennis activity via programming and services. This could include the provision on blended lines and kids zones to build junior programming
  - Ensuring that the venue is supervised during prime playing hours
5. Amalgamate tennis venues within North Canberra and within South Canberra and implement centralised management. The high density of 4 court tennis facilities in central Canberra provides the opportunity for centralised management. Centralising management will consolidate governance and pool resources in order to achieve professional management oversight which would otherwise not be viable. This should be done in conjunction with the implementation of an online booking and remote gate access system.
6. Implement online booking and remote gate access systems. The majority of facilities are unattended resulting in poorly utilised facilities. It is understood that in many cases it is not viable to have a venue supervised through the day and therefore an online booking and



remote gate access system should be implemented. This will increase utilisation and revenue levels and give a greater service to the community.

7. Develop asset maintenance and replacement plans for each club. Court resurfacing and upgrades appear to have an ad hoc approach throughout tennis venues in the ACT. A detailed asset maintenance and replacement plan will assist in club planning, prioritising, financing and better maintaining their asset.
8. Improve internal fit out of clubhouses to meet future management needs of the venue. Although the tennis buildings are generally structurally sound and in moderate condition, they inhibit the transition to professional management and do not meet current community expectations. Spaces should be created for a manager/coach office and better utilised for the community.
9. Greater mix of surface types need to be implemented including ANZ Tennis Hot Shots Courts. Due to high amount of synthetic grass there is not an optimum mix of surfaces to cater for junior development (ANZ Tennis Hot Shots), tournaments and competitions as well as social play. Any court resurfacing and developments should investigate acrylic and clay courts option rather than synthetic grass.

Final Draft

## Belconnen Regional Summary

Belconnen	Population = 94,696 (2011)
Regional Tennis Centre 16+ courts	N/A
Large Community Tennis Centre 12+ courts	0
District Tennis Centre 8+ courts	Melba – 8 courts Belconnen West – 8 courts
Local Tennis Centre 4+ courts	Kaleen – 4 courts Kippax – 4 courts (potential 2 additional courts)
Public Access Centre 1+ courts	N/A
Total number of courts	36
Court to population ratio (2011)	1:3945
Court to population ratio (2008)	1:2447

### Insights

- Current court to population ratio is 1:3945, due to Hawker Tennis Club no longer being an affiliated club due to its closure.
- Court closures significantly reduce the current court to population ratio from 2008 to 2011 in the Belconnen area.
- Good mix of facilities within the TA hierarchy of facilities.
- The future development of West Belconnen needs to be considered in the court to population ration and the geographical placement of facilities within the region.

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## North Canberra Regional Summary

### Facility and court number summary table

North Canberra	Population = 49,917 (2011)
Territory Tennis Centre	Lyneham – 32 courts
Regional Tennis Centre 16+ courts	N/A
Large Community Tennis Centre 12+ courts	N/A
District Tennis Centre 8+ courts	N/A
Local Tennis Centre 4+ courts	Majura – 4 courts O'Connor – 4 courts Turner – 4 courts Reid – 4 courts Braddon – 4 courts Campbell – 4 courts
Public Access Centre 1+ courts	Ainslie – 3 courts
Total number of courts	59
Court to population ratio (2011)	1:846
Court to population ratio (2008)	1:820

### Insights

- High proportion of 4 court facilities
- No facilities with courts between 5 to 16 courts
- Preferred court to population ratio.

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## South Canberra Regional Summary

### Facility and court number summary table

South Canberra	Population = 25,068 (2011)
Regional Tennis Centre 16+ courts	N/A
Large Community Tennis Centre 12+ courts	N/A
District Tennis Centre 8+ courts	N/A
Local Tennis Centre 4+ courts	Yarralumla – 4 courts Barton – 4 courts Red Hill – 4 courts Eastlake – 4 courts Forrest – 6 courts Old Parliament House – 5 courts
Public Access Centre 1+ courts	N/A
Total number of courts	27
Court to population ratio (2011)	1:928
Court to population ratio (2008)	1:2428

#### Insights:

- All facilities within South Canberra are Local Tennis Centre sized.
- Court to population ratio is above TA's ideal court to population ratio.

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Sch 2.2(a)(xi)



## Woden and Weston Creek Regional Summary

### Facility and court number summary table

Woden and;	Population = 33,887 (2011)
Weston Creek	Population = 23,218 (2011) <i>Total: 57, 105</i>
Regional Tennis Centre 16+ courts	N/A
Large Community Tennis Centre 12+ courts	Weston Creek – 12 courts
District Tennis Centre 8+ courts	North Woden – 8 courts
Local Tennis Centre 4+ courts	N/A
Public Access Centre 1+ courts	Torrens – 2 courts
Total number of courts	22
Court to population ratio (2011)	1:2595
Court to population ratio (2008)	1:2127

#### Insights:

- Good spread of facilities between 2 and 12 courts in both regions.
- Court to population ratio generally meets TA's court to population ratio.

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Sch 2.2(a)(xi)

## Molonglo Regional Summary

### Facility and court number summary table

Molonglo	Population = new region (2011) population
Regional Tennis Centre 16+ courts	N/A
Large Community Tennis Centre 12+ courts	N/A
District Tennis Centre 8+ courts	N/A
Local Tennis Centre 4+ courts	N/A
Public Access Centre 1+ courts	N/A
Total number of courts	N/A
Court to population ratio	N/A

### Insights

- No current facility in Molonglo as it is a newly developed region.
- Need to plan for the future provision of tennis facilities that provides for the new communities recreation needs.

Final DRAFT

## Tuggeranong Regional Summary

### Facility and court number summary table

Tuggeranong	Population = 89,131 (2011)
Regional Tennis Centre 16+ courts	N/A
Large Community Tennis Centre 12+ courts	N/A
District Tennis Centre 8+ courts	MPowerdome – 11 courts
Local Tennis Centre 4+ courts	Kambah – 4 courts The Pines -4 courts
Public Access Centre 1+ courts	N/A
Total number of courts	19
Court to population ratio (2011)	1:4691
Court to population ratio (2008)	1:3350

### Insights

- Court to population ratio is 1:4691
- Generally there is a good spread of facilities throughout the region, however an additional provision of courts is required to improve access to courts in this region and there is a lack of facilities in the far south.

Sch 2.2(a)(xi)

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Sch 2.2(a)(xi)

## Gungahlin Regional Summary

### Facility and court number summary table

Gungahlin	Population = 49,734 (2011)
Regional Tennis Centre 16+ courts	N/A
Large Community Tennis Centre 12+ courts	N/A
District Tennis Centre 8+ courts	N/A
Local Tennis Centre 4+ courts	N/A
Public Access Centre 1+ courts	N/A
Total number of courts (current)	0 courts
Court to population ratio(2011)	0:49,734
Court to population ratio (2008)	1:18,225

### Insights

- Significant undersupply of tennis courts, with no courts provided in the region.
- Court to population ratio is currently 0:49,734, which has decreased from 2008, which was 1:18,225.
- Expected growth of tennis once population growth occurs

## *Conclusion/ Next steps*

As a result of this detailed strategic review a number of recommendations are proposed for consideration. These are as follows but not limited to:

- ACT government to make an investment of up to \$9 million over the next 10 years into existing tennis facilities in the ACT, in order to get infrastructure up to a minimum standard.
- Club leasing and government fees to be reinvested back into tennis facilities.
- Strategically plan for the development of district sized tennis venues in Gungahlin, Molonglo and West Belconnen.
- Expand the role of the coach to encompass managerial responsibility at district sized clubs.
- Amalgamate tennis venues within North Canberra and within South Canberra for centralised management.
- Develop asset maintenance and replacement plans for each club.
- Greater mix of surface types need to be implemented along with ANZ Tennis Hot Shots courts.
- Improve internal fit out of clubhouses to meet future management needs of the venue.
- Implement online booking and remote gate access systems where identified by Tennis ACT.

Through conducting a detailed assessment of the affiliated tennis facilities within the ACT, this review has provided a current snapshot of the current state of tennis within the ACT. This review has assessed both the current infrastructure and management practices of affiliated facilities to provide clear recommendations for both Tennis ACT and the ACT government to consider.

**From:** [Priest, Jenny](#)  
**To:** [Jeffrey, David](#)  
**Cc:** [Kelley, Rebecca](#); [Lacey, Wayne](#); [Dolejsi, Simon](#)  
**Subject:** FW: Gungahlin multisport facility proposal  
**Date:** Tuesday, 21 April 2015 1:50:52 PM  
**Attachments:** [image001.jpg](#)  
[image002.png](#)  
[image003.jpg](#)  
**Importance:** High

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FYI

JP

**Jenny Priest** | Director  
**Phone** 02 62072070 **Mobile** 0434363654  
**Sport and Recreation Services** | Arts, Business, Events, Sport and Tourism Division | Chief  
Minister, Treasury and Economic Development Directorate | ACT Government  
Ground Floor Annex, 220 Northbourne Avenue, Braddon, ACT | PO Box 147, Civic Square, ACT  
2608

[http://www.economicdevelopment.act.gov.au/sport\\_and\\_recreation/](http://www.economicdevelopment.act.gov.au/sport_and_recreation/)



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**From:** Priest, Jenny  
**Sent:** Tuesday, 21 April 2015 1:49 PM  
**To:** Stewart, Daniel  
**Cc:** Dawes, David; Rake, Gary  
**Subject:** FW: Gungahlin multisport facility proposal  
**Importance:** High

Hi Dan

See below FYI.

As Gary and David are aware, I mentioned this proposal to Minister Rattenbury at our regular fortnightly catch up yesterday, noting that Pierre was planning a round table discussion with various potential sporting stakeholders - potential co-owners/users/tenants such as Capital Football, Basketball, Tennis, Gungahlin Eagles Rugby Union etc. The YMCA's roundtable discussion is scheduled for 11 May 2015 and SRS are invited.

David asked the question as to whether the site being considered was the same site that is under consideration for a Community Housing development. I am not aware that it is, but said I would double check with you. Are you aware of any cross over in site consideration?

Kind regards

Jenny

**Jenny Priest** | Director  
**Phone** 02 62072070 **Mobile** 0434363654

**Sport and Recreation Services** | Arts, Business, Events, Sport and Tourism Division | Chief Minister, Treasury and Economic Development Directorate | ACT Government  
Ground Floor Annex, 220 Northbourne Avenue, Braddon, ACT | PO Box 147, Civic Square, ACT 2608

[http://www.economicdevelopment.act.gov.au/sport\\_and\\_recreation/](http://www.economicdevelopment.act.gov.au/sport_and_recreation/)



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**From:** Pierre Huetter [<mailto:pierre@dowseprojects.com.au>]

**Sent:** Tuesday, 21 April 2015 12:34 PM

**To:** RATTENBURY

**Cc:** Jenny McCombe

**Subject:** Gungahlin multisport facility proposal

Dear Minister

The YMCA has been preparing a proposal for a multipurpose sports facility in Nicholls. The proposal involves part block 11 Section 78 Nicholls...an area of unused land adjoining Gold Creek High School.

The concept is now sufficiently developed to be able to brief people about it.

So I would be grateful for an opportunity to brief you on the proposal.

Kind regards  
Pierre Huetter  
Board Chair  
Canberra YMCA

**From:** [Jeffrey, David](#)  
**To:** [Dolejsi, Simon](#)  
**Subject:** FW: Indoor Sports Study Consultation List  
**Date:** Tuesday, 19 January 2016 12:55:00 PM  
**Attachments:** [Indoor Sports Study Consultation List.xlsx](#)  
**Importance:** High

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**From:** Kennedy, Karen  
**Sent:** Tuesday, 19 January 2016 10:34 AM  
**To:** Jeffrey, David  
**Cc:** Priest, Jenny  
**Subject:** Indoor Sports Study Consultation List  
**Importance:** High

Hi DJ,

As mentioned yesterday the office would like to send a letter to all the sports that provided input towards the above study. (This office will draft the letter)

I have started a list (as reflected in the report on who was consulted) can you please add any further sports that were consulted and just double check the details for the ones I have listed.

The office would like to get the letter out by tomorrow.

Thanks DJ..... appreciate your help.

Kaz

**Karen Kennedy** | Directorate Liaison Officer | Economic Development  
Phone 02 6205 8332  
Office of Minister Rattenbury MLA  
**Chief Minister, Treasury and Economic Development Directorate** | ACT Government  
PO Box 1020 Canberra City ACT 2601 | [www.act.gov.au](http://www.act.gov.au)

**Indoor Sport Facility Study Cor**

<b>Organisation</b>	<b>Contact</b>
Badminton	Sch 2.2(a)(ii)
Basketball	Sch 2.2(a)(ii)
Fencing	
Futsal	Sch 2.2(a)(ii)
Gymnastics	Sch 2.2(a)(ii)
Ice Sports	Sch 2.2(a)(ii)
Indoor Hockey	Sch 2.2(a)(ii)
Martial arts	
Netball	Sch 2.2(a)(ii)
Roller Sports	
Roller Sports	
Squash	Sch 2.2(a)(ii)
Table Tennis	Sch 2.2(a)(ii)
Tennis	Sch 2.2(a)(ii)
Volleyball	Sch 2.2(a)(ii)



consultation

Email address

Sch 2.2(a)(ii)

Sch 2.2(a)(ii)

Sch 2.2(a)(ii)

Sch 2.2(a)(ii)



**ACT**  
Government

Chief Minister, Treasury and  
Economic Development

TRIM: BM16/600

**To:** Minister for Sport and Recreation

**Subject:** Meeting with Tennis ACT: "Strategic Tennis Facility and Management Review"

**Critical date and reason**

1. You have agreed to meet with Mr Ross Triffitt, CEO, Tennis ACT (TACT), at 2.15pm on 8 April 2016.

**Recommendations**

2. That you note the contents of this brief.

**NOTED/PLEASE DISCUSS**

*Yvette Berry MLA* ..... / /

**Supporting Reasoning**

3. **Out of Scope**

4.

5.

6.

7.

# Out of Scope

## *New facilities*

8. TACT has been the recipient of significant Territory support in recent years – this includes the new Canberra Tennis Centre [CTC] (\$7.15m plus \$1m in waivers) and grants for community clubs (approx \$1m since 2005). Notwithstanding this investment, facility access remains an issue in Gungahlin, South Tuggeranong and developing areas of West Belconnen and Molonglo (Review recommendation 3).
9. TACT’s draft immediate infrastructure priorities are outlined in [Attachment C](#).

10.

# Out of Scope

11. Aside from redevelopment of the CTC there has been no Government investment in any *new* community tennis facility in well over 20 years – established regions like Gungahlin and South Tuggeranong (Lanyon Valley) have no community tennis facility.
12. Where a Gungahlin facility is progressed, possibly with co-investment through TA and/or a commercial partner (or other sports with localised facility needs, such as squash), TACT would advocate a far different model to what is commonly witnessed at existing community/suburban tennis clubs. There is an acknowledgment that future tennis facilities need greater flexibility of use, while also supporting a more sustainable business model such as that advocated in the Review.

## **Consultation and Communication**

13.

# Out of Scope

## **Financial**

### *New tennis facilities*

14. Notwithstanding the opportunity for a TA funding contribution or potential commercial partnership opportunities, the establishment of new facilities in priority areas would likely only be achieved with significant Territory support (budget appropriation and land identification). Given the recent investment in the CTC, competing funding priorities within the sports portfolio and the Territory budget position more broadly, direct funding would appear problematic in the medium term where “tennis” is not able to bring significant funding or leverage to any partnership.
15. Over the past five years SRS has supported TACT to explore a number of possible opportunities for new courts in strategic locations – this included consideration of

tennis courts within conceptual design for Throsby and a possible partnership with a developer at Casey. These explorations have proven unsuccessful to his time.

16. The possible handing back of the Braddon Tennis Club site (Block 15 Section 24 Braddon), in return for Territory investment in priority areas, has also been previously floated with TACT. As noted in Attachment C, rather than possible divestment TACT is now focused on renewal of the Braddon Club, focused on the opportunity for its revitalisation as part of a broader local redevelopment inclusive of the current Canberra City Bowling Club site (Attachment D).

*Community tennis facilities – existing*

17. **Out of Scope**

18. **Out of Scope**

19. **Out of Scope**

**Management of Other Risks**

20. **Out of Scope**

21. **Out of Scope**

Director-General: David Dawes

Executive Clearance: Jenny Priest

Date: 24 March 2016

Action Officer: Wayne Lacey

Phone: 72080

**From:** [Jeffrey David](#)  
**To:** [Priest Jenny](#); [Lacey Wayne](#)  
**Cc:** [Kelley Rebecca](#)  
**Subject:** RE: Meeting Tomorrow  
**Date:** Thursday, 14 April 2016 11:49:00 AM  
**Attachments:** [image001.jpg](#)  
[image002.png](#)  
[image003.jpg](#)

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My quick two cents,

- Well done to Ross, good strategic approach to elevate the needs of his sport and potentially partner with GCC to lobby the government for future facilities.
- Given the tight ACT Govt fiscal position and recent previous investment (Lyneham), I would recommend that the Government request Tennis to look at potential offsets to assist their claim for future government support to build facilities in Gungahlin **Out of Scope**
- Their current model, that includes commercial aspects, may make it more difficult for Tennis to receive a concessional direct sale. EPD and the Direct Sale guys have raised this previously from a policy perspective. Subject to what other uses that may wish to roll in – could impact on what zones they need to consider.

Cheers

DJ

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**From:** Priest, Jenny  
**Sent:** Thursday, 14 April 2016 11:31 AM  
**To:** Lacey, Wayne; Jeffrey, David  
**Cc:** Kelley, Rebecca  
**Subject:** FW: Meeting Tomorrow

Hi Wayne/DJ

See below and attached FYI.

Wayne – have you seen this before?

Thoughts?

JP

**Jenny Priest** | Director  
**Phone** 02 62072070 **Mobile** 0434363654  
**Sport and Recreation Services** | Arts, Business, Events, Sport and Tourism Division | Chief Minister, Treasury and Economic Development Directorate | ACT Government  
North Plaza, Canberra Nara Centre, 1 Constitution Ave, Canberra City, ACT | PO Box 147, Civic Square, ACT 2608  
[www.sport.act.gov.au](http://www.sport.act.gov.au)



---

**From:** Ross Triffitt [<mailto:RTriffitt@Tennis.com.au>]  
**Sent:** Thursday, 14 April 2016 11:27 AM  
**To:** Priest, Jenny  
**Subject:** FW: Meeting Tomorrow

Hi Jenny,

Just an FYI...

I presented to the Gungahlin Community Council last night. Documents attached.

Currently exploring the following sites:

- Casey Market Town
- Gungahlin Homestead
- John Paul II College (potential partnership with school & Gungahlin Eagles)

The last 2 sites have a lot of uncontrolled fill and may not be suitable.

Also keen to catch up with the LDA (or whoever) about facilities in the new land releases. I'll touch base with DJ on this.

I'm still working on the priorities and implementation plan for all our venues. I'll be in touch.

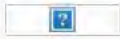
Cheers

Ross



**Ross Triffitt**  
Chief Executive Officer | Tennis ACT  
[RTriffitt@Tennis.com.au](mailto:RTriffitt@Tennis.com.au) | P.O. Box: 44, Dickson Australian Capital Territory 2602 Australia  
Ph: +61 2 6160 7801 | Switch: +61 2 6160 7800 **Sch 2.2(a)(ii)**  
[www.tennis.com.au/act](http://www.tennis.com.au/act) | [www.australianopen.com](http://www.australianopen.com)

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**From:** Ross Triffitt  
**Sent:** Thursday, 14 April 2016 10:40 AM  
**To:** 'president@gcc.asn.au' <[president@gcc.asn.au](mailto:president@gcc.asn.au)>  
**Subject:** RE: Meeting Tomorrow

Hi Peter,

Thanks for the opportunity to present at the meeting last night. **Sch 2.2(a)(ii)**

Sch 2.2(a)(ii)

I've attached 2 documents you can post on the council's website. I just clarified the designs were only examples.

I'll keep you posted with any developments and would love to come back to present to the group once we have identified a site and indicative plans.

Thanks again,

Ross

---

**From:** [REDACTED] <[\[REDACTED\]@gcc.asn.au](mailto:[REDACTED]@gcc.asn.au)> [REDACTED] <[\[REDACTED\]@gcc.asn.au](mailto:[REDACTED]@gcc.asn.au)>

**Sent:** Tuesday, 12 April 2016 1:58 PM

**To:** Ross Triffitt <[RTriffitt@Tennis.com.au](mailto:RTriffitt@Tennis.com.au)>

**Subject:** Re: Meeting Tomorrow

I don't think handouts are useful ... maybe a few PowerPoint slides (we have a projector and PC). But at least have a mechanism by which those interested can learn more (website? mailing list?)

Peter

Sent from Windows Mail

---

**From:** [Ross Triffitt](mailto:Ross.Triffitt@Tennis.com.au)

**Sent:** Tuesday, 12 April 2016 11:09 AM

**To:** [REDACTED] <[\[REDACTED\]@gcc.asn.au](mailto:[REDACTED]@gcc.asn.au)>

All set Peter. I won't be bringing any handouts or a presentation...unless you think it is necessary???

---

**From:** [REDACTED] <[\[REDACTED\]@gcc.asn.au](mailto:[REDACTED]@gcc.asn.au)> [REDACTED] <[\[REDACTED\]@gcc.asn.au](mailto:[REDACTED]@gcc.asn.au)>

**Sent:** Tuesday, 12 April 2016 11:02 AM

**To:** Ross Triffitt <[RTriffitt@Tennis.com.au](mailto:RTriffitt@Tennis.com.au)>

**Subject:** Meeting Tomorrow

Hi Ross

Just confirming you are all set for the GCC meeting tomorrow at 6:30pm

Peter

**From:** [Dean, Cindy](#)  
**To:** [Lacey, Wayne](#)  
**Cc:** [Priest, Jenny](#)  
**Subject:** BM16/600 Meeting with Ross Triffitt Strategic Tennis Facility and Management Review  
**Date:** Thursday, 21 April 2016 9:13:34 AM  
**Attachments:** [M16 1576 SIGNED - Ross TRIFFITT, CEO Tennis ACT.PDF](#)

---

Hi Wayne, please find attached the signed Brief.

Cindy





**ACT**  
Government

Chief Minister, Treasury and  
Economic Development

TRIM: BM16/600

To: Minister for Sport and Recreation

Subject: Meeting with Tennis ACT: "Strategic Tennis Facility and Management Review"

**Critical date and reason**

1. **8 April 2016 at 2.15pm** - you have agreed to meet with Mr Ross Triffitt, CEO, Tennis ACT (TACT).

**Recommendations**

2. That you note the contents of this brief.

*NOTED/PLEASE DISCUSS*

*Yvette Berry MLA* .....

*12/04/16*

**Supporting Reasoning**

3.

**Out of Scope**

4.

5.

6.

7.

*New facilities*

8. **Out of Scope**

Notwithstanding this investment, facility access remains an issue in Gungahlin, South Tuggeranong and developing areas of West Belconnen and Molonglo (Review recommendation 3).

9. TACT's draft immediate infrastructure priorities are outlined in Attachment C.

10. **Out of Scope**

11. Aside from redevelopment of the CTC there has been no Government investment in any *new* community tennis facility in well over 20 years – established regions like Gungahlin and South Tuggeranong (Lanyon Valley) have no community tennis facility.

12. Where a Gungahlin facility is progressed, possibly with co-investment through TA and/or a commercial partner (or other sports with localised facility needs, such as squash), TACT would advocate a far different model to what is commonly witnessed at existing community/suburban tennis clubs. There is an acknowledgment that future tennis facilities need greater flexibility of use, while also supporting a more sustainable business model such as that advocated in the Review.

**Consultation and Communication**

13. **Out of Scope**

**Financial**

*New tennis facilities*

14. Notwithstanding the opportunity for a TA funding contribution or potential commercial partnership opportunities, the establishment of new facilities in priority areas would likely only be achieved with significant Territory support (budget appropriation and land identification). Given the recent investment in the CTC, competing funding priorities within the sports portfolio and the Territory budget position more broadly, direct funding would appear problematic in the medium term where "tennis" is not able to bring significant funding or leverage to any partnership.

15. Over the past five years SRS has supported TACT to explore a number of possible opportunities for new courts in strategic locations – this included consideration of tennis courts within conceptual design for Throsby and a possible partnership with a developer at Casey. These explorations have proven unsuccessful to his time.

16.

Out of Scope

*Community tennis facilities – existing*

17.

Out of Scope

18.

Out of Scope

19.

Out of Scope

**Management of Other Risks**

20.

Out of Scope

21.

Out of Scope

Director-General: David Dawes

Executive Clearance: Jenny Priest

Date: 30 March 2016

Action Officer: Wayne Lacey

Phone: 72080

---

**From:** Ross Triffitt <RTriffitt@Tennis.com.au>  
**Sent:** Thursday, 4 August 2016 9:57 AM  
**To:** Dolejsi, Simon  
**Cc:** Lacey, Wayne  
**Subject:** Gungahlin Community Hub  
**Attachments:** Gungahlin Community Council.pdf; CAH Presentation Gungahlin.pdf

Hi Simon,

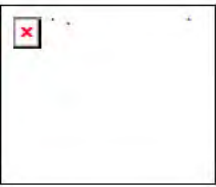
Further to our conversation earlier, please find attached what was presented to the Gungahlin Community Council as our preferred model for a tennis facility in their area.

We are currently in discussion with the Koundouris Group about the Casey Market Town location, shown on the left in the screenshot below. There is also a potential site on the right that Lend Lease is developing that isn't as ideal.

Let me know if you need any more information.

Cheers

Ross



**Ross Triffitt**

Chief Executive Officer | Tennis ACT  
RTriffitt@Tennis.com.au | P.O. Box: 44, Dickson Australian Capital Territory 2602 Australia  
Ph: +61 2 6160 7801 | Switch: +61 2 6160 7800 | Mob: **Sch 2.2(a)(ii)**  
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# Tennis ACT

## Tennis in Gungahlin



**GET  
COURT  
UP**

# Tennis in the ACT

- 27 affiliated clubs
- 184 tennis courts
- 4,000 members
- 8,000 registered participants
- 8,000 participating in schools programs<sup>1</sup>
- 23,000 involved in social play<sup>1</sup>
- Estimated 42,000 participants<sup>1</sup>

<sup>1</sup>Source: *gemba Active Sports Participation (gASP)*, December 2014



# Key Insights

- “Tennis remains the most participated sport among major commercial sports...”<sup>1</sup>
- 20,000 people in the ACT have a **“High Interest”** in taking up tennis<sup>1</sup>
- 60,000 people in the ACT are **“Interested”** in playing tennis<sup>2</sup>
- “Participation in Tennis starts at an early stage in life – it’s difficult to attract people to the game post the age of 15...”<sup>2</sup>
- “Social interaction is a major driver of participation”<sup>2</sup>

<sup>1</sup>Source: *gemba Active Sports Participation (gASP), December 2014*

<sup>2</sup>Source: *gemba Participation in Tennis, January 2010*

# Tennis in Gungahlin

- Gungahlin Regional Summary – court to population ratio 0:49,734 (2011 census)<sup>1</sup> – 1:2,000 is recommended
- No new tennis venues have been built since ACT self-government (over 30 years!)
- Recommendation 3. Strategically plan for the development of district sized tennis venues in Gungahlin, Molonglo and West Belconnen<sup>1</sup>

<sup>1</sup>Source: Tennis ACT Strategic Tennis Facility and Management Review, January 2016

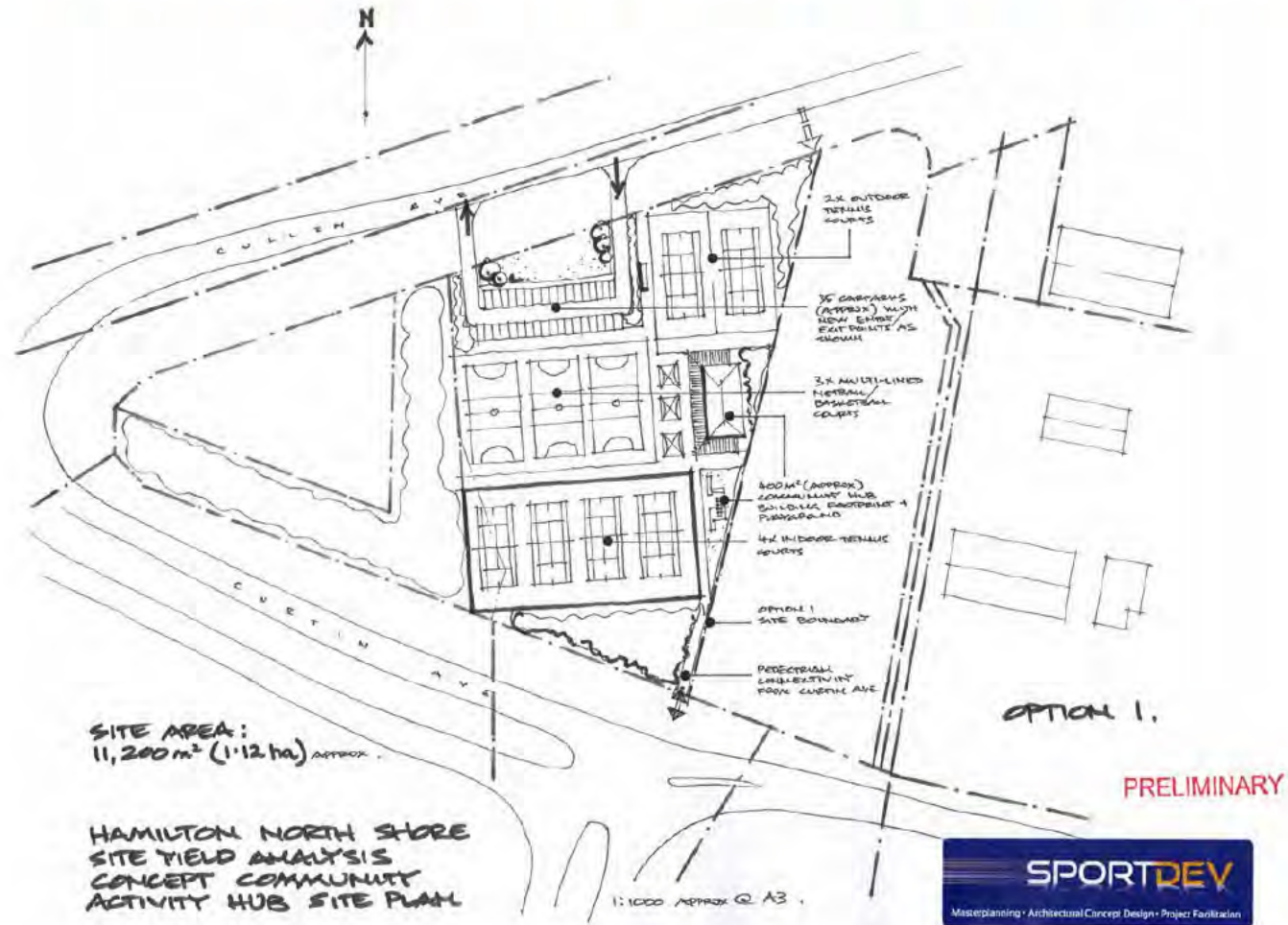
# PROPOSAL

COMMUNITY ACTIVITY HUB

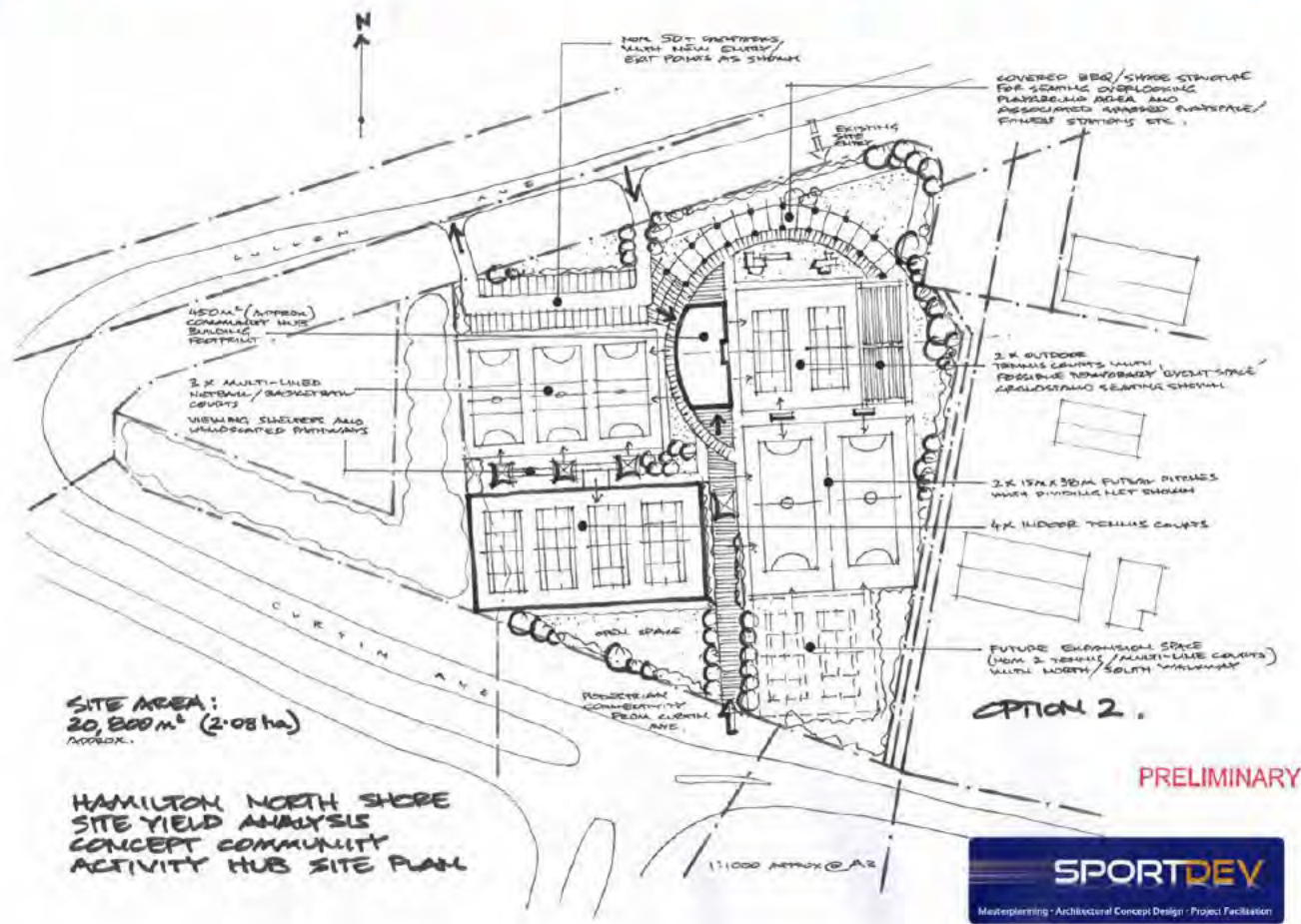
# Gungahlin Community Activity Hub

- Australian Sports Commission, VicHealth and Tennis Australia with shared objective - more active play, more socially connected community & sustainable community asset
- Key design & delivery options:
  - Community accessible space
  - Multi-sport playing fields
  - Café
  - Multi-purpose community rooms

# Gungahlin Community Activity Hub



# Gungahlin Community Activity Hub



# Gungahlin Community Activity Hub



**COMMUNITY ACTIVITY HUB  
 INDICATIVE CONCEPT PLAN**  
 September 2014



# Gungahlin Community Activity Hub



SCALE: 1:2000 @ A3 (Approx)

PRELIMINARY CONCEPT FOR DISCUSSION





# Gungahlin Community Activity Hub

- Next steps
  - Identify a site
  - Identify partners
  - Feasibility study & business modelling
  - Proposal



**GET  
COURT  
UP**

## Gungahlin Community Activity Hub Project Proposal

### ***Background and Current Position***

#### ***New community opens up many opportunities***

Gungahlin is a thriving community and developing region of nearly 50,000 residents north of Canberra, with population growth significantly higher than the national average. Currently the 3<sup>rd</sup> fastest growing area in Australia, community services are continuously evolving with many delivered from contemporary infrastructure combined with innovative delivery models. These unique features of Gungahlin positions the location as a prime setting for new recreational developments, catering for the modern consumer. Surrounded by nature and a comprehensive range of local amenities, the community is becoming increasingly self-sufficient resulting in less need to travel outside to access facilities.

#### ***Location***

The most northern region of Canberra and close to NSW border, Gungahlin is accessible by road and bus network whilst enjoying being well connected to Canberra's extensive network of cycle paths. Gungahlin is one of the most recently developed regions in Canberra and therefore has the largest number of new homes, with land parcels projected to be released for both residential and commercial development for some time. With Canberra's north being the growth area for the capital, Gungahlin would also be close to a terminal for the proposed light rail although until such time, private personal vehicles remain the dominant mode of transport.

#### ***Vision for Gungahlin***

A lively hub, the 'urban village' layout and character of Gungahlin is designed with ease of access in mind to recreation and entertainment activities, combined with open-air main street style shopping. Population is anticipated to surge for the next 5 years to over 72,000 residents, with new infrastructure and services responding to these growing demands and stimulating new business, employment and population growth. This can be evidenced by approved plans in November 2015 for Gungahlin's first high rise residential towers comprising over 550 units, to begin construction late 2016 anticipated to be completed by 2018/19. This approach to development within the area provides a unique opportunity to develop a tennis facility for the local community as a Community Activity Hub that drives active and healthy lifestyles in a modern and contemporary facility that can cater for a range of groups, activities and community activations.

#### ***Tennis Vision for Gungahlin***

Tennis is committed to provide positive opportunities for communities to live active, healthy lifestyles with tennis at the heart of it. Tennis is a sport that can be enjoyed at all ages and stages of life by the whole family, with that mind we believe that it is vital to provide quality venues for communities to enjoy. As a general guide we use a court provision to population ratio of 1:2000 in planning and designing venue development opportunities. In 2015 Tennis ACT and Tennis Australia produced the 'Strategic Tennis Facility and Management Review' to understand the current position and future needs of infrastructure and management practices of tennis venues across the Territory. Through this report recommendations for future participation in the sport, venue sustainability and development opportunities were established and are supported by the ACT Government.

Recommendations through the report related directly to this project proposal include:

- **Recommendation 1:** ACT Government to invest up to \$9m over the next 10 years in tennis facilities in the ACT
- **Recommendation 3:** Strategically plan for the development of a district size venue in Gungahlin

With no current tennis venues in the area and the clear recognition of the vision and anticipated population growth, the provision of tennis in Gungahlin provides the opportunity and capacity to meet community requirements and active tennis within Gungahlin. Tennis ACT and Tennis Australia have the experience and expertise to help guide discussions around design, development and ongoing operations to provide a wonderful place for sport and activity, and create a true sense of belonging and community spirit in Gungahlin.

## Community Activity Hub

In response to the evolving needs of Australian families the Australian Sports Commission, VicHealth and Tennis Australia came together in 2013 with three shared objectives;

- More active play
- More socially connected community
- Sustainable community asset

The group engaged REPUCOM, a Market Research Company and Truly Deeply, Brand Company to conceptualise the attributes and characteristics of a tennis facility that meets the demands of the modern family.

A Community Activity Hub aims to break down traditional delivery of sports and recreation in specific communities and environments and activate parklands and energise communities through tennis and active play. Tennis Australia, in partnership with the Australian Sports Commission and VicHealth created the Community Activity Hub (CAH) concept as a proactive approach to meeting the demands of the modern family. The CAH provides a 'more than tennis' experience, reflecting Australian Sports Commission megatrends and rising health issues facing Australian Communities.

The Community Activity Hubs project investigated ways to achieve a number of key national outcomes:

- The role of facilities in delivering participation growth;
- How a national sporting organisation might drive change at the local community sport level within a federated structure;
- Opportunities for a sport to develop partnerships with other sports, through facility use; and
- Utilisation of other types of recreation and activation outside of sport (e.g. a café).

Through significant consultation, Tennis Australia's venue management objectives are aligned with those of Local Government for successful tennis and community venues. In order to achieve these mutual objectives, Tennis Australia's four pillars for venue management underpin the key principles of sustainable operations and ongoing participation in a healthy and vibrant community well into the future.

These four pillars are:

- Sustainability
- Community benefit
- Accessibility
- Accountability

Each pillar represent a 'non-negotiable' principle that should be strived for at every tennis venue regardless of its size, geographical location or management model. How these objectives are achieved may vary from state to state and venue to venue, however the core objectives remain relevant.



## ***Background and Current Position***

### ***Snapshot of the Modern Australian family***

The modern Australian family has greater demands on their time and has more entertainment and sports on offer. 1.7m of the 2.1m people playing tennis want to play socially with friends and family and a further 1.3m people who are interested in tennis say they want to pay and play in a flexible manner. 80% of people who play tennis learn before the age of 16 and people on average want to travel up to 11 minutes to participate in sport.

### ***Current tennis environment***

There is a perception that tennis venues are exclusive to club membership and do not embrace the broader community and encourage new participants to the sport. Currently 85% of tennis clubs are managed by volunteer committee on Local Government land with 70% of these clubs offering between 4-8 courts in a parkland setting. Succession planning for tennis venues is becoming increasingly vital with volunteering waning and facilities that need redeveloping to meet the needs of the modern family and ensure the future success of tennis.



### ***So what does this mean for tennis?***

To grow the game we need to provide consumers with social play opportunities with friends and family, tennis clubs need to open their gates and provide the community with opportunity to play at flexible times. The courts need to be accessible and be 'more than tennis'. A Community Activity Hub aims to activate play and energise local communities through giving the community multiple reasons to engage at the venue with additional tennis activation through easy court access.

It offers an integrated operating model including a pavilion café, adjacent parklands, meeting and alternative program spaces as well as tennis courts and other sporting and recreation facilities within the precinct. This holistic approach to engaging the community in a central environment welcomes all members of the community and encourages diverse activity groups to come together in a common place. This provides increased exposure to different activities and connections within the community leading to increased activity and engagement which helps to manage and provide opportunities to overcome issues around social isolation and mental health while providing a positive environment for the community to enjoy social recreation.

### ***Benefits of the Hub model***

Beyond the playing courts the proposed development opens up tennis to include a café/kiosk to service tennis visitors as well as the surrounding parklands. This will create the 'destination' aspect and encourage not only tennis players but all park users to maximise opportunities to socialise in a recreation setting. The relaxed and inviting café setting helps to engage the community to drive participation, activity and connectedness through activation of existing parklands and recreation for social interaction. This creates an environment that is better positioned to address issues around social isolation and community connectedness which is a key factor in addressing issues around mental health, capacity building and lifestyle related chronic disease.

The resultant increased interest in the tennis centre and facilities will help drive a self-sustaining venue through increased participation and connection to the community. Increased court access, program participation and secondary spend opportunities helps increase the capacity to contribute to the maintenance of the venue driving a position of self-sustainability and a more secure long term future. This increase in efficiency and professionalism helps to relieve the maintenance burden from council and redirects the associated funds to other valuable community projects.

The CAH project has the capacity to deliver a range of benefits to a number of different groups including but not limited to:

- Sustainable community venue and business model
- Activated parklands precinct for community engagement
- A hub for community connection with increased access to community groups for support, meeting and activity space
- Increased participation – formal and informal - through enhanced facilities and program delivery
- A healthier and more active population using the parklands for social activities, recreation and competitive sports which is actively reducing the likelihood of lifestyle related chronic disease.
- Greater sense of community with increased opportunities for social interaction and community events through regular exercise and activation of the existing parklands and associated venues.

### ***Links to other community groups, council strategies and plans***

The introduction of a CAH also creates opportunity to link with other council strategies and plans and can be used as a tool to help achieve the linked goals. Linking with recreation strategies, health plans, cycle and transport strategies can be a positive way to utilise the 'destination' aspect of the CAH for meetings, communication and program delivery.

Links with other sports and community groups allows the Hub to encourage ongoing participation in a range of activities both in sports and other community activities. Building design should be considered carefully to ensure that there is opportunities for community groups to have a meeting place and create additional social bonds. Community activity including Mothers Groups, Maternal Child Health nurses, Play groups, Men's Health Groups are examples of other potential user groups.

Destination planning and creating venues that can help achieve multiple community groups can help create a greater sense of social belonging and strengthen communities by encouraging greater interaction and social support. This increased sense of community can increase social confidence and breakdown social isolation which is a key contributor in mental health issues. The benefits of regular exercise, activity and social interaction provide



## Best Practice Venue Management

Quality venues are vital to the continued growth of the sport. Importantly, these venues need to be sustainable, and the key to this is through strong participation and usage incorporated with effective management systems, procedures and policies.

Operation of a Community Activity Hub venue would require best practice systems and procedures in place through a high quality operator. Tennis is in a positive position to be able to support professional management through ongoing training and education to create an amazing showcase of national programs, initiatives, partnerships and products in a professional and welcoming environment. This consistent approach to holistic venue management aligns with the four pillars of successful venue management to create lasting and memorable experiences for members, casual players and the broader community.

Indicative operational forecasting for a Community Activity Hub model highlights the benefits of multiple income streams. By diversifying the services and programs available throughout the site the general operation of the facility becomes a more sustainable business including covering the costs of routine and preventative maintenance and contribution towards venue sinking funds for future asset renewal.



## Key design and delivery options

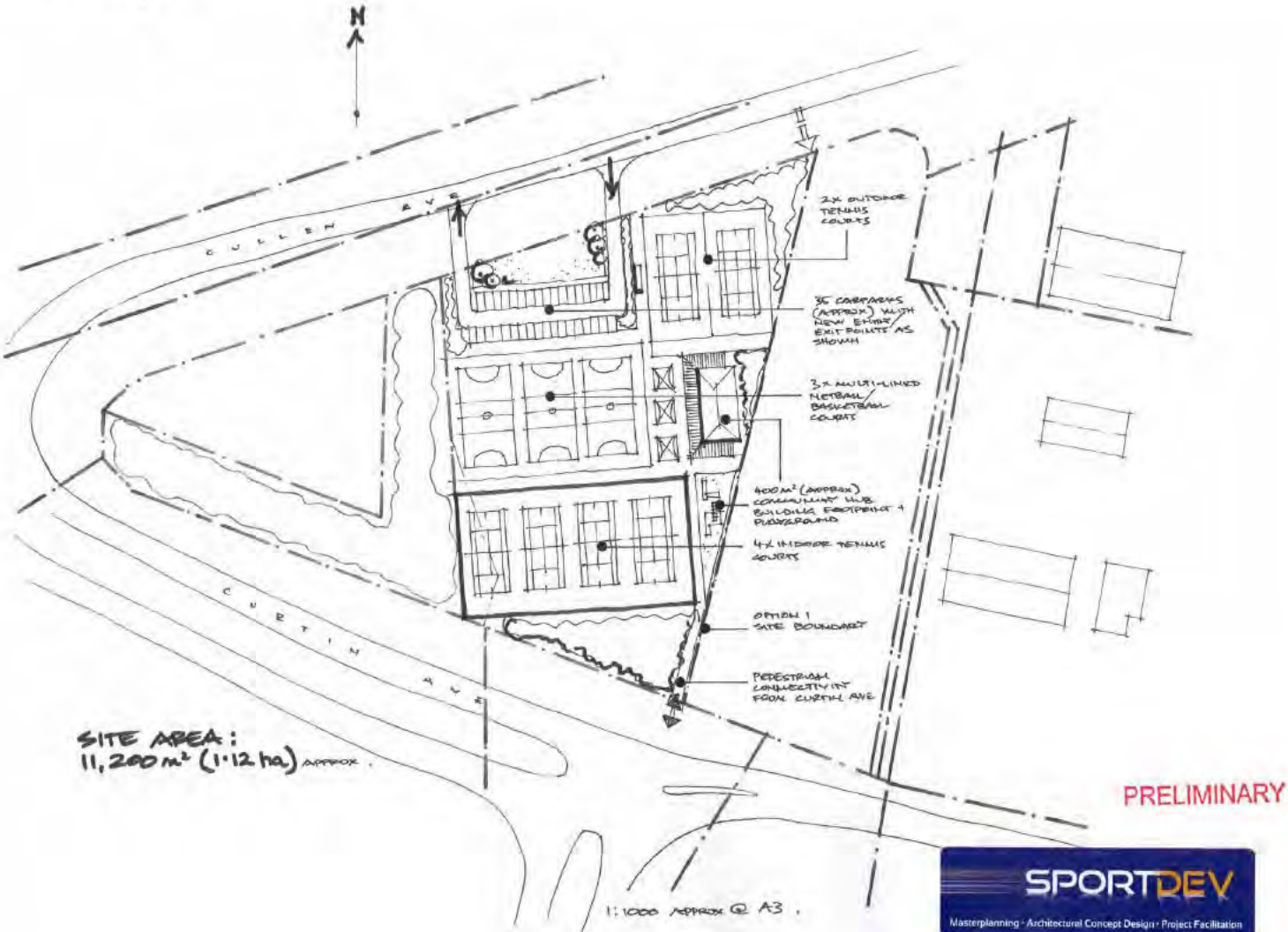
The Community Activity Hub project introduces a community accessible play space and multi-sport playing fields combined with a café and multi-purpose community rooms as a destination for activity and engagement.

Key elements of the CAH project are:

- Construction of courts with acrylic hard court surfaces (indoor optional)
- Introduction of café/kiosk incorporating easy access from the surrounding parklands
- Community use multi-purpose space incorporated in to the hub building
- Multi-sport lined courts to encourage a range of sports and activities
- Netball, Basketball and Futsal courts for a range of activities and engagement
- Active play space to encourage family use of the precinct without the requirement to engage in any one particular activity onsite

The Hub facility and associated operations would see a positive change implemented through management of the centre to broaden traditional tennis programs and services to engage casual community use. The development also creates the opportunity for alternative programming options through partnering with other community groups and providers of other activities and social clubs. This is seen as a key element with Tennis leading the way and bringing together a range of groups to deliver quality community outcomes.

Concept design for discussion only



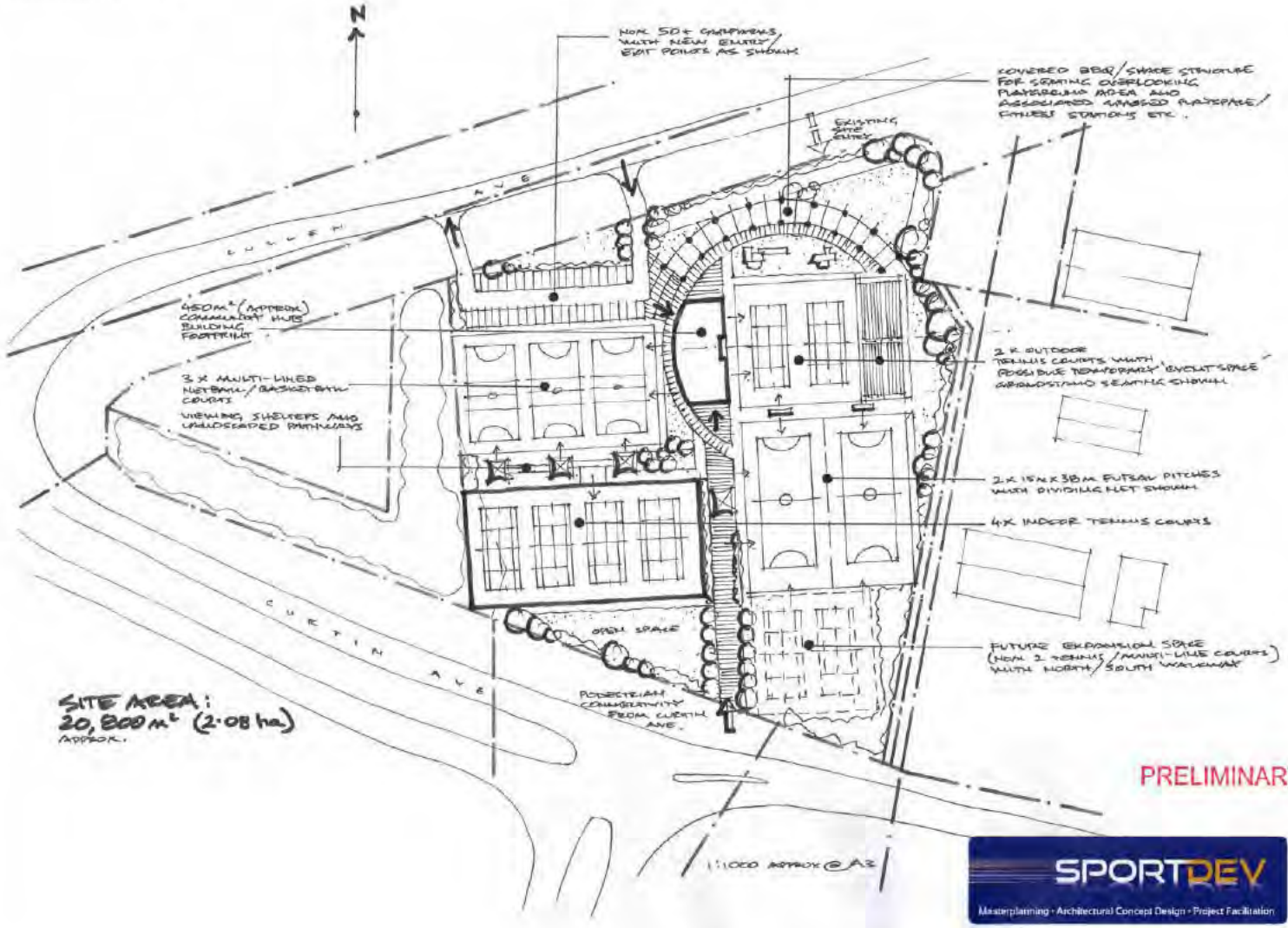


Concept design for discussion only



**COMMUNITY ACTIVITY HUB  
INDICATIVE CONCEPT PLAN**  
September 2014

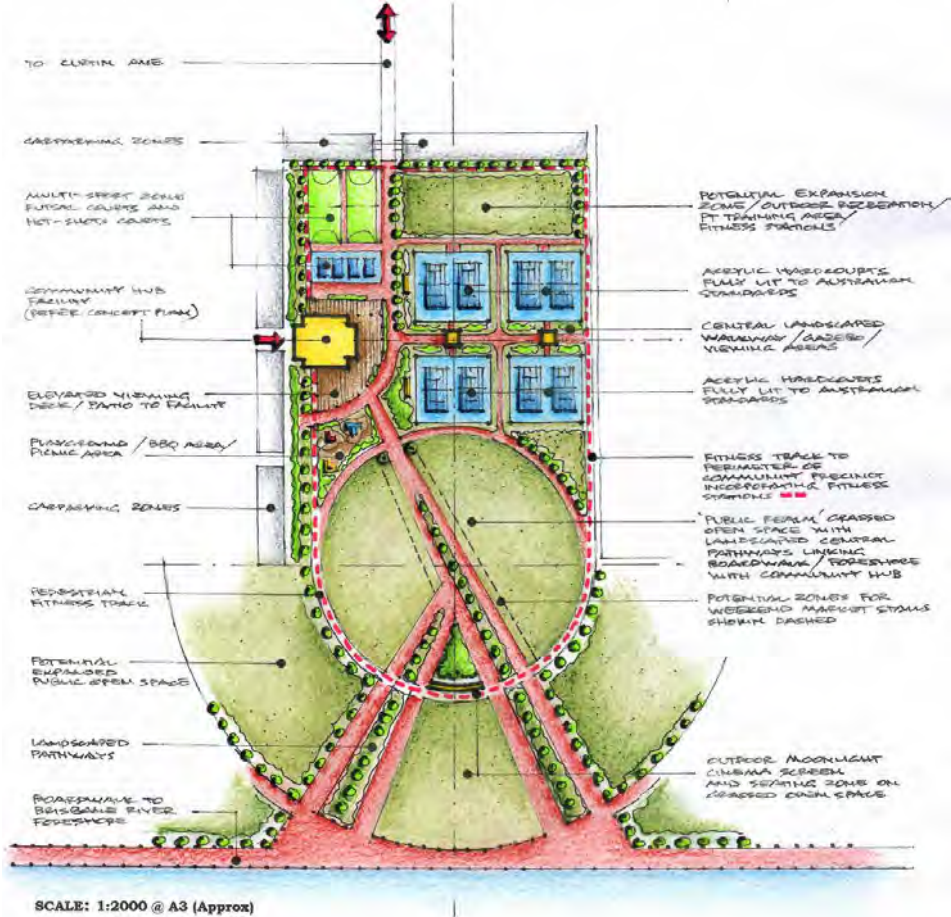
Concept design for discussion only



**SITE AREA:**  
**20,800 m<sup>2</sup> (2.08 ha)**  
 APPROX.

PRELIMINARY

Concept design for discussion only



PRELIMINARY CONCEPT FOR DISCUSSION

**From:** [Jeffrey, David](#)  
**To:** [Kelley, Rebecca](#)  
**Cc:** [Dolejsi, Simon](#); [Lacey, Wayne](#)  
**Subject:** FW: Gungahlin Tennis Facility [DLM=For-Official-Use-Only]  
**Date:** Tuesday, 16 August 2016 3:23:00 PM  
**Attachments:** [SR9 - costing - Throsby District Playing Fields \(4\).doc](#)  
[SR24 - costing - Gungahlin tennis facility.doc](#)

---

You happy with this?

As a [very basic estimate](#) to construct a regional tennis facility is summarised below:

- Community Building/Club Room - \$2.0 million
- Parking - \$0.5 million
- Courts - \$2.0 million, ideally 12 courts with a range \$125k to \$175k per court (including lights, fencing), noting that the construction of the tennis courts could vary significantly subject to the soil conditions and any geotechnical investigation.

**Total - \$4.5 million**

Based on previous conversations, Tennis Australia have a court rebate scheme and would likely contribute around \$200k towards such a project.

In terms of the actual delivery and the potential operational model, it is view of Active Canberra that the funding for the provision of a new tennis facility in Gungahlin should be provided via a funding deed (GPO funded, not capital works). This model would see Tennis ACT be the land and asset owner and they would be required to put in place an appropriate governance structure that meets the requirements of their sport, which would likely include the establishment of a local club that operates under the auspices of the Tennis ACT.

If the Territory was to look at such an investment, consideration should also be given to consider how other sports could possibly be integrated as part of the facility. Options for potential inclusion are detailed below:

- Squash courts (i.e. minimum of 4 courts), which would make this facility to a racket sport hub in Throsby. There is currently no squash courts provided in Gungahlin. This has not been appropriately considered in costings detailed above.
- Investigate options for a portion of the tennis courts (e.g. 4) being designed in such a manner that would support other sports to make use of the facility (i.e. outdoor futsal). Such a consideration would need to be wrapped up contractually as part of any funding deed. This inclusion would have a very minor impact on the costings detailed above.

While there are numerous planning constraints that would need to be considered, Tennis ACT has previously indicated that they are willing to look at potential options that may create a financial offset to see the delivery of tennis courts in Gungahlin or other strategic priority areas. This could potentially include a discussion that would see poorly utilised tennis courts located in

the inner north being repurposed for an alternate use – again noting that such a consideration may prove to be difficult from a planning perspective and be a contentious community issue. Should this be considered, it is unlikely that any government investment for a new Gungahlin tennis facility could be tangibly linked to the provision of a financial offset as the timing implications to change the use of any inner north tennis club could take a number of years to achieve a result.

---

**From:** Kelley, Rebecca  
**Sent:** Thursday, 11 August 2016 1:03 PM  
**To:** Dolejsi, Simon; Lacey, Wayne; Jeffrey, David  
**Subject:** FW: Gungahlin Tennis Facility [DLM=For-Official-Use-Only]

Thoughts?  
Thanks  
Bec

---

**From:** Banks, Trevor  
**Sent:** Thursday, 11 August 2016 12:29 PM  
**To:** Kelley, Rebecca  
**Subject:** FW: Gungahlin Tennis Facility [DLM=For-Official-Use-Only]

Hi Rebecca,

See the request from Treasury below. Can you please provide a costing estimate for the constructing the tennis Courts at Gungahlin? Happy to discuss.

Thanks,

**Trevor Banks** | Manager, Budget Development and Projects  
Phone: +61 2 6207 8424 | Email: [trevor.banks@act.gov.au](mailto:trevor.banks@act.gov.au)  
Strategic Finance | Chief Minister, Treasury and Economic Development Directorate  
Level 3 Canberra Nara Centre | GPO Box 158 Canberra ACT 2601 | [www.act.gov.au](http://www.act.gov.au)

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**From:** Paterson, Keaton  
**Sent:** Thursday, 11 August 2016 12:13 PM  
**To:** Banks, Trevor  
**Cc:** Pepperell, Michael; Raganathan, Ragu  
**Subject:** Gungahlin Tennis Facility [DLM=For-Official-Use-Only]

Trev,

The advice we received from Active Canberra on the Gungahlin Tennis Facility said to refer to the Throsby District Playing Fields costing. But that costing doesn't break down what a tennis court would cost. Can you please get a costing for constructing tennis courts?

Thanks,  
Keaton.

## Request for costing

<b>Name of proposal:</b>	<b>Throsby District Playing Fields</b>
Person and Minister/Party requesting costing:	Andrew Barr, Chief Minister
Date of public release of proposal, including source:	
Summary of proposal:	Develop Throsby District Playing Fields on revised scope from previous design (est \$40 million). Sports to include: AFL, rugby league, rugby union, cricket and possibly tennis (contingent on funding offset)
Intention of proposal:	To enable government to progress development of playing fields for the rapidly growing Gungahlin area, with known capacity issues facing existing facilities.
Signature of person requesting costing:	
Date of request for costing:	

**What are the key assumptions that have been made in the proposal?**

An abbreviated redesign process would need to occur, scoping down from the previous design and working with Tennis ACT around possible tennis courts.

*Where relevant, is the funding for the policy to be demand driven or a capped amount?*

Capped amount

*Will third parties, eg the Commonwealth or other State/Territories, have a role in funding or delivering the proposal?*

No

*Will funding/the cost require indexation?*

Yes – operational funding for ongoing maintenance of the new sportsgrounds will required indexation.

*What are the estimated revenue and operating costs each year (if available) and what are the capital requirements for this proposal and estimated costs each year (if available)?*

	2017-18	2018-19	2019-20	2020-21	2021-22	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue <sup>(a)</sup>				75	76.5	Indexation required in out years
Expenses <sup>(a)</sup>				500	510	Indexation required in out years
Capital	500	10,000	14,500			25,000

(a) A negative number indicates a decrease in revenue or an increase in expenses.

**Notes**

- Revenue is based on assumption that the sportsground hire fees will provide approximately 15% of cost recovery.
- Expenses is based on the presumption that \$50,000 per hectare will be provided for ongoing maintenance obligations. Subject to design, it is anticipated the sportsground will be approximately 10 hectares in size.

- Capital is based on reducing the proposed budget down by approximately 40% (\$25.0 million) when compared to what previously had been designed/costed (\$40.0 million).

*What is the likely take up?*

The facility would be expected to draw participants from across Gungahlin and the ACT.

*Any other assumptions?*

- The capital figures provided in the table above are purely speculative and not based on any updated design work. Consideration should be given to progressing further design work before confirming a capital budget for the project.
- At an approximate value of \$25.0 million, the provision of a District Playing Field would represent significantly better value for money when compared to the delivery of the Gungahlin Enclosed Oval (as a single oval) at an approximate cost of \$12.5 million.

• **Out of Scope**

Administration of the proposal

*How will the proposal be administered?*

As a capital works project

*Who will administer the proposal?*

Active Canberra (CMTEDD)

*Has an allowance been made for expenses necessary to support the implementation of this proposal?*

No

*What is the intended start date of the proposal?*

2017-18 or 2018-19

*Are there transitional arrangements associated with proposal implementation?*

No

*Are there any other assumptions that need to be considered?*

• **Sch 2.2(a)(xi)**

*When is the proposal expected to be fully operational?*

Variable pending construction

*Will the proposal cease and if so when?*

Upon project completion

## Request for costing

<b>Name of proposal:</b>	<b>Gungahlin district tennis facility – funding and transition plan</b>					
Person and Minister/Party requesting costing:	Andrew Barr, Chief Minister					
Date of public release of proposal, including source:						
Summary of proposal:	Fund design and transition plan for Tennis ACT to progress development of a Gungahlin district tennis facility – likely as part of the Throsby District Playing Field.					
Intention of proposal:	Tennis ACT has articulated a pressing need for a tennis facility in Gungahlin, in contrast to multiple under-used facilities in the inner north which could be used as funding offsets for a new development.					
Signature of person requesting costing:						
Date of request for costing:						
<b>What are the key assumptions that have been made in the proposal?</b>						
Further discussion would be required with Tennis ACT around strategy and funding model.						
<i>Where relevant, is the funding for the policy to be demand driven or a capped amount?</i>						
<i>Will third parties, eg the Commonwealth or other State/Territories, have a role in funding or delivering the proposal?</i>						
Tennis ACT has identified funding offsets through the sale of 1-2 inner north tennis facilities.						
<i>Will funding/the cost require indexation?</i>						
No						
<i>What are the estimated revenue and operating costs each year (if available) and what are the capital requirements for this proposal and estimated costs each year (if available)?</i>						
	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>Total</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Revenue <sup>(a)</sup>						
Expenses <sup>(a)</sup>						
Capital	See Throsby District Playing Field Costing					
(a) A negative number indicates a decrease in revenue or an increase in expenses.						
<i>What is the likely take up?</i>						
Tennis participation in Gungahlin would be expected to increase with facilities located closer to peoples' homes.						
<i>Any other assumptions?</i>						
<ul style="list-style-type: none"> <li>• The provision of tennis courts are included in the provision of the proposed Throsby</li> </ul>						



#### District Playing Fields.

- Should the tennis courts be provided as part of the Throsby District Play Fields development, Active Canberra would look to have them managed externally (e.g. Tennis ACT or affiliated club) through a sub-lease or licence arrangement. This is consistent with facility management arrangements for tennis courts across the ACT.
- The provision of tennis courts in Gungahlin should be consistent with the business model adopted by the peak body (Tennis Australia/Tennis ACT) to ensure the ongoing viability of such facilities. Consultation with Tennis ACT on the alignment of any Gungahlin development with the hierarchy of the Tennis business model would need to be undertaken in firming any detail around this proposal.
- Any consideration to rationalise existing tennis facilities to help offset the cost to deliver tennis courts in Gungahlin will need the support of the peak body. It is likely that any attempt to change the use of any underutilised tennis facilities (whether it be for alternate recreational facility provision or commercial reasons) would be a sensitive matter for the tennis stakeholder community.

Administration of the proposal
<i>How will the proposal be administered?</i> Capital works project
<i>Who will administer the proposal?</i> Active Canberra (CMTEDD), Tennis ACT and possibly EPD
<i>Has an allowance been made for expenses necessary to support the implementation of this proposal?</i> No
<i>What is the intended start date of the proposal?</i> 2017-18
<i>Are there transitional arrangements associated with proposal implementation?</i>
<i>Are there any other assumptions that need to be considered?</i>
<i>When is the proposal expected to be fully operational?</i> Subject to construction timetable
<i>Will the proposal cease and if so when?</i> Upon completion of construction

**From:** [Priest, Jenny](#)  
**To:** [Dean, Cindy](#)  
**Cc:** [Lacey, Wayne](#); [Jeffrey, David](#)  
**Subject:** RE: Minister Fitzharris meeting with Tennis ACT [SEC=UNCLASSIFIED]  
**Date:** Tuesday, 4 July 2017 11:10:09 AM  
**Attachments:**

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Thanks Wayne/DJ

Cindy – Good to go and assuming this will go back via our Min’s Office.

JP

Jenny Priest  
**Director | Active Canberra**  
*providing sport and recreation services*  
Enterprise Canberra | Chief Minister, Treasury and Economic Development Directorate | ACT Government  
North Plaza, Canberra Nara Centre, 1 Constitution Ave, Canberra City, ACT | PO Box 147, Civic Square, ACT 2608 | [www.sport.act.gov.au](http://www.sport.act.gov.au)

**Phone** 02 62072070 **Mobile** 0434363654 [jenny.priest@act.gov.au](mailto:jenny.priest@act.gov.au)



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**From:** Lacey, Wayne  
**Sent:** Tuesday, 4 July 2017 9:44 AM  
**To:** Priest, Jenny  
**Subject:** FW: Minister Fitzharris meeting with Tennis ACT [SEC=UNCLASSIFIED]

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**From:** Jeffrey, David  
**Sent:** Monday, 3 July 2017 4:26 PM  
**To:** Lacey, Wayne; Dean, Cindy  
**Subject:** RE: Minister Fitzharris meeting with Tennis ACT [SEC=UNCLASSIFIED]

Looks good!

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**From:** Lacey, Wayne  
**Sent:** Monday, 3 July 2017 4:22 PM  
**To:** Dean, Cindy; Jeffrey, David  
**Subject:** RE: Minister Fitzharris meeting with Tennis ACT [SEC=UNCLASSIFIED]

Comments for inclusion subject to DJs review (and Jennys)

- Tennis ACT's facility review has identified a shortage of community tennis facility access at Gungahlin, Molonglo and West Belconnen.
- At present there are courts in Gungahlin at Gold Creek and the Gungahlin College – neither of these is “tennis club”, limited in the range of court access, competition and coaching functions available. Tennis clubs at Lyneham, Kaleen and Melba remain the most proximate to Gungahlin residents.
- Tennis ACT has previously explored facility options at Casey (in conjunction with various developers) however these have not come to fruition.
- Based on these discussions it is known that Tennis ACT's preferred model for any facility at Gungahlin would be a “District Facility” – this model, established by Tennis Australia, would include six to eight courts (eight preferred) of various surfaces, lighting and amenities. As opposed to the suburban four –court clubs commonly seen in older parts of Canberra, the amenity space would be inclusive of a cafe and additional indoor space that could be used by other activities/hirers as an additional source of revenue.

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- In Labor's 2012 (online) election announcement of a commitment to the development of a sports facility at Throsby, it was alluded that tennis facilities would form part of this consideration. However, tennis is not reflected in the published sports policy, Throsby referred only to as district playing fields with “rectangular and oval fields in different configurations”.
- Active Canberra is in the very preliminary stages of working to identify possible options for Throsby – necessarily this will involve consultation with a range of sporting stakeholders, noting that the optimal strategic outcome and budgetary limitations may necessitate some flexibility/changes to the scope of Government's initial commitment. Tennis ACT will be engaged as part of these discussions over the coming months.

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**Out of Scope**

- There are many sporting organisations that face facility capacity or conditional issues, continuing to make their needs/aspirations known to Government. While the costs of any District tennis facility at Gungahlin (subject to site identification) is not known, Tennis ACT may need to further consider ways in which it might make a financial contribution to any new facility, be this through a commercial partnership, Tennis Australia investment or through divestment of an existing asset **Out of Scope**

# Out of Scope

- Active Canberra will continue to work with Tennis ACT to explore potential opportunities, including where applicable consultation in regards to Throsby and other site opportunities in Gungahlin.

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**From:** Dean, Cindy  
**Sent:** Monday, 3 July 2017 2:53 PM  
**To:** Lacey, Wayne  
**Subject:** FW: Minister Fitzharris meeting with Tennis ACT [SEC=UNCLASSIFIED]

Hi Wayne, this was all that was attached.

Cindy

---

**From:** Ives, Kieran **On Behalf Of** CMCD DLO  
**Sent:** Monday, 3 July 2017 1:43 PM  
**To:** CMTEDD MLO  
**Subject:** FW: Minister Fitzharris meeting with Tennis ACT [SEC=UNCLASSIFIED]

Hi MLO Team

Please find below a request from Minister Fitzharris' Office to be actioned by Active Canberra.

The Minister requires dot points on where tennis in Gungahlin is up to from a Sport & Rec point of view.

Kind regards  
Kieran

**Kieran Ives | Senior Policy Officer**

**Policy and Cabinet Division** | Chief Minister, Treasury and Economic Development Directorate | **ACT Government**

Ph: +61 2 6207 0206 | E: [Kieran.Ives@act.gov.au](mailto:Kieran.Ives@act.gov.au)

GPO Box 158 Canberra ACT 2601

[www.act.gov.au](http://www.act.gov.au)

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**From:** BERRY  
**Sent:** Monday, 3 July 2017 1:09 PM  
**To:** CMCD DLO  
**Subject:** FW: Minister Fitzharris meeting with Tennis ACT

Hi,

Fitzharris office is after some dot points on Tennis ACT.

Cheers,  
Tom

---

**From:** FITZHARRIS

**Sent:** Monday, 3 July 2017 1:06 PM

**To:** BERRY <[BERRY@act.gov.au](mailto:BERRY@act.gov.au)>

**Subject:** Minister Fitzharris meeting with Tennis ACT

Good afternoon,

Minister Fitzharris has asked for me to update your office that she will be meeting with Kim Kachel regarding Tennis ACT and tennis in Gungahlin on Friday morning.

I know it is a short time frame, however is it please possible to be provided with one or two dot points on where tennis in Gungahlin is up to from a Sport & Rec point of view?

Thank you,

**Charlotte Barclay** | Office Manager and Adviser

**Office of Meegan Fitzharris MLA**

Member for Yerrabi

Minister for Health and Wellbeing

Minister for Transport and City Services

Minister for Higher Education, Training and Research

**P: (02) 6205 0051 | E: [fitzharris@act.gov.au](mailto:fitzharris@act.gov.au)**



**From:** [Priest, Jenny](#)  
**To:** [Paillas, Stephen](#)  
**Cc:** [Jeffrey, David](#)  
**Subject:** LETTERS: Throsby DPF - Minister to Cricket ACT etc; Minister to Tennis ACT; Minister to Capital Football [DLM=Sensitive]  
**Date:** Monday, 6 November 2017 6:11:28 PM  
**Attachments:** [Throsby DPF - Minister to Tennis ACT.docx](#)  
[Throsby DPF - Minister to Capital Football.docx](#)  
[Throsby DPF - Minister to Cricket ACT.docx](#)  
**Importance:** High

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Hi Steve

See attached for your review before we finalise and send up for Mins signature.

Relevant to earlier email (your draft letter to CF), the draft letter we prepared to CF can be replaced by yours - we had prepared in parallel.

Let me know if these are ok to go and how you want to handle CF (ie/ just replace with your version)?

Kind regards

Jenny

Your message is ready to be sent with the following file or link attachments:

Throsby DPF - Minister to Tennis ACT  
Throsby DPF - Minister to Capital Football  
Throsby DPF - Minister to Cricket ACT

Note: To protect against computer viruses, e-mail programs may prevent sending or receiving certain types of file attachments. Check your e-mail security settings to determine how attachments are handled.



# Yvette Berry MLA

## Deputy Chief Minister

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Member for Ginninderra

Minister for Education and Early Childhood Development

Minister for Housing and Suburban Development

Minister for the Prevention of Domestic and Family Violence

Minister for Women

Minister for Sport and Recreation

Mr Kim Kachel

Chief Executive Officer

Tennis ACT

3 Riggall Place

Lyneham ACT 2602

Dear Mr Kachel,

As you will be aware, the ACT Government has committed to develop the Throsby District Playing Fields (DPF) and broader facility provision for sport and recreation in the Gungahlin region. To ensure an outcome can be achieved that best responds to the aspirations of a number of sports, I have asked Active Canberra to investigate the development of a regional approach to the allocation and potential provision of new facilities in Gungahlin.

At this stage, this approach will primarily consider the facility aspirations of key stakeholder sports who were detailed in the Government's election commitment. Specific to tennis, this will include the investigation and identification of a suitable parcel of land in Gungahlin which might best support the future provision of a tennis facility in the region.

To commence the process, I have asked Active Canberra to meet with each key stakeholder sport. Mr David Jeffrey, Senior Manager, Strategic Projects and Planning in Active Canberra, will be in contact with you shortly to arrange a suitable time.

I thank you for your engagement in this process and look forward to seeing the Government's commitment delivered in manner that best responds to the various sporting aspirations and delivers a range of facilities for the Gungahlin community.

Yours sincerely

Yvette Berry MLA  
Deputy Chief Minister


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### AUSTRALIAN CAPITAL TERRITORY LEGISLATIVE ASSEMBLY

London Circuit, Canberra ACT 2601, Australia  
Phone +61 2 6205 0233

GPO Box 1020, Canberra ACT 2601, Australia  
Email [berry@act.gov.au](mailto:berry@act.gov.au)



 @YvetteSBerry

 YvetteSBerry



**From:** [Microsoft Outlook](#) on behalf of [Billing, Dale](#)  
**To:** [Jeffrey, David](#)  
**Subject:** Meeting Forward Notification: Throsby District Playing Fields and Future Tennis Facility in Gungahlin

---

Your meeting was forwarded

Billing, Dale <<mailto:Dale.Billing@act.gov.au>> has forwarded your meeting request to additional recipients.

**Meeting**  
Throsby District Playing Fields and Future Tennis Facility in Gungahlin

**Meeting Time**  
Friday, 24 November 2017 1:00 PM-2:00 PM.

**Recipients**  
Sandeman, Graham <<mailto:Graham.Sandeman@act.gov.au>>

All times listed are in the following time zone: (UTC+10:00) Canberra, Melbourne, Sydney

\_\_\_\_\_  
Sent by Microsoft Exchange Server 2010

**From:** [Jeffrey, David](#)  
**To:** [Konovalov, Alexander](#); [Billing, Dale](#); [Kaucz, Alix](#); [Gianakis, Steven](#); [Richardson, Dave](#); [McKeown, Helen](#); [Luchetti, Christine](#); [Dolejsi, Simon](#)  
**Cc:** [Sandeman, Graham](#)  
**Subject:** Throsby District Playing Fields and Future Tennis Facility in Gungahlin

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Location now included.

Hi all,

Active Canberra would appreciate meeting with relevant EPSDD officers to discuss the proposed delivery of the Throsby District Playing Fields, which is a current election commitment (\$21.0 million). To support the delivery of this facility, we would like to clarify the way forward in relation to a number of planning matters that was included in a recent Ministerial briefing (extract below), which I understand will require advice from a number of areas within EPSDD.

At the request of the Minister, we would also like to investigate future land options for the provision of a future tennis club facility.

I am not quite sure where everyone sits after the restructure, I believe it would be good if the proposed meeting could discuss and have representatives from the following key areas:

- \* EDP requirements – Dale
- \* Territory Plan requirements and zoning options – Alix
- \* Ownership options – consideration of direct sale or leasing - Christine
- \* Future land options for tennis – Alexander
- \* Environmental/development consideration (i.e. gas pipeline)?

Please forward the invite as required to other EPSDD areas should you believe they would benefit attending the meeting. I can arrange a meeting room in the city (Nara House) but am also happy to meet in Dickson if a room is available?

Happy to discuss.

Regards,

David Jeffrey  
Senior Manager - Strategic Projects and Planning  
Active Canberra, providing Sport and Recreation Services  
Enterprise Canberra | Chief Ministers, Treasury and Economic Development Directorate | ACT Government  
Plaza North, Canberra Nara Centre, 1 Constitution Avenue, Canberra City ACT 2608  
Phone: 02 6207 5815 | Mobile: 0417 499 634  
<http://www.sport.act.gov.au/> <[http://www.economicdevelopment.act.gov.au/sport\\_and\\_recreation](http://www.economicdevelopment.act.gov.au/sport_and_recreation)> #CBR

<<http://www.brandcanberra.com.au/>>

**From:** [Jeffrey David](#)  
**To:** [Gianakis Steven](#)  
**Subject:** RE: Throsby District Playing Fields and Future Tennis Facility in Gungahlin [SEC=UNCLASSIFIED]  
**Date:** Friday, 24 November 2017 11:51:00 AM

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Thanks Steven

-----Original Appointment-----

**From:** Gianakis, Steven

**Sent:** Thursday, 23 November 2017 8:48 AM

**To:** Jeffrey, David

**Subject:** Declined: Throsby District Playing Fields and Future Tennis Facility in Gungahlin

**When:** Friday, 24 November 2017 1:00 PM-2:00 PM (UTC+10:00) Canberra, Melbourne, Sydney.

**Where:** Level 1 Conference Room Dame Pattie Menzies Bldg North

Hi David

I'm now an apology, as I will be away tomorrow. Dave R will cover my interests.

Cheers,

Steven

Throsby District Playing Fields and Future Tennis Facility in Gungahlin

Meeting Minutes - Final

Friday 24 November 2017

1pm – 2pm

Attendees: David Jeffrey (Active Canberra); Simon Dolejsi (Active Canberra); Christine Luchetti (EPSDD); Alexander Konovalov (EPSDD); Dale Billing (EPSDD); Alix Kaucz (EPSDD); Helen McKeown (EPSDD) and Graham Sandeman (EPSDD)

Apologies: Steven Gianakis (EPSDD); Dave Richardson (EPSDD)

Agenda

1. Introduction

• **Out of Scope**

- The proposed 'Home of Football' will form part of a broader regional facility strategy which includes identifying a site for a future Tennis facility in Gungahlin.

2.

**Out of Scope**

**Out of Scope**

**Out of Scope**

# Out of Scope

5.

# Out of Scope

6.

# Out of Scope

7. Land options for future tennis facility in Gungahlin

- Advice is required on available sites suitable for a tennis facility.
- The Casey CRIP site and Casey 4 handback site were identified as possibilities.
- EPSDD advised that Community Facility land should be avoided given its limited supply.

**ACTION:** Active Canberra to provide information to EPSDD on required footprint and uses for a tennis facility, with some identified potential options.

Development of Throsby District Playing Fields (TDPF) as the 'Home of Football' - Stakeholder Meetings

**Stakeholder Group:** Tennis ACT

**Meeting Date/Time:** Friday 15 December, 1pm – 2pm

**Stakeholder Representatives:** Kim Kachel (CEO), Ross Triffitt (consultant)

**Active Canberra Representatives:** David Jeffrey, Simon Dolejsi

**Project Background**

- The ACT Government has committed \$21.295 million towards the construction of the TDPF. The proposed sports to be included at the TDPF as part of the commitment include the football codes and cricket (and possibly tennis).

**Out of Scope**

**Out of Scope**

**Background Documents**

- Original TDPF masterplan (2009)

**Proposed Benefits to Stakeholder Group**

**Out of Scope**

- Tennis ACT would like to deliver the Community Activity Hub (CAH) concept in Gungahlin. This type of facility (created by Tennis ACT and Tennis Australia) incorporates a range of amenities in addition to tennis courts (e.g. café, youth centre, squash courts, meeting spaces).

**Out of Scope**

- Given the type of user proposed as part of the Community Activity Hub concept, it is likely that land with a commercial zoning or Restricted Access Reservation would be required.

**Proposed Regional Offsets as a Result of the 'Home of Football'**

**Sch 2.2(a)(xi)**

**Out of Scope**

**Sch 2.2(a)(xi)**

**Active Canberra Questions**

- What size parcel of land is required for the facility in Gungahlin?
- What type of tenure would Tennis ACT consider for the venue (facility ownership or long-term sublease)?

**Commented [KK5]:** 2.2 h/a site required for 12 court facility.

**Comments/Feedback from Stakeholder Group**

- Tennis ACT indicated that ideally, given the population of Gungahlin, their preference would be to provide two separate facilities within the region. It was collectively agreed that the

**Commented [KK6]:** Variety of models acceptable and to be worked through. TACT to come back with various models. Security of tenure critical (ie. if sublease would need to be significant length of tenure).

primary focus should be on working towards identifying a suitable parcel of land for the first tennis facility to be provided in Gungahlin.

- Tennis ACT would like to deliver the Community Activity Hub (CAH) concept in Gungahlin. Various options within the CAH framework (created by Tennis Australia and Tennis ACT) exist. Examples of amenities that could be included in this type of facility (in addition to tennis courts) include: This type of facility (created by Tennis ACT and Tennis Australia) incorporates a range of amenities in addition to tennis courts (e.g. a café, youth centre, squash courts, and meeting spaces).
- Alternatively, Tennis ACT indicated that stand-alone tennis courts can still be successfully introduced or form part of a basic CAH, where tennis courts are provided adjacent to playing fields (as per the initial TDPF concept).
- The zoning of any suitable parcel of land (i.e. commercial zoning, Restricted Access Recreation or Urban Open Space) will inform the types of ancillary uses considered by Tennis ACT in addition to tennis courts. Given the types of uses proposed as part of the Community Activity Hub concept, it is likely that land with a commercial zoning or Restricted Access Recreation would be required.
- Tennis ACT informed Active Canberra that a 2.2 hectare site would support the provision of a 12 court facility.

**Commented [KK7]:** CAH presented as reasonable solution however we are also keen to explore all options alongside the CAH concept. Various models can be presented to fit within land identified and contingent on zoning. Various options within CAH framework exist yet stand-alone tennis club still meritorious too. Models of CAH that fit into variety of zoning options to be explored... Simple CAH could be tennis courts adjacent to playing fields – as per initial Throsby concept.

**Commented [KK8]:** Not entirely correct – dependent on what / make up of ancillary services provided.

## Sch 2.2(a)(xi)

### Action Items

- Tennis ACT to provide information on what a tennis facility in Gungahlin could look like, including:
  - Facility footprint;
  - Ancillary facilities (i.e. café, squash courts); and
  - Preferred tenure model (ownership, sublease, other)
- ACT Government to identify suitable parcels of land in Gungahlin based on information provided by Tennis ACT, recognising that the Tennis ACT information may limit facility provision in certain land zones.

## Sch 2.2(a)(xi)

- Tennis ACT to provide advice regarding their capacity to contribute financially towards any facility provision.

## Sch 2.2(a)(xi)

**Commented [KK9]:** TBC – pending informed response. Various options / strategies that can work with various zoning.

### Summary Position of Stakeholder Group

Tennis ACT is keen to see the provision of suitable tennis facilities in Gungahlin. The first step in this process is the identification of a suitable parcel of land.

Tennis ACT is willing to look at various ways to assist in funding the development of a tennis facility in Gungahlin and will work with Active Canberra to further investigate those options discussed at this meeting.

## Sch 2.2(a)(xi)

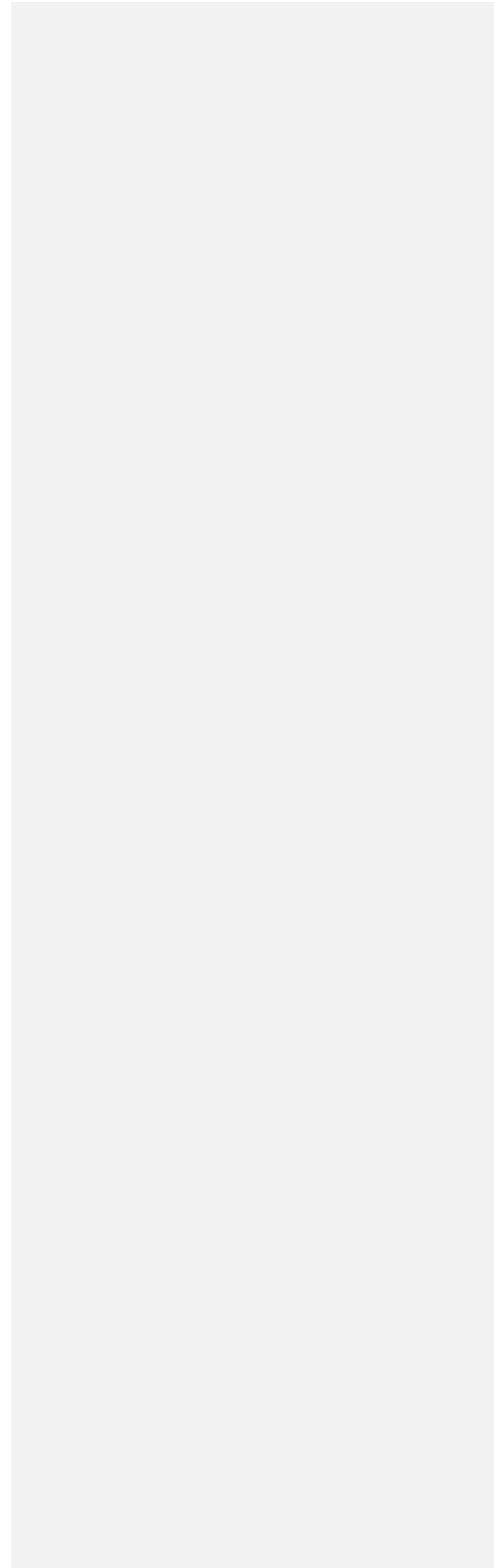
**Also to note**

It was also discussed there has been no report on facilities in Gungahlin as part of a broader plan. A detailed report and analysis on indoor facilities has been completed yet for all growth corridors a broader plan would be very worthwhile. Whilst Gungahlin represents an absolutely immediate priority the provision of tennis courts in Molonglo, West Belconnen and other emerging growth corridors also needs to be carefully mapped out.

There has been no construction of new facilities in Canberra since 1986 with exponential population growth and this needs to be taken into consideration to provide further context and background.

It must also be noted that Tennis ACT made significant concessions during the Canberra Tennis Centre redevelopment and would trust this is acknowledged in future considerations too.

DRAFT





Development of Throsby District Playing Fields (TDPF) as the 'Home of Football' -  
Stakeholder Meetings

**Stakeholder Group:** Tennis ACT

**Meeting Date/Time:** Friday 15 December, 1pm – 2pm

**Stakeholder Representatives:** Kim Kachel (CEO), Ross Triffitt (consultant)

**Active Canberra Representatives:** David Jeffrey, Simon Dolejsi

**Project Background**

- The ACT Government has committed \$21.295 million towards the construction of the TDPF. The proposed sports to be included at the TDPF as part of the commitment include the football codes and cricket (and possibly tennis).

- **Out of Scope**

**Background Documents**

- Original TDPF masterplan (2009)

**Proposed Benefits to Stakeholder Group**

- **Out of Scope**

- Tennis ACT would like to deliver the Community Activity Hub concept in Gungahlin. This type of facility (created by Tennis ACT) incorporates a range of amenities in addition to tennis courts (e.g. café, youth centre, squash courts, meeting spaces).
- Given the types of uses proposed as part of the Community Activity Hub concept, it is likely that land with a commercial zoning or Restricted Access Recreation would be required.

**Proposed Regional Offsets as a Result of the 'Home of Football'**

- **Sch 2.2(a)(xi)**

**Active Canberra Questions**

- What size parcel of land is required for the facility in Gungahlin?
- What type of tenure would Tennis ACT consider for the venue (facility ownership or sublease)?

**Comments/Feedback from Stakeholder Group**

- Tennis ACT indicated that ideally, given the population of Gungahlin, their preference would be to provide two separate facilities within the region. It was collectively agreed that the

primary focus should be on working towards identifying a suitable parcel of land for the first tennis facility to be provided in Gungahlin.

- **Sch 2.2(a)(xi)**

#### Action Items

- Tennis ACT to provide information on what a tennis facility in Gungahlin could look like, including:
  - Facility footprint;
  - Ancillary facilities (i.e. café, squash courts); and
  - Preferred tenure model (ownership, sublease, other)
- ACT Government to identify suitable parcels of land in Gungahlin based on information provided by Tennis ACT, recognising that the Tennis ACT information may limit facility provision in certain land zones.

- **Sch 2.2(a)(xi)**

- Tennis ACT to provide advice regarding their capacity to contribute financially towards any facility provision.

- **Out of Scope**

#### Summary Position of Stakeholder Group

Tennis ACT is keen to see the provision of suitable tennis facilities in Gungahlin. The first step in this process is the identification of a suitable parcel of land.

Tennis ACT is willing to look at various ways to assist in funding the development of a tennis facility in Gungahlin and will work with Active Canberra to further investigate those options discussed at this meeting.

# Active Canberra Case Management Agreement



Organisation:	Tennis ACT
Funding Agreement:	SR0P-T/18/00133
Date:	November/December 2017

Please note the completed Template is required to be submitted to Active Canberra by 1/12/17

## Organisation Details:

### 1. Membership

Membership Type	Number of Males	Number of Females
Full Active	3477	2941
Program Participants	898	706
Event Participants	1129	502
School Delivered Programs	3114	130
School Managed Competitions	130	120
Total	8748	7382

Commented [KK1]: This table was all pre-populated? Just to clarify this should be a reflection on the calendar year 2017 as opposed to FY??

### 2. Board Composition

Name of Board Member:	Term concludes:
Dan Bisa - President	2020
Ben Fuller – Elected Director	2019
Colin Adrian – Elected Director	2020
Lisa Stone – Elected Director	2023
Carolyn Paris – Elected Director	2023
Robyn Hendry – Appointed Director	2018
Simon Plummer – Appointed Director	2020

### 3. Contact Details

Role:	Name:	Email:	Phone:	Mobile:
President	Dan Bisa	dan@bisa.com.au		Sch 2.2(a)(ii)
Chief Executive Officer/Executive Officer/General Manager	Kim Kachel	kkachel@tennis.com.au	(02) 6160 7801	Sch 2.2(a)(ii)
Development Manager (if applicable)	Lenka Greenhalgh	lgreenhalgh@tennis.com.au	(02) 6160 7803	Sch 2.2(a)(ii)
Development Officer/Staff (if applicable)	Jake Lalliard	jlalliard@tennis.com.au	(02) 6160 7808	Sch 2.2(a)(ii)

## Active Canberra Case Management Agreement



### 2017 – Agreed Key Outputs and Reporting:

1. Complete the Tennis ACT strategic plan 2016-20

*Provide detail/attach:*

Please see attached "Tennis ACT Strategic Plan 2016-20", "TACT 2020 Summary" and "Tennis ACT Annual Report 16/17".

2. Liaise with ACT Government, affiliated tennis clubs and Tennis Australia on the implementation of the recommendations from the strategic facility and management review

*Provide detail/attach:*

# Out of Scope

Recent progress has been made in strategically planning for the development of district-sized tennis venues in Gungahlin, Molonglo and West Belconnen (recommendation 3) with further sites being investigated from both Tennis ACT and ACT Government.

# Out of Scope



# Out of Scope

3. Develop a viable business case for the construction of a new facility in Gungahlin.

*Provide detail/attach:*

Without the identification of a suitable site a detailed viable business case has not been produced. Recent discussions and developments mean this should occur very shortly however and this will be a priority in 2018.



## Active Canberra Case Management Agreement

### Key strategic issues:

#### ***Plan for the development of district sized tennis venues in Gungahlin, Molonglo and West Belconnen.***

This is the highest priority for 2018. Tennis ACT's biggest opportunity for growth in participation in the ACT is the establishment of tennis facilities in Gungahlin; particularly given the current population growth in the region. The recommended national court to population ratio of 1 : 2,000 is nowhere near being met at present.

The last new tennis facility constructed in the ACT was the Pines Tennis Club which opened in 1986. Since then Canberra's population has grown from 250,000 to 400,000. This has resulted in a large undersupply of tennis courts in Canberra's growth regions. The region where this is having the most impact and causing the greatest barrier to participation is Gungahlin, which in the 2016 census was recognised as the second fastest growing region in Australia. The population of Gungahlin is currently over 70,000 with no tennis courts. To make matters worse the region has a higher than average percentage of the population aged 0-9 years old (18.2%), the target market for entry into the sport. Tennis ACT is currently working with ACT Government to explore several potential sites in Gungahlin for a 12-court facility to operate under the Community Activity Hub model. Partnerships with schools in the region also need to be explored further to improve the court to population ratio. Molonglo and West Belconnen are also key areas with Kippax being identified as having potential to expand and service West Belconnen.

# Out of Scope

#### ***Summary – develop best practice sustainable tennis facilities in areas of population growth***

1. Gungahlin
  - a. Facilitate the ACT Government development / build a number of appropriate District Tennis Centres, Community Activity Hubs in Gungahlin to meet 1 : 2,000 court to population ratio.

# Out of Scope

Active Canberra  
Case Management Agreement



# Out of Scope

# Out of Scope



# Out of Scope

## Active 2020 strategic priorities

Please provide any details, highlights and key achievements from 2017 that support delivery against the seven Active 2020 Strategic Priorities outlined below (only reporting against those that are applicable).

For reference, the Plan can be accessed here: <http://www.sport.act.gov.au/about-us/active-2020>

1. *Maximise community engagement:*

# Out of Scope





# Out of Scope

## Inclusion

# Out of Scope

## 2. *Promote the benefits:*

# Out of Scope

## 3. *Increase organisational capacity:*

*Provide detail: (please note these are high level highlights - also see Annual Report 16/17)*



# Out of Scope

4. *Maximise individual success:*

# Out of Scope



5. *Sustainable team performance:*

Out of Scope

6. *Promote a national sporting capital:*

Out of Scope

7. *Maximise supporting infrastructure:*

Out of Scope

Active Canberra  
Case Management Agreement



2018 Agreed Key Outputs and Reporting Requirements

1. **Out of Scope**  
2.

**Out of Scope**

Request Case Management Follow up Meeting:

- 1.  Yes
- 2.  No

Signed:

On behalf of organisation:

Signature of Executive Officer (or equivalent):	Signature of Board Representative:
Name: (please print)	Name: (please print)
Date:	Date:

On behalf of Active Canberra:

	Wayne Lacey – Manager, Client Services & Programs
Signature of Representative:	Name and Position:
Date:	

**From:** [Konovalov, Alexander](#)  
**To:** [Dolejsi, Simon](#)  
**Cc:** [Jeffrey, David](#); [Neilsen, Andrew](#)  
**Subject:** RE: Throsby District Playing Fields - Meeting Minutes [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]  
**Date:** Thursday, 18 January 2018 12:33:04 PM  
**Attachments:** [image001.jpg](#)  
[image002.png](#)

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Thanks for getting in touch with these options.

Andrew will look into the below sites and prepare some advice. We'll also do a bit of internal consultation on the options.

Do you have any particular timeframe you are working towards?

Regards,  
Alex

---

**From:** Dolejsi, Simon  
**Sent:** Thursday, 18 January 2018 12:23 PM  
**To:** Konovalov, Alexander <Alexander.Konovalov@act.gov.au>  
**Cc:** Jeffrey, David <David.Jeffrey@act.gov.au>  
**Subject:** RE: Throsby District Playing Fields - Meeting Minutes [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

Hi Alex,

In the attached meeting minutes regarding Throsby District Playing Fields from late last year, Active Canberra were tasked with putting together some information around the requirements for a potential tennis facility in Gungahlin.

## Out of Scope

**Out of Scope** Noting this, we have been directed by the Minister for Sport's office to look for suitable alternative sites for a tennis facility in Gungahlin.

Advice from Tennis ACT indicates that a 2.2 hectare site would support a 12 court facility with some ancillary services.

Based on my understanding, zoning that is suitable for the development of tennis facilities needs to have *outdoor recreation* as a permitted use, which means there are a wide range of zones which would allow such a facility including CZ6, CFZ, PRZ1, PRZ2 and IZ2.

Using ACTMAPi, I've had a look to see what available land exists with the abovementioned zones in the Gungahlin region.

Could you please provide advice on the availability of the blocks listed below, and if they could be considered as possible sites for a future tennis facility.

- Gungahlin Block 3 Section 19 – CZ3, PRZ1, PRZ2 and TSZ1
- Gungahlin Block 3 Section 20 – NUZ3
- Ngunnawal Block 109 Section 23 – CF (on the 2017/18 Land Release Schedule)
- Franklin Block 4 Section 47 – NUZ3 and PRZ1
- Harrison Block 14 Section 5 – NUZ3
- Casey Block 1 Section 132 – CZ1
- Moncrieff Block 2 Section 33 – CF and TSZ1
- Amaroo Block 1 Section 92 – PRZ1

Happy to discuss further if you have any questions.

Thanks for your help on this.

Cheers.

Simon

---

**From:** Konovalov, Alexander

**Sent:** Monday, 4 December 2017 2:35 PM

**To:** Dolejsi, Simon <[Simon.Dolejsi@act.gov.au](mailto:Simon.Dolejsi@act.gov.au)>

**Subject:** RE: Throsby District Playing Fields - Meeting Minutes [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

Happy with these minutes and actions, thanks.

Alex

Alexander Konovalov | Senior Manager, Land Release and Economics | Phone: 6205 2634 |

[alexander.konovalov@act.gov.au](mailto:alexander.konovalov@act.gov.au)

**Land Supply and Policy** | Environment, Planning and Sustainable Development Directorate | **ACT Government**

*Please consider the environment before printing this email. If printing is necessary, please print double-sided.*

---

**From:** Dolejsi, Simon

**Sent:** Thursday, 30 November 2017 4:19 PM

**To:** Jeffrey, David <[David.Jeffrey@act.gov.au](mailto:David.Jeffrey@act.gov.au)>; Luchetti, Christine <[Christine.Luchetti@act.gov.au](mailto:Christine.Luchetti@act.gov.au)>; Konovalov, Alexander <[Alexander.Konovalov@act.gov.au](mailto:Alexander.Konovalov@act.gov.au)>; Billing, Dale <[Dale.Billing@act.gov.au](mailto:Dale.Billing@act.gov.au)>; Kaucz, Alix <[Alix.Kaucz@act.gov.au](mailto:Alix.Kaucz@act.gov.au)>; McKeown, Helen <[Helen.McKeown@act.gov.au](mailto:Helen.McKeown@act.gov.au)>; Sandeman, Graham <[Graham.Sandeman@act.gov.au](mailto:Graham.Sandeman@act.gov.au)>

**Cc:** Richardson, Dave <[Dave.Richardson@act.gov.au](mailto:Dave.Richardson@act.gov.au)>; Gianakis, Steven <[Steven.Gianakis@act.gov.au](mailto:Steven.Gianakis@act.gov.au)>

**Subject:** Throsby District Playing Fields - Meeting Minutes [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

Hi all,

Please find attached draft minutes from the meeting last week.

Let me know if you have any comments by COB on Monday 4 December prior to them being finalised.

Let me know if you have any questions.

Regards,

Simon

Simon Dolejsi

**Community Projects Manager - Strategic Projects and Planning | Active Canberra**

*providing sport and recreation services*

Enterprise Canberra | Chief Minister, Treasury and Economic Development | **ACT Government**  
Level 2, Canberra Nara Centre, 1 Constitution Ave, Canberra City | PO Box 147 Civic Square ACT  
2608 | [www.act.gov.au](http://www.act.gov.au)

**Phone 02 6207 2077** | Fax 02 6207 2071



**From:** [Dolejsi, Simon](#)  
**To:** [Ross Triffitt](#)  
**Cc:** [Jeffrey, David](#)  
**Subject:** Amaroo Sites [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]  
**Date:** Tuesday, 6 February 2018 3:31:57 PM  
**Attachments:** [Possible Tennis Sites - Amaroo District Playing Fields.docx](#)  
[image001.jpg](#)  
[image002.png](#)

---

Hi Ross,

A couple of sites at Amaroo District Playing Fields that we are seeking further advice on.

I'll let you know when I hear back from EPSDD on these options.

Cheers.

Simon

Simon Dolejsi

**Community Projects Manager - Strategic Projects and Planning | Active Canberra**

*providing sport and recreation services*

Enterprise Canberra | Chief Minister, Treasury and Economic Development | **ACT Government**  
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2608 | [www.act.gov.au](http://www.act.gov.au)

**Phone 02 6207 2077** | Fax 02 6207 2071







**From:** [Dolejsi, Simon](#)  
**To:** [Ross Triffitt](#)  
**Cc:** [Jeffrey, David](#)  
**Subject:** Gungahlin Block 3 Section 20 [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]  
**Date:** Tuesday, 6 February 2018 3:30:35 PM  
**Attachments:** [Gungahlin District Tennis Options.xlsx](#)  
[The Valley - B3 S20 Gungahlin - Heritage Citation.pdf](#)  
[image001.jpg](#)  
[image002.png](#)

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Hey Ross,

As discussed, attached is some advice from EPSDD on a potential site for a tennis facility. The site (Gungahlin Block 3 Section 20) contains 'The Valley Ruins' which is heritage listed.

If we were to progress investigation of this site, a conservation management plan would need to be developed as part of any preliminary planning, and the owner/lessee of the site would be responsible for its implementation.

I'll send through the sites at Amaroo I've asked for advice on in a separate email.

Happy to discuss further.

Cheers.

Simon

Simon Dolejsi

**Community Projects Manager - Strategic Projects and Planning | Active Canberra**

*providing sport and recreation services*

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2608 | [www.act.gov.au](http://www.act.gov.au)

**Phone 02 6207 2077** | Fax 02 6207 2071



Block	Section	Suburb	Size	Zone- Use
3	20	Gungahlin	22496	NUZ3: Hills Ridges and Buffers
				Outdoor Recreation facility



Desktop Study of Opportunities and Challenges

- Land Locked block - Restriction of access
- Vehicle Movements are problematic on Warrick Avenue, Delma View, and Warrick Avenue
- current site use is unknown, however a heritage citation is required before any type of development
- surrounding plough lands



No Vehicular Access off Gungahlin Drive, however a temporary arrangement is currently in place



**Use Definition**

Outdoor recreation facility means the use of land for a recreation facility serving the sporting or recreational needs of people where the activities are undertaken predominantly outdoors.



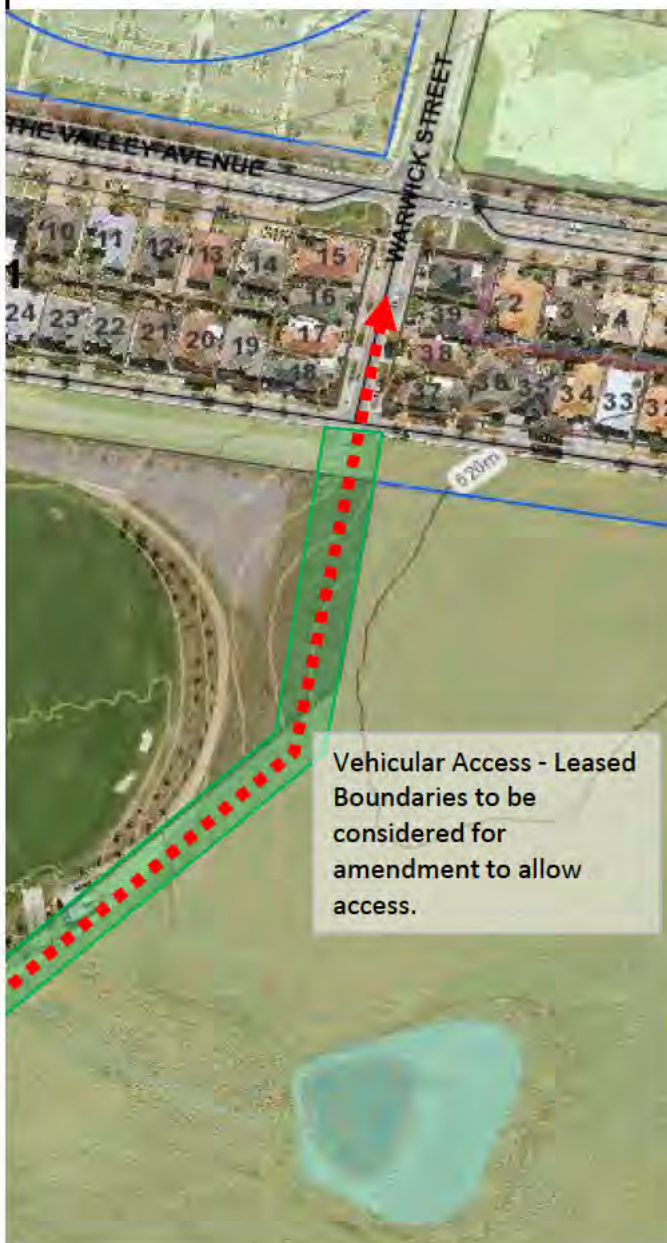


## Heritage

### The Valley Ruin - Specific Requirements

In accordance with s.54(1) of the Land (Planning and Environment) Act 1991, the following requirements are identified as essential to the retention of the heritage significance of the place;

- i) The area of land measuring 50 metres by 50 metres which contains "The Valley' homestead shall not be subject to development and shall be protected until a conservation plan is completed.
- ii) Archaeological control is to be maintained over the site of the former outbuildings. No disturbance of the ground surface is to occur prior to the completion of a conservation plan of the area:
- iii) A conservation plan which includes an archaeological study of the homestead site, sites of the former outbuildings and plough lands is to be undertaken and submitted to the Heritage Council of the ACT for approval within a time specified by the Council in consultation with the lessee or occupier. This study shall take into account planning for the Town Centre and result in a conservation plan and management plan.
- iv) The Gribble family should be commemorated in an appropriate manner associated with the place.
- v) Development of the place shall be in accordance with the requirements and provisions of the Conservation Plan for the place as approved by the Heritage Council of the ACT.







## Common Terms

Archery; Bowling green; BMX track;  
Community garden; Croquet green;  
Enclosed oval; Equestrian facility; Golf  
course; Grass, Snow ski run; Model  
aviation/aero modelling; Motor bike,  
Mini-Bike track; Motor racing track;  
Netball court; Racecourse, Trotting  
track; Showground; Skate board arena;  
Sporting rifle range; Sportsground;  
Stadium, arena; Swimming pool  
(outdoor); Tennis court; Velodrome



ACT Heritage Council

## Entry to the ACT Heritage Register

*Heritage Act 2004*

### **20009. "The Valley"**

Section 20 Block 3 (Formerly part Block 518)

**GUNGAHLIN**

This document has been prepared by the ACT Heritage Council.

This entry which was previously part of the old heritage places or the old heritage objects registers (as defined in the *Heritage Act 2004*), as the case may be, is taken to be registered under the *Heritage Act 2004*.

Conservation Requirements (including Specific Requirements), as defined under the *Heritage Act 2004*, that are contained within this document are taken to be Heritage Guidelines applying to this place or object, as the case may be.

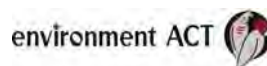
Information restricted under *the old heritage places register or old heritage objects register* is restricted under the *Heritage Act 2004*.

**Contact:** ACT Heritage Council c/o Secretary PO Box 144  
**Enquiries:** phone 02 6207 2164 fax 02 6207 5715

Lynham ACT 2602  
e-mail [heritage@act.gov.au](mailto:heritage@act.gov.au)



ACT Government



Helpline: 02 6207 9777  
Website : [www.cmd.act.gov.au](http://www.cmd.act.gov.au)  
E-mail: [EnvironmentACT@act.gov.au](mailto:EnvironmentACT@act.gov.au)

## 9. "THE VALLEY" [V26]<sup>1</sup>

### Location

District of Gungahlin, Block 518 (Part) ACT Planning Series 1:10 000 Map 208 612. "The Valley" house is located at GR210460 613950 and the outbuildings at GR 210300 614000, as identified in Figure 9 and indicated on the Territory Plan Map by the Heritage Places Register Overlay H9.

### Features Intrinsic To The Heritage Significance Of The Place

The place comprises:

- a) within a home paddock measuring 50 metres by 50 metres:
  - i) the ruined walls of a five roomed stone house;
  - ii) a ruined free-standing pise room;
  - iii) archaeological evidence of a slab dwelling adjacent to the pise room;
  - iv) archaeological evidence of two sheds and a pit toilet; and
- b) in a paddock to the west of the house - archaeological evidence of former outbuildings associated with "The Valley" including: post holes and three stone floors of roughly dressed local stone.

### Statement Of Significance

"The Valley" represents the common evolution of the dwellings of small land holders in the late 1800s in the region which was to become the ACT. The earliest slab hut was augmented by a pise living room and finally a stone house. All three stages were used concurrently and are still visible.

The builder, Thomas Gribble was a successful small land holder who embraced new technology in agricultural practice. He and his family lived on the site from the 1860s until 1964. They were contributors to the economic, social and sporting life of the Ginninderra region and are still represented in the ACT and remembered by early residents of Canberra. The site has archaeological significance through the information it can provide on the lifestyle of the early settlers of the ACT.

### Specific Requirements

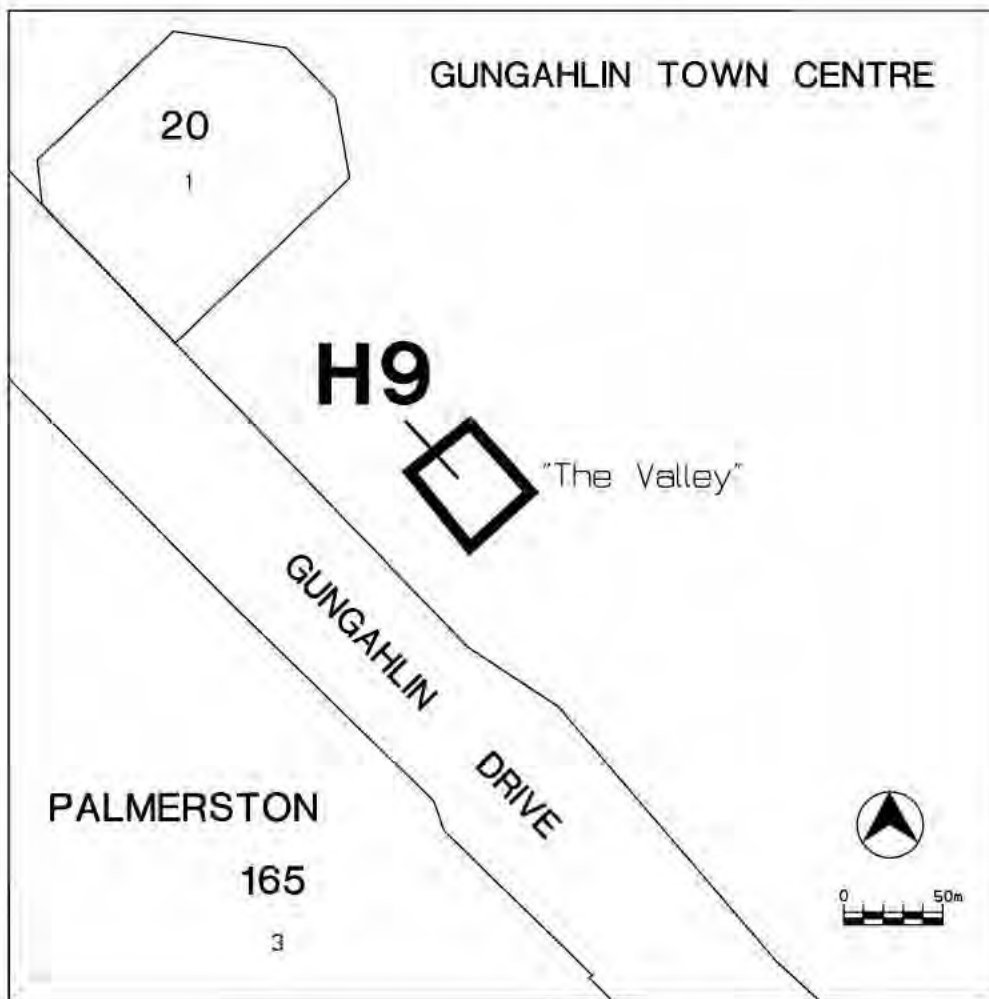
In accordance with s.54(1) of the *Land (Planning and Environment) Act 1991*, the following requirements are identified as essential to the retention of the heritage significance of the place;

- i) The area of land measuring 50 metres by 50 metres which contains "The Valley" homestead shall not be subject to development and shall be protected until a conservation plan is completed.
- ii) Archaeological control is to be maintained over the site of the former outbuildings. No disturbance of the ground surface is to occur prior to the completion of a conservation plan of the area:
- iii) A conservation plan which includes an archaeological study of the homestead site, sites of the former outbuildings and plough lands is to be undertaken and submitted to the Heritage Council of the ACT for approval within a time specified by the Council in consultation with the lessee or occupier. This study shall take into account planning for the Town Centre and result in a conservation plan and management plan.
- iv) The Gribble family should be commemorated in an appropriate manner associated with the place.
- v) Development of the place shall be in accordance with the requirements and provisions of the Conservation Plan for the place as approved by the Heritage Council of the ACT.

---

<sup>1</sup> [V26: Added to Heritage Places Register 09/12/1994 (Variation Number 26)]

Figure 9: "The Valley"



**From:** [Dolejsi, Simon](#)  
**To:** [Jeffrey, David](#)  
**Subject:** FW: The Valley - Block 3 Section 20 Gungahlin [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]  
**Date:** Monday, 26 February 2018 3:15:40 PM  
**Attachments:** [image001.png](#)  
[image002.png](#)  
[image003.png](#)

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**From:** Neilsen, Andrew  
**Sent:** Monday, 26 February 2018 3:11 PM  
**To:** Dolejsi, Simon <[Simon.Dolejsi@act.gov.au](mailto:Simon.Dolejsi@act.gov.au)>  
**Subject:** RE: The Valley - Block 3 Section 20 Gungahlin [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

Hi Simon,

Sorry I missed your call this morning, I was out of the office briefly.

I have been provided some input on the Amaroo Block. The idea of utilising part Block 4 Section 109 Amaroo is worth investigating further. The southern option is expected to be more difficult to develop as a result of adjoining residential uses. However the Northern option with an appropriate access arrangement does not have this issue. I recommend this site being circulated via the LRAC, however this is best proceeded by contacting TCCS to discuss the access arrangements.

# Out of Scope

Regards

Andrew Neilsen | Project Officer  
Land Supply and Policy  
Environment, Planning and Sustainable Development Directorate  
**Phone 02 6205 3615** | [andrew.neilsen@act.gov.au](mailto:andrew.neilsen@act.gov.au)  
Level 3 16 Challis Street, Dickson | GPO Box 158 Canberra ACT 2601

---

**From:** Dolejsi, Simon  
**Sent:** Wednesday, 21 February 2018 10:46 AM  
**To:** Neilsen, Andrew <[Andrew.Neilsen@act.gov.au](mailto:Andrew.Neilsen@act.gov.au)>  
**Subject:** RE: The Valley - Block 3 Section 20 Gungahlin [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

Thanks for letting me know.

Cheers.

Simon

---

**From:** Neilsen, Andrew  
**Sent:** Wednesday, 21 February 2018 10:44 AM  
**To:** Dolejsi, Simon <[Simon.Dolejsi@act.gov.au](mailto:Simon.Dolejsi@act.gov.au)>  
**Subject:** RE: The Valley - Block 3 Section 20 Gungahlin [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

Good Morning Simon,

I have to apologise. I have requested some input from a colleague however I have not received a response. I will follow up today and get back to you as soon as possible.

Regards  
Andrew Neilsen

---

**From:** Dolejsi, Simon  
**Sent:** Wednesday, 21 February 2018 10:23 AM  
**To:** Neilsen, Andrew <[Andrew.Neilsen@act.gov.au](mailto:Andrew.Neilsen@act.gov.au)>  
**Subject:** RE: The Valley - Block 3 Section 20 Gungahlin [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

Hi Andrew,

Just hoping to get an update on how your investigations into Amaroo are going?

Cheers.

Simon

---

**From:** Neilsen, Andrew  
**Sent:** Wednesday, 7 February 2018 11:36 AM  
**To:** Dolejsi, Simon <[Simon.Dolejsi@act.gov.au](mailto:Simon.Dolejsi@act.gov.au)>  
**Subject:** FW: The Valley - Block 3 Section 20 Gungahlin [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

Good Morning Simon,

I obtained some advice regarding Block 3 Section 20 Gungahlin. Please refer to the email chain below and the attached .pdf. Potentially a bit too much work for the tennis facility but regardless thought it worth forwarding to you for your information. We are running out of land that is easier to develop, so I would assume this site may come up again in the future.

I am still in the middle of some investigations on the Amaroo sites, they seem promising, I will

keep you posted.

Regards  
Andrew N

---

**From:** Russell, Meaghan  
**Sent:** Wednesday, 7 February 2018 11:27 AM  
**To:** Neilsen, Andrew <[Andrew.Neilsen@act.gov.au](mailto:Andrew.Neilsen@act.gov.au)>  
**Subject:** FW: The Valley - Block 3 Section 20 Gungahlin [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

Hello Andrew,

Thank you for your email.

Block 3, Section 20, Gungahlin has the following heritage considerations:

1. 'The Valley' ruin is located within the block, and is subject to *Heritage Act 2004* provisions being registered on the ACT Heritage Register. As set out in the attached entry, the registration relates to the main ruin, and also to archaeological areas (evidence of former outbuildings) located in the paddock to in the surrounding lands; and
2. Aboriginal places and objects may occur within Block 3, Section 20, Gungahlin; which if present are afforded protection by the *Heritage Act 2004*.

Any proposed development or activity within the block would therefore have potential to diminish the heritage significance of the place, and also damage Aboriginal places and objects.

In this context, any advice on development opportunities for the block would need to be informed by a heritage assessment of the place.

The following heritage assessment requirements are likely, in accordance with *Heritage Act 2004* provisions and Council policy:

- A 'cultural heritage assessment' (CHA) report should be prepared in accordance with the ACT Heritage Council's 2015 Cultural Heritage Reporting Policy;
- The CHA would need to be prepared by a qualified archaeologist with experience in both historic and Aboriginal archaeology, given both aspects are relevant to the place;
- The Aboriginal heritage component of the CHA would need to be prepared in consultation with Representative Aboriginal Organisations (RAOs), who have a formal statutory role in Aboriginal heritage assessment and management in the ACT;
- The CHA should identify the
- As the place has identified archaeological values, archaeological excavation will be required to adequately determine the heritage values of the place and the potential heritage impacts of development. Archaeological excavation may only be undertaken once approved by the Council under Section 61F of the *Heritage Act 2004*, once an application is made under Section 61E of the *Heritage Act 2004*.

Should the outcomes of the assessment and archaeological excavation determine that the heritage significance of The Valley will be diminished, or that Aboriginal places will be damaged, opportunities to avoid or minimise heritage impacts of proposed development should be considered.

Where heritage impacts are proposed, and it is not reasonably practicable to avoid those impacts, approval can be sought from the ACT Heritage Council through a 'Statement of Heritage Effect' (SHE) application under Section 61G of the *Heritage Act 2004*, in response to which (under Section 61H of the Heritage Act 2004) the Council can decide to approve the activity, to conditional approve the activity, or to refuse the activity.

In addition to the above, it would be beneficial to have a Conservation Management Plan (CMP) in place for the Valley, to set out how the heritage significance of the site will be conserved and responsibly managed – and to inform any change proposed at the place.

Regards,  
Meaghan

cid:image001.png@01D3AF0D.587CDCD0



Regards,  
Meaghan

**Meaghan Russell** | Team Leader (Advice)

Phone: 02 6205 5497 | Email: [meaghan.russell@act.gov.au](mailto:meaghan.russell@act.gov.au)

**ACT Heritage | Environment, Planning and Sustainable Development Directorate | ACT Government**

Dame Pattie Menzies House 16 Challis Street Dickson | GPO Box 158 Canberra ACT 2601

[www.environment.act.gov.au](http://www.environment.act.gov.au)



[@EnvironPlan](#)



[facebook.com/EnvironPlan](https://facebook.com/EnvironPlan)



**From:** McKeown, Helen  
**Sent:** Wednesday, 7 February 2018 10:31 AM  
**To:** Neilsen, Andrew <[Andrew.Neilsen@act.gov.au](mailto:Andrew.Neilsen@act.gov.au)>  
**Cc:** Russell, Meaghan <[Meaghan.Russell@act.gov.au](mailto:Meaghan.Russell@act.gov.au)>  
**Subject:** RE: The Valley - Block 3 Section 20 Gungahlin [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

I am not the correct person to talk to about the Heritage implications. You need to discuss it with Meaghan Russell, Heritage Unit.

I note that part of the site is mapped as Striped Legless Lizard habitat but I also note that the school (I think) has mowed the area constantly for quite a few years now so it is unlikely to be utilised by this species. However, an ecological study would be required.

Regards

Helen McKeown | Conservator Liaison  
**Phone 02 6207 2247** |  
**Environment | Environment and Planning | ACT Government**  
Dame Pattie Menzies House, Challis Street, Dickson | GPO Box 158 Canberra ACT 2601 |  
[www.environment.act.gov.au](http://www.environment.act.gov.au)

---

**From:** Neilsen, Andrew  
**Sent:** Wednesday, 7 February 2018 10:10 AM  
**To:** McKeown, Helen <[Helen.McKeown@act.gov.au](mailto:Helen.McKeown@act.gov.au)>  
**Subject:** The Valley - Block 3 Section 20 Gungahlin [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

Hi Helen,

I am enquiring about "the Valley" located on Block 3 Section 20 Gungahlin.

Referring to ACTMAPi the site seems to be utilised for 2 accesses to the adjoining school. I also understand there has been an enquiry made by the school about a direct sale, however no formal application has been received by the direct sale team. Additionally there is interest from Active Canberra about the potential for tennis courts in the Gungahlin area, and I raised this site and indicated I would look into the heritage aspects.

On reading the citation for this site I note that conservation and management plans are required.

Regardless I am enquiring about the potential for the site if it were considered for release, and what type of uses or developments would be suitable considering the nature of the heritage present on site.

Naturally if you are not the correct person to talk to any guidance would be greatly appreciated.

Regards

Andrew Neilsen | Project Officer

Land Supply and Policy

Environment, Planning and Sustainable Development Directorate

**Phone 02 6205 3615** | [andrew.neilsen@act.gov.au](mailto:andrew.neilsen@act.gov.au)

Level 3 16 Challis Street, Dickson | GPO Box 158 Canberra ACT 2601

**From:** [Dolejsi, Simon](#)  
**To:** [Ross Triffitt](#)  
**Cc:** [Jeffrey, David](#)  
**Subject:** FW: Amaroo Sites [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]  
**Date:** Tuesday, 27 February 2018 9:51:42 AM  
**Attachments:** [Possible Tennis Sites - Amaroo District Playing Fields.docx](#)  
[image001.jpg](#)  
[image002.png](#)

---

Hi Ross,

As discussed, I've received some advice from EPSDD that utilising part of the Amaroo District Playing Fields to support a tennis facility is worth investigating further.

The next step in this process will be to circulate the identified sites via the Land Requests Advisory Council (LRAC) for comment. LRAC is made up of various ACT Government agencies and services providers (i.e. Telstra and ActewAGL) involved in land planning and development. The comments from this group on the sites will help determine if the sites are viable.

Before going to LRAC, I will need confirmation from Tennis ACT that they wish to proceed with further investigation of the identified sites in Amaroo.

Let me know if you have any further questions.

Regards,

Simon

---

**From:** Dolejsi, Simon  
**Sent:** Tuesday, 6 February 2018 3:32 PM  
**To:** 'Ross Triffitt' <rosstriffitt@gmail.com>  
**Cc:** Jeffrey, David <David.Jeffrey@act.gov.au>  
**Subject:** Amaroo Sites [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

Hi Ross,

A couple of sites at Amaroo District Playing Fields that we are seeking further advice on.

I'll let you know when I hear back from EPSDD on these options.

Cheers.

Simon

Simon Dolejsi

**Community Projects Manager - Strategic Projects and Planning | Active Canberra**

*providing sport and recreation services*

Enterprise Canberra | Chief Minister, Treasury and Economic Development | **ACT Government**  
Level 2, Canberra Nara Centre, 1 Constitution Ave, Canberra City | PO Box 147 Civic Square ACT  
2608 | [www.act.gov.au](http://www.act.gov.au)

**Phone 02 6207 2077** | Fax 02 6207 2071



**From:** Ross Triffitt  
**To:** [Dolejsi, Simon](#)  
**Cc:** [Jeffrey, David](#)  
**Subject:** Re: Amaroo Sites [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]  
**Date:** Tuesday, 27 February 2018 10:55:53 AM  
**Attachments:** [unknown.png](#)

---

Thanks Simon,

As discussed, the site looks like it is worth further investigation. I am briefing Tennis ACT and will confirm with you ASAP whether Tennis ACT want to progress to consultation with LRAC.

Thanks again,

**Ross Triffitt**



AUSTRALIA  
P: +61 400 789 921  
E: [ross.triffitt@rockconsulting.com.au](mailto:ross.triffitt@rockconsulting.com.au)  
W: [rockconsulting.com.au](http://rockconsulting.com.au)

On 27 Feb 2018, at 9:51 AM, Dolejsi, Simon <[Simon.Dolejsi@act.gov.au](mailto:Simon.Dolejsi@act.gov.au)> wrote:

Hi Ross,

As discussed, I've received some advice from EPSDD that utilising part of the Amaroo District Playing Fields to support a tennis facility is worth investigating further.

The next step in this process will be to circulate the identified sites via the Land Requests Advisory Council (LRAC) for comment. LRAC is made up of various ACT Government agencies and services providers (i.e. Telstra and ActewAGL) involved in land planning and development. The comments from this group on the sites will help determine if the sites are viable.

Before going to LRAC, I will need confirmation from Tennis ACT that they wish to proceed with further investigation of the identified sites in Amaroo.

Let me know if you have any further questions.

Regards,

Simon

---

**From:** Dolejsi, Simon  
**Sent:** Tuesday, 6 February 2018 3:32 PM  
**To:** 'Ross Triffitt' <[rosstriffitt@gmail.com](mailto:rosstriffitt@gmail.com)>  
**Cc:** Jeffrey, David <[David.Jeffrey@act.gov.au](mailto:David.Jeffrey@act.gov.au)>  
**Subject:** Amaroo Sites [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

Hi Ross,

A couple of sites at Amaroo District Playing Fields that we are seeking further advice on.

I'll let you know when I hear back from EPSDD on these options.

Cheers.

Simon

Simon Dolejsi  
**Community Projects Manager - Strategic Projects and Planning | Active Canberra**  
*providing sport and recreation services*  
Enterprise Canberra | Chief Minister, Treasury and Economic Development | **ACT Government**  
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**Phone 02 6207 2077** | Fax 02 6207 2071

<image001.jpg> <image002.png>

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<Mail Attachment>

Harrison DPF – Block 19 Section 2



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**From:** Kim Kachel <KKachel@Tennis.com.au>  
**Sent:** Wednesday, 21 March 2018 2:12 PM  
**To:** Lacey, Wayne; Voysey, Grant  
**Subject:** Tennis ACT - Case Management  
**Attachments:** TACT Strategic Plan 2016-20 - FINAL DRAFT.PDF; TACT 2020 Summary\_F.pdf; TennisACT\_Annual Report\_16\_17.pdf; APIS CBR INTL REPORT 2017\_CBR (e).pdf; Sport CM Agreement\_Tennis ACT\_V1.DOCX

Hi Wayne & Grant,

Again, apologies this has taken so long to get through. Please find first draft attached. I have a couple of comments in here and would appreciate your thoughts on the level of detail provided. I can expand out further or equally streamline if it is too heavy? I'm not sure how these have been completed previously and our IT share drives are struggling at the moment which means I can't pull the 2016 version as a comparison. Are you able to send through what was submitted for 2016 please?

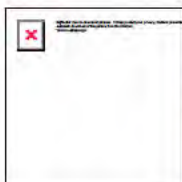
I would like to also request a follow up meeting too as feel it relevant to chat through and get a better understanding of this process.

I've also attached supporting documentation which is referenced in the template:

- Tennis ACT Strategic Plan 2016-20
- TACT 2020 Summary
- Tennis ACT Annual Report 16/17
- East Hotel Canberra Challenger 2017 – post event report. High resolution version found here: <https://files.acrobat.com/a/preview/4b9c723b-2ed0-4ac4-a8cb-181d8076dfcf>
- Apis Canberra International 2017 – post event report. Low resolution version attached.

Note I've treated this retrospectively such that it only deals with everything in 2017 and hence no mention of Fed Cup or the like which will be in this year's review.

Regards,  
Kim



**Kim Kachel**  
CEO Tennis ACT | Tennis ACT  
KKachel@Tennis.com.au | 3 Riggall Pl Lyneham ACT 2602 Australia  
Ph: +61 2 6160 7801 | Switch: +61 2 6160 7800 | Mob: **Sch 2.2(a)(ii)**  
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# TENNIS ACT

STRATEGIC PLAN 2016-2020



**GET  
COURT  
UP**

## **Our Vision:**

**More people playing more tennis, more often**

## **Key Objectives:**

Tennis ACT as a Member Association of Tennis Australia operates within the strategic priorities of Tennis Australia.

### **1. Participation**

More people playing tennis on a regular basis

- *2020 Goal – 17,000 registered participants (aspirational target 68,000 participants)*

### **2. Places to Play**

Create inviting, quality and sustainable places to play

- *2020 Goal – \$10m in investment 2016-2020*

### **3. Coaches**

Increase capacity for coaches to develop tennis

- *2020 Goal – 18 full-time professional coaches*

### **4. Performance**

Identify and foster development of talented athletes

- *2020 Goal – One current National Champion*

### **5. Tournaments & Competitions**

Provide quality competitive opportunities

- *2020 Goal – 2,000 unique registered players playing in competitive opportunities*

### **6. Promotion & Engagement**

Promote greater awareness of tennis

- *2020 Goal – 20,000 engaged fans*

### **Underpinned by:**

- Good governance
- Fiscal responsibility
- Efficient use of resources
- Great Government relations
- Excellent Culture

## **Our Values:**

**Excellence, Humility, Teamwork, & Loyalty**

## 1. Participation

**Objective: More people playing tennis on a regular basis**

### Key Strategies

- 1.1. Provide volunteer committees, facility managers and professional operators with resources to assist with better and more efficient management of their membership, facility and programs
- 1.2. Develop programs and links to pathways for continuation in the sport
- 1.3. Embed tennis in the ACT school curriculum
- 1.4. Foster social play through innovative formats
- 1.5. Promote participation opportunities and ease of access

### Key Measures

- More venues using tennis IT systems
- More registered participants
- More schools offering tennis
- More competition participants (increase depth of engagement in the sport)
- Increase in court occupancy and casual play

## 2. Places to Play

**Objective: Create inviting, quality and sustainable places to play**

### Key Strategies

- 2.1. Develop best practice sustainable facilities in areas of population growth and where current gaps exist
- 2.2. Provide a range of venues across the facility hierarchy that best meets the needs of the community
- 2.3. Provide a greater mix of facility management models to achieve sustainable outcomes and provide greater access and services to the community
- 2.4. Demonstrate best practice through the operation of the Canberra Tennis Centre
- 2.5. Improve utilisation and profitability of existing facilities

### Key Measures

- More courts servicing, Gungahlin, Molonglo, West Belconnen and Tuggeranong
- Better ratio of larger sustainable facilities
- More professionally managed facilities
- Canberra Tennis Centre to exceed 75<sup>th</sup> percentile national benchmarks
- Increase in occupancy of existing community clubs

## 3. Coaches

**Objective: Increase capacity for coaches to develop tennis**

### Key Strategies

- 3.1. Provide training, education and professional development pathways
- 3.2. Encourage and foster career pathways in coaching and facility management
- 3.3. Enhance the quality and diversity of coach programs
- 3.4. Recognise and reward coaches who provide high quality environments
- 3.5. Facilitate better coach business practises to provide long term sustainability

### Key Measures

- More coaches participating in coach education programs
- More coach education programs offering facility management courses
- More TA qualified coaches
- More Talent Development environments
- More fulltime coaches operating or employed by private businesses

## 4. Performance

**Objective: Identify and foster development of talented athletes**

### Key Strategies

- 4.1. Provide a pathway to transition athletes into the National Academy
- 4.2. Provide opportunities to participate in national and state championships
- 4.3. Encourage coaches to provide high performance programs
- 4.4. Promote and assist private coaches with interstate junior tours
- 4.5. Incentivise private coaches to link in to the TA National Academy

### Key Measures

- Increased number of National Academy scholarship holders
- Increased number of participants in national and state championships
- Top 6 finish in Bruce Cup
- Increased number of high performance environments
- Increased number of juniors with Australian Ranking
- Increased number of Talent Development Coaches

## 5. Tournaments & Competitions

**Objective: Provide quality competitive opportunities**

### Key Strategies

- 5.1. Develop a complete junior and senior competition pathway
- 5.2. Attract players to competition and tournaments through innovative formats
- 5.3. Retain players by providing high quality experiences
- 5.4. Improve participant behaviour to provide a better competition and tournament experience
- 5.5. Increase the number and qualifications of officials

### Key Measures

- Sustain a Junior and Senior State League
- Increased number of playing opportunities through Fast4 and other formats
- Increased number of registered competition and tournament players
- Higher player retention and satisfaction
- More qualified officials

## 6. Promotion & Engagement

**Objective: Promote greater awareness of tennis**

### Key Strategies

- 6.1. Leverage local major events to promote tennis in the region
- 6.2. Grow the Canberra Challenger to be a greater part of the Australian Summer of Tennis
- 6.3. Promote local tennis participation opportunities when tennis is front of mind
- 6.4. Develop a community engagement plan to foster stronger relationships with the local community
- 6.5. Engage the wider community (business community, general public, charities) in tennis through major event partnerships

### Key Measures

- Increase media coverage of local major events
- Increase attendance to Tennis ACT Pro Tour events
- Greater promotion of local participation opportunities
- Stronger connection to the local community
- Increase the number of major event partners

**Our Vision**

# More people playing more tennis, more often

**Strategic Pillar**

**Participation**

**Places to Play**

**Coaches**

**Performance**

**Tournaments & Competitions**

**Promotion & Engagement**

**Key Objectives**

More people playing tennis on a regular basis

Create inviting, quality & sustainable places to play

Increase capacity for coaches to develop tennis

Identify and foster talented athletes

Provide quality competitive opportunities

Promote greater awareness of tennis

**Goal**

17,000 registered participants

\$10m\* in investment

18 full time Professional Coaches

One current National Champion

2,000 unique registered players in competitive opportunities

20,000 engaged fans

**Underpinned by**

Good Governance

Fiscal responsibility

Efficient use of resources

Great Government relations

**Values**

Excellence

Humility

Teamwork

Loyalty

**From:** [Dolejsi, Simon](#)  
**To:** [Jeffrey, David](#)  
**Subject:** FW: Notes of 14 March 2018 LRAC meeting re Gungahlin Tennis facility [DLM=Sensitive]  
**Date:** Thursday, 29 March 2018 9:30:55 AM

---

See below.

---

**From:** Harding, Barbara (ACTPLA)  
**Sent:** Wednesday, 28 March 2018 6:33 PM  
**To:** Dolejsi, Simon <Simon.Dolejsi@act.gov.au>  
**Cc:** Oswald, Petra <Petra.Oswald@act.gov.au>; Moroney, Anne <Anne.Moroney@act.gov.au>  
**Subject:** Notes of 14 March 2018 LRAC meeting re Gungahlin Tennis facility [DLM=Sensitive]

Hi Simon,

Formal minutes of the meeting are not available yet, but draft notes on your item are below.

Re action items, these are all for Active Canberra as there is no LRAC circulation, and would be:

1. Seek early advice from EPSDD Territory Plan section on whether the tennis facility is permissible in the PRZ1-Urban Open Space zone.
2. Check with TCCS about the location of the Commonwealth offset tree planting in Harrison mentioned by Conservator Liaison.
3. Be sure to cover stormwater and flooding issues in the site investigations. Also traffic and access issues.
4. Possibly check with Education about part Block 11 Section 78 Nicholls?

Have a nice Easter break.

Regards  
Barbara

### Potential Sites in GUNGAHLIN DISTRICT for a Tennis Facility

CMTEDD Active Canberra sought preliminary advice on three potential sites (Two adjacent Amaroo playing fields and one adjacent Harrison playing fields), which they have identified for a Tennis ACT facility of 8 to 12 courts and associated clubroom and other possible facilities (café, Meeting rooms).

- Active Canberra had sought assistance from EPSDD to try and identify sites. The great difficulty of identifying a site, and the issues with the sites now being put forward, demonstrate a general lack of available site options in Gungahlin.
- The pressure on Community Facility zoned land was noted and Active Canberra pointed out PRZ2- *Restricted Access Recreation* zoned land did not seem to be being designed into new districts.
- The three sites identified are in PRZ1-*Urban Open Space* zones and near waterways. The Harrison one would be partly over a floodway and may be subject to a Commonwealth landscaping offset (tree planting) for Superb Parrot habitat (Conservator Liaison advise Active Canberra check this with TCCS). Two of the sites appear to have access issues:

Harrison re the adjacent Catholic school and floodway bridge. It was also noted the school is using some of the site for parking.

- Active Canberra advised the northern Amaroo option would probably need to be “walk in” situation from parking associated with the ovals.
- There is a significant question over whether the proposed tennis facility can go on PRZ1-Urban Open Space zoned land. Active Canberra was advised to seek early advice from Territory Plan Section on whether a fenced facility was permissible in PRZ1-Urban Open Space zoning.
- Active Canberra has ruled out allocating part of the large PRZ1-zoned area in Throsby, advising it is needed for football facilities as per a Government election commitment.
- Two other sites were suggested and discussed:
  - part Block 11 Section 78 Nicholls – Noted Education Directorate was unlikely to want to give up this land they are holding for expansion.
  - Block 2 Section 57 Franklin and curtilage – Too small for the tennis facility.
- Active Canberra did not seek an LRAC circulation as they will be organising their own investigations of the three site options.
- They were advised to make sure the issues of stormwater and flooding were well covered in their site investigations, and also traffic and access issues.
- On the face of it, the southern Amaroo site seemed to have the least issues.
- Active Canberra proposes to take an Executive lease over the chosen site, build the facility, and sublease it to Tennis ACT.

---

**From:** Dolejsi, Simon

**Sent:** Wednesday, 28 March 2018 5:25 PM

**To:** Harding, Barbara (ACTPLA) <[Barbara.Harding@act.gov.au](mailto:Barbara.Harding@act.gov.au)>

**Subject:** RE: Agenda for 14 March 2018 LRAC meeting [DLM=Sensitive]

Hi Barbara,

Are there any official notes/action items/minutes from the meeting on 14 March?

Cheers.

Simon

---

**From:** Harding, Barbara (ACTPLA)

**Sent:** Tuesday, 13 March 2018 12:41 PM

**To:** Dolejsi, Simon <[Simon.Dolejsi@act.gov.au](mailto:Simon.Dolejsi@act.gov.au)>; Bell, Jeff <[Jeff.Bell@act.gov.au](mailto:Jeff.Bell@act.gov.au)>; Bennett, Michael <[Michael.Bennett@act.gov.au](mailto:Michael.Bennett@act.gov.au)>; Brown, Robin <[Robin.Brown@act.gov.au](mailto:Robin.Brown@act.gov.au)>; Carson, Lucia <[Lucia.Carson@act.gov.au](mailto:Lucia.Carson@act.gov.au)>; Chappell, Hazel <[Hazel.Chappell@act.gov.au](mailto:Hazel.Chappell@act.gov.au)>; Crowe, Rochelle <[Rochelle.Crowe@act.gov.au](mailto:Rochelle.Crowe@act.gov.au)>; Dekiefte, Rene <[Rene.Dekiefte@act.gov.au](mailto:Rene.Dekiefte@act.gov.au)>; EPD Impact <[EPDImpact@act.gov.au](mailto:EPDImpact@act.gov.au)>; Finlay, Jennifer <[Jennifer.Finlay@act.gov.au](mailto:Jennifer.Finlay@act.gov.au)>; Gell, Chris <[Chris.Gell@act.gov.au](mailto:Chris.Gell@act.gov.au)>; Gerrard, Darren <[Darren.Gerrard@act.gov.au](mailto:Darren.Gerrard@act.gov.au)>; Harding, Barbara (ACTPLA) <[Barbara.Harding@act.gov.au](mailto:Barbara.Harding@act.gov.au)>; Harmer, Sharon <[Sharon.Harmer@act.gov.au](mailto:Sharon.Harmer@act.gov.au)>; Heritage <[Heritage@act.gov.au](mailto:Heritage@act.gov.au)>; Hicks, Katherine <[Katherine.Hicks@act.gov.au](mailto:Katherine.Hicks@act.gov.au)>; Howorth, Chloe <[Chloe.Howorth@act.gov.au](mailto:Chloe.Howorth@act.gov.au)>; Jamaly, Rumana <[Rumana.Jamaly@act.gov.au](mailto:Rumana.Jamaly@act.gov.au)>; Karuppiah, Naga <[Nagappan.Karuppiah@act.gov.au](mailto:Nagappan.Karuppiah@act.gov.au)>; Kilpatrick, Robert <[Robert.Kilpatrick@act.gov.au](mailto:Robert.Kilpatrick@act.gov.au)>;

Luchetti, Christine <[Christine.Luchetti@act.gov.au](mailto:Christine.Luchetti@act.gov.au)>; McKeown, Helen <[Helen.McKeown@act.gov.au](mailto:Helen.McKeown@act.gov.au)>; Moroney, Anne <[Anne.Moroney@act.gov.au](mailto:Anne.Moroney@act.gov.au)>; Neilsen, Andrew <[Andrew.Neilsen@act.gov.au](mailto:Andrew.Neilsen@act.gov.au)>; Revill, Phil <[Phil.Revill@act.gov.au](mailto:Phil.Revill@act.gov.au)>; Richardson, Dave <[Dave.Richardson@act.gov.au](mailto:Dave.Richardson@act.gov.au)>; Saad, Monica <[Monica.Saad@act.gov.au](mailto:Monica.Saad@act.gov.au)>; Sparke, Chris <[Chris.Sparke@act.gov.au](mailto:Chris.Sparke@act.gov.au)>; Terrplan <[Terrplan@act.gov.au](mailto:Terrplan@act.gov.au)>; Uddin, Kamal <[Kamal.Uddin@act.gov.au](mailto:Kamal.Uddin@act.gov.au)>; Weller, Craig <[Craig.Weller@act.gov.au](mailto:Craig.Weller@act.gov.au)>; Yates, Brooke <[Brooke.Yates@act.gov.au](mailto:Brooke.Yates@act.gov.au)>; Zeller, Sam <[Sam.Zeller@act.gov.au](mailto:Sam.Zeller@act.gov.au)>

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**Subject:** Agenda for 14 March 2018 LRAC meeting [DLM=Sensitive]

Dear All,

Please find attached the agenda for tomorrow's Land Requests Advisory Committee (LRAC) meeting.

Regards  
Barbara

**Barbara Harding | Urban Renewal**

Phone: 02 6207 1665 | Email: [barbara.harding@act.gov.au](mailto:barbara.harding@act.gov.au)

**Planning Policy | Environment, Planning and Sustainable Development Directorate | ACT Government**

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**From:** Ross Triffitt  
**To:** [Dolejsi, Simon](mailto:Simon.Dolejsi@act.gov.au)  
**Subject:** Fwd: Amaroo Sites [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]  
**Date:** Tuesday, 3 April 2018 1:28:19 PM  
**Attachments:** [unknown.png](#)  
[unknown.png](#)  
[TACT Brief for Gungahlin Site - Amaroo District Playing Fields.pdf](#)

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Hi Simon,

Just touching base to see whether you had an update from the LRAC meeting. Any news?

Cheers

**Ross Triffitt**



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E: [ross.triffitt@rockconsulting.com.au](mailto:ross.triffitt@rockconsulting.com.au)  
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Begin forwarded message:

**From:** Ross Triffitt <[ross.triffitt@rockconsulting.com.au](mailto:ross.triffitt@rockconsulting.com.au)>  
**Subject:** Re: Amaroo Sites [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]  
**Date:** 13 March 2018 at 9:47:29 AM AEDT  
**To:** Simon Dolejsi <[Simon.Dolejsi@act.gov.au](mailto:Simon.Dolejsi@act.gov.au)>  
**Cc:** David Jeffrey <[David.Jeffrey@act.gov.au](mailto:David.Jeffrey@act.gov.au)>, Kim Kachel <[KKachel@Tennis.com.au](mailto:KKachel@Tennis.com.au)>

Hi Simon,

i hope you had a great long weekend.

As discussed last week, on inspecting the site at Amaroo we have concerns about the cost of preparing the site for the development of a 12-court tennis facility. I've attached a summary of the site inspection for your information.

The Tennis ACT Board met last week and are would like to progress to the next stage of consultation with LRAC, but strictly on the proviso that Tennis ACT would not be responsible for remediating the site to prepare it for development. The Board's view is that remediating the site would be the responsibility of ACT Government.

Let me know if you require any more information.

Regards,

Ross Triffitt



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On 27 Feb 2018, at 9:51 AM, Dolejsi, Simon  
<[Simon.Dolejsi@act.gov.au](mailto:Simon.Dolejsi@act.gov.au)> wrote:

Hi Ross,

As discussed, I've received some advice from EPSDD that utilising part of the Amaroo District Playing Fields to support a tennis facility is worth investigating further.

The next step in this process will be to circulate the identified sites via the Land Requests Advisory Council (LRAC) for comment. LRAC is made up of various ACT Government agencies and services providers (i.e. Telstra and ActewAGL) involved in land planning and development. The comments from this group on the sites will help determine if the sites are viable.

Before going to LRAC, I will need confirmation from Tennis ACT that they wish to proceed with further investigation of the identified sites in Amaroo.

Let me know if you have any further questions.

Regards,

Simon

---

**From:** Dolejsi, Simon

**Sent:** Tuesday, 6 February 2018 3:32 PM

**To:** 'Ross Triffitt' <[rosstriffitt@gmail.com](mailto:rosstriffitt@gmail.com)>

**Cc:** Jeffrey, David <[David.Jeffrey@act.gov.au](mailto:David.Jeffrey@act.gov.au)>

**Subject:** Amaroo Sites [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

Hi Ross,

A couple of sites at Amaroo District Playing Fields that we are seeking further advice on.

I'll let you know when I hear back from EPSDD on these options.

Cheers.

Simon

Simon Dolejsi

**Community Projects Manager - Strategic Projects and Planning  
| Active Canberra**

*providing sport and recreation services*

Enterprise Canberra | Chief Minister, Treasury and Economic  
Development | **ACT Government**

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[<image001.jpg>](#) [<image002.png>](#)

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<Possible Tennis Sites - Amaroo District Playing Fields.docx>

# GUNGAHLIN DEVELOPMENT SITE – AMAROO DISTRICT PLAYING FIELDS (ADPF)

For Tennis ACT

## Background

Tennis ACT's highest facility development priority is the construction of a tennis facility in Gungahlin. Several sites have been researched over the last 10 years, including the ACT Government identifying the Throsby District Playing Fields as a potential location in 2009. Recently, ACT Government have advised Tennis ACT that tennis facilities will not be provided in Throsby and have been assisting Tennis ACT with identifying another site. This document provides comment on the site that has emerged as the most suitable site identified during Active Canberra's (ACT Government's) review of potential sites. The site appears to be suitable for the construction of a Large Community Tennis Centre (12+ courts), which is Tennis ACT's preferred venue type.

## Location

The proposed site is situated 2.5km N/NW of the Gungahlin Town Centre. 9km North of the Canberra Tennis Centre.



Figure 1 - ADPF in relation to Gungahlin region

## Gungahlin Development Site – Amaroo, Block 4, Section 109

The northern tip of the block is the proposed site for the tennis facilities.

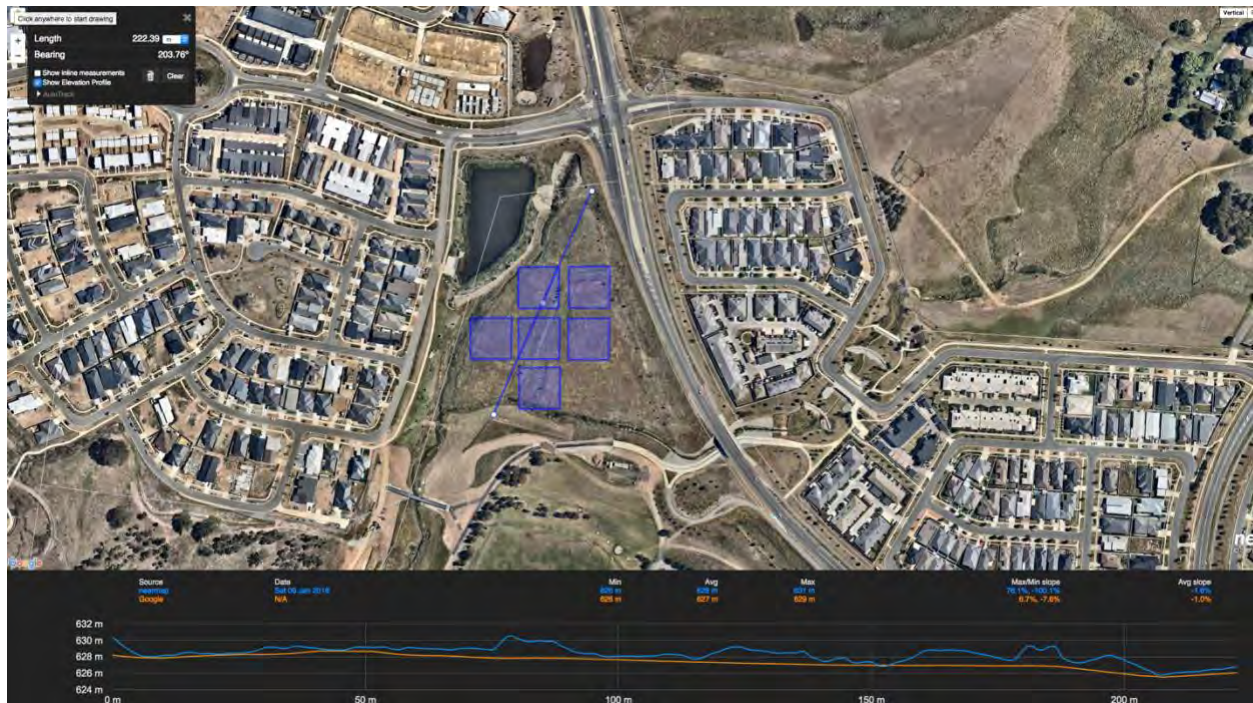


Figure 2 - Northern end of ADPF, Block 4, Section 109 – proposed site

## Acquisition

The preferred model by ACT Government is not acquisition via sale, but a **long term sub-lease arrangement**.

## Block & Zoning

The proposed site is **Amaroo, Block 4, Section 109** and is currently zoned as **PRZ1: Urban Open Space**.

The zoning of PRZ1: Urban Open Space does place some restrictions on Tennis ACT's preferred management model of Community Activity Hub (CAH).

**Relevant permitted uses that could support the CAH model include:**

- Aquatic recreation facility
- Community activity centre
- **Outdoor recreation facility**
- Parkland
- Playing field

**Relevant prohibited uses that restrict the CAH model include:**

- Child care centre
- Club
- Commercial accommodation use
- Drink establishment
- Group or organised camp
- Health facility

## Gungahlin Development Site – Amaroo, Block 4, Section 109

- Indoor entertainment facility
- Indoor recreation facility
- Residential use

Consideration would need to be given to the ancillary use activities that support the CAH model, e.g. Clubhouse, Pro Shop, Café, etc... These would need to be defined as ancillary uses.

### Parks and Recreation Zone Development Code

Under this applicable development code there is a restriction on the amount of area that can be used for an outdoor recreation facility and a limit of the gross floor area of any enclosed structure, i.e. clubhouse. These issues will need to be discussed with ACT Government and considered in the context of the proposed development.

- 1.2 Community Activity Centre, Outdoor Recreation Facility and Municipal Depot

Rules	Criteria
<p>R2</p> <p>Maximum proportion of gross area of any single open space parcel to be used for Community activity centre, Outdoor recreation facility, and Municipal depot purposes – 15%.</p>	<p>C2</p> <p>Development for these purposes in the PRZ1 urban open space zone meets all of the following:</p> <p>a) Does not unreasonably restrict access to recreation space</p> <p>b) Is of an appropriate scale and compatible with its open space setting.</p>

- 2.3 Gross Floor Area

Rules	Criteria
<p>R6</p> <p>Maximum gross floor area of enclosed structures: 200 m<sup>2</sup></p>	<p>C6</p> <p>The scale of the development is consistent with adjacent developments and the neighbouring uses are protected from overlooking, noise and other intrusions.</p>

### Size and Shape of Site

It is proposed that the existing 31ha block is sub-divided to provide a land area for the tennis facility of approximately 1.4ha. This is below the *Tennis Australia National Tennis Facility Planning and Development Guide's* suggested land area of 2.2ha estimated total land area required for full site development for a 12-court facility.

The block is triangular, which is not ideal for the full utilisation of the land area.

Despite being smaller than the recommended size, a rudimentary overlay of 6 x 2-court modules (37m x 37m), suggests there is sufficient space for the court requirements – see Figure 2. The required area for the parking and clubhouse is still to be examined in detail, subject to understanding entry to the site and the ability to utilise the existing parking at the ADPF (ADPF) to the South.

### Coverage

R2 of the *Parks and Recreation Zone Development Code* restricts the outdoor recreation facility to 15%. 0.76ha is required for tennis courts, which would require the coverage to be 54% of the sub-divided block or 2.45% of the whole current 31ha block (this is OK under the proposed sub-lease model).

## Gungahlin Development Site – Amaroo, Block 4, Section 109

### Plot Ratio

The maximum Gross Floor Area (GFA) of enclosed structures is limited to 200m<sup>2</sup>.

### Parking

24 car spaces would be required under the Parking and Vehicular Access General Code to service the proposed 12 tennis courts. Additional parking requirements need to be assessed based on the other services that comprise the CAH management model.

### Building Setbacks

N/A - the proposed site is not adjacent to residential land.

### Easements

Water Feature Lines, 2099 – There is a significant waterway through the southern side of the proposed site. This separates the site from the playing fields.

### Site Characteristics

The site has several water ways and drainage points that run through it. A solution to drainage and protection against flooding is a major consideration.



Figure 3 - waterways and drainage through the site

## Gungahlin Development Site – Amaroo, Block 4, Section 109

### Topography

Reasonably flat, but with ditches where the water travels.

- North to South – average of 0.4%, with a 6m variance in elevation.
- East to West – average slope of 0.6%, with a 4m variance in elevation.

### Soil Conditions

A geotechnical survey should be completed before making any financial commitments to the site. With significant surrounding development, it is likely the site has been used for surplus landfill. There is also significant water travelling through the site that may compromise soil conditions.

### Vegetation

The site contains no significant vegetation and is covered with natural grasses.

### Access and Egress

Access to the site is likely to be from the ADPF (South), but will require crossing the waterway. Access is also possible from Horse Park Drive (East) and Jorgensen Street (West). Accessing from the South will allow connection to the cycle and footpath network, as well as linking into the playing fields.

### Volume of Traffic

Horse Park Drive is currently a busy main road. With residential development currently occurring in the neighbouring suburbs of Jacka, Moncrieff and Taylor the volume of traffic is set to increase. The section of Horse Park Drive bordering the proposed (Katherine Ave to Bernard Heinze Ave) site is not currently scheduled for duplication, but it is logically the next section of the road to be considered. See figure 4.

### Traffic Flow

TBC

### Utilities

TBC

### Public Transport

The site is currently serviced by the 59/259 bus route, with the nearest stop being Burdekin Ave or Katherine Ave to the south. The site is currently not well serviced by public transport; however, this is likely to change with the establishment of bus routes to service Jacka, Moncrieff and Taylor.



## Gungahlin Development Site – Amaroo, Block 4, Section 109



Figure 4 - Horse Park Drive duplication map

### Real Estate Tax Rates

N/A – sub-lease arrangement

### Developer's Contribution

N/A – community organisation with a sub-lease arrangement

## **Gungahlin Development Site – Amaroo, Block 4, Section 109**

### **Price of Site**

TBC – the current assumption is that Tennis ACT would be provided with a very favourable (peppercorn) sub-lease, with a long secure tenure.

### **Environmental Issues**

TBC – however, with surrounding development it is highly unlikely there are any significant environmental issues.

### **Other Site Considerations**

The site is located adjacent to the Amaroo and Good Shepherd Schools. These schools are part of the Tennis ACT Tennis in Schools program and have Hot Shots Courts onsite.

The Gungahlin Jets Australian Football Club is located at the ADPF and may present an opportunity to link into the proposed tennis clubhouse facilities under the CAH management model.

*DISCLAIMER – This report has not been prepared with any consultation from a professional town planner and has been provided as preliminary advice about some of the potential issues relating to the proposed development site.*