Croquet New Zealand

# 2019-20 Club Questionnaire

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#### Introduction

In October 2012, the Executive of Croquet New Zealand (CNZ) appointed a Sport Development Officer (SDO) in an effort to help increase the number of participants (both competitive and social), increase the number of coaches and to assist club development to ensure their viability and sustainability.

To help establish benchmarks around those primary focus areas, the 2013 Club Questionnaire was completed. The results of which can be found on CNZ's website under Key Documents.

CNZ has come a long way since 2012. Membership is up 17% from the 2012-13 season to the 2018-19 season (4,050 to 4,720). Youth membership (Under 19) is up 169% over this same period (35 to 94). National Tournament entries have increase by 20% from 2014/15 to 2018/19 (471 to 563) and substantial work on establishing a coaches qualification and getting qualified coaches has been completed. The Level 1 coaches programme has been completed and implemented generating 27 new coaches since 2016 with a Level 2 programme on the horizon.

All of this success has led to the SDO becoming a full-time position from 1 July 2016.

As we are now several years removed from the original questionnaire, it is a good time to complete the same questionnaire with a few minor additions to see what has changed since 2013, if anything. Are there new challenges? Are the challenges the same? Where should CNZ be focussing its resources moving into the 2020-25 Strategic period?

This report lays out the responses CNZ received from 76 different clubs for the 2019-20 Club Questionnaire. Throughout this report, some responses are compared against the responses received in 2013, when percentages are being compared, the 2013 responses are highlighted red.

#### Club Structure

In the past 5 years, has your club's ownership, lease or legal status changed?

No – it has remained the	No – but we have (or are)	Yes – it has changes
same	considering changing it	
93.4%	0%	6.6%

In 2013, 3% of respondents were considering a change to their structure.

#### Increased rates and/or lease costs for grounds?

Yes	No	No Reply
32.9%	64.5%	2.6%

The average increase in rates and/or lease costs was 15%, with the largest being 30% and the smallest being 0.4%

Offered to sell council owned land improvements to the Club? (Clubhouse and/or other installations)

Yes	No	No Reply
2.6%	94.7%	2.6%

Of the two clubs offered council owned land improvements, one accepted and one declined.

Has your club entered an amalgamation or shared facilities arrangement with another croquet club or other sports code/s in the past 10 years?

Yes	No
3.9%	96.1%

Is your club a member of a Council owned Sportsville or Sportshub complex?

Yes	No
3.9%	96.1%

Does your club have any concerns about facilities arrangements over the next five years?

Yes	No
22.4%	77.6%

Concerns raised include: Future of the club once the current lease expires, available space with the current expected growth, required facilities upgrades and upkeep and the Governments plans around Tourism.

Are there any Governance concerns within your club that require assistance?

Yes	No
3.9%	96.1%

Concerns raised include: Succession planning and training and conveying the message about what it means to be a club.

#### Governance and Roles

#### Does your club have a current set of rules / constitution?

Yes	Yes – but it needs updating	No	No Reply
86.8%	11.8%	0%	1.3%
86.1%	7.6%	N/A	6.3%

#### How often does your Club Committee meet?

Every Month	Once every 2 Months	Every 3 or 4 Months	1 or 2 times a year
84.2%	11.8%	2.6%	1.3%

#### What voluntary roles does your club have?

The average per club is divided by 74 as two respondents skipped this question.

ROLE	TOTAL VOLUNTEERS	<b>AVERAGE PER CLUB</b>
PRESIDENT	74	1
SECRETARY	73	0.99
TREASURER	74	1
CLUB CAPTAIN	113	1.53
REFEREE	92	1.24
HANDICAPPER	79	1.07
COACH	74	1
YOUTH CO-ORDINATOR	20	0.27
PUBLICITY OFFICER	42	0.57
GREENKEEPER	82	1.11
OTHER	138	1.86

#### Does your club have a succession plan for your key voluntary roles?

Yes	No
28.9%	71.1%
15%	85%

#### Are your voluntary positions filled every year?

Yes	No
84.2%	15.8%

# Does you club provide Terms of Reference or Job Descriptions for your voluntary or paid positions?

Yes	No
43.4%	56.6%

In summary, please consider your club committee's performance against the following statements:

	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree	Skipped
Complies with all legal and	1.3%	0.0%	1.3%	55.3%	40.8%	1.3%
constitutional requirements	0.0%	1.4%	2.7%	59.5%	36.5%	N/A
Sets written Strategic	7.9%	28.9%	35.5%	15.8%	5.3%	6.6%
Direction and priorities	0.0%	11.0%	19.2%	64.4%	5.5%	N/A
Sets policy & management	7.9%	34.2%	13.6%	13.2%	6.6%	6.6%
performance expectations	2.8%	31.0%	28.2%	35.2%	2.8%	N/A
Characterises & oversees	2.6%	14.5%	32.9%	35.5%	9.2%	5.3%
the management of risk	4.2%	4.2%	26.8%	62.0%	4.2%	N/A

Has your club set up a Risk Register?

Yes	No	No Reply
48.7%	48.7	2.6%

Does your club have a current Health and Safety Plan?

Yes	No	No Reply
65.8%	31.6%	2.6%

Does your club require any assistance with the establishment and management of a Risk Register or Health and Safety plan?

Yes	No	No Reply
19.7%	76.3%	3.9%

# New Zealand Police Vetting

Is your club, or Association on behalf of its clubs, a registered Vetting Agency?

 ,				- ) -
Yes	No	Don't Know	We have	No Reply
			other	
			arrangements	
6.6%	75.0%	5.3%	11.8%	1.3%

Have any schools or other youth institutions requested that your club personnel working with their children are police vetted?

Yes	No	No Reply
9.2%	85.5%	5.3%

Have you experienced any issues with the NZ Police online vetting system or with the process of vetting club personnel?

Yes	No	N/A	No Reply
0%	43.4%	55.3%	1.3%

Does your club require more information about vetting and when it might be applicable to your club's activities?

Yes	No	No Reply
14.5%	81.6%	3.9%

# **Umpires and Referring**

Did any members of your club attend the CNZ GC Rules Workshop held in the 2018/19 season?

Yes	No	No Reply
60.5%	38.2%	1.3%

Did any members of your club attend an Association run GC Rules Workshop during the 2018/19 season?

Yes	No	No Reply
69.7%	26.3%	3.9%

Has the information or assistance provided been adequate?

Yes	No	No Reply
81.6%	7.9%	10.5%

In your opinion, has the implementation of the new GC Rules been a reasonably successful transition in your club?

Yes	No	No Reply
93.4%	5.3%	1.3%

Do you have any comments or suggestions as to how the introduction of the GC Rules or workshops could have been improved?

While the majority clubs were happy with the introduction of the GC Rules / workshops, some of the suggested improvements included:

- > Workshops at individual clubs.
- > Assistance with qualifying referees.
- Shorter sessions with practical aspects.
- > Hold more often in more places.

How many of the following do you have in your club?

	1 – 2	3 – 4	5 – 6	7+
GC REFEREE	44.7%	10.5%	6.6%	6.6%
AC UMPIRE	25.0%	3.9%	5.3%	1.3%
AC REFEREE	23.7%	2.6%	1.3%	0.0%
SENIOR REFEREE /	22.4%	0.0%	0.0%	0.0%
EXAMINER				

Does your Club or Association provide regular Umpire and Referee courses for members?

	Not at all	Less	Once every	One per	More	No
		Frequently	two seasons	season	than	Reply
					once per	
					season	
GC	25.0%	11.8%	11.8%	36.8%	9.2%	5.3%
AC	27.6%	22.4%	10.5%	18.4%	0%	21.1%

#### **Finances**

#### At current rates, our club will be financially sustainable over the next 5 years:

Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	Skipped
5.3%	0.0%	13.2%	56.6%	18.4%	6.6%
4.2%	29.6%	21.1%	42.3%	2.8%	N/A

#### What were your 2018/19 subs?

	Full Member	NTC	Tertiary	Youth
Total Responses	54	47	7	30
Average Sub	\$219.70	\$132.68	\$133.86	\$65.10

#### Does your club off any family / rate concessions?

While many clubs offer a youth rate, several clubs also offered family rates when there were 3 or more from the same family.

Many clubs also offer half price if joining after 1 January.

#### What is your clubs typical income per year?

This question was answered by 50 respondents to the questionnaire with the total typical income per year ranging from \$3,000 to \$45,000. The below table shows the average income over a typical year and the percentage of total income it represents.

Club	Green	Eundroising	Tournaments	Grants	Other	Total
Membership	Fees	Fullulaising	Tournaments	Granis	Other	TOtal
\$10,497	\$1,053	\$3,694	\$1,483	\$4,898	\$2,451	\$24,075
43.6%	4.4%	15.3%	6.2%	20.3%	10.2%	

#### What is your clubs typical expenditure per year?

This question was answered by 60 respondents to the questionnaire with the total typical expenditure per year ranging from \$1,800 to \$47,000. The below table shows the average expenditure over a typical year and the percentage of total expenditure it represents.

CNZ Levies	Assn Levies	Lease / Rent/Rates	Insurance	Lawn Maintenance	Other	Total
\$1,873.72	\$466.43	\$1,519.10	\$926.62	\$6,852.53	\$4,927.42	\$16,565.82
11.3%	2.8%	9.2%	5.6%	41.4%	29.7%	

#### Is your club GST registered?

Yes	No	No Reply
7.9%	85.5%	6.6%

Is your club a member of the CNZ Group Insurance plan, provided by Jardine Lloyd Thompson Limited?

Yes	No	No Reply
59.2%	28.9%	11.8%

#### Our Club insurance policy includes:

Public Liability Insurance only	Statutory Liability Insurance Only	Both Public and Statutory Liability Insurance	No Reply
23.7%	5.3%	40.8%	30.3%

#### Would your club like more information about the CNZ Group Insurance option?

Yes	No	No Reply
22.4%	68.4%	9.2%

#### Is your club reliant on grants from charitable trusts to cover your annual expenses?

Yes	No	No Reply
31.6%	61.8%	6.6%

# Has your club invested in lawns or facility developments, i.e. "Big ticket" equipment in the last 5 years?

Yes	No	No Reply
65.8%	27.6%	6.6%

Please describe the lawns / facilities development /equipment projects undertaken: Projects undertaken by clubs include:

- > Purchase new lawn mowers.
- Upgrade storage shed.
- Replace player shelters.
- Purchasing Quadway Hoops.
- > Re-levelling of lawns.
- Established 2 new lawns.
- > Replacing the roof of the clubrooms.
- New carpet in the clubrooms.

# How was this project funded?

45 clubs have invested in lawn / facilities developments or made "big ticket" equipment purchases in the last 5 years totalling \$6,320,848. The table below shows how these projects were funded:

	Percentage of	Total Contributions
	Expenditure	
Club's Contribution	27.9%	\$1,764,023
Grants	65.6%	\$4,144,856
Other	6.5%	\$407,857

# Does your club receive any sponsorship?

Yes	No	No Reply
55.3%	35.5%	9.2%

# **Planning**

#### Does your club maintain a Strategic Plan?

Yes	No	No Reply
14.5%	80.3%	5.3%
6.8%	93.2%	N/A

#### Does your club maintain an annual business plan / work plan?

Yes	No	No Reply
26.3%	67.1%	6.6%
17%	82%	N/A

#### Does your club maintain an annual budget?

Yes	No	No Reply
52.6%	40.8%	6.6%

#### What are your club's top 3 priorities in order of importance?

PRIORITY	1 <sup>ST</sup> PRIORITY	2 <sup>ND</sup> PRIORITY	3 <sup>RD</sup> PRIORITY
GROWING MEMBERS	21	11	4
GROWING YOUTH MEMBERS	1	3	1
MAINTAINING THE MEMBERSHIP	4	1	1
MEMBERS ENJOYMENT	3	1	4
INCREASED DIVERSITY IN MEMBERSHIP	0	0	1
MAINTAIN / IMPROVE SOCIAL ASPECTS	0	0	3
INCREASE PUBLICITY	0	0	1
IMPROVED COMMUNICATIONS WITH MEMBERS	0	0	1
MAINTAIN / IMPROVE FACILITIES (BUILDINGS ETC)	1	11	10
MAINTENANCE / IMPROVE LAWNS	27	12	4
BETTER EQUIPMENT (MOWER, HOOPS ETC)	0	5	8
ADD LAWN(S)	2	1	1
INCREASE FUNDING / IMPROVE SUSTAINABILITY	2	3	1
KEEP AFFORDABLE	0	1	0
OFFER COACHING / REFEREE COURSES	0	2	1
INCREASE NUMBER OF VOLUNTEERS	0	1	1
GROW AC	0	2	1
PROVIDE COACHING FOR MEMBERS	0	3	4
ENCOURAGE TOURNAMENT PLAY	0	0	4

#### What are common barriers to achieving each of these?

While there are many barriers restricting progress on clubs' priorities, some where unique to one or two clubs while some were prevalent across a number of clubs.

One of the most common challenges facing clubs is resourcing, whether that be financially or human resources.

# Would your club like to discuss your club's plans and objectives with CNZ?

Yes	No	No Reply
18.4%	75.0%	6.6%

# Communications and Publicity

Does your club maintain a membershi	p email list for information and publications?
Bood your diab maintain a mombordin	p official not for innormation and publications.

Yes	No	No Reply
93.4%	2.6%	3.9%

#### Does your Club produce a club Newsletter?

Yes	No	No Reply
56.6%	36.8%	6.6%

#### If your Club has a Newsletter, how is it distributed?

Email	Printed	Both	No Reply
31.6%	0.0%	32.9%	35.5%

# How would you rate the efficiency of your Club's communication with your membership?

Excellent	It's good	Not very good	Poor	No Reply
35.5%	57.9%	2.6%	0%	3.9%

#### Does your Club have an online presence?

Website	Facebook	Instagram	Twitter	Other	
39.5%	15.8%	0.0%	0.0%	3.9%	
Other included Regional Sports Trust website and Citizens Advice Bureau.					

#### Does your Club minutes meetings?

Yes	No	No Reply
96.1%	0.0%	3.9%

#### Are minutes distributed to members?

Yes	No	No Reply
67.1%	28.9%	3.9%

#### Is the CNZ website and Facebook page promoted to your membership?

Yes	No	No Reply
53.9%	36.8%	9.2%

# Does Croquet Matters get distributed to your members that are not on the CNZ distribution list?

Yes	No	No Reply
71.1%	25.0%	3.9%

#### If Croquet Matters is distributed by your Club to its members, how is this done?

Electronically	Printed and displayed	No Reply
50.0%	30.3%	19.7%

#### Does your Club have a Publicity Officer?

Yes	No	No Reply
50.0%	44.7%	5.3%

What organised information, if any, is systematically provided to new or prospective members at your club?

Many clubs provide a "welcome pack" to new members however what is included varied from a brief letter with important details and contact to a more comprehensive pack including a GC Rule Book, basics on GC tactics and how to obtain coaching.

# The CNZ Database has been substantially improved with a recent re-write. How could you rate the CNZ Database and its usability?

D = 124 1/12 = 111	04:11 -1 24	10/	V/	Essa a Harari	Ma Danka
Don't Know,	Still don't	We manage	Very good.	Excellent.	No Reply
don't use it	know how to	ok. It is easier	No		
	use it, more	now and our	problems		
	training	records are up			
	please!	to date			
6.6%	5.3%	40.8%	34.2%	9.2%	3.9%

How would you rate your communications & interactions with the CNZ Office, Councillors and staff?

We never do	Poor	Good	Very Good	No Reply
10.5%	2.6%	53.9%	26.3%	6.6%

Is assistance with the setup and use of electronic communication devices required? i.e. email accounts, websites, database use

Yes	No	No Reply
9.2%	81.6%	9.2%

Has your Club had any interaction with your Regional Sports Trust in the last 5 years?

Yes	No	No Reply
56.6%	36.8%	6.6%

#### If yes, what contact have you had?

, cc,a. cca.	,			
School age	Training, Education,	Project Dev and	Access to	Receive
croquet	Club management	Funding advice	resources or	RST
			RST events	newsletters
34.2%	5.3%	11.8%	13.2%	17.1%

#### **Croquet Lawns**

Do you have enough lawns to cater for all players at peak times at your club?

Yes	No	No Reply
68.4%	26.3%	5.3%
85.7%	14.3%	N/A

Do you have any plans to change the number of lawns in the next 5 years?

· · · · · · · · · · · · · · · · · · ·			
We are looking to	We are looking to	We have no plans to	No Reply
INCREASE the	DECREASE the	change the number	
number of lawns	number of lawns	of lawns we have	
11.8%	0.0%	84.2%	3.9%
6.4%	1.3%	92.3%	N/A

Who is the club's lawn maintenance undertaken by?

Club Members	Council/Land Owner	Independent Contractor
73.7%	17.1%	47.4%

NB: Some clubs have a mixture of people who look after their lawns so the percentage should be read as an individual number and the three options do not add to 100%.

Is the lawn maintenance budget sufficient to maintain desired standards?

Yes	No	No Reply
65.8%	25.0%	9.2%
83%	17%	

Do you currently have concerns about the sustainability of your lawn maintenance arrangements?

Yes	No	No Reply
43.4%	48.7%	7.9%

Of the clubs that indicated they had concerns; the primary reason was situated around finances. Whether that be the increasing cost of maintenance and replacing equipment or the uncertainty around the future of Grant Funding which most clubs currently rely on. The other major concern is the loss of knowledge and expertise as volunteers change or contractors' changes.

Would you agree that your croquet lawns run at 10+ seconds pace through the majority of the playing season?

Yes	No	No Reply
47.4%	40.8%	11.8%

Does your club require information about measuring and maintaining adequate lawn speeds?

Yes	No	No Reply
27.6%	63.2%	9.2%

Has your club previously referred to the CNZ Establishment & Maintenance of Croquet Lawns book?

Yes	No	No Reply
55.3%	35.5%	9.2%
71.6%	28.4%	N/A

Has your club employed any professional turf management services in the past 5 years?

Yes	No	No Reply
69.7%	25.0%	5.3%

Have playing conditions changes in the last 5 years?

They have improved	They have declined	They have remained about the same	No Reply
50.0%	6.6%	38.2%	5.3%

If playing conditions have changed, what are the contributing factors?

The positive changes were based on a number of factors including:

- More turf management advice sought, particularly through New Zealand Sports Turf Institute.
- > More attention on lawn maintenance.
- Additional funding to support better lawn maintenance.

Some factors contributing to declining conditions include:

- Loss of expertise.
- Weather causing difficulties.
- > Third party maintenance providers committing to what is required.

Does your club predominantly use Quadway hoops?

Yes	No	No Reply
56.6%	35.5%	7.9%

Does your club predominantly use Dawson croquet balls?

Yes	No	No Reply
88.2%	6.6%	5.3%

Would you like to arrange a time to discuss lawns and playing conditions with CNZ?

Yes	No	No Reply
25.0%	68.4%	6.6%

# Membership and Services

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Which of the three followin	a ctatamante had	et dacerinae i	Valir cilibie	nrimary	niavina	activities?
Which of the three followin	u statements nei	or neormeo.	voui ciub s	Dilliaiv	Diavillu	acuviucs:

Primary focus/activity is both codes	Primary focus/activity is AC	Primary focus/activity is GC	No Reply
68.4%	0.0%	26.3%	5.3%

#### Does your club desire to change the status quo?

Yes – to offer both	Yes – to primarily offer AC	Yes – to primarily offer GC	No	No Reply
6.6%	0.0%	0.0%	88.2%	5.3%

#### Has your membership changed in the past 5 years?

Yes – it has increased	Yes – it has decreased	No – it has remained about the same	No Reply
46.1%	14.5%	31.6%	7.9%
8%	10%	82%	N/A

#### Do you believe your membership will change in the next 5 years?

	1	•	
It is expected to	It is expected to	It is expected to	No Reply
increase	decrease	remain about the	
		same	
36.8%	3.9%	52.6%	6.6%

#### Does your club hold annual club competitions?

Yes	No	No Reply
94.7%	0.0%	5.3%

#### How many members participate in your club competitions?

None	Less than 50%	More than 50%	No Reply
0.0%	53.9%	39.5%	6.6%

#### Does your Club enter Interclub competitions?

Yes	No	No Reply
93.4%	0.0%	6.6%

#### Does your Club hold an annual AC Arthur Ross Memorial competition?

Yes	No	No Reply
44.7%	47.4%	7.9%
57.9%	42.1%	N/A

Does your Club hold an annual GC Don Reyland Stars competition?

Yes	No	No Reply
50.0%	43.4%	7.9%

Does your club have any qualified AC Coaches?

Yes	No	No Reply
30.3%	60.5%	9.2%

Does your club have any qualified GC Coaches?

Yes	No	No Reply
39.5%	52.6%	7.9%

Does your club currently provide coaching opportunities for players?

Yes	No	No Reply
82.9%	11.8%	5.3%

Are your facilities regularly shared with any other users?

Yes	No	No Reply
27.6%	64.5%	7.9%

Has your club promoted and hosted playing opportunities for non-member groups in the last 5 years?

	YES	NO	NO REPLY
HAVE-A-GO / OPEN DAYS	81.6%	7.9%	10.5%
CORPORATE / BUSINESS HOUSE FUNCTIONS / LEAGUES	85.5%	3.9%	10.6%
SCHOOLS	48.7%	14.5%	36.8%
OTHER COMMUNITY GROUPS	57.9%	14.5%	27.6%

Would you like to meet with CNZ to discuss your members trends, issues or objectives?

Yes	No	No Reply
14.5%	77.6%	7.9%

### **Croquet New Zealand Programmes**

Have any of your club members attended a CNZ level 1 Coaches Workshop in the last 5 years?

Yes	No	No Reply
52.6%	39.5%	7.9%

If so, is there evidence that the coaching content is contributing positively to player development in you club?

Yes	No	No Reply
48.7%	17.1%	34.2%

If your club coach/es are not being utilised, can you identify why?

Where clubs have qualified coaches, reasons why they are not being utilised include; aging and poor health, a lack of commitment and not having a planned approach.

Has your club hosted, or have any of your members attended a CNZ Club Coaching session in the last 5 years?

Yes	No	No Reply
77.6%	14.5%	7.9%

If so, is there evidence that the content has contributed positively to player development in your club?

Yes	No	N/A	No Reply
73.7%	2.6%	14.5%	9.2%

Has your Association facilitated any similar open coaching sessions for members in the last 5 years?

Yes	No	No Reply
65.8%	25.0%	9.2%

Has your club facilitated any coaching sessions with any other individuals in the last 5 years?

Yes	No	No Reply
47.4%	46.1%	6.6%

The human and financial resources required to facilitate CNZ Club Coaching is substantial. In your opinion, should CNZ continue to provide Club Coaching sessions in some form in the future?

Yes	No	No Reply
93.4%	1.3%	5.3%

Does your club, members, or no member school students currently participate in your Association's Regional Secondary School competition?

Our Association doesn't have a SS	Yes	No	No Reply
Comp			
23.7%	25.0%	44.7%	6.6%

If your club is experiencing an increase of U21 members, what are the challenges or issues you are now experiencing?

Challenges facing clubs with U21 members include:

- Competition with other commitments such as other sports, part-time jobs etc.
- Retention of member when they move city following graduating High School, making sure they play croquet somewhere.
- > Support for them to attend National tournaments.
- > Negative attitude from older members, they don't want to play with children.
- Coaching input / availability when they want it.
- ➤ The boundaries of the Association don't match the boundaries of the Regional Sports Trust.

Are you doing anything differently to accommodate the needs of young members? Some clubs have adapted to having younger members by doing the following things:

- Facilities are available all the time to fit around their schedules.
- Financial support to attend representative tournaments or development squad sessions.
- School student has been co-opted onto the Club's committee.
- Specific session for school age players (although they are welcome at regular sessions).
- Junior subscriptions.
- Separate coaching sessions.

Please indicate your club's interest in facilitating or accessing information about any of the following NZ programmes in the next 5 years (new or ongoing)?

	NO THANKS	YES – LOW PRIORITY	YES – MEDIUM PRIORITY	YES – HIGH PRIORITY	NO REPLY
COACHING COACHES	13.2%	27.6%	27.6%	21.1%	10.5%
SECONDARY SCHOOLS	22.4%	30.3%	15.8%	17.1%	14.5%
TOURNAMENT MANAGER COURSE	17.1%	23.7%	28.9%	17.1%	13.2%
REFEREE/UMPIRE COURSES	5.3%	15.8%	36.8%	27.6%	14.5%
HOST CLUB COACHING	18.4%	25.0%	23.7%	19.7%	13.2%
AC DEVELOPMENT	15.8%	26.3%	15.8%	23.7%	18.4%
BRONZE, SILVER, GOLD AC COACHING	25.0%	28.9%	15.8%	7.9%	22.4%
HOST CNZ TOURNAMENTS	26.3%	32.9%	10.5%	13.2%	17.1%
CLUB DEVELOPMENT AND PLANNING	28.9%	18.4%	22.4%	0.0%	30.3%