



Topic 7. CLUB INFRASTRUCTURE

Module II. Management of small and medium sized sport clubs



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For any sport, the right environment is key.

Whether to attract new participants or to help them reach their true potential, facilities play a vital role in the growth of sport.

Get it right and people will enjoy visiting; get it wrong and attendance and attitudes may be negatively affected.



OWNERSHIP STRUCTURES

A tennis club can use a facility which is:

- own – constructed on own private land;
- leased – typically for a limited term (1, 3, 5 years) without investment requirements.
- concessioned – typically by the state or local authorities for a longer period (10, 20, 30 years) with a commitment to make big investments





BUILDING A FACILITY - PLANNING

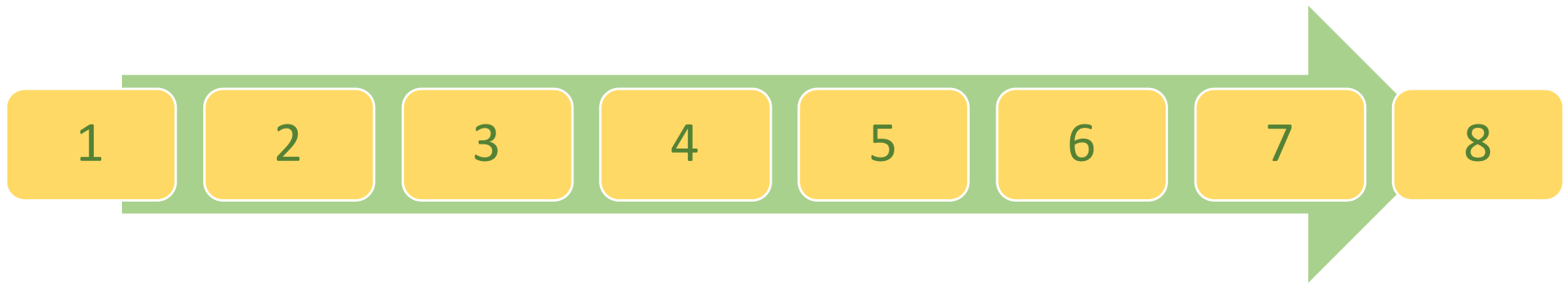
The investment required to develop a facility is substantial, therefore it is important that sufficient time and effort are spent at the planning stage, so that future problems are minimized.



Regardless of the scale of the project, the same steps should be considered in the planning phase.



STEPS IN THE PROCESS



1. INCEPTION/NEEDS
2. FEASIBILITY
3. FUNDING
4. DESIGN

5. TENDER/CONTRACT
6. CONSTRUCTION
7. COMPLETION
8. MAINTENANCE



PLANNING – INCEPTION/NEEDS

There are a number of questions that should be asked before starting a project of this type. The answers will help guide the planning process and help in making the best choices. Begin by defining the goals:

- *Who will use the facility? For example, what level of players are intended to use the facility? Do you wish to attract spectators, TV?*
- *How much will the facility be used? Do you want the courts to be available all year round? Do you want to be able to play throughout the day (and into the night)?*
- *What are your timescales? When will you start the project? When do you intend to complete the project? How long do you want the facility to last?*
- *What is your budget? How do you intend to pay for the facility?*
- *How will you measure the success of the project? Quality of installation? Hours of use? Number of tournaments hosted? Customer satisfaction?*





PLANNING – CHOOSING A SITE

There are a lot of issues in identifying an appropriate site for a tennis facility, including:

- *Is the site large enough?*
- *Is the ground level and does it provide a stable foundation and good drainage?*
- *Is the site sheltered from noise and free from shadows (for outdoor courts)?*
- *Is the location accessible to all potential users?*
- *Is it sufficiently cost-effective to build a facility in this location?*
- *Are there any planning regulations that need to be considered?*



DESIGN

- Number and positioning of courts

*For more information on the requirements, recommendations and different options on the tennis courts in a club follow the presentation of **topic 8. Construction and maintenance of courts.***

- Size and location of club house. Design of club house
- Spectators stands, pathways
- Green areas
- Parking, accessibility options
- Optimal use of space





CLUB HOUSE

MUST HAVE:

- Toilets
- Showers and changing rooms
- Storage room/space
- Office

GOOD TO HAVE:

- Coaches room
- Players lounge/meeting room
- Offices/room for club administration, court maintenance staff etc.





ADDITIONAL FACILITIES

In order to close the cycle of players' preparation, it would be good the club to have also:

- Coffee and snack bar
- Fitness
- Hall for stretching
- Massage room
- Other premises and facilities for physical activity and recovery, if possible outdoors
- Stringing machine





ADDITIONAL FACILITIES

Higher level clubs can also have additional facilities which not only to improve the customer experience, but also to increase the revenue:

- Restaurant
- Playground
- Spa zone
- Table tennis, padel court
- Swimming pool
- Tennis shop
- VIP zone





TECHNICAL INSTALLATIONS

- Air conditioning installation
- Water supply, court watering system, hot water
- Electrical installation
- Court lighting
- Internet, IT system
- Phone lines
- Firefighting installation
- Lightning protection – grounding





ACCESS AND PARKING

- Road access to the building and the relevant facilities for specialized vehicles, such as ambulance, fire, technical support etc.
- Enough parking spaces for over 50% of visitors in each time zone.
- If possible, agreement with a nearby public or private parking lot.
- The club parking should be as far away from the courts as possible.
- Bicycle parking area.
- Wheelchair access from the the parking to changing rooms, toilets and courts.





SAFETY AND SECURITY

- Ensuring safe installation and operation of technical systems and equipment.
- Subscription maintenance of electrical equipment and technical systems. Frequent prevention of all systems.
- Physical security and monitoring in extreme natural conditions (heavy rain, heavy snow, heavy wind, earthquake etc.)
- Fire alarm system
- Development of an action plan in case of disasters and accidents; acquainting the visitors
- Insurance





FACILITY MANAGEMENT

- Cleaning
- Maintenance of the building
- Technical installations maintenance
- Green areas maintenance
- Workplace health and safety regulations
- Documentation, permissions etc.





KEY ESSENTIALS OF FACILITY MANAGEMENT

- Regulating costs
- Maintaining inventory
- Optimizing communication
- Time management
- Managing programs
- Increasing operational efficiency

