



G21 REGIONAL TENNIS STRATEGY

DRAFT REGIONAL STRATEGY

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ACKNOWLEDGEMENTS

PROJECT PARTNERS

This project has been a collaborative effort of a number of partner organisations, in addition to the Victorian Government and the five local government authorities comprising the G21 Geelong Region Alliance.

Input and advice from Tennis Australia, Tennis Victoria, Local Government Authorities and the G21 regional tennis community has also assisted the development of this document.

PROJECT CONSULTANTS

***insideEDGE* Sport and Leisure Planning**

Whitten Oval | 417 Barkly Street
Footscray West | VIC 3012 | Australia

Telephone | +61 3 9680 6370

Email | info@ieslp.com.au

Web | www.ieslp.com.au



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THE G21 REGIONAL TENNIS STRATEGY IS DELIVERED IN TWO REPORT VOLUMES.

Volume 1 – Issues and Opportunities

Volume 1 provided detailed project, region and tennis context and associated analysis to inform strategic directions, as well as an analysis of the issues impacting tennis across the G21 region. It also highlighted potential opportunities for improvement, which provides the basis for Volume 2 – Strategy and Recommendations.

Volume 2 – Regional Strategy (THIS DOCUMENT)

Volume 2 provides the principles and strategic framework to support the future development, governance and growth of tennis throughout the G21 region. It also provides key regional strategic directions and recommendations for tennis development and infrastructure provision, as well identifying key priorities and actions for each participating municipality.



INTRODUCTION

ABOUT THIS DOCUMENT

The G21 Regional Tennis Strategy aims to improve tennis participation in the region, and guide future development, service provision and investment in the sport. Nationally, a movement away from traditional weekend competition formats has resulted in many local clubs and associations struggling to retain and attract participants, creating the need for a collaborative approach to the future delivery of integrated strategies to support tennis participation.

The G21 region is made up of a diverse range of communities, with a number of rural townships mixed with high growth areas creating a demand for a clear vision for facilities, services and support for tennis across a wide-ranging regional community.

Five Local Government Authorities comprise the G21 Geelong Region Alliance, including the City of Greater Geelong, Shires of Surf Coast, Golden Plains, Colac Otway and the Borough of Queenscliffe.

The *G21 Regional Tennis Strategy* investigates the issues and opportunities facing tennis on a regional scale, utilising the knowledge and resources from each of the five represented LGAs of the G21 region. Further support has been provided by Tennis Australia, Tennis Victoria, local clubs, coaches and associations. Funding for the project has been provided by each of the five LGAs, the Victorian Government and Tennis Australia.

The G21 Regional Tennis Strategy builds on the information provided within Volume 1 – Issues and Opportunities Paper.

Volume 2 provides regional recommendations and strategic directions for implementation by the G21 tennis community, Tennis Victoria and Local Government Authorities, supported by Tennis Australia, State Government and other regional partners.

Volume 1 - Issues and Opportunities Paper provides detailed information on seven key themes impacting tennis development and infrastructure provision across the G21 region:

- Policy and planning
- Regional structure
- Tennis participation
- Coaching
- Club development
- Facility provision and asset management
- Servicing and delivery.

This Regional Strategy draws on the information, analysis and feedback from the Issues and Opportunities Paper (prepared in 2013) and provides clear direction on the recommended strategies and actions required to better provide for and support tennis in the G21 region for the next 10 years.

Analysis of information and identification of local and regional issues was based on available historical data from 2011/12 and earlier. Over the 2013-2014 period, Tennis as a sport have made a number of significant positive improvements which are highlighted within this report.

DEFINITIONS AND ABBREVIATIONS

The following definitions and abbreviated terms are used within this document.

| ABBREVIATION | DEFINITION |
|--------------------------------|---|
| ABS | Australian Bureau of Statistics – Statistical report on Children’s Participation in Cultural and Leisure Activities, produced by the Australian Bureau of Statistics used to examine trends in football participation and to project future growth and demand. |
| Barwon Regional Tennis Network | Tennis Victoria regional body designed to promote and publicise tennis in the region, with a focus on regional team events. |
| BSA | Barwon Sports Academy. |
| CALD | Culturally and Linguistically Diverse communities |
| Cardio Tennis | Tennis Australia fitness based coaching program, designed for teenagers through to adults with a focus on constant movement and activity. |
| Clay / red porous | Clay is a generic term to classify any playing surface with a ‘clay-like’ appearance. In Victoria, these are commonly called red porous or en tous cas and differ from traditional European clay courts. |
| CTO | Tennis Victoria Community Tennis Officer. |
| Cushioned hard court | An acrylic hard court, with either a liquid or mat applied cushioning applied below the surface on top of a concrete or asphalt base. The Australian Open ‘blue courts’ are a cushioned hard court. |
| ERASS | Participation in Exercise Recreation and Sport Survey – Statistical research produced by the Standing Commission on Recreation and Sport (SCORS) and used to examine trends in football participation and to project future growth and demand. Surveys were conducted between 2001 and 2010. |
| G21 | G21 Geelong Region Alliance – A formal alliance between the City of Greater Geelong, Shires of Surf Coast, Colac Otway and Golden Plains and Borough of Queenscliffe. |
| G21 S&R Pillar | G21 Sport and Recreation Pillar – The G21 Pillar is focused on improving the capacity of sport and recreation resources and assets across the G21 region. |
| Hot Shots | Tennis Australia introductory tennis coaching program designed for children, utilizing modified courts, nets, racquets and balls. |
| JDS | Junior Development Series tournaments, run through the Barwon Regional Tennis Network. |
| Leisure Networks | Regional Sports Assembly for the Barwon Region. |
| LGA | Local Government Authority. |
| Natural grass | A natural grass playing surface, usually only usable during the warmer months. |
| Non-cushioned hard court | An acrylic hard court, with the surface material applied directly to a concrete or asphalt base in a number of layers. |
| SRV | Sport and Recreation Victoria. |
| Strategy | References throughout this the document are made to the ‘Strategy’. The term ‘Strategy’ refers to the project as a whole. The Strategy may also be referred to as ‘the study’ in some instances. |
| Synthetic grass | Also referred to as Artificial Grass or Sand Filled Artificial Grass (SFAG) court surface. |
| VCTA | Victorian Country Tennis Association. |

PROJECT METHODOLOGY

The following diagram visually represents the project methodology and steps undertaken in the preparation of this *Regional Strategy*.

STAGE ONE

- ▶ PROJECT INITIATION

STAGE TWO

- ▶ 2A) SITUATION ANALYSIS AND
- ▶ 2B) SUPPLY ANALYSIS

STAGE THREE

- ▶ STRATEGIC FRAMEWORK DEVELOPMENT

STAGE FOUR

- ▶ DEVELOPMENT OF AN ISSUES AND OPPORTUNITIES PAPER.

STAGE FIVE

- ▶ DRAFT *G21 REGIONAL TENNIS STRATEGY*

STAGE SIX

- ▶ PRESENTATION AND FINAL REPORTING

PROJECT STUDY AREA

The study area for the *G21 Regional Tennis Strategy* includes the five municipalities of Greater Geelong, Surf Coast, Golden Plains, Colac Otway and Queenscliffe.

The principal population centre of the region is located in Geelong, however growth is expected in the areas of Clifton Springs, Lara, Leopold, Ocean Grove, Drysdale, Fyansford, Torquay, Bannockburn, Colac and most significantly in the Armstrong Creek growth area, located midway between South Geelong and Torquay.

Refer to **Figure 01** below for map of the study area.

PROJECT GOVERNANCE

The following project governance structure was established for the delivery of this project.

PROJECT CONTROL GROUP (PCG)

- ▶ To provide high level strategic direction on key issues, opportunities and approve draft and final reports – includes representatives from City of Greater Geelong (as project managers), Tennis Australia, Tennis Victoria and DTPLI

PROJECT STEERING GROUP (PSG)

- ▶ To provide technical advice and input into the project – includes representatives from Tennis Australia, Tennis Victoria, LGA's and SRV (under DTPLI)

PROJECT STAKEHOLDERS

- ▶ To provide an opportunity for key tennis stakeholders to have input into the development of the Strategy – includes clubs, coaches, centres, associations and regional contacts

QUICK FACTS

- ▶ 5 LOCAL GOVERNMENT AUTHORITIES
- ▶ 8,972 SQUARE KILOMETRES
- ▶ 298,000+ RESIDENTS
- ▶ 105 OPERATIONAL TENNIS FACILITIES
- ▶ 424 USABLE TENNIS COURTS
- ▶ 89 CLUBS & 4 TENNIS ASSOCIATIONS
- ▶ 3,370+ REGISTERED PLAYERS

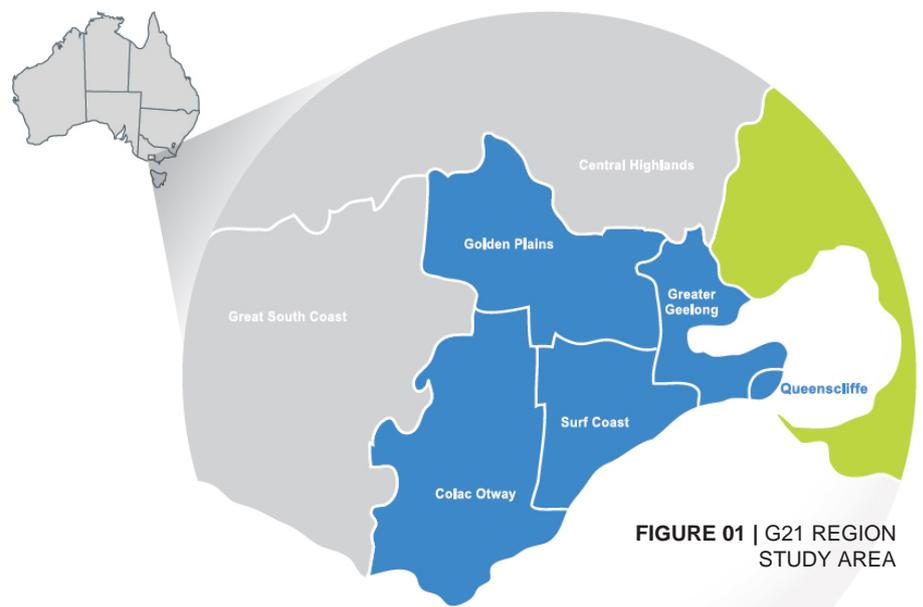


FIGURE 01 | G21 REGION STUDY AREA

PROJECT CONTEXT

The purpose of this project is to prepare a strategy to guide the development of tennis within the G21 region between 2015 and 2025.

The plan will address infrastructure and sports development aspects, as well as establishing a clear structure for relevant stakeholders within the region. Strategies and actions for increasing and improving participation and facilities to cater for existing and future demand will be developed, with a long term strategic approach to addressing issues and opportunities adopted.

WHY A REGIONAL APPROACH

Participation in sport occurs without the limitations or structure of municipal boundaries, but planning for facilities, and delivery of programs, services and resources are influenced by these boundaries.

Addressing the issues concerning tennis provision and delivery on a regional scale provides many benefits to both the sport and project partners.

As the focus of the strategy is at a higher level, State and Local Governments and Tennis Victoria have the opportunity to collectively implement actions in a planned and coordinated manner.

The commitment of State Government, Tennis Australia and Tennis Victoria also allows for greater partnership development, assisting the targeted provision and future investment in facilities and services which impact a larger portion of the Victorian community beyond individual clubs.

PROJECT CONSULTATION PROGRAM

In developing the *G21 Regional Tennis Strategy*, the following stakeholder consultation activities have been undertaken, in addition to the extensive consultation program conducted during project stages one to four as part of the Issues and Opportunities Paper:

- Presentation of overarching issues and opportunities to PCG and PSG in December 2013
- Detailed review of Issues and Opportunities Paper by PCG and PSG representatives (Jan-Feb 2014)
- Strategic directions meeting and workshop with Tennis Australia and Tennis Victoria representatives (March 2014)
- Individual meetings with each Local Government Authority to discuss regional implications, principles and municipal actions (March 2014)
- Development of preliminary strategic directions and recommendations for PCG review and feedback (June 2014)
- Meeting with Tennis Victoria Places to Play, Regional CTO and Executive staff to discuss strategic directions and resourcing opportunities (July 2014)
- Development of Draft Strategy for regional stakeholder review (September 2014).



EXECUTIVE SUMMARY

The G21 Regional Tennis Strategy has been prepared to guide the development of tennis within the G21 region. It addresses a range of issues and provides clear direction regarding future infrastructure provision and the needs of tennis development and participation throughout the region. It also makes recommendations regarding future tennis governance and stakeholder roles and responsibilities within the region.

To support the achievement of the proposed strategic directions and objectives highlighted within this report and to ensure the needs of the tennis community are met in the short, medium and longer-term, 39 specific actions have been identified for implementation over the next 10-years. Four actions are considered critical to the improvement of tennis across the region and will require immediate planning and implementation to commence.

The following four critical actions also underpin and set the foundation for the remainder of regional and local actions and will require a cohesive and coordinated regional effect to implement them. Critical actions are:

1. **Restructure tennis governance** in the G21 region.
2. Strategically **invest in tennis court lighting** to grow participation.
3. Support the sustainability of tennis via the **new national affiliation model**.
4. **Adopt recommendations** into organisation work plans and budgets.

The recommendations made within the *G21 Regional Tennis Strategy* have been based on extensive research and consultation with local, regional and state level stakeholders that represent government, tennis and community organisations, as well as individuals involved in the support and provision of tennis.

Over 300 community, school, club and coach surveys were completed and analysed, nine tennis community forums conducted and a range of targeted interviews and face-to-face meetings were held with sport, government and community stakeholders.

The recommendations provided within this report have been developed to set the foundation from which to grow and promote the game and for the benefit all current and potential participants, administrators, coaches and supporters of tennis in the G21 region.

The *G21 Regional Tennis Strategy* sets an ambitious vision for the sport in the region, to be **Victoria's fastest growing and most accessible region for tennis**.

Regional partners are stakeholders will achieve this vision by 2025 by:

- ▶ Providing improved community tennis facilities;
- ▶ Creating more opportunities to play;
- ▶ Supporting clubs and their people;
- ▶ Promoting all forms of the game;
- ▶ Implementing innovative ideas, and
- ▶ Formalising player pathways.

To support the achievement of this vision, **five strategic objectives** have been adopted by regional partners and stakeholders:

1. Develop an **aligned and collaborative** structure to deliver tennis.
2. **Grow tennis**, its range of activities and its year round appeal.
3. Reposition the **tennis facility mix to align with future need** and demand.
4. Support **clubs and venues to grow their capacity** and improvement management and operations.
5. **Promote tennis and provide resources** (human and financial) to support change.

Tennis has failed to grow in its traditional competition formats throughout the G21 region for a number of years and as a sport, tennis finds it difficult to compete with the strong and growing local participation in other traditional sports including Australian Rules football, netball and cricket.

Registered members in tennis across the G21 region declined by 982 (or 22%) between 2010/11 and 2012/13, with only 6 Tennis Victoria affiliated clubs reporting more than 100 members in 2012/13.

As at 2012/13 only 55% of tennis clubs operating within the G21 region were affiliated with Tennis Victoria.

On 1 July 2014 Tennis Victoria, in conjunction with Tennis Australia, introduced a new national affiliation model for all Victorian tennis clubs, which aims to support clubs to offer more flexible and innovative options without the barrier of individual affiliation fees.

Since its inception, 2013/14 registered memberships in the G21 region (as at August 2014) grew by 166 or 5% immediately.

In 2012/13 the G21 region captured around 1.5% of the total population as 'registered members', which is on-par with the state's country average of 1.48%.

While registered memberships do not form a projected major growth area of tennis participation, the G21 region has experienced significant growth in its Hot Shots program, with numbers increasing from 695 in 2012/13 to 2,525 in 2013/14.

Of the tennis coaches surveyed through project consultation, 87% indicated they predict growth in both junior programs and Hot Shots over the next three years.

The City of Greater Geelong has consistently provided around 70% of the region's registered members, Surf Coast and Golden Plains 11%, Colac Otway 7% and Queenscliffe 1%.

Stronger participation was reported in a mix of the more highly populated, established and growing areas of Geelong, South Geelong, Newtown, Belmont, Grovedale, Wandana Heights, Waurn Ponds, East Geelong and Ocean Grove. Not surprisingly, these areas also provide the vast majority of larger tennis venues and associated tennis programs and services (refer to **Appendix 1** for the distribution of 2013/14 known Tennis Victoria registered memberships across the region).

Tennis participation is impacted by a number of factors, most of which are being experienced across the G21 region.

These include; poor facility mix, constrained facility capacity (including lack of lighting and event capable infrastructure), limited service provision outside of population centres, limited number of TA qualified coaches operating regionally and in rural townships, declining volunteer numbers to support club growth and development, current competition and activities not keeping pace with local needs and changing demand and the inability to attract funding (and in some cases, policy provisions) to undertake key infrastructure projects to boost regional capacity.

Table 01 on the following page provides a summary of existing tennis venues across the G21 region. The G21 region provides a substantial number of tennis facilities and courts – 105 operational tennis venues and 402 usable courts.

These numbers have been in decline in recent years, with anecdotal evidence and site investigations suggesting these numbers were up around 130 venues and 500+ courts in recent decades.

Site investigations identified up to 9 existing venues (8%) and 26 (6%) courts as being defunct and not suitable for use, with a number of others showing signs of infrequent use.

The mix of existing venues across the region provides a significant number of Public Access (59 or 56%) and Local tennis venues (38 or 36%). These sites have been historically developed to meet local needs and township settlement patterns.

This leaves only eight venues across the G21 region with eight or more courts – six of which are located in the City of Greater Geelong, one in Colac and one in Anglesea. Some of these venues have courts in poor condition, they provide a mix of surface types and/or are natural grass courts that are limited in year-round use. These factors significantly constrain the capacity to grow tennis and provide for the regional community.

While there are two Regional scale venues (16+ court facilities) in the region - the Geelong Lawn Tennis Club (the existing Tennis Australia designated Regional Tennis Centre for the region) and the Colac Lawn Tennis Club - there is a deficiency in Large Community venues (12+ courts) compared with other prominent tennis regions across Victoria.

This lack of larger venues limits club capacity, competition and program growth and the ability to attract and conduct a range of regular tournaments and events.

In addition to the constrained capacity of the existing regional tennis facility network, only a small number of new courts have been built in the past decade (most being redevelopment of existing venues) and few new venues are planned to 2025. The exception being 36 courts across two separate locations in the Armstrong Creek development area.

TABLE 01 | G21 TENNIS FACILITY PROVISION SUMMARY BY LGA (2013)

| LGA | GREATER GEELONG | SURF COAST | GOLDEN PLAINS | COLAC OTWAY | QUEENS-CLIFFE | TOTAL NO. | TOTAL % |
|---------------------------|-----------------|------------|---------------|-------------|---------------|-----------|---------|
| NUMBER OF VENUES | 43 | 15 | 19 | 26 | 2 | 105 | - |
| NUMBER OF CLUBS | 42 | 15 | 14 | 16 | 2 | 89 | |
| NUMBER OF COURTS | 217 | 56 | 67 | 74 | 10 | 424 | - |
| NUMBER OF PLAYABLE COURTS | 212 | 52 | 57 | 71 | 10 | 402 | - |
| RED POROUS / CLAY | 8 | 6 | 0 | 0 | 0 | 14 | 3% |
| SYNTHETIC GRASS | 38 | 24 | 2 | 8 | 4 | 76 | 19% |
| ASPHALT | 71 | 17 | 29 | 44 | 0 | 161 | 40% |
| CONCRETE | 2 | 0 | 0 | 1 | 0 | 3 | 1% |
| ACRYLIC HARDCOURT | 80 | 5 | 26 | 3 | 6 | 120 | 30% |
| NATURAL GRASS | 13 | 0 | 0 | 15 | 0 | 28 | 7% |
| FLOODLIT VENUES | 18 | 7 | 4 | 4 | 2 | 35 | 33% |
| FLOODLIT COURTS | 73 | 28 | 8 | 10 | 6 | 125 | 31% |

Using tennis industry benchmark planning ratios of 1 court to 1500 head-of-population, the G21 region is well provided for regarding existing courts, with the majority of courts reported to be in average to reasonable condition. This is evidenced through detailed site inspections and from the \$400,000+ investment made into tennis court renewal by Local Councils on an annual basis. **These capital renewal programs and their continuation are essential to support the sustainability and growth of tennis in the region.**

A clear focus of the *G21 Regional Tennis Strategy* is on the renewal and improvement of existing venues over the next 10 years, supported by an increase in access to state and national grant program investment.

In addition to court and facility renewal priorities, it is also expected that the natural attrition of tennis courts in rural and low use areas will continue over time. The *G21 Regional Tennis Strategy* makes recommendations to 'accept this' where required, but also provides solutions for court re-use and adaptability where informal and recreational tennis can be retained in multi-use and community recreation spaces.

Tennis Victoria's 2012 Country Servicing Strategy articulated the peak body's approach to supporting and providing for tennis in Regional Victoria. It provided a structured servicing model that created a role for Country Regional Tennis Networks (the Barwon Regional Tennis Network in the G21 region) to promote tennis, improve collaboration between stakeholders and to focus on player development initiatives.

At the time of writing (September 2014), Tennis Victoria was in the process of undertaking a wider review of current operations and country governance structures across Victoria. This review is likely to have an impact on the governance model for tennis in the G21 region. Participation in this review by regional stakeholders will be an important action to deliver.

A fresh regional tennis governance model that connects stakeholders and aligns tennis programs and competitions, as well as addresses the lack of coaches and coaching activity in rural townships is required in the G21 region. To address these needs locally, Tennis Victoria (in 2014) appointed a new Regional Community Tennis Officer (CTO) for the Country South West area to work with clubs, coaches, associations, regional sports assemblies and local government to improve tennis participation outcomes.

Achieving aligned thinking, commitment to the regional vision and a tennis network that is delivering consistently and collaboratively will have the single greatest influence on regional improvement for the sport of tennis, its clubs and its participation levels.

Core local differences across the G21 region make it difficult to align all elements of the *G21 Regional Tennis Strategy*. However, clear directions are provided that focus on improving the structure and governance model for tennis, creating an integrated tennis program and activity model (in population centres, growth areas and rural townships) and in ensuring that tennis facility improvements are implemented to support regional and local priorities.

Regional strategies and recommendations are also underpinned by Municipal Action Plans. These localised actions plans provide partner LGA's with key actions that support their local communities and clubs, as well as contributing to the overall regional approach to tennis development for the G21 region.

The prioritisation of local actions (particularly infrastructure related recommendations) by project stakeholders will need to consider the competing priorities, demands and budget capacity and processes of LGAs and supporting partners. Prioritisation of actions should also be undertaken based on clubs and venues being able to meet the key criteria presented within the tennis facility hierarchy and service level framework, while providing maximum value to the sport and local communities.



OVERVIEW OF FINDINGS

A number of key sport, government and community stakeholders were engaged to identify issues, constraints and opportunities influencing planning, provision and growth of tennis in the G21 region.

Volume 1 – Issues and Opportunities Paper (2013) explores these documented issues, opportunities and constraints in detail and were presented and analysed under the following seven key themes:

- Policy and planning
- Regional structure
- Tennis participation
- Coaching
- Club development
- Facility provision and asset management
- Servicing and delivery.

A summary of Volume 1 findings and assessment of regional strengths, weaknesses, opportunities and challenges (threats) for tennis across the G21 region follows. This assessment has been used as the basis from which to develop future strategies and recommendations.

STRENGTHS

- ▶ Regional partner, G21 Sport and Recreation Pillar and Armstrong Creek planning is in place to support future sports development, club development and event attraction initiatives that support tennis.
- ▶ Court to population ratios in each LGA well exceed the state average and existing growth area planning ratios.
- ▶ Geelong Lawn Tennis Club and its function as a Regional Tennis Facility and as an event, participation and development hub for the region.
- ▶ Ability to attract and accommodate events from junior participation, to Masters Games and through to the Davis Cup.
- ▶ Annual Local Government investment of \$400,000+ into court surface and court infrastructure renewal programs.
- ▶ Of the TA qualified coach members operating, a large proportion are TA Club Professional (Level 2) accredited.
- ▶ Some club participation and membership growth reported, albeit in isolated pockets across the region.
- ▶ 360% growth in regionally registered Hot Shots participants between 2012/13 (695 registrations) and 2013/14 (2,525 registrations).
- ▶ Appointment of the Country South West – Community Tennis Officer (CTO) in 2014 to cover Barwon, Glenelg and Central Highlands areas.

WEAKNESSES

- ▶ Limited number of Tennis Australia qualified coach members operating across the G21 region – not enough to service all areas.
- ▶ Multiple providers but no integrated competition formats and structures in place to cater for tennis year round.
- ▶ Varied infrastructure condition across the region, with many facilities in rural areas in poor condition.
- ▶ Current facility type, mix and court surface provision does not promote participation and club membership growth.
- ▶ 44% of tennis venues provide 2 courts or less and only eight venues provide 8 or more courts.
- ▶ Lack of floodlit courts and venues provided across the region – only 31% of courts lit which creates lost opportunity to support current participation trends.
- ▶ Limited investment via Tennis Australia National Court Rebate Scheme since 2007/08 – only three projects of total rebate value of \$168,000 achieved by two clubs in the region.
- ▶ Strong knowledge of tennis programs available within schools across the region, but very little take up and implementation.
- ▶ Low numbers of Tennis Victoria affiliated clubs (55%) and registered members across the region.
- ▶ Stakeholders identified the promotion of tennis locally and regionally to be very poor.
- ▶ Limited engagement from tennis clubs in club development and support programs and declining capacity of clubs and associations to deliver via volunteer network.
- ▶ Association competition focuses on traditional formats and does not adequately address emerging trends in tennis participation.

OPPORTUNITIES

- ▶ Regional governance review and competition restructure to create an integrated network of regional tennis activities.
- ▶ Utilise Sports House to accommodate regional staff or visiting tennis stakeholders to the region.
- ▶ Development of new facilities in Armstrong Creek provide the opportunity to develop new management models to better respond to consumer needs and innovations in programming.
- ▶ Potential introduction of venue booking system for clubs and public access courts.
- ▶ Capitalise on the strong visitor market to the region and the promotion of casual play and court access by clubs and LGAs.
- ▶ Increase the number of Tennis Australia coaches via regionally based accreditation and education seminars and training sessions.
- ▶ Increased coordinated school based programming via new Tennis Australia programs and initiatives.
- ▶ Greater regional promotion to showcase what the G21 region offers tennis.
- ▶ Focus on targeted existing venue renewal to bring a suite of clubs to meet Large and District Level requirements, including floodlighting to support increased evening tennis participation.
- ▶ Increase access (for quality projects) to available funding programs via Tennis Australia National Court Rebate Scheme, LGA Community Grants and other State Government programs.
- ▶ Increased engagement and uptake of available club development programs via Leisure Networks (ClubHELP), Tennis Australia and Tennis Victoria (Game Set Match).

CHALLENGES (THREATS)

- ▶ Achieving regional integration of activities and programs given the diversity in regional settlement patterns and geography.
- ▶ Aligning the objectives of the tennis community with government policy around venue provision, access, use and management (and vice versa).
- ▶ Differences in LGA and club resources to support activities and programs (participation and capital).
- ▶ Achieving funds to deliver a strong suite of District Level venues and clubs capable of supporting broader tennis objectives and the Geelong Lawn Tennis Club (as the Regional Tennis Centre).
- ▶ Addressing venue capacity in growing areas with limited development opportunities.
- ▶ The large projected renewal cost of supporting all existing facilities to meet club and service level expectations.
- ▶ Achieving participation growth in rural areas of the region where population growth is not anticipated, particularly with the suite of facilities that exist.
- ▶ Attracting new and non-local tennis coaches into the region, particularly in areas outside of the key population centres.
- ▶ The capacity of Tennis Australia and Tennis Victoria to provide staff resources to meet G21 regional needs, in addition to the remainder of Victoria.
- ▶ Competition for the same participation markets as regionally dominant sports of Australian Rules Football, Netball and Cricket which experience some of the highest regional participation rates state-wide, and are growing.

STRATEGIC FRAMEWORK

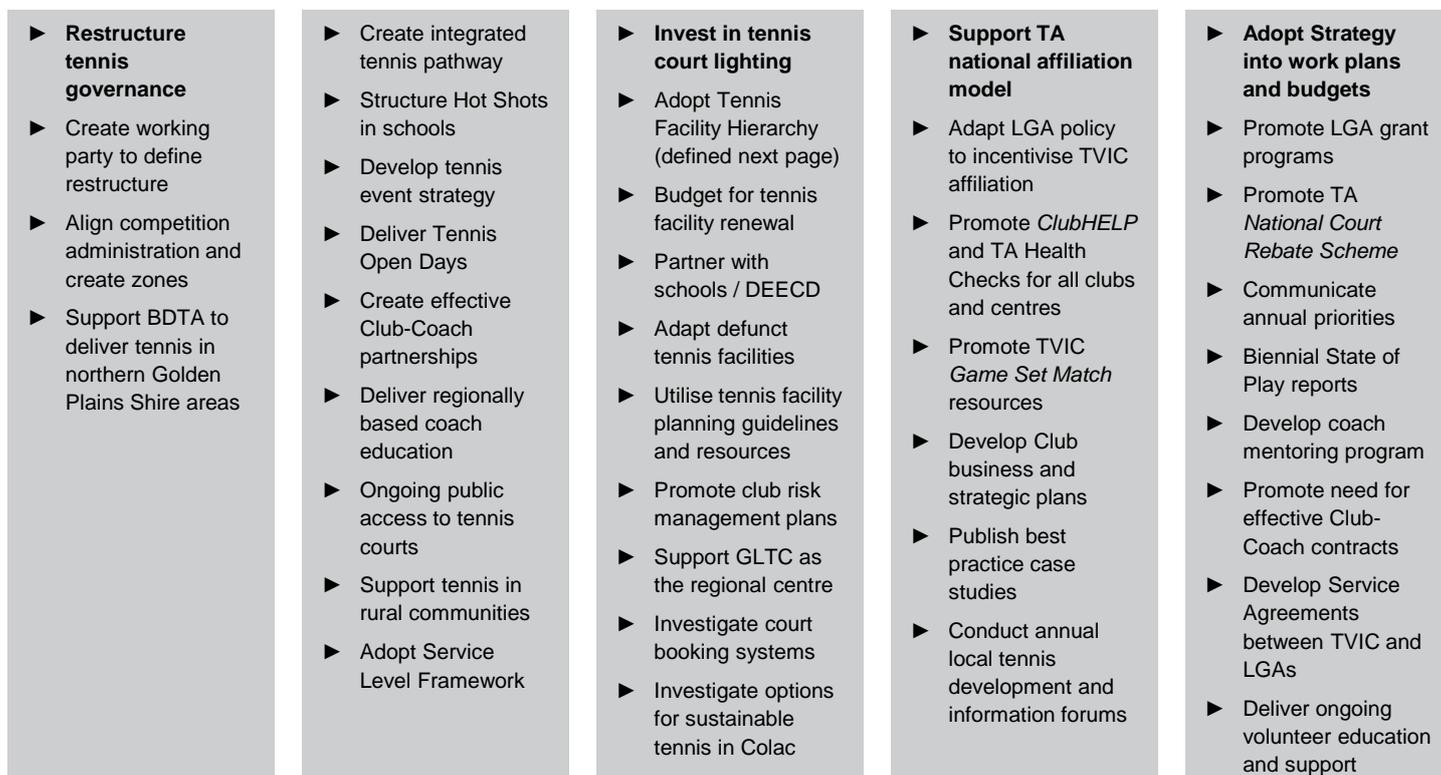
The following diagram outlines the strategic framework and structure for the provision of tennis facilities and development initiatives in the G21 region to 2025. Five key strategic priorities, supported by key objectives, will guide the direction of tennis and will be underpinned by a series of strategies and actions that can be implemented at the local level.

VISION ► BY 2025 THE G21 REGION WILL BE VICTORIA'S FASTEST GROWING AND MOST ACCESSIBLE REGION FOR TENNIS

► STRATEGIC PRIORITIES AND OBJECTIVES



► KEY STRATEGIES (WHITE TEXT DENOTES CRITICAL ACTION)



► MUNICIPAL ACTION PLANS

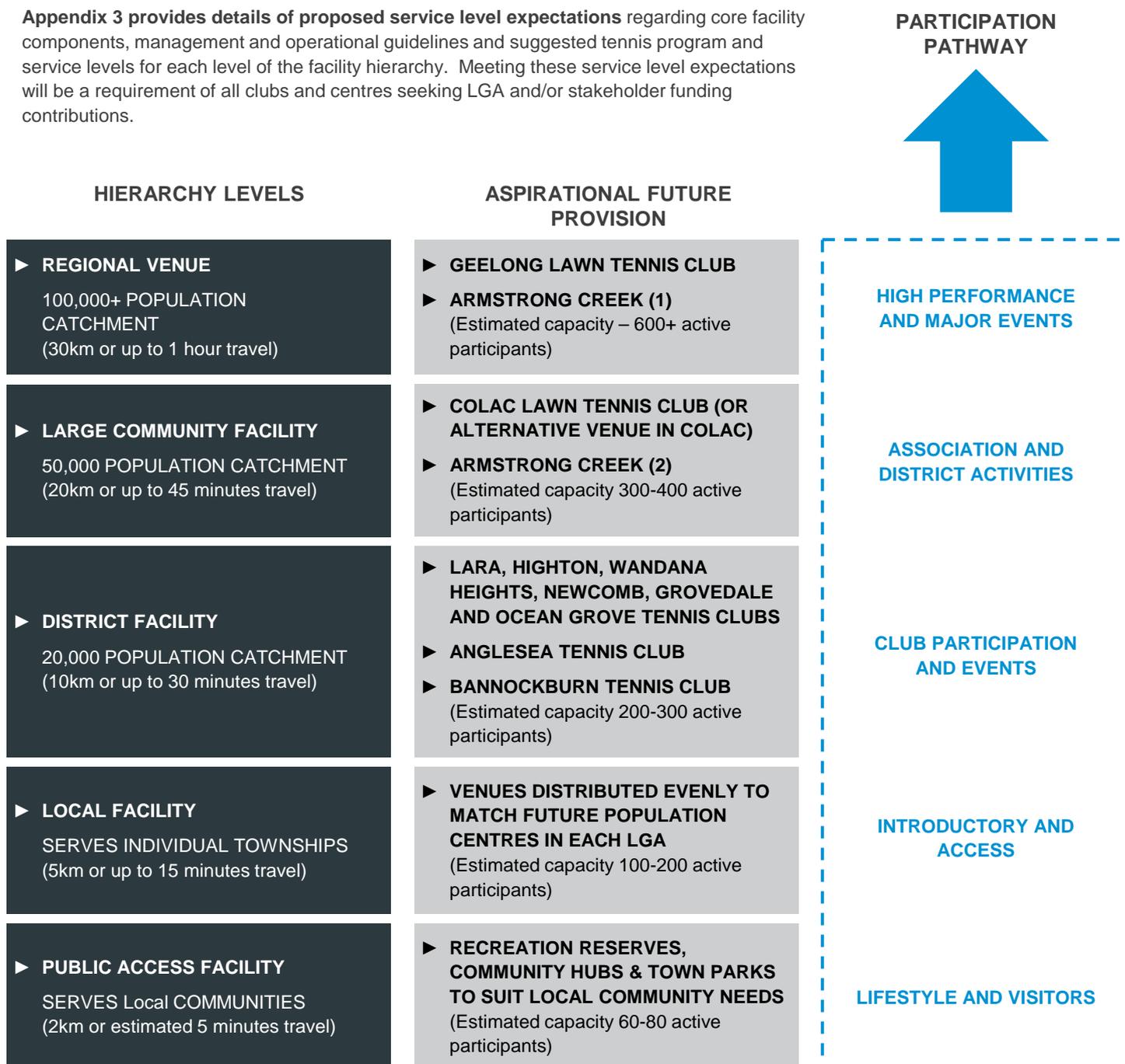
TENNIS FACILITY HIERARCHY

The preparation and adoption of a regional tennis facility hierarchy will assist G21 regional stakeholders to **strategically plan and develop tennis facilities based on participation needs and specified requirements**. The following hierarchy provides a guide to facility distribution and use.

Appendix 6 and each Municipal Action Plan provides an LGA breakdown by venue of current hierarchy provision (Appendix 2 provides a map of all existing tennis venues in the G21 region) and future aspirational hierarchy levels by venue. These individual venue summaries support the overall objectives outlined in the hierarchy diagram below which seek to better balance the mix of tennis facilities across the G21 region.

The hierarchy and associated *Tennis Service Level Framework* (in Appendix 3) have been developed to guide the scope for each facility level to provide an appropriate range of activities and services, in addition to minimum facility components to ensure venue sustainability. These guides should be used by each LGA to set and implement local priorities in conjunction with clubs.

Appendix 3 provides details of proposed service level expectations regarding core facility components, management and operational guidelines and suggested tennis program and service levels for each level of the facility hierarchy. Meeting these service level expectations will be a requirement of all clubs and centres seeking LGA and/or stakeholder funding contributions.





PRIORITY 1

STRUCTURE OF TENNIS

Develop an aligned and collaborative structure to manage tennis

The structure of tennis in the G21 region provides a mixed approach to the delivery of services, programs and activities, with a number of separate providers of competition, participation, coaching and club support programs operating.

Tennis governance and operations within the G21 region requires restructuring. There is a need to better define stakeholder roles and responsibilities, in addition to creating greater alignment and coordination of tennis program, competition and activity delivery to help address regional decline in traditional competition tennis, improve competition and pathway structures and to better resource tennis administration across the region.

Tennis Victoria is currently (September 2014) undertaking a comprehensive review of Country Tennis governance structures, including investigation into the Regional Tennis Network structure. This review has no confirmed timeframe, but is likely to be completed sometime in 2015 and its recommendations may impact on the future structure of tennis in the G21 region. Participation in the review process should be encouraged and its progress and findings should be monitored by G21 stakeholders and incorporated into any future regional governance structure.

Of importance in the G21 region will be to develop a collaborative structure that includes competition development and administration, participation and pathway development, tournament and event support, coach education and development, schools coordination and support club development initiatives.

To achieve the G21 regional vision for tennis and be able to implement key strategic actions, it is likely that any future combined governance model will require professional administration and a sustainable management model supported through additional resources from peak tennis bodies.

The structure of tennis across the G21 region has not been able to keep pace with changes in community demand, preferences and trends, change within the sport of tennis and the progress of other regional sporting organisations that operate within the G21 region.

It is important to note that any future governance change within the region must be supported from the 'ground up' and include direction and ownership from Tennis Victoria, G21, LGAs or other stakeholders. Engagement of these stakeholders in conjunction with existing Local Associations, competition providers, clubs and service deliverers will be imperative to reach an agreed and aligned model.

Through any governance restructure it will be important to support the retention of the Buninyong and District Tennis Association (BDTA) as the provider of tennis services and competitions for northern Golden Plains based clubs (separate to any future G21 regional tennis body).

Many BDTA clubs are based outside the G21 region within the City of Ballarat and all BDTA clubs based within the Golden Plains Shire play within the local BDTA competition. As no G21 based BDTA club plays in Tennis Geelong, Polwarth and District Tennis Association or Bellarine Peninsula Tennis Association competition, it is recommended that the BDTA and associated clubs remain in their current structure and not align under a restructured G21 regional model.

PRIORITY 1 – KEY STRATEGIES AND ACTIONS

| TASK | STRATEGIC DIRECTIONS | TIMELINE | STAKEHOLDER RESPONSIBILITY | | |
|------|---|----------|----------------------------|--------------------------------|---|
| | | | INITIATE | DELIVER | SUPPORT |
| 1.1 | Restructure tennis governance in the G21 region | Critical | Tennis Victoria | Tennis Victoria, Associations | Tennis Australia, LGAs, Clubs & Coaches |
| 1.2 | Develop a stakeholder working party to prepare and define the scope and detailed requirements for restructuring tennis in the G21 region. | High | Tennis Victoria | Tennis Victoria & Associations | Tennis Australia, LGAs, GLTC, Leisure Networks, Clubs & Coaches |
| 1.3 | Align all tennis competition administration operating in the G21 region and create geographical competition zones that support the Colac and District area, Geelong (including Central, North and East) and Bellarine-Surf Coast area (including Geelong South and Surf Coast). | Medium | Tennis Victoria | Tennis Victoria & Associations | Tennis Australia, LGAs, Clubs, Coaches, SRV |
| 1.4 | Support the retention of the Buninyong and District Tennis Association (BDTA) as the provider of tennis services and competitions for northern Golden Plains based clubs (separate to any future G21 regional tennis body). | Ongoing | BDTA | Tennis Victoria | Clubs and Golden Plains Shire |



PRIORITY 2

PARTICIPATION

Grow tennis, its range of activities and its year round appeal

Participation in tennis throughout the G21 region is currently inconsistent, with many activities and opportunities to play driven by a small number of clubs, coaches and private operators. Change in participation opportunities is critical to the engagement of people into the sport and greater focus on providing the right mix of activities to meet community trends and demands is required.

G21 tennis participation is largely built around organised competition formats. Research at all levels indicates that this traditional model of participation is declining and that the way in which people wish to consume tennis is changing. To address trends and create new markets, tennis has created a number of new products to increase the breadth of tennis participation and engage new participants into the sport.

New products include Hot Shots and Hot Shots leagues, Cardio Tennis, Fast 4 and community play models that seek to take the game to new players and provide alternative formats to formalised competitions. New and emerging formats of play, complemented by increased night tennis and social play opportunities should be a focus for the G21 region. All formats should be explored to support the pathway into the various competitions, tournaments and events that are already provided.

The structure of tennis has a significant impact on the programs and services provided (and their access) throughout the G21 region and change will need to be reflected in this area in order to support the enhancement of tennis participation.

Regional geography and local area demographics influence the demand for tennis and the rural settlement pattern outside of key regional population centres demands different support strategies to those in areas of growth. In particular a greater focus needs to be provided on introductory programs, social activities and development programs to improve participants experience in tennis.

Ideally participation activities and service levels matched with the proposed hierarchy of tennis facilities will provide a structured guide to regional tennis stakeholders and local communities and help to set and manage local expectations regarding facility improvement and requirements for government support.

Appendix 3 provides a guide to facility hierarchy levels of provision and the levels of service required to support growth in tennis participation.

PRIORITY 2 – KEY STRATEGIES AND ACTIONS

| TASK | STRATEGIC DIRECTIONS | TIMELINE | STAKEHOLDER RESPONSIBILITY | | |
|------|--|----------|----------------------------|-------------------------------|---|
| | | | INITIATE | DELIVER | SUPPORT |
| 2.1 | Through a restructured G21 tennis governance model, create an integrated tennis competition and pathway structure for the G21 region. | High | Tennis Victoria | Tennis Victoria, Associations | Coaches, BSA, Clubs |
| 2.2 | Develop a structured approach to the introduction of Hot Shots programs and leagues to the G21 schools network, in conjunction with local Clubs, Coaches and National Schools Partnership Program. | High | Tennis Victoria | CTO | Schools, Coaches, Clubs |
| 2.3 | Develop a regional event strategy and align with regional objectives and G21 Sports Development Strategy requirements and local facility capacity. | Medium | G21 & Tennis Victoria | Tennis Victoria | Tennis Australia, GLTC, Clubs, G21 Sport and Rec Pillar |
| 2.4 | Develop an annual regional Tennis Open Day (for all Clubs in the region) to support a broader event strategy or LGA / G21 active community participation program to raise the profile of and opportunities for tennis throughout the region. | Low | Tennis Victoria | Tennis Victoria | Clubs, Coaches and Associations |
| 2.5 | Support Clubs to work closely with Coaches to grow and expand delivery of junior development activities, programs and initiatives and connect with local schools. | High | Tennis Victoria | Clubs | Coaches & Schools |
| 2.6 | Support TA to conduct regular tennis coaching accreditation and education courses within the G21 region and support local people via community grants (particularly young people) to undertake training and education courses. | High | Tennis Australia | Tennis Australia | Coaches, Clubs, Associations & LGAs |
| 2.7 | Continue to facilitate and promote public access to tennis courts throughout the G21 region for residents and visitors. | Ongoing | LGAs | LGAs | Clubs, Venue Operators & Tennis Victoria |
| 2.8 | Develop a Quick Guide to supporting and delivering tennis in rural communities and the benefits to them – this will be underpinned by promoting access to tennis facilities and through court re-use and adaptation recommendations identified under the Facility Provision and Renewal objective. | Medium | Tennis Victoria | Tennis Victoria | LGAs, Clubs, Coaches & Associations |
| 2.9 | Adopt the Service Level Framework (provided in Appendix 3) into future LGA planning and capital funding policies and programs. | High | LGAs | LGAs | Tennis Victoria, Clubs & Associations |

An audit of 114 tennis facilities and 424 courts across the G21 region identified 105 operational venues, providing 402 courts in usable condition (Figure 02).

The general provision of tennis courts across the G21 region exceeds standard industry planning benchmarks and ratios, highlighting that court numbers meet minimum recommended numbers to the projected regional population, but location, quality, condition and type of venue provision no longer meets the requirements of clubs, participants and programs.

Clear gaps exist in the regional facility hierarchy regarding Large Community and District level facilities, with an existing large supply of Local and Public Access facilities. This facility mix has an impact on the capacity of the region to deliver tournaments and events, as well as build strong and sustainable clubs and integrated competitions. There are currently no dedicated Hot Shots courts provided in the G21 region to support the projected growth in this program.

Adoption of the **Proposed Regional Facility Hierarchy** on the following page and the associated proposed **Service Level Framework in Appendix 3** would seek to address these issues and reposition the G21 region facility mix to better suit the diversity of tennis needs across the region. Refer to Figures 05 and 06 on the following page for current provision.

Other critical issues impacting tennis development include limited court lighting to support tennis participation growth trends (only 31% of existing tennis courts are floodlit across the region – refer Figure 03).

In addition, existing court surface provision is strongly focused on non-player development surfaces including asphalt, concrete and synthetic grass/clay (60% of all court surfaces). Refer to Figure 04 for a breakdown of court surface types across the region. All natural grass and red porous courts provided across the G21 region are based at three clubs at Geelong Lawn Tennis Club, Lorne Country Club and Colac Lawn Tennis Club.

Current planning for new tennis venues in the G21 region is limited, with the greatest opportunities for new facilities identified through existing venue expansion plans (ie. through reserve or venue master plans) and via the Armstrong Creek growth area, with 36 courts planned across two locations in the next 20 years.

FIGURE 03 | % OF TOTAL PLAYABLE COURTS BY LGA (2013) (SOURCE: TENNIS FACILITY AUDIT, 2013)

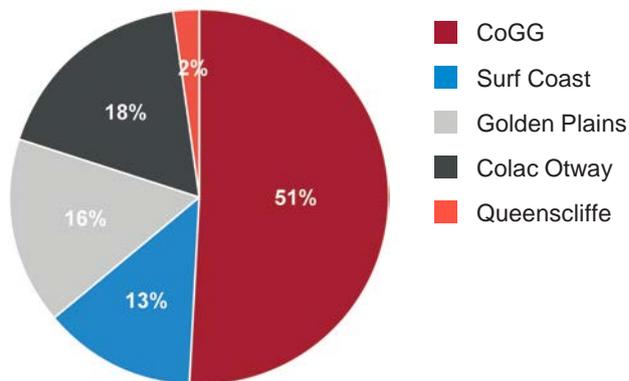


FIGURE 03 | G21 REGION % OF FLOODLIT COURTS (2013)

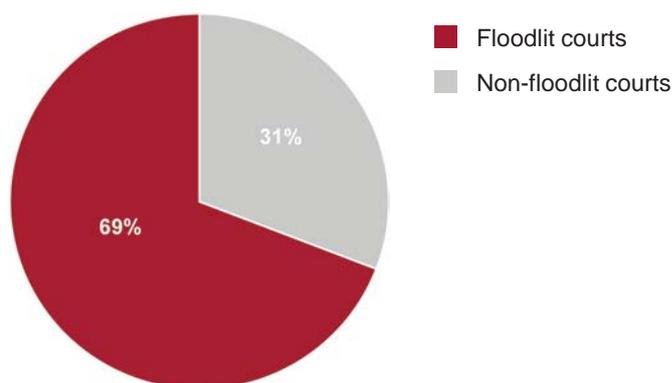


FIGURE 04 | G21 REGION COURT SURFACE MIX (2013)

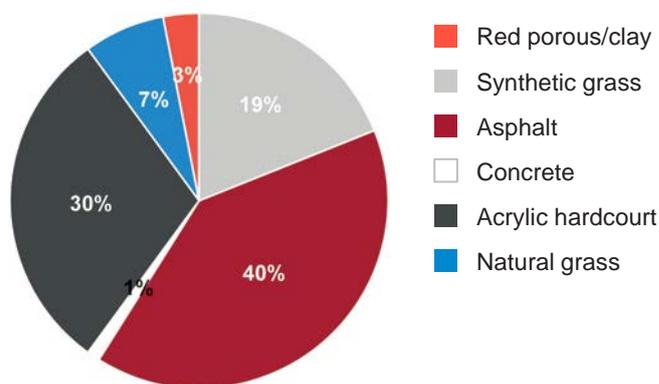


FIGURE 05 | TENNIS AUSTRALIA AND G21 REGION FACILITY HIERARCHY PROVISION COMPARISON
 (SOURCE: TENNIS AUSTRALIA 2020 NATIONAL FACILITY HIERARCHY AND G21 REGION TENNIS AUDIT, 2013)

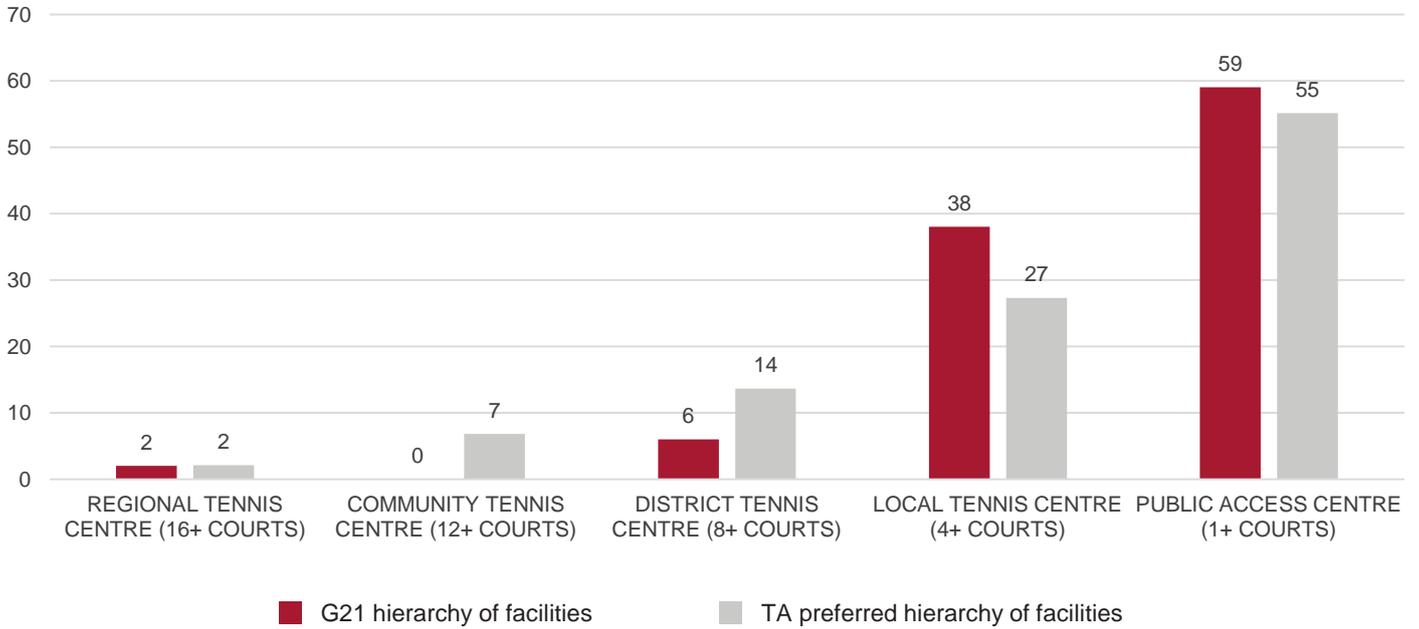
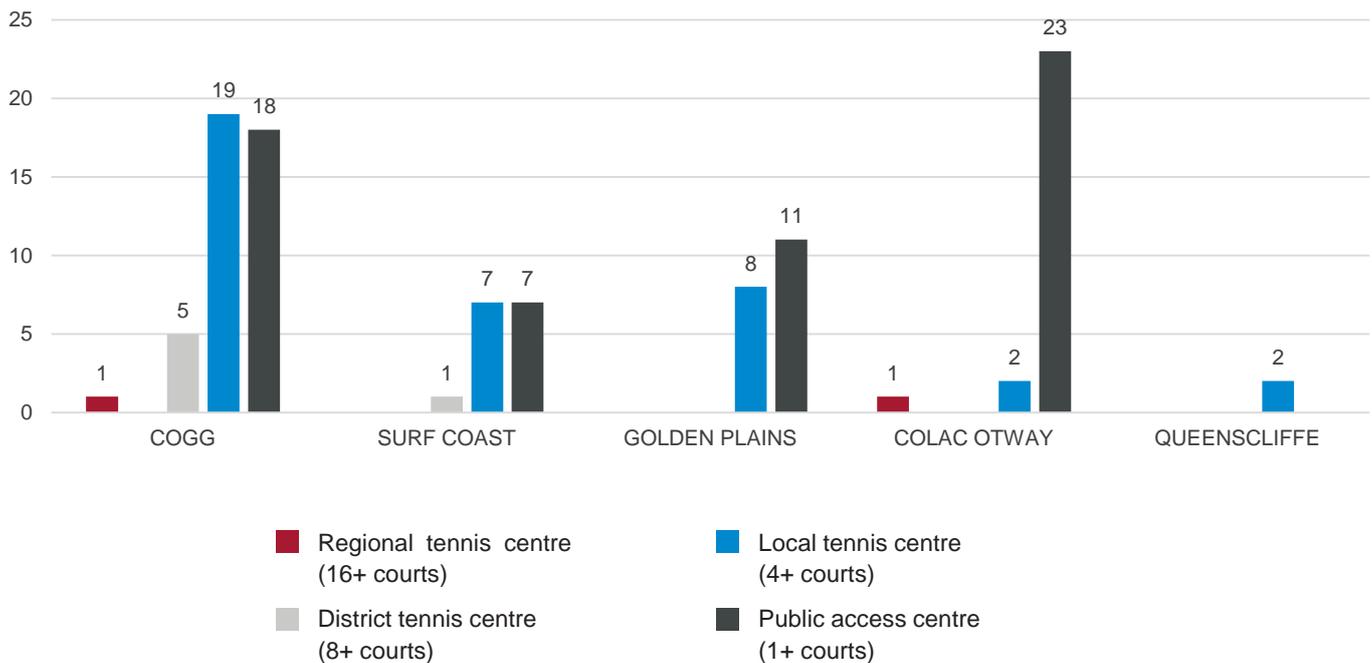


FIGURE 06 | G21 REGION FACILITY HIERARCHY PROVISION BY LGA
 (SOURCE: G21 REGION TENNIS FACILITY AUDIT, 2013)



ESTIMATE LIFE CYCLE AND ANNUAL MAINTENANCE COSTS

With future court planning limited, there is a strong need for Local Government and regional partners to continue to invest in ongoing tennis infrastructure renewal programs. It will also be important for regional structures to be in place in order to maximise future investment into tennis facilities across the region.

To assist facility owners and asset managers to plan for new and redeveloped facilities, the following tables outline the capital costs, life cycle and estimated annual maintenance costs for core tennis facility infrastructure components.

In addition, annual maintenance costs must be planned and budgeted for. Regardless of maintenance responsibilities (Council or club) these costs need to be considered as ongoing financial commitments and accordingly planned for when infrastructure is renewed or new infrastructure is proposed.

| AVERAGE TOTAL LIFE EXPECTENCY COSTS (PER COURT) | | |
|--|--------------|---------------|
| TENNIS COURT INFRASTRUCTURE | CAPITAL COST | EXPECTED LIFE |
| New court construction (asphalt) | \$48,000 | 20 years |
| New court construction (concrete) | \$65,000 | 30 years |
| Asphalt (hot mix) surface | \$9,000 | 10 years |
| Acrylic (non-cushioned) surface | \$8,500 | 8 years |
| Acrylic (cushioned) surface | \$34,000 | 10 years |
| Synthetic grass (standard) surface | \$18,000 | 12 years |
| Synthetic grass (premium) surface | \$23,000 | 12 years |
| Synthetic clay surface | \$30,000 | 10 years |
| Red porous / natural clay | \$35,000 | 35 years |
| Natural grass | \$20,000 | 50+ years |
| ANCILLIARY INFRASTRUCTURE | CAPITAL COST | EXPECTED LIFE |
| Net posts and winders (pair) | \$2,500 | 30 years |
| Nets (each) | \$300 | 5 years |
| Fencing (per court) | \$14,000 | 20 years |
| Lighting (per court) | \$25,000 | 30 years |

| ESTIMATED ANNUAL MAINTENANCE COSTS (PER COURT) | |
|---|-------------|
| TENNIS COURT INFRASTRUCTURE | ANNUAL COST |
| - | - |
| - | - |
| Asphalt (hot mix) surface | \$200 |
| Acrylic (non-cushioned) surface | \$450 |
| Acrylic (cushioned) surface | \$450 |
| Synthetic grass (standard) surface | \$600 |
| Synthetic grass (premium) surface | \$600 |
| Synthetic clay surface | \$650 |
| Red porous / natural clay | \$2,500 |
| Natural grass | \$4,000 |
| ANCILLIARY INFRASTRUCTURE | ANNUAL COST |
| Net posts and winders (pair) | \$50 |
| Nets (each) | \$50 |
| Fencing (per court) | \$200 |
| Lighting (per court) | \$400 |

Assumptions

1. Court resurface costs assume no major improvement of base and sub-grade is required.
2. Floodlight lamps and fittings are replaced on a 10 year cycle.
3. Floodlighting installations are exclusive of access to and installation of power.
4. Maintenance costs are calculated on recent historical projects and industry supplier costs.
5. Maintenance costs for courts include a mix of volunteer labour and contracted maintenance services.
6. Maintenance costs for red porous / natural clay and natural grass courts does not include water consumption.

PRIORITY 3 – KEY STRATEGIES AND ACTIONS

| TASK | STRATEGIC DIRECTIONS | TIMELINE | STAKEHOLDER RESPONSIBILITY | | |
|------|--|----------|----------------------------|-------------------|--|
| | | | INITIATE | DELIVER | SUPPORT |
| 3.1 | Strategically invest in tennis court lighting to grow participation | Critical | LGAs + Clubs | LGAs | Tennis Australia, Tennis Victoria, Associations & State Govt |
| 3.2 | Adopt the proposed Regional Tennis Facility Hierarchy and utilise its structure to prioritise tennis facility developments across the G21 region. | High | LGAs | LGAs | Tennis Victoria, Clubs & Associations |
| 3.3 | Continue to allocate and budget for annual LGA tennis infrastructure renewal programs, inclusive of court surfaces, court furniture, fencing and lighting. | Ongoing | LGAs | LGAs | Tennis Victoria, Tennis Australia & Clubs |
| 3.4 | Partner and negotiate with schools and DEECD to develop (or at least line mark) dedicated Hot Shots courts within school grounds and environments. | Medium | Tennis Victoria | Schools | Coaches |
| 3.5 | Where existing venues have been identified as being redundant or defunct, partner with Tennis Victoria / Australia and other sports to identify sustainable re-use and adaptation opportunities for broader community use. | Low | LGAs & Tennis Victoria | LGAs | Clubs & Community |
| 3.6 | Collectively adopt existing Tennis Australia, Tennis Victoria and SRV planning and facility development guidelines (including floodlighting resources) to ensure all new facilities are developed to recommended standards and guidelines | Ongoing | LGAs | LGAs | Tennis Australia, Tennis Victoria, Clubs & Contractor |
| 3.7 | Support Clubs to develop risk management plans for courts that fail to meet current standards and compliance for court run-offs. | Ongoing | Tennis Victoria | Tennis Victoria | Clubs & Associations |
| 3.8 | Continue to support the Geelong Lawn Tennis Club (GLTC) as the designated Regional Tennis Centre for the G21 region. | Ongoing | All | GLTC | Tennis Victoria, Clubs, Coaches, Associations & BSA |
| 3.9 | Investigate opportunities to implement court booking and access systems that promote greater venue access and increase court hire revenues for Clubs and LGAs. | High | Tennis Victoria | Tennis Victoria | LGAs & Clubs |
| 3.10 | Explore long-term redevelopment or relocation options for the Colac Lawn Tennis Club and tennis facility provision within Colac. | Medium | Colac Otway Shire | Colac Otway Shire | Tennis Victoria, CLTC, Colac Indoor & PDTA |

The majority of facility outcomes and recommendations specific to individual LGAs are reflected via Municipal Action Plans and the following regional recommendations are provided for collective stakeholder guidance and delivery.



PRIORITY 4

CLUB SUPPORT & DEVELOPMENT

Support clubs AND VENUES to grow their capacity and improve management AND OPERATIONS

As at January 2014 there were 89 tennis clubs operating throughout the G21 region, with the majority governed by volunteer committee structures. A small number have paid administration, with the two indoor centres run by commercial operators.

Tennis and government stakeholders are fundamentally focused on building the capacity of tennis clubs throughout the G21 region and on assisting them to become more sustainable. Research conducted through this project indicated a number of gaps in club sustainability, take-up of support programs, club governance structures and in Tennis Victoria affiliation.

Tennis clubs in the G21 region have access to a range of state, regional and local club support resources, but collectively they have not taken up these opportunities to their full capacity. As a result, the strong progressive clubs appear to get stronger and the weaker club capabilities and capacity become increasingly diluted, leading to long-term sustainability issues for many. Over the past 15 years an estimated 20 tennis clubs have folded across the G21 region, with at least three known clubs folding in the City of Greater Geelong since 2013.

Research into club management and operational structures by Tennis Australia in recent years has identified that those with a progressive approach, professional management and operational systems and strong community based programs are generally better placed to address and adapt to changing community expectations and to deliver a broader range of programs and services being demanded by the tennis community.

Prior to the introduction of the new National Affiliation Reform Model (prior to 1 July 2014), only 55% of tennis clubs (49 clubs) operating within the G21 region were affiliated with Tennis Victoria, well below the state average of around 75%. As at August 2014, the number of affiliated clubs in the region was 56.

Many regional deficiencies in program delivery, funding acquisition, resourcing and promotion could be better delivered through an affiliated and coordinated network of tennis clubs.

A new National Affiliation Model commenced implementation across Victoria from 1 July 2014, bringing Victoria in-line with Queensland, ACT, South Australia and New South Wales. The core change to the model is a shift from venue **and** player affiliation fees, to a set annual club affiliation fee based on the club's number of courts. This will see the majority of clubs pay less for affiliation, thus incentivising clubs to affiliate to the peak body and at the same time, increasing their levels of support.

Affiliation reform is a major shift in the way Tennis Victoria conducts its business, with the overall intention to better support clubs, grow club capacity and introduce programs and services to current and more potential players across Victoria. Refer **Appendix 5** for relevant correspondence.

PRIORITY 4 – KEY STRATEGIES AND ACTIONS

| TASK | STRATEGIC DIRECTIONS | TIMELINE | STAKEHOLDER RESPONSIBILITY | | |
|------|--|----------|----------------------------|-------------------------------------|--|
| | | | INITIATE | DELIVER | SUPPORT |
| 4.1 | Support the sustainability of tennis via the new national affiliation model | Critical | Tennis Victoria | Tennis Victoria | Clubs, Tennis Australia, LGAs & Associations |
| 4.2 | Incentivise Clubs to affiliate with TVIC through LGA policy (fees and charges, occupancy agreements) and restructure community grant programs to align with TA funding requirements and TVIC affiliation. | High | LGAs | LGAs | Tennis Victoria |
| 4.3 | Encourage all Clubs to improve their governance, administration and operational performance by undertaking two specific club development programs – being ClubHELP (facilitated through Leisure Networks) and annual TA Club Health Check (facilitated via TA and University of Adelaide). | Ongoing | Tennis Victoria | Tennis Australia & Leisure Networks | LGAs, Clubs & Associations |
| 4.4 | Promote TVIC's Game Set Match as a central resource for tennis club support and development information | Ongoing | Tennis Victoria | Tennis Victoria | Clubs, Associations & Coaches |
| 4.5 | Support Clubs to develop Business and/or Strategic Plans to set strategic directions, identify Club and facility needs, generate new revenue streams and identify key support partners. | High | Tennis Victoria | Tennis Victoria | LGAs, Leisure Networks & State Govt |
| 4.6 | Publish best practice case studies of local Club operations that showcase positive Club management and operational outcomes | Low | Tennis Victoria | Tennis Victoria | Clubs & Coaches |
| 4.7 | Conduct annual tennis development forums in the City of Greater Geelong (Central Geelong and Bellarine areas), Colac Otway Shire (Colac), Surf Coast Shire (Torquay) and Golden Plains Shire (Bannockburn) in association with regional partners | Ongoing | Tennis Victoria | Tennis Victoria & LGAs | Clubs, Coaches, Associations, Schools & Tennis Australia |



PRIORITY 4

SERVICING AND DELIVERY

Promote tennis and provide resources (human and financial) to support change

The servicing of tennis across the G21 region is performed by a range of local, regional and state level stakeholders. Local to regional operations are currently supported by Tennis Victoria via their Community Tennis Officer (CTO) program and other operational teams, the local tennis coach network and through Tennis Associations and the Barwon Regional Tennis Network.

Current levels of servicing require improvement and future investment in order to deliver on the many strategies and actions identified within this Strategy. Increased numbers of affiliated Clubs via the new national affiliation model will also increase service level expectations across the region.

Tennis Victoria has already acknowledged the need for extra resourcing across the G21 and surrounding regions and as a result has employed an additional Country Community Tennis Officer (CTO) to service the Barwon, Glenelg and Central Highlands areas.

In addition to coordinated tennis competitions and activities, and improved club development through affiliation and support programs, the regional tennis community identified the need for coordinated promotion of the sport as a high priority. Knowing *where to play*, *how to access courts* and *the key benefits of participation* are integral to future promotional messages.

Specific funding programs and initiatives are available to local tennis clubs and to LGA's and greater acquisition through these programs is key to supporting Strategy implementation.

Communicating the successful delivery of actions regularly and annually reporting on performance and local improvement will be central to maintaining enthusiasm and momentum for the Strategy and for use in future funding applications, event bids and by local clubs to raise their profile in the community.

PRIORITY 5 – KEY STRATEGIES AND ACTIONS

| TASK | STRATEGIC DIRECTIONS | TIMELINE | STAKEHOLDER RESPONSIBILITY | | |
|------|--|----------|------------------------------------|------------------------|---|
| | | | INITIATE | DELIVER | SUPPORT |
| 5.1 | Adopt strategy into organisational work plans and budgets. | Critical | All | All | G21 Sport & Rec Pillar |
| 5.2 | Promote LGA community grants programs and their alignment with tennis club development, activity and facility objectives. | Ongoing | LGAs | LGAs | Clubs |
| 5.3 | Promote TA National Court Rebate Scheme and its requirements throughout the regional tennis community. | Ongoing | Tennis Victoria | Tennis Victoria | Tennis Australia & LGAs |
| 5.4 | Communicate annual LGA facility improvement priorities to TA and TVIC and seek input on funding application development. | Ongoing | LGAs | G21 Sport & Rec Pillar | State Govt & Tennis Victoria |
| 5.5 | Publish a biennial State of Play Report for Tennis, identifying key strategic objectives, participation changes and facility and infrastructure investment related information to local, regional, state and national stakeholders. | Low | G21 & Tennis Victoria | G21 Sport & Rec Pillar | Tennis Victoria & LGAs |
| 5.6 | Develop a Coach mentoring program in association with Secondary Schools, Deakin University and/or as part of any potential SEDA program within the region. | Low | Tennis Australia & Tennis Victoria | Tennis Australia | Leisure Networks, Schools, Deakin, SEDA & Coaches |
| 5.7 | Provide information to LGAs on club-coach agreements and the issues surrounding fees, charges and access policies – and their connectivity back to lease agreements. | High | Tennis Victoria | Tennis Victoria | LGAs, Coaches and Clubs |
| 5.8 | Promote the introduction of 'Service Agreements' for LGAs to incorporate into Club and venue lease and licence agreements that mandate TVIC affiliation, TA coach qualifications and delivery of participation initiatives and programs. | Low | Tennis Victoria | Tennis Victoria | LGAs |
| 5.9 | Encourage volunteers, club managers, venue operators and coaches to undertake formal TA RTO delivered short courses and VET programs focused on business management and workforce development outcomes. | Low | Tennis Australia | Tennis Victoria | Leisure Networks, Clubs & Associations |



STRATEGY REVIEW & IMPLEMENTATION

The strategy and action tables developed for each strategic priority provide a detailed breakdown of regional responsibilities for the implementation of strategic directions and actions identified in the *G21 Regional Tennis Strategy*.

The action and implementation tables provided in the previous report section have been developed to assist sport government and community stakeholders to prioritise and allocate appropriate resources, work collaboratively and respond to emerging opportunities to help grow the sport of tennis.

The financial impact of implementing proposed actions has not been determined, however it is critical that key stakeholders and potential funding providers adopt a coordinated approach to the scoping and delivery of actions and recognise the need for joint funding and resourcing.

In order to progress many of the identified actions, a strong emphasis on relationship building and collaborative partnerships will need to be delivered.

The ongoing ownership and delivery of the *G21 Regional Tennis Strategy* strategic directions, actions and recommendations, and its regular monitoring and review will vest with a range of state, regional and local stakeholders. Ultimately, responsibility sits with the G21 Sport and Recreation Pillar, with support from the range of stakeholders identified in the following pages.

While G21 Sport and Recreation Pillar members will provide a strategic platform for change and improvement, Tennis Victoria via its state level staff and Country South West Community Tennis Officer (CTO) will need to drive critical actions and recommended implementation for key activities that impact tennis participation, growth and support on a regional scale.

STRATEGY REVIEW PROCESS

Strategy priorities are set out in the following implementation framework, however annual goal and target setting will be required by strategy owners and partners. Formal evaluation of strategic priorities by the G21 Sport and Recreation Pillar, LGA's and Tennis Victoria will be required to ensure ongoing and consistent alignment with sport and regional objectives.

The following diagram outlines the monitoring and review process proposed for the life of the project.



KEY STAKEHOLDER IMPLEMENTATION RESPONSIBILITIES

STATE GOVERNMENT

The Victorian State Government will play a key support role in the funding of strategic initiatives, and in promoting the benefits of the *G21 Regional Tennis Strategy* throughout other Victorian regions. It will also be responsible for ensuring continued focus is provided on the delivery of Strategy actions for greater benefit of the G21 region. Partnership funding to support key strategic actions identified within this Strategy will be anticipated by local partners.

LOCAL GOVERNMENT

The five G21 LGAs have a core responsibility to directly deliver tennis infrastructure planning, improvement and revitalisation actions, as well as support participation and club development initiatives.

LGAs will need to focus on the implementation of Municipal Action Plans, as well as support regional objectives through policy adoption and development and in prioritising and securing partner investment.

Via the G21 Sport and Recreation Pillar and through internal LGA governance structures, LGAs are encouraged to adopt *G21 Regional Tennis Strategy* objectives and priorities and utilise them as the basis for future local planning regarding tennis.

TENNIS VICTORIA

Tennis Victoria will play a pivotal and lead role in coordinating and supporting the implementation of tennis and club development related initiatives from the Strategy. Tennis Victoria will also support infrastructure projects and directing state-wide and regional staff (including Country Region CTOs) to prioritise the implementation of strategy recommendations.

Tennis Victoria also has an important role in developing strategic partnerships and in identifying, researching and implementing new ideas and initiatives that will benefit the regional tennis network. Work with schools, tertiary institutions, suppliers and technology providers to create innovative solutions will be of significant value and to the long-term benefit of the G21 region.

The most critical roles of Tennis Victoria will be in driving the new national affiliation model throughout the G21 region and being the champions for restructuring tennis governance. Without Tennis Victoria's drive and commitment to these initiatives, implementation is less likely to be achieved.

TENNIS AUSTRALIA

Tennis Australia will play a support role in action implementation, but also have an active and direct role in supporting regional tennis partners to meet their community, development and infrastructure aspirations.

Tennis Australia also have a role in promoting national strategies for regional and local implementation, including venue management and professional development and education programs, club health checks, coach development and education initiatives, and the National Court Rebate Scheme.

Access to these and other national programs will be available via Tennis Victoria involvement for affiliated clubs.

Creating opportunities to pilot and test tennis industry initiatives and innovations will be an important role for Tennis Australia, as will the coordination and scheduling of events within the region to match with participation and promotional strategies.

TENNIS COACHES

Coaches already play a number of key roles in the delivery and support for tennis in the G21 region. Specific to strategy implementation, coaches will need to participate in consultation activities, openly provide information to other regional stakeholders regarding programming, and commit to supporting proposed new structures and activity initiatives in addition to operating their businesses. Regional implementation of peak body supported programs including Hot Shots, Cardio Tennis and schools programs will continue to be a core role for tennis coaches, as will the further integration of coaching services into the G21's rural communities.

CLUBS AND ASSOCIATIONS

Tennis Clubs and Associations will need to keep an open mind and embrace change in the way they operate and deliver tennis to the G21 community. Many actions have been identified within this Strategy will require new initiatives and adaptation in the way tennis is planned and participated in the region.

It will be the responsibility of all Clubs and Associations to work with LGAs and Tennis Victoria to ensure that tennis participation can grow and that appropriate support is provided at the local level to enable change to happen for the greater benefit of tennis beyond club sites and Association boundaries. Working within Strategy boundaries and frameworks is also an important role for Clubs and Associations to ensure regional priorities rule of individual proposals.

LEISURE NETWORKS

Leisure Network’s current role in the G21 community does not change for tennis or for this Strategy, with the exception of promoting available services and support in a targeted way to tennis clubs and coordinating club development programs and services with Tennis Victoria to ensure targeted delivery.

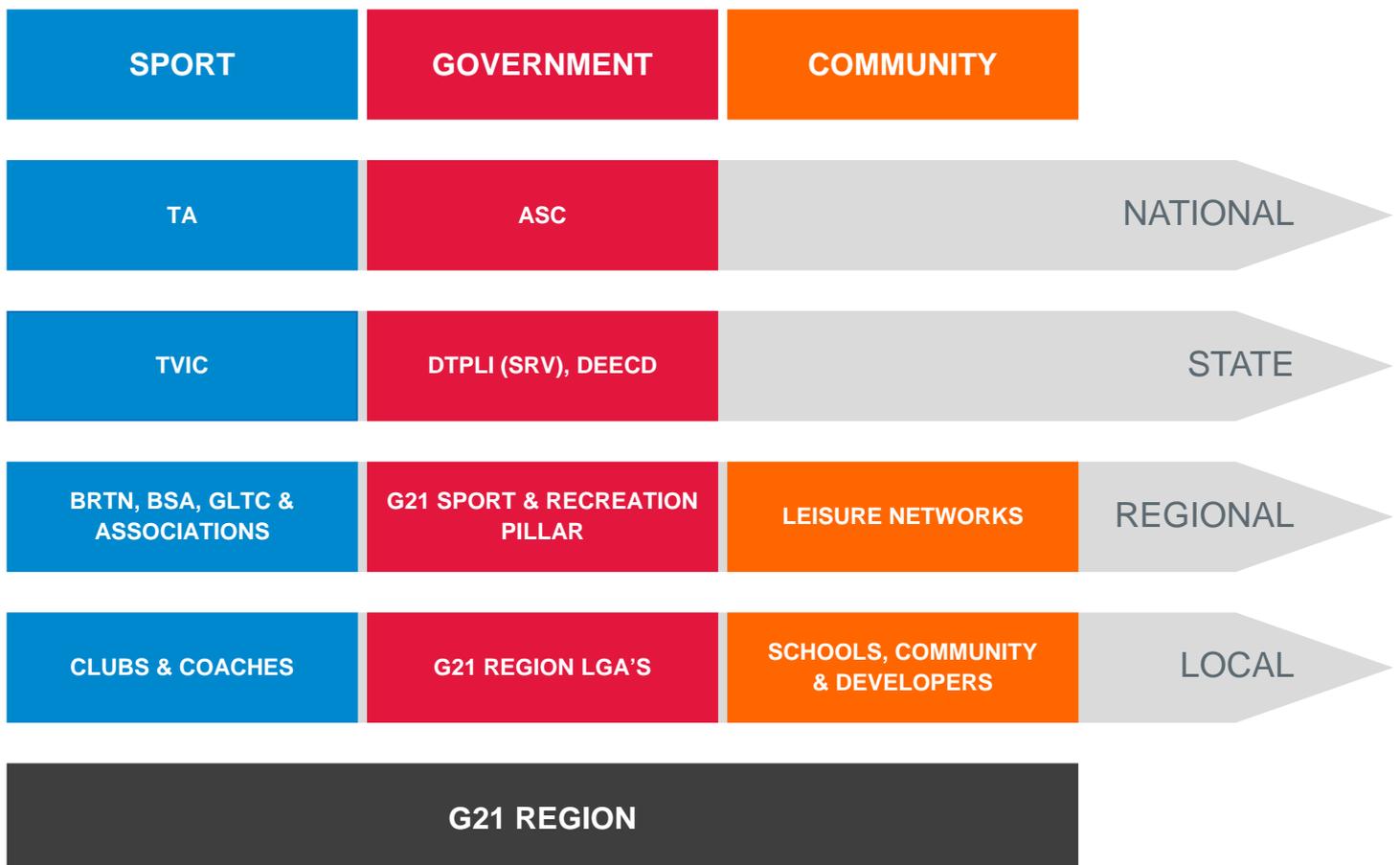
Ongoing promotion of the ClubHELP program across the region will also continue to be an important role for Leisure Networks. A balance between Leisure Network’s ‘funded’ program work and ‘unfunded’ project work needs to be struck and additional resources may need to be provided to achieve greater engagement of Leisure Networks in additional work outside their funded program scope.

G21 SPORT & RECREATION PILLAR

The G21 Sport and Recreation Pillar will become the ultimate owners of the overall *G21 Regional Tennis Strategy* and in monitoring and evaluating its outcomes. The Pillar will also need to make collective decisions on prioritising projects of regional significance, as well as communicating implementation successes throughout the region.

The Pillar will also take responsibility for developing and promoting State of Play reports on club, participation and infrastructure activity across the region and beyond.

G21 STAKEHOLDER FRAMEWORK





DELIVERING THE G21 REGIONAL TENNIS STRATEGY

The implementation of proposed strategic directions and associated recommendations requires stakeholders to play three important roles in their delivery:

INITIATE

Refers to the commencement of planning and coordinating the scope and timing of action(s) to be delivered.

DELIVER

Refers to the on-the-ground delivery of identified actions and the acquisition and management of key partner and stakeholder contributions.

SUPPORT

Refers to the organisational support for action delivery through the provision of resources, people, skills, funding, equipment and/or promotional activities.

The *G21 Regional Tennis Strategy* has been developed to provide strategic directions that are practical and realistic and proposes a 10-year timeframe for implementation and delivery.

Many strategic directions will require further stakeholder consultation and to ensure key actions can be achieved in a timely manner, continued collaboration between tennis, government and regional stakeholders is crucial.

Proposed Strategic Directions have been allocated a level of priority based on their relative impact on delivering the desired outcomes for the region. A description of each priority level is provided below:

MANDATORY

A Strategic Direction that is required by legislation or regulation.

CRITICAL

A Strategic Direction that has a serious impact on ongoing service delivery and without achievement other Strategic Directions cannot be progressed.

HIGH

Important Strategic Direction that underpins sports development and infrastructure improvements across the region.

MEDIUM

Strategic Direction that contributes to meeting overall Regional Strategy objectives.

LOW

Strategic Direction that contributes to overall regional strategy improvement activities.

ONGOING

Strategic Direction that will require ongoing commitment of sport and government stakeholders.



MUNICIPAL PRIORITIES AND ACTIONS

This report section provides an overview and summary of the five G21 region LGAs and proposes an action plan and future recommendations for the development of tennis and tennis infrastructure locally.

The action plans provide each Council with an understanding of the current provision of and support for tennis in their municipality and offers clear directions and strategies to assist them in determining how tennis should be supported into the future.

Municipal Action Plans have been developed in conjunction with Council officers and considered existing local sports development plans, strategies, Council policies and preferred future directions for each individual Council.

The action plans are designed to align and integrate with existing Council policies and capital programs, identify key priorities and future recommendations for tennis infrastructure.

The needs and aspirations of local clubs, facility operators, coaches and Tennis Victoria were also considered in the development of Municipal Action Plans.

Each Municipal Action Plan provides the following information and direction to guide the localised implementation of strategic actions and recommendations:

1. Municipal overview
2. Tennis development priorities
3. Infrastructure recommendations – 10 year program.

ASSESSING LOCAL PRIORITIES

Tennis development priorities are based on regional research and the capacity of each Council to support governance, participation, club development and strategy resourcing locally. Consideration is given to Local Government roles and responsibilities in supporting these priorities, in-line with the role that local, regional, state and national tennis bodies will also play.

Infrastructure related actions have been developed following extensive site investigations and tennis facility audits conducted at each tennis venue in the G21 region in 2013. Analysis of individual sites has been undertaken and an overview of tennis infrastructural renewal priorities provided for each Council. Infrastructure related items represented in the following Action Plans include:

- Current provision of courts, court lighting and venues venue hierarchy level
- Recommended aspirational hierarchy level to reach
- Recommended future provision of court, lighting and surface type
- Estimated renewal timeframe for court surface, fencing, lighting and net infrastructure
- Outline estimated renewal costs associated with priority renewal recommendations
- Strategic direction recommended for each venue.

Implementing priorities are the responsibility of each Council. As a guide, infrastructure actions provided in the following pages should be prioritised by stakeholders with consideration given to competing priorities, demands and budget capacity and processes of LGAs. Prioritisation should also be undertaken based on clubs and venues being able to meet the key criteria presented within the tennis facility hierarchy and service level framework, while providing maximum value to the sport and local communities.

MUNICIPAL OVERVIEW

The City of Greater Geelong is the largest Local Government Area within the G21 region in terms of population and is Victoria's major regional cities. In 2013 Greater Geelong had a total estimated population of 226,287 people, which is projected to increase by 20% to over 273,000 by 2025.

Geelong is the principal population centre for the region, with the municipality also providing a number of significant growth areas including Clifton Springs, Leopold, Ocean Grove and Drysdale (in the Bellarine Peninsula), Lara (in North Geelong) and Fyansford (in Geelong West).

Armstrong Creek is also located within the City of Greater Geelong and forms the G21 region's largest residential growth area with some 60,000 residents projected to live there at full build out. Armstrong Creek is strategically located between Grovedale (in Geelong's South) and Torquay (in the northern area of the Surf Coast Shire).

Armstrong Creek is also accessible to Bellarine Peninsula residents and will provide the City's only planned new tennis facilities over the next 10-years.

The cultural diversity of the population and identified areas of social and economic disadvantage in Geelong's northern suburbs contrasts significantly with inner city areas and the growing resident and visitor populations across the Bellarine Peninsula. Across Greater Geelong there are a number of localised areas and clubs where tennis participation is high, but this is contrasted with areas where tennis has not enjoyed the same levels of interest and participation, and subsequently some venues continue to receive limited use.

Over the past three-years Greater Geelong has provided around 70% of the G21 region's registered tennis members, with an estimated 2,483 members registered with Tennis Victoria in 2013/14. The localities with the strongest existing tennis participation in Greater Geelong were Central, Southern and Eastern Geelong postcode areas (3216, 3219, 3220) and Ocean Grove (3226).

The City of Greater Geelong provides for 42 Tennis Clubs across venues based on Council, church and private land. A number of clubs in recent years have folded across the municipality, including Anakie Tennis Club, Surfside Tennis Club, Lovely Banks Tennis Club, St John's Lutheran Tennis Club and Latrobe Terrace Church of Christ Tennis Club.

As at August 2014, 29 of the 42 clubs based in the City of Greater Geelong were affiliated with Tennis Victoria.

FACILITY SUMMARY

There are currently 47 individual tennis venues providing 227 courts across the City of Greater Geelong on Council and non-Council owned or managed land (including Church and privately owned land).

Greater Geelong provides 53% of total usable courts across the G21 region, with an estimated 218 courts in playable condition (based on 2013 audit figures). 32% of tennis courts in the municipality are floodlit.

The municipality currently provides 1 Regional Tennis Centre (the Geelong Lawn Tennis Club), 5 District Facilities, 22 Local Facilities and 19 Public Access venues. The Geelong Lawn Tennis Centre is the Tennis Australia designated Regional Tennis Centre for the G21 region

In terms of tennis court-to-population ratios across the municipality, Greater Geelong appears well provided with an average of 1 court for every 1,067 residents (based on 2013 ratios). Projecting ratios towards 2031, the key growth area of Armstrong Creek will be a priority for new provision, in addition to addressing existing and projected future gaps in North Geelong, particularly as the population around Lara grows. Achieving a better mix of tennis venues within growing and changing local communities will be an important direction for the renewal of Council's existing tennis facilities.

The diversity of needs for city, rural and coastal communities varies greatly across the municipality and tennis venues will need to be planned, adapted and renewed to suit this diversity.

Council currently maintains a public access policy for the provision and capital renewal of tennis facilities, where fees and charges are kept low for clubs, and Council retains responsibility for the infrastructure maintenance and its renewal. Council requires that a 50% of courts or a minimum of two courts per venue are provided for public access outside of agreed club usage times. Retaining community access to tennis courts remains a high priority for Council.

Council currently allocates around \$180,000 annually towards the renewal of tennis and netball courts and fire tracks through its Hard surfaces Policy. In addition to supporting tennis infrastructure projects via this policy, the City of Greater Geelong invested in-excess of \$480,000 into tennis facility improvements in the 2013/14 financial year.

FACILITY SUPPORT AND IMPROVEMENT PRIORITIES

To support regional tennis facility needs and to continue to improve local tennis facilities across the City of Greater Geelong, the following priority facility recommendations are provided for Council consideration.

- ▶ Continue to support Tennis Australia and the Geelong Lawn Tennis Club to provide a regional tennis centre and associated service levels within the City of Greater Geelong.
- ▶ Continue to provide a minimum of \$180,000 annually towards Council's hard surfaces policy to support capital renewal projects, using the priority table in **Appendix 6** as a guide to staged implementation.
- ▶ Maintain a tennis court occupancy policies that promotes public access to existing tennis courts – while also considering alternative occupancy conditions to assist clubs that can demonstrate community benefit and sustainability outcomes.
- ▶ Support clubs in their planning and funding acquisition to provide court lighting at existing venues, where proposals align with Service Level Framework (refer to **Appendix 3**).
- ▶ Commence planning for the first of two tennis facilities to be provided within Armstrong Creek, including investigating court numbers, management models, market catchment, potential services and funding arrangements.
- ▶ Formalise the use of courts at the recently folded Surfside Tennis Clubs under a new agreement with the Ocean Grove Tennis Club.
- ▶ Investigate long-term facility improvement options for the Lara Tennis Club to better service tennis in the Lara growth area and to support tennis in North Geelong.
- ▶ Decommission tennis facilities at Abe Wood Reserve in Lovely Banks and support Church based clubs to decommission sites at Geelong East Uniting Church, Latrobe Terrace Church of Christ and St John's Lutheran Tennis Club.

KEY TENNIS DEVELOPMENT AND SUPPORT PRIORITIES

To support regional tennis development the following priority support recommendations are provided for Council consideration.

- ▶ Support Tennis Victoria to conduct an annual local tennis stakeholder forum to discuss and share ideas and address tennis and club development issues.
- ▶ Support tennis stakeholders to identify, attract and deliver a range of tennis events that match with the tennis player development pathway.
- ▶ Engage with Tennis Victoria and the local coaching network to develop a policy that articulates Council's objectives for tennis coach use of community tennis facilities.
- ▶ Consider amending existing Council tennis occupancy policies to incentivise Tennis Victoria affiliation and implementation of associated on and off-court programs and initiatives (eg. Hot Shots, Club Health Checks, TA accredited coach).
- ▶ Promote Council's Community Grants Programs to the local tennis network to support increased club capacity building, promotion of tennis and event delivery activities.
- ▶ Prioritise tennis club infrastructure funding applications and requests where clubs meet Service Level Framework objectives and have a current stakeholder approved Business Plan.
- ▶ Promote all Council tennis facilities and clubs including contact details, access times and costs and activity information via Council's website and associated media avenues.

Refer to the following pages for venue specific renewal and improvement recommendations and a municipal map of proposed tennis facilities by hierarchy.

| LOCATION | | | 2014 PROVISION | | | | INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025 | | | | | | | | |
|-------------------|---|----------------|----------------------------------|---------------------------|---------------|------------------------|--|---------------------------------|----------------|-----------------|---------------|-----------------|----------------------|--|---|
| FACILITY LOCATION | SUBURB | CLUB NAME | TOTAL NO. COURTS | TOTAL NO. FLOODLIT COURTS | HIERARCHY NOW | ASPIRATIONAL HIERARCHY | MINIMUM NUMBER OF COURTS TO PROVIDE | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | RECOMMENDED FUTURE STRATEGIC DIRECTION | |
| 1 | Abe Wood Reserve | Lovely Banks | NO CLUB | 2 | 0 | Public | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Decommission site and make safe |
| 2 | All Saints Anglican Tennis Club | Newtown | All Saints Anglican Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 0 | 0 | 0 | 0 | Church land/site and not CoGG responsibility - negotiate public access for local community use |
| 3 | Anakie Reserve | Anakie | NO CLUB | 5 | 1 | Local | Local | 2 | 0 | 0 | 2 | 0 | 0 | 2 | Decommission 2 tennis courts and retain and improve 2 courts for public access a 3rd for multi-use. Consider upgrades as part of an Anakie Reserve Master Plan. |
| 4 | Barwon Heads Village Park | Barwon Heads | Barwon Heads Tennis Club | 6 | 4 | Local | Local | 6 | 0 | 0 | 4 | 0 | 0 | 0 | Retain as 6-court Local level facility (connect with Ocean Grove for increase service if required) - consider future pavilion improvements to support club growth. |
| 5 | Batesford Reserve | Batesford | Batesford Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 2 | 0 | 2 | 0 | Retain for public access and local community use and main courts through Hard Surfaces Program |
| 6 | Breakwater Reserve | Breakwater | Geelong East Uniting Tennis Club | 3 | 0 | Public | Public | 4 | 2 | 0 | 0 | 0 | 3 | 0 | Maintain as a Public access level facility and consider adding a 4th court and lighting to bring it up to a Local level venue |
| 7 | Burdoo Recreation Reserve | Grovedale | Grovedale Tennis Club | 8 | 6 | District | District | 8 | 0 | 0 | 2 | 0 | 0 | 8 | Retain as District facility and improve acrylic surfaces as part of the Hard Surfaces Program. Club to maintain and improve synthetic grass courts. |
| 8 | Centre Court Indoor Tennis Centre | North Geelong | Centre Court Indoor TC | 7 | 7 | Local | Local | 7 | 0 | 0 | 0 | 0 | 0 | 0 | Important venue in the North of Geelong and CoGG to support its retention. Private commercial centre so not CoGG priority. |
| 9 | Corio Community Reserve | Corio | NO CLUB | 6 | 2 | Local | Public | 2 | 0 | 0 | 2 | 0 | 2 | 2 | Retain 2-courts as a Public access facility for local community use via Hard Surfaces Program |
| 10 | Dorris Smith Reserve | Geelong West | Geelong West Tennis Club | 3 | 0 | Public | Public | 3 | 0 | 3 | 3 | 0 | 3 | 3 | Retain as Public access facility for local community use and maintain through Hard Surfaces Program |
| 11 | Drysdale Rec Reserve | Drysdale | NO CLUB | 2 | 0 | Public | Public | 2 | 0 | 0 | 2 | 0 | 2 | 2 | Retain as Public access facility for local community use and maintain through Hard Surfaces Program |
| 12 | Ervin Reserve | Newcomb | Newcomb Tennis Club | 10 | 0 | District | Local | 7 | 4 | 0 | 5 | 0 | 0 | 0 | Retain 5 acrylic courts (and possibly floodlight in the long-term) for club use and retain 2 asphalt courts for public access. Remove 3 courts and return to public open / play space and implement changes in-line with Ervin Reserve Master Plan. |
| 13 | Francis Street Reserve | Belmont | St Stephen's Tennis Club | 6 | 0 | Local | Local | 6 | 4 | 3 | 3 | 0 | 6 | 1 | Retain as a Local level facility, repair court issues and consider resurfacing asphalt courts with plexipave and adding lighting in the future. |
| 14 | Frank Mann Reserve | Ceres | Ceres Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 1 | 0 | 2 | 0 | Retain as Public access venue for local community and maintain through Hard Surfaces Program |
| 15 | Fyans Park Tennis Club | Newtown | Fyans Park Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 0 | 0 | 0 | 0 | School site and not CoGG responsibility - negotiate public access for local community use |
| 16 | Geelong East Uniting Church Tennis Club | East Geelong | NO CLUB | 3 | 0 | Public | Public | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Site sold and has been decommissioned for tennis - GEUCTC has moved to Breakwater Reserve |
| 17 | Geelong Lawn Tennis Club | Belmont | Geelong Lawn Tennis Club | 28 | 14 | Regional | Regional | 28 | 0 | 0 | 0 | 0 | 0 | 0 | Support venue as Regional Centre for events, activities and service provision, as well as future funding applications to third-parties for infrastructure renewal. |
| 18 | Hamlyn Park | Hamlyn Heights | Hamlyn Park Tennis Club | 5 | 2 | Local | Local | 5 | 0 | 0 | 0 | 0 | 0 | 0 | Retain as Local level facility with club to focus on synthetic grass court improvement |

| LOCATION | | | 2014 PROVISION | | | INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025 | | | | | | | | | RECOMMENDED FUTURE STRATEGIC DIRECTION |
|-------------------|--|-----------------|-------------------------------|---------------------------|---------------|--|-------------------------------------|---------------------------------|----------------|-----------------|---------------|-----------------|----------------------|---|---|
| FACILITY LOCATION | SUBURB | CLUB NAME | TOTAL NO. COURTS | TOTAL NO. FLOODLIT COURTS | HIERARCHY NOW | ASPIRATIONAL HIERARCHY | MINIMUM NUMBER OF COURTS TO PROVIDE | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | | |
| 19 | Harvey Park | St Leonards | NO CLUB | 2 | 0 | Public | Public | 2 | 0 | 0 | 0 | 0 | 2 | 0 | Retain as Public access facility for local community use and maintain through Hard Surfaces Program |
| 20 | Highton Reserve | Highton | Highton Tennis Club | 6 | 6 | Local | Local | 6 | 0 | 0 | 3 | 0 | 0 | 3 | Retain as Local level facility and continue to support overflow site use at Pioneer Park to help grow club activities. Club to continue maintain and replace synthetic grass surfaces. |
| 21 | Howard Glover Reserve | Geelong | Eastern Districts Tennis Club | 4 | 0 | Local | Local | 4 | 0 | 4 | 2 | 0 | 4 | 0 | Retain as Local level facility and court damage issues and resurface asphalt courts with acrylic surface |
| 22 | Jetty Road Reserve | Clifton Springs | Clifton Springs Tennis Club | 6 | 2 | Local | District | 8 | 2 | 3 | 0 | 0 | 0 | 0 | Recently upgraded from Local level venue to 8-court District Centre. Support minor repairs to acrylic courts and consider adding floodlighting in the future. |
| 23 | Kenwith Park | Newtown | NO CLUB | 2 | 0 | Public | Public | 2 | 0 | 0 | 0 | 0 | 0 | 2 | Retain as Public access facility for local community use and maintain through Hard Surfaces Program |
| 24 | Lara Recreation Reserve | Lara | Lara Tennis Club | 8 | 4 | District | District | 8 | 2 | 0 | 2 | 0 | 4 | 4 | Retain as the main facility for tennis in the North of Geelong and focus on supporting improvement and start planning for additional courts to service Lara's growth and growth in the North of Geelong. Tennis/Netball courts to be upgraded with acrylic and the two poorest synthetic grass courts to be upgraded by the club in the short-term. |
| 25 | Latrobe Terrace Church of Christ Tennis Club | Newtown | NO CLUB | 1 | 0 | Public | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Decommission site and make safe |
| 26 | Leopold Rec Reserve | Leopold | Leopold Tennis Club | 9 | 2 | District | Local | 9 | 4 | 4 | 7 | 0 | 0 | 0 | Retain and maintain 6 acrylic courts for club use and increase floodlit courts over time. Maintain 3 asphalt courts via Hard Surfaces Program for public access. |
| 27 | Lunan Park | Drumcondra | Lunan Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 0 | 0 | 0 | 0 | Retain as Public access facility for local community use and maintain through Hard Surfaces Program |
| 28 | Marcus Hill Reserve | Marcus Hill | NO CLUB | 2 | 0 | Public | Public | 2 | 0 | 0 | 0 | 0 | 0 | 0 | Retain as Public access facility for local community use and maintain through Hard Surfaces Program |
| 29 | Marshall Reserve | Marshall | NO CLUB | 1 | 0 | Public | Public | 1 | 0 | 0 | 1 | 0 | 0 | 0 | Retain as Public access facility for local community use and maintain through Hard Surfaces Program |
| 30 | Moolap Reserve | Moolap | Moolap Tennis Club | 6 | 2 | Local | Local | 6 | 2 | 0 | 4 | 0 | 0 | 2 | Retain as Club level facility with 4 acrylic courts for club use and retain 2 asphalt for public access and maintain via Hard Surfaces Program. Club to consider lighting improvement. |
| 31 | Myers Reserve | Bell Post Hill | Bell Post Hill Tennis Club | 4 | 2 | Local | Local | 4 | 0 | 0 | 0 | 0 | 0 | 0 | Retain as Local level facility and consider long-term expansion to 6-courts in-line with local and Northern Geelong population west of Ring Road grows |
| 32 | Ocean Grove Tennis Reserve | Ocean Grove | Ocean Grove Tennis Club | 7 | 5 | Local | District | 7 | 0 | 0 | 2 | 0 | 0 | 0 | Main venue for the Ocean Grove TC and maintain acrylic courts via Hard Surfaces Program. Club to maintain synthetic grass courts. |
| 33 | Pioneer Park | Grovedale | Highton Tennis Club | 6 | 0 | Local | Local | 6 | 4 | 0 | 0 | 0 | 0 | 0 | Retain as an overflow venue for the Highton TC and for public access and consider the addition of lights in the medium to long-term |
| 34 | Portarlington Rec Reserve | Portarlington | Portarlington Tennis Club | 8 | 0 | District | Local | 5 | 0 | 0 | 0 | 0 | 0 | 0 | Venue has been reduced to a Local level facility with 5 acrylic courts. Retain for local club use and public access and maintain via Hard Surfaces Program. |

| LOCATION | | | 2014 PROVISION | | | | INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025 | | | | | | | | RECOMMENDED FUTURE STRATEGIC DIRECTION |
|-------------------------|-------------------------------------|-----------------|------------------------------|---------------------------|---------------|------------------------|--|---------------------------------|----------------|-----------------|---------------|-----------------|----------------------|-----------|--|
| FACILITY LOCATION | SUBURB | CLUB NAME | TOTAL NO. COURTS | TOTAL NO. FLOODLIT COURTS | HIERARCHY NOW | ASPIRATIONAL HIERARCHY | MINIMUM NUMBER OF COURTS TO PROVIDE | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | | |
| 35 | Seaview Tennis Club | Lovely Banks | Seaview Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 2 | 2 | 0 | 2 | Retain as Public access facility for local community use and maintain through Hard Surfaces Program |
| 36 | Shell Tennis Club | Corio | Shell Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 0 | 0 | 0 | 2 | Retain as public access venue for local community use. Synthetic grass surface provide and would not qualify for Council Hard Surface Program (club responsibility to upgrade courts). |
| 37 | St Albans Reserve | Breakwater | St Albans Tennis Club | 6 | 3 | Local | Local | 6 | 0 | 3 | 3 | 0 | 0 | 3 | Retain as Local level facility and consider resurfacing asphalt courts with plexipave and adding lighting in the future. Clean existing acrylic courts to prolong their life. |
| 38 | St John's Lutheran Tennis Club | Newtown | NO CLUB | 1 | 0 | Public | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Decommission site and make safe |
| 39 | St Leonards Reserve | St Leonards | St Leonards Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 0 | 0 | 0 | 0 | Retain as Public access facility for local community use and maintain through Hard Surfaces Program |
| 40 | St Lukes Uniting Tennis Club | Highton | St Lukes Uniting Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 0 | 0 | 0 | 0 | Church land/site and not CoGG responsibility - negotiate public access for local community use |
| 41 | Surfside Reserve | Ocean Grove | Ocean Grove Tennis Club | 5 | 2 | Local | Local | 5 | 2 | 0 | 5 | 0 | 0 | 0 | Surfside Tennis Club has dissolved and Ocean Grove TC has taken over the site as its satellite site. Maintain courts via the Hard Surfaces Program. |
| 42 | Thomson Reserve | Thomson | St Mary's Tennis Club | 4 | 0 | Local | Local | 4 | 2 | 0 | 0 | 0 | 0 | 0 | Retain as Local level facility - 4 courts (2 acrylic and 2 synthetic grass) were recently constructed in 2014. Club to consider lighting 2 synthetic courts. |
| 43 | Tim Hill Reserve | Wandana Heights | Wandana Heights Tennis Club | 6 | 6 | Local | Local | 6 | 0 | 0 | 4 | 0 | 2 | 4 | Retain as Local level facility with 6 plexipave all lit courts. Retain and maintain via Hard Surfaces Program. |
| 44 | Wallington Reserve | Wallington | Wallington Tennis Club | 5 | 0 | Local | Local | 5 | 0 | 5 | 0 | 0 | 5 | 0 | Ocean Grove use as overflow, but will move to Surfside TC - Wallington becomes a medium term priority - courts require clean and some minor repairs and maintenance. |
| 45 | Wathaurong Reserve | Drysdale | Drysdale Tennis Club | 6 | 0 | Local | Local | 6 | 3 | 0 | 0 | 0 | 3 | 0 | Retain as Local level facility and re-install lighting infrastructure to meet local club standards |
| 46 | Wauron Ponds Reserve | Wauron Ponds | Wauron Ponds Tennis Club | 6 | 0 | Local | Local | 6 | 0 | 3 | 3 | 0 | 0 | 0 | Retain as Local level facility and assist club to grow membership due to Colac through road closure. Maintain courts via Hard Surfaces Program. |
| 47 | Western Heights Uniting Tennis Club | Herne Hill | Western Heights Uniting TC | 4 | 0 | Local | Local | 4 | 0 | 0 | 0 | 0 | 0 | 0 | Church land/site and not CoGG responsibility - negotiate public access for local community use |
| ESTIMATED TOTALS | | | | 227 | 70 | - | - | 210 | 31 | 28 | 64 | 2 | 40 | 40 | |

| HIERARCHY LEVEL | CURRENT NUMBER OF VENUES | ASPIRATIONAL NUMBER OF VENUES |
|----------------------|--------------------------|-------------------------------|
| Public Access | 20 | 18 |
| Local | 21 | 21 |
| District | 5 | 4 |
| Large Community Club | 0 | 0 |
| Regional | 1 | 1 |
| TOTAL VENUES | 47 | 44 |

- within 3 years
- within 4-5 years
- within 6-10 years
- decommission venue
- no specific action within 10 years
- 2 numbers refer to the number of courts requiring works

| ESTIMATED INFRASTRUCTURE RENEWAL COST ESTIMATES | | | | | | | | | TOTALS |
|---|-------------------------------------|----------------|-----------------|---------------|-----------------|----------------------|--------------|----------|------------|
| FACILITY LOCATION | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | DECOMMISSION | | |
| 1 | Abe Wood Reserve | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 5,000 | \$ 5,000 |
| 2 | All Saints Anglican Tennis Club | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 3 | Anakie Reserve | \$ - | \$ - | \$ 18,000 | \$ - | \$ - | \$ 5,000 | \$ - | \$ 23,000 |
| 4 | Barwon Heads Village Park | \$ - | \$ - | \$ 34,000 | \$ - | \$ - | \$ - | \$ - | \$ 34,000 |
| 5 | Batesford Reserve | \$ - | \$ - | \$ 17,000 | \$ - | \$ 28,000 | \$ - | \$ - | \$ 45,000 |
| 6 | Breakwater Reserve | \$ 64,000 | \$ - | \$ - | \$ - | \$ 42,000 | \$ - | \$ - | \$ 106,000 |
| 7 | Burdoo Recreation Reserve | \$ - | \$ - | \$ 17,000 | \$ - | \$ - | \$ 20,000 | \$ - | \$ 37,000 |
| 8 | Centre Court Indoor Tennis Centre | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 9 | Corio Community Reserve | \$ - | \$ - | \$ 18,000 | \$ - | \$ 28,000 | \$ 5,000 | \$ - | \$ 51,000 |
| 10 | Dorris Smith Reserve | \$ - | \$ 7,200 | \$ 25,500 | \$ - | \$ 42,000 | \$ 7,500 | \$ - | \$ 82,200 |
| 11 | Drysdale Rec Reserve | \$ - | \$ - | \$ 18,000 | \$ - | \$ 28,000 | \$ 5,000 | \$ - | \$ 51,000 |
| 12 | Ervin Reserve | \$ 128,000 | \$ - | \$ 42,500 | \$ - | \$ - | \$ - | \$ - | \$ 170,500 |
| 13 | Francis Street Reserve | \$ 128,000 | \$ 7,200 | \$ 27,000 | \$ - | \$ 84,000 | \$ 2,500 | \$ - | \$ 248,700 |
| 14 | Frank Mann Reserve | \$ - | \$ - | \$ 9,000 | \$ - | \$ 28,000 | \$ - | \$ - | \$ 37,000 |
| 15 | Fyans Park Tennis Club | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 16 | Geelong East Uniting Church TC | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 5,000 | \$ 5,000 |
| 17 | Geelong Lawn Tennis Club | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 18 | Hamlyn Park | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 19 | Harvey Park | \$ - | \$ - | \$ - | \$ - | \$ 28,000 | \$ - | \$ - | \$ 28,000 |
| 20 | Highton Reserve | \$ - | \$ - | \$ 25,500 | \$ - | \$ - | \$ 7,500 | \$ - | \$ 33,000 |
| 21 | Howard Glover Reserve | \$ - | \$ 9,600 | \$ 17,000 | \$ - | \$ 56,000 | \$ - | \$ - | \$ 82,600 |
| 22 | Jetty Road Reserve | \$ 64,000 | \$ 7,200 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 89,200 |
| 23 | Kenwith Park | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 5,000 | \$ - | \$ 5,000 |
| 24 | Lara Recreation Reserve | \$ 64,000 | \$ - | \$ 36,000 | \$ - | \$ 56,000 | \$ 10,000 | \$ - | \$ 166,000 |
| 25 | Latrobe Terrace Church of Christ TC | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 5,000 | \$ 5,000 |
| 26 | Leopold Rec Reserve | \$ 128,000 | \$ 9,600 | \$ 59,500 | \$ - | \$ - | \$ - | \$ - | \$ 197,100 |
| 27 | Lunan Park | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 28 | Marcus Hill Reserve | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 29 | Marshall Reserve | \$ - | \$ - | \$ 8,500 | \$ - | \$ - | \$ - | \$ - | \$ 8,500 |
| 30 | Moolap Reserve | \$ 64,000 | \$ - | \$ 34,000 | \$ - | \$ - | \$ 5,000 | \$ - | \$ 103,000 |
| 31 | Myers Reserve | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 32 | Ocean Grove Tennis Reserve | \$ - | \$ - | \$ 36,000 | \$ - | \$ - | \$ - | \$ - | \$ 36,000 |
| 33 | Pioneer Park | \$ 128,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 128,000 |
| 34 | Portarlington Rec Reserve | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 35 | Seaview Tennis Club | \$ - | \$ - | \$ 18,000 | \$ 130,000 | \$ - | \$ 5,000 | \$ - | \$ 153,000 |
| 36 | Shell Tennis Club | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 5,000 | \$ - | \$ 5,000 |
| 37 | St Albans Reserve | \$ - | \$ 7,200 | \$ 25,500 | \$ - | \$ - | \$ 7,500 | \$ - | \$ 40,200 |
| 38 | St John's Lutheran Tennis Club | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 5,000 | \$ 5,000 |
| 39 | St Leonards Reserve | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 40 | St Lukes Uniting Tennis Club | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 41 | Surfside Reserve | \$ 64,000 | \$ - | \$ 42,500 | \$ - | \$ - | \$ - | \$ - | \$ 106,500 |
| 42 | Thomson Reserve | \$ 64,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 64,000 |
| 43 | Tim Hill Reserve | \$ - | \$ - | \$ 34,000 | \$ - | \$ 28,000 | \$ 10,000 | \$ - | \$ 72,000 |

| ESTIMATED INFRASTRUCTURE RENEWAL COST ESTIMATES | | | | | | | | | TOTALS |
|---|-------------------------------------|---------------------------------|------------------|-------------------|-------------------|-------------------|----------------------|------------------|--------------------|
| FACILITY LOCATION | | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | DECOMMISSION | |
| 44 | Wallington Reserve | \$ - | \$ 12,000 | \$ - | \$ - | \$ 70,000 | \$ - | \$ - | \$ 82,000 |
| 45 | Wathaurong Reserve | \$ 96,000 | \$ - | \$ - | \$ - | \$ 42,000 | \$ - | \$ - | \$ 138,000 |
| 46 | Wauron Ponds Reserve | \$ - | \$ 7,200 | \$ 25,500 | \$ - | \$ - | \$ - | \$ - | \$ 32,700 |
| 47 | Western Heights Uniting Tennis Club | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| ESTIMATED TOTALS | | \$ 992,000 | \$ 67,200 | \$ 588,000 | \$ 130,000 | \$ 560,000 | \$ 100,000 | \$ 20,000 | \$2,475,200 |

Infrastructure renewal cost assumptions

1. All costs are generic infrastructure renewal costs based on industry rates and Tennis Australia life-cycle costs.
2. Costs are calculated on recent historical projects and industry supplier costs.
3. All generic costs have been applied to proposed renewal projects identified in the above tables on a court-by-court basis.
4. Costs exclude detailed site investigations, soil conditions, detailed design, project management and contingency costs.
5. Costs exclude escalation and GST.
6. All costs should be treated as a general guide only for planning and budgeting purposes.
7. Detailed design and Quantity Surveyor costs are recommended prior to any project budgets being confirmed.

- within 3 years
- within 4-5 years
- within 6-10 years
- decommission venue
- no specific action within 10 years
- 2 numbers refer to the number of courts requiring works

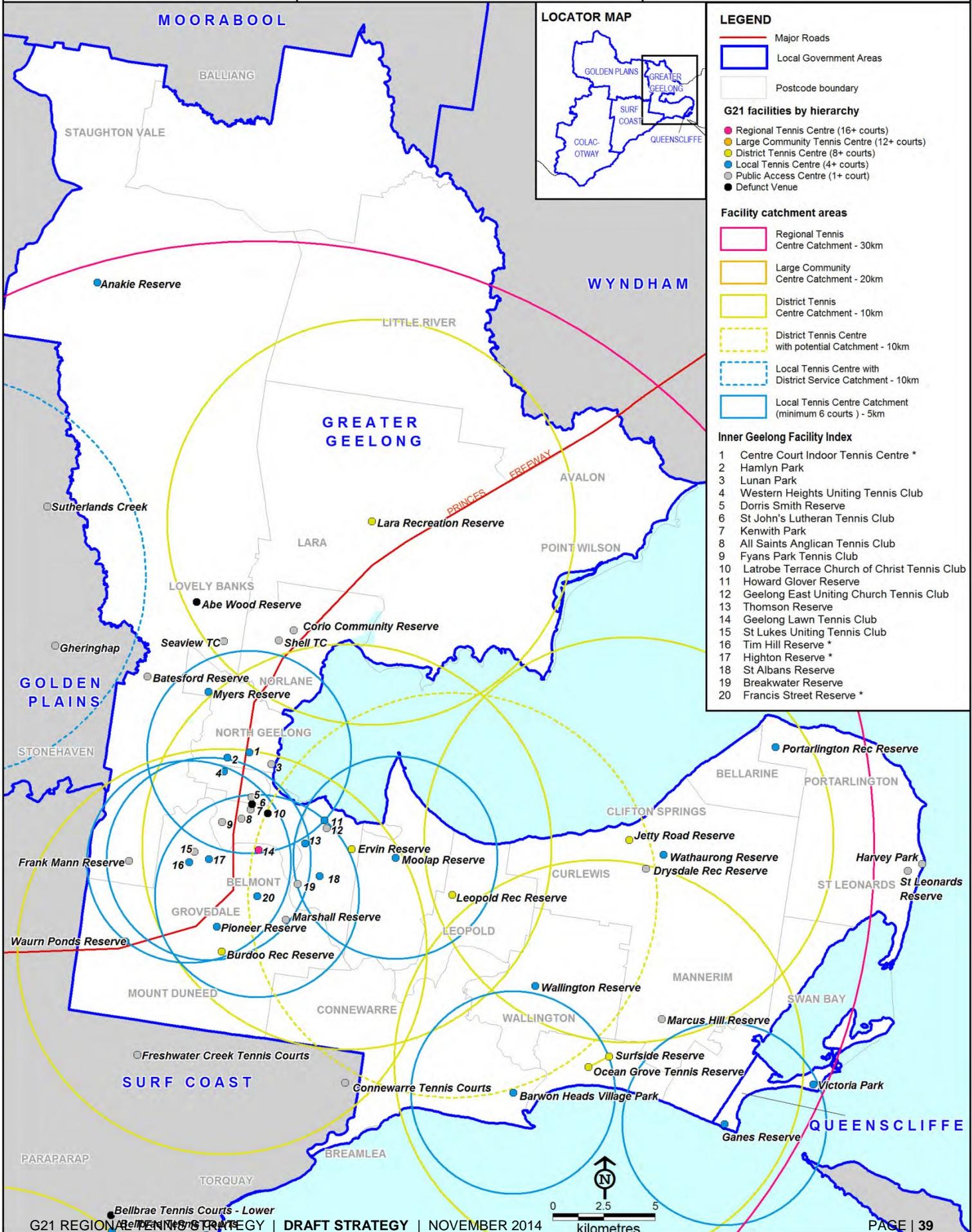
G21 Regional Tennis Strategy

Greater Geelong and Queenscliffe Tennis Facilities by Hierarchy

CREDIT: Spatial data was provided by the ABS and by the participating Local Government Areas in the study area.
 DISCLAIMER: While care has been taken with the production of this map, the publishers do not accept responsibility for any errors or omissions.

NOTE: Details on facility hierarchies were obtained through audits of all facilities completed as part of the project.

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 p: (03) 9680 6370



MUNICIPAL OVERVIEW

The Colac Otway Shire is geographically positioned to the western edge of the G21 region and in 2013 had a total estimated population of 20,677 people. The Shire's population is projected to increase by 13% to over 23,400 by 2025.

Colac is the principal population centre for the Shire and will provide much of the Shire's population growth over the next 20 years. Growth will be across all areas of Colac, with some additional growth projected in the Otway and Great Ocean Road area.

The diversity of the population and identified areas of social and economic disadvantage in Colac are an important consideration in planning for tennis. As important are the range of rural township settlements across the Shire that have limited resident population numbers and projected growth to sustain large clubs. As a result the Shire provides a large number of small venues in geographic areas that local communities can access.

Travel through and around the Colac Otway Shire is constrained by the significant State and National Park areas and the winding roadways that increase travel time significantly. The areas of Colac and surrounding townships with easy linkage to the Princess Highway are more accessible than areas in the south and along the Great Ocean Road.

Over the past three-years the Colac Otway Shire has provided around 11% of the G21 region's registered tennis members, with an estimated 317 members registered with Tennis Victoria in 2013/14. The localities with the strongest existing tennis participation in the Shire was Colac and its surrounding district in postcode 3250.

The Colac Otway Shire provides for 14 active Tennis Clubs across the Shire. A number of clubs and venues in recent years have folded, including clubs at Kennett River, Gellibrand, Yeo and venues at Cressy, Eurack and Lavers Hill have not been utilised for some time.

As at August 2014, 11 of the 14 clubs based in the Shire were affiliated with Tennis Victoria. In addition, the Colac Indoor Tennis Centre (located on private land) was also affiliated to Tennis Victoria and provides tennis activities to the Colac and surrounding community.

In April 2012 the Colac Otway Shire adopted its Tennis Facility Audit and Development Plan, prioritising Council's investment into tennis facility renewal over the 2012-2022 period. Many actions and recommendations provided in the *G21 Regional Tennis Strategy* are based on findings from this adopted report.

FACILITY SUMMARY

There are currently 26 individual tennis venues (including Colac Indoor Tennis Centre) providing 62 courts across the Colac Otway Shire on Council and non-Council owned or managed land (including Crown and private land).

Colac Otway Shire provides 16% of total usable courts across the G21 region, with an estimated 62 courts in playable condition (based on 2013 audit figures). 14% of playable tennis courts (7 courts, 4 of which are provided at Colac Indoor and 3 at Apollo Bay) in the municipality are floodlit. The condition of tennis courts across the Shire is a rapidly changing environment with a number of courts becoming unplayable even between audits conducted between 2011 and 2013.

Of venues that provide at least one playable court, Colac Otway currently provides 1 Regional Tennis Centre (the Colac Lawn Tennis Club), 2 Local Facilities (Colac Indoor and Elliminyt Tennis Courts) and 23 Public Access venues. The Colac Lawn Tennis Club provides 15 natural grass and 2 synthetic grass courts and operates more like a District level facility, mainly in the summer months.

In terms of tennis court-to-population ratios across the municipality, the Colac Otway Shire appears well provided with an average of 1 court for every 291 residents (based on 2013 ratios). Projecting ratios towards 2031, the Shire will continue to maintain positive ratios even if court numbers do not increase. It is expected that no new courts will be required across the Shire within the next 10 years, but improved access to tennis facilities 12-months of the year in Colac and surrounding growth areas will be important to service resident populations.

The diversity of needs across the Shire's rural communities varies greatly and tennis venues will need to be planned, adapted and renewed to suit this diversity. With the very low provision of floodlit courts across the municipality, greater focus on increasing lighting at Colac based venues to promote year-round use and increased coaching and social activity should be a priority.

Council currently allocates around \$50,000 annually towards the renewal of tennis facilities across the Shire. In addition to supporting tennis infrastructure projects, Council supported partners with a \$38,000 investment into redevelopment of courts at the Beeac Tennis Club in the 2013/14 financial year.

Identifying and formalising licence and occupancy agreements for all venues across Council, Crown and private land will be important to support a planned and staged approach to tennis development in the Shire.

FACILITY SUPPORT AND IMPROVEMENT PRIORITIES

To support regional tennis facility needs and to continue to improve local tennis facilities across the Colac Otway Shire, the following priority facility recommendations are provided for Council consideration.

- ▶ Through the future adoption of the tennis facility hierarchy, the Colac Otway Shire should consider adopting a 2 court minimum and 3 court maximum for its 'local level' facilities in order to maintain facility sustainability across the Shire.
- ▶ Continue to provide a minimum of \$50,000 annually towards Council's hard surfaces policy to support capital renewal projects, using the priority table in **Appendix 6** as a guide to staged implementation.
- ▶ Support clubs in their planning and funding acquisition to provide court lighting at existing venues, where proposals align with Service Level Framework (refer to **Appendix 3**).
- ▶ Explore long-term redevelopment or relocation options for the Colac Lawn Tennis Club in conjunction with the Colac Indoor Tennis Centre and other existing tennis venues in Colac (inc. Colac Central Reserve and Elliminyt Tennis Courts) – consideration to be given Colac providing a Large Community Tennis Centre to serve central, north, east and west areas of the Shire.
- ▶ Continue to support the Cororooke Tennis Club with relocation plans and the provision of a minimum of 3 courts.
- ▶ Continue to support the Birregurra Tennis Club and Recreation Reserve Committee to continue to seek funding to implement its master plan and provision of up to 3 tennis courts.
- ▶ Continue to implement actions from the Swan Marsh Tennis and Pirron Yallock Recreation Reserve Master Plan to relocate tennis facilities to the Pirron Yallock Recreation Reserve.
- ▶ Continue to implement infrastructure recommendations from the 2010 Colac Otway Shire Tennis Development via Council's annual tennis facility renewal fund, and attracting partnership funding where possible.
- ▶ Decommission tennis facilities at Cressy, Eurack and Lavers Hills and consider alternate community use options for individual areas with the local community.
- ▶ Decommission a single court at Johanna and retain one for camper access and use.

KEY TENNIS DEVELOPMENT AND SUPPORT PRIORITIES

To support regional tennis development the following priority support recommendations are provided for Council consideration.

- ▶ Continue to work in conjunction with Tennis Victoria, the Colac Lawn Tennis Club, Colac Indoor Tennis Centre and the Polwarth and District Tennis Association to bring all localised tennis activities into a single coordinated structure – any structure should support governance proposals identified within this Strategy.
- ▶ Support Tennis Victoria to conduct an annual local tennis stakeholder forum to discuss and share ideas and address tennis and club development issues.
- ▶ Support tennis stakeholders to identify, attract and deliver a range of tennis events that match with the tennis player development pathway.
- ▶ Engage with Tennis Victoria and the local coaching network to develop a policy that articulates Council's objectives for tennis coach use of community tennis facilities.
- ▶ Consider amending existing Council tennis occupancy policies to incentivise Tennis Victoria affiliation and implementation of associated on and off-court programs and initiatives (eg. Hot Shots, Club Health Checks, Tennis Australia accredited coach).
- ▶ Promote Council's Community Grants Programs to the local tennis network to support increased club capacity building, promotion of tennis and event delivery activities.
- ▶ Prioritise tennis club infrastructure funding applications and requests where clubs meet Service Level Framework objectives and have a current stakeholder approved Business Plan.
- ▶ Promote all Council tennis facilities and clubs including contact details, access times and costs and activity information via Council's website and associated media avenues.

Refer to the following pages for venue specific renewal and improvement recommendations and a municipal map of proposed tennis facilities by hierarchy.

| LOCATION | | | | 2014 PROVISION | | | | INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025 | | | | | | | |
|-------------------------|-------------------------------|--------------------------|------------------|---------------------------|---------------|------------------------|-------------------------------------|--|----------------|-----------------|---------------|-----------------|----------------------|--|--|
| FACILITY LOCATION | SUBURB | CLUB NAME | TOTAL NO. COURTS | TOTAL NO. FLOODLIT COURTS | HIERARCHY NOW | ASPIRATIONAL HIERARCHY | MINIMUM NUMBER OF COURTS TO PROVIDE | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | RECOMMENDED FUTURE STRATEGIC DIRECTION | |
| 1 | Apollo Bay Recreation Reserve | Apollo Bay Tennis Club | 3 | 3 | Public | Public | 3 | 0 | 0 | 0 | 0 | 3 | 3 | Retain courts for club use and public access. | |
| 2 | Barongarook Tennis Courts | Barongarook Community TC | 2 | 0 | Public | Public | 2 | 0 | 0 | 2 | 2 | 2 | 2 | Retain courts for club use and public access. | |
| 3 | Barwon Downs Tennis Courts | Barwon Downs Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 0 | 0 | 2 | 0 | Retain courts for club use and public access. | |
| 4 | Beeac Tennis Club | Beeac Tennis Club | 3 | 0 | Public | Public | 3 | 0 | 0 | 0 | 0 | 0 | 0 | Retain courts for club use and public access and consider adding floodlights in the long-term. | |
| 5 | Beech Forest (Fergusson) | NO CLUB | 1 | 0 | Public | Public | 1 | 0 | 0 | 1 | 0 | 1 | 1 | One court deemed unplayable and not suitable for use. Retain single court for public access. | |
| 6 | Birregurra Recreation Reserve | Birregurra Tennis Club | 2 | 2 | Public | Public | 3 | 2 | 0 | 0 | 3 | 2 | 2 | Implement staged court improvements in-line with Birregurra Recreation Reserve Master Plan (including floodlighting) | |
| 7 | Carlisle River Tennis Court | NO CLUB | 1 | 0 | Public | Public | 1 | 0 | 0 | 1 | 1 | 1 | 1 | Retain single court for public use. | |
| 8 | Colac Central Reserve | NO CLUB | 2 | 0 | Public | Public | 2 | 0 | 0 | 2 | 0 | 2 | 0 | Assess long-term viability of the site as part of a broader assessment of all tennis venues in Colac. | |
| 9 | Colac Indoor Tennis Centre | NO CLUB | 4 | 4 | Local | Local | 4 | 0 | 0 | 0 | 0 | 0 | 0 | Assess long-term viability of the site as part of a broader assessment of all tennis venues in Colac. | |
| 10 | Colac Lawn Tennis Club | Colac Lawn Tennis Club | 17 | 0 | Regional | Large | 8 | 8 | 0 | 8 | 8 | 8 | 8 | Assess long-term viability of the site as part of a broader assessment of all tennis venues in Colac. | |
| 11 | Elliminyt Tennis Courts | Elliminyt Tennis Club | 4 | 0 | Local | Local | 4 | 0 | 0 | 4 | 0 | 4 | 4 | Assess long-term viability of the site as part of a broader assessment of all tennis venues in Colac. | |
| 12 | Cororooke Tennis Courts | Cororooke Tennis Club | 3 | 0 | Public | Public | 3 | 2 | 0 | 0 | 3 | 0 | 0 | Support long-term relocation option and rebuild new courts for club use and public access. | |
| 13 | Cressy Recreation Reserve | NO CLUB | 0 | 0 | Public | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Decommission site and make safe | |
| 14 | Eurack Tennis Courts | NO CLUB | 0 | 0 | Public | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Decommission site and make safe. | |
| 15 | Forrest Tennis Courts | Forrest Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 0 | 0 | 0 | 0 | Retain courts for club use and public access. | |
| 16 | Gellibrand Recreation Reserve | NO CLUB | 0 | 0 | Public | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Recently reconstructed for netball use only. No access for tennis. | |
| 17 | Gerangamete Tennis Courts | NO CLUB | 2 | 0 | Public | Public | 2 | 0 | 0 | 2 | 0 | 0 | 0 | Retain courts for public access and additional club overflow. | |
| 18 | Johanna Tennis Courts | NO CLUB | 1 | 0 | Public | Public | 1 | 0 | 0 | 1 | 1 | 1 | 1 | Retain single court for public use. | |
| 19 | Kawarren Tennis Courts | Karwarren Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 2 | 0 | 2 | 0 | Retain courts for public access and additional club overflow. | |
| 20 | Kennett River Tennis Court | NO CLUB | 1 | 0 | Public | Public | 1 | 0 | 0 | 0 | 0 | 1 | 1 | Retain single court for public use. | |
| 21 | Larport Tennis Courts | NO CLUB | 2 | 0 | Public | Public | 1 | 0 | 0 | 1 | 1 | 1 | 1 | Retain courts for public access and additional club overflow. | |
| 22 | Lavers Hill Tennis Courts | NO CLUB | 0 | 0 | Public | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Decommission site and make safe. | |
| 23 | Pennyroyal Tennis Courts | Pennyroyal Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 2 | 0 | 2 | 2 | Retain courts for club use and public access. | |
| 24 | Swan Marsh Tennis Courts | Swan Marsh Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 2 | 2 | 2 | 2 | Implement court relocation recommendations in-line with the Pirron Yallock Recreation Reserve Master Plan. | |
| 25 | Warncoort Tennis Courts | Warncoort Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 2 | 0 | 2 | 2 | Retain courts for club use and public access. | |
| 26 | Yeo Tennis Courts | NO CLUB | 2 | 0 | Public | Public | 2 | 0 | 2 | 0 | 0 | 0 | 2 | Retain courts for overflow club use and public access. | |
| ESTIMATED TOTALS | | | 62 | 9 | - | - | 53 | 12 | 2 | 30 | 21 | 36 | 32 | | |

| ESTIMATED INFRASTRUCTURE RENEWAL COST ESTIMATES | | | | | | | | | TOTALS |
|---|---------------------------------|-------------------|-----------------|-------------------|---------------------|----------------------|------------------|------------------|---------------------|
| FACILITY LOCATION | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | DECOMMISSION | | |
| 1 | Apollo Bay Recreation Reserve | \$ - | \$ - | \$ - | \$ - | \$ 42,000 | \$ 7,500 | \$ - | \$ 49,500 |
| 2 | Barongarook Tennis Courts | \$ - | \$ - | \$ 18,000 | \$ 130,000 | \$ 28,000 | \$ 5,000 | \$ - | \$ 181,000 |
| 3 | Barwon Downs Tennis Courts | \$ - | \$ - | \$ - | \$ - | \$ 28,000 | \$ - | \$ - | \$ 28,000 |
| 4 | Beeac Tennis Club | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 5 | Beech Forest (Fergusson) | \$ - | \$ - | \$ 9,000 | \$ - | \$ 14,000 | \$ 2,500 | \$ - | \$ 25,500 |
| 6 | Birregurra Recreation Reserve | \$ 64,000 | \$ - | \$ - | \$ 195,000 | \$ 28,000 | \$ 5,000 | \$ - | \$ 292,000 |
| 7 | Carlisle River Tennis Court | \$ - | \$ - | \$ 9,000 | \$ 65,000 | \$ 14,000 | \$ 2,500 | \$ - | \$ 81,500 |
| 8 | Colac Central Reserve | \$ - | \$ - | \$ 17,000 | \$ - | \$ 28,000 | \$ - | \$ - | \$ 45,000 |
| 9 | Colac Indoor Tennis Centre | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 10 | Colac Lawn Tennis Club | \$ 256,000 | \$ - | \$ 68,000 | \$ 520,000 | \$ 112,000 | \$ 20,000 | \$ - | \$ 976,000 |
| 11 | Eliminyt Tennis Courts | \$ - | \$ - | \$ 10,000 | \$ - | \$ 56,000 | \$ 10,000 | \$ - | \$ 76,000 |
| 12 | Cororooke Tennis Courts | \$ 64,000 | \$ - | \$ - | \$ 195,000 | \$ - | \$ - | \$ - | \$ 259,000 |
| 13 | Cressy Recreation Reserve | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 5,000 | \$ 5,000 |
| 14 | Eurack Tennis Courts | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 5,000 | \$ 5,000 |
| 15 | Forrest Tennis Courts | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 16 | Gellibrand Recreation Reserve | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 5,000 | \$ 5,000 |
| 17 | Gerangamete Tennis Courts | \$ - | \$ - | \$ 18,000 | \$ - | \$ - | \$ - | \$ - | \$ 18,000 |
| 18 | Johanna Tennis Courts | \$ - | \$ - | \$ 9,000 | \$ 65,000 | \$ 14,000 | \$ 2,500 | \$ - | \$ 90,500 |
| 19 | Kawarren Tennis Courts | \$ - | \$ - | \$ 9,000 | \$ - | \$ 28,000 | \$ - | \$ - | \$ 37,000 |
| 20 | Kennett River Tennis Court | \$ - | \$ - | \$ - | \$ - | \$ 14,000 | \$ 2,500 | \$ - | \$ 16,500 |
| 21 | Larpen Tennis Courts | \$ - | \$ - | \$ 9,000 | \$ 65,000 | \$ 14,000 | \$ 2,500 | \$ - | \$ 90,500 |
| 22 | Lavers Hill Tennis Courts | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 5,000 | \$ 5,000 |
| 23 | Pennyroyal Tennis Courts | \$ - | \$ - | \$ 18,000 | \$ - | \$ 28,000 | \$ 5,000 | \$ - | \$ 51,000 |
| 24 | Swan Marsh Tennis Courts | \$ - | \$ - | \$ 18,000 | \$ 130,000 | \$ 28,000 | \$ 5,000 | \$ - | \$ 181,000 |
| 25 | Warncoort Tennis Courts | \$ - | \$ - | \$ 36,000 | \$ - | \$ 28,000 | \$ 5,000 | \$ - | \$ 69,000 |
| 26 | Yeo Tennis Courts | \$ - | \$ 4,800 | \$ - | \$ - | \$ - | \$ 5,000 | \$ - | \$ 9,800 |
| ESTIMATED TOTALS | | \$ 384,000 | \$ 4,800 | \$ 248,000 | \$ 1,365,000 | \$ 504,000 | \$ 80,000 | \$ 20,000 | \$ 2,596,800 |

Infrastructure renewal cost assumptions

1. All costs are generic infrastructure renewal costs based on industry rates and Tennis Australia life-cycle costs.
2. Costs are calculated on recent historical projects and industry supplier costs.
3. All generic costs have been applied to proposed renewal projects identified in the above tables on a court-by-court basis.
4. Costs exclude detailed site investigations, soil conditions, detailed design, project management and contingency costs.
5. Costs exclude escalation and GST.
6. All costs should be treated as a general guide only for planning and budgeting purposes.
7. Detailed design and Quantity Surveyor costs are recommended prior to any project budgets being confirmed

- within 3 years
- within 4-5 years
- within 6-10 years
- decommission venue
- no specific action within 10 years
- 2 numbers refer to the number of courts requiring works

| HIERARCHY LEVEL | CURRENT NUMBER OF VENUES | ASPIRATIONAL NUMBER OF VENUES |
|----------------------|--------------------------|-------------------------------|
| Public Access | 23 | 19 |
| Local | 2 | 2 |
| District | 0 | 0 |
| Large Community Club | 0 | 1 |
| Regional | 1 | 0 |
| TOTAL VENUES | 26 | 22 |

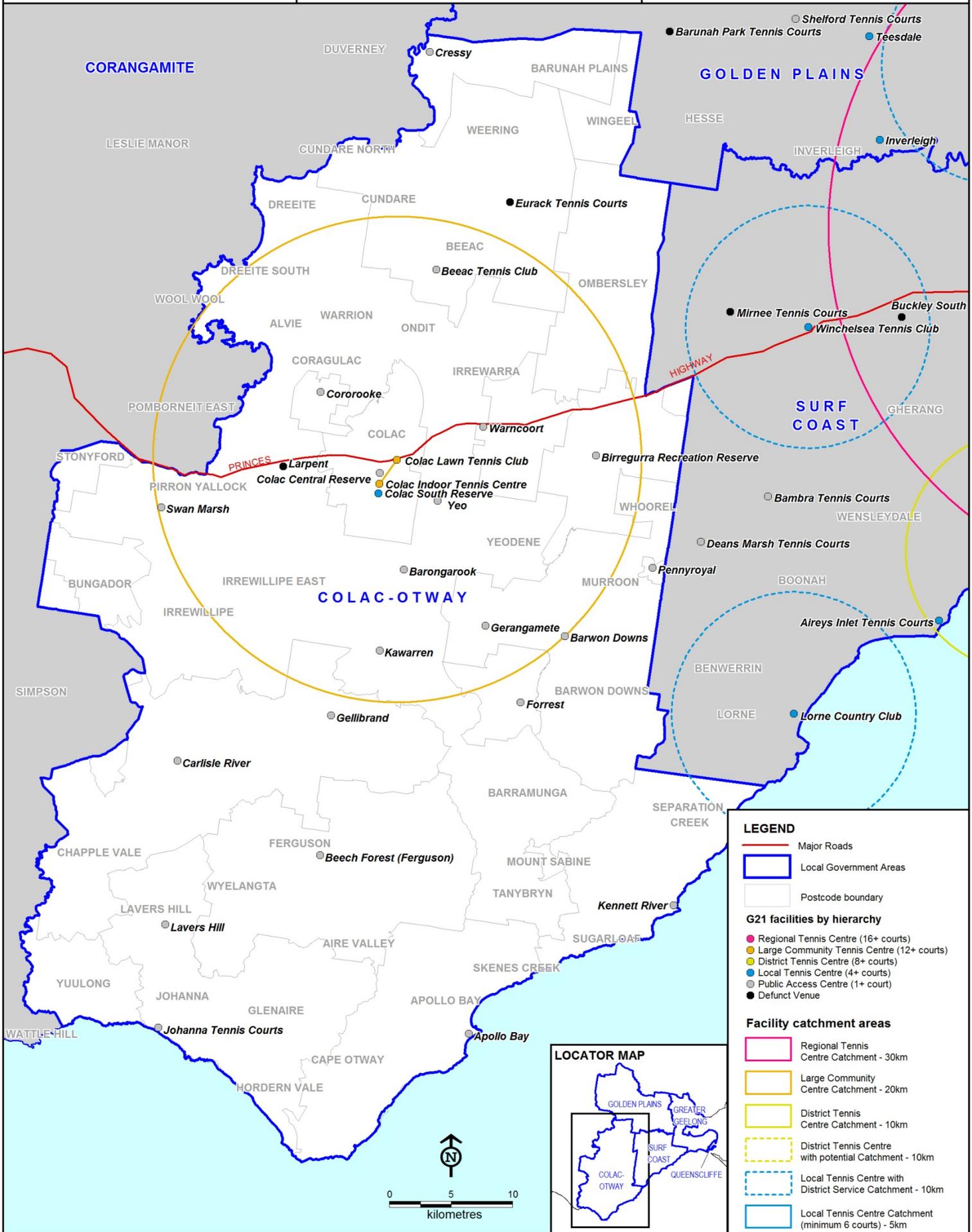
G21 Regional Tennis Strategy

Colac-Otway Tennis Facilities by Hierarchy

CREDIT: Spatial data was provided by the ABS and by the participating Local Government Areas in the study area.
 DISCLAIMER: While care has been taken with the production of this map, the publishers do not accept responsibility for any errors or omissions.

NOTE: Details on facility hierarchies were obtained through audits of all facilities completed as part of the project.

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 p: (03) 9680 6370



MUNICIPAL OVERVIEW

The Golden Plains Shire provides a mix of regional and rural townships between Geelong and Ballarat. In 2013 the Golden Plains Shire had a total estimated population of 19,225 people, which is projected to increase by 26% to over 24,200 by 2025.

Bannockburn is the principal population centre for the Shire (located in the south), with the township accounting for around 25% of the Shire's population. The Haddon-Smythesdale and District area is the next largest population centre (in the Shire's north), providing around 22% of the Shire's population.

The rural township structure of the Golden Plains makes it a challenging area to plan consistently, with many small rural areas contributing a range of tennis clubs and courts for localised populations. The service provision divide between the northern and southern townships also creates challenges in whether tennis is better serviced by the Buninyong and District Tennis Association (in the north) and by Tennis Geelong in the south.

In many ways, northern townships have a greater geographical connection to Ballarat and clubs have expressed concern about joining Geelong based competition due to the extensive distances they already travel to access regular tennis competition.

Over the past three-years the Golden Plains Shire has provided around 7% of the G21 region's registered tennis members, with an estimated 224 members registered with Tennis Victoria in 2013/14. The localities with the strongest existing tennis participation in Golden Plains was the 3331 postcode area (Bannockburn and surrounding townships), followed by 3332 (Lethbridge) and 3321 (Inverleigh). All of these areas are located in the Shire's southern townships.

The Golden Plains Shire provides for 17 Tennis Clubs across all venues. A number of clubs in recent years have folded across the municipality, including Barunah Park, Cape Clear, Corindhap and Enfield Tennis Clubs.

As at August 2014, 15 of the 17 active clubs based in the Golden Plains Shire were affiliated with Tennis Victoria.

FACILITY SUMMARY

There are currently 21 individual tennis venues providing 71 courts across the Golden Plains Shire on Council and Crown Land.

Golden Plains provides 16% of total usable courts across the G21 region, with an estimated 67 courts in playable condition (based on 2013 audit figures). 9% of playable tennis courts in the municipality are floodlit (2 courts at each of Bannockburn, Teesdale and Rokewood).

The municipality currently provides 10 Local Facilities and 11 Public Access venues. All court locations are distributed to meet historical township settlement patterns. Four venues at Teesdale, Bannockburn, Meredith and Napoleons all provide 6-courts and are equally the Shire's largest venues.

In terms of tennis court-to-population ratios across the municipality, Golden Plains appears well provided with an average of 1 court for every 337 residents (based on 2013 ratios). Projecting ratios towards 2031, the Shire will continue to maintain positive ratios even if court numbers do not increase. It is expected that no new courts will be required across the Shire within the next 10 years, but improved access to existing Local Club venues in key population centres and to the Bannockburn Tennis Club (as the key growth area) and will be important to service resident populations.

The diversity of needs across the Shire's rural communities varies greatly and tennis venues will need to be planned, adapted and renewed to suit this diversity. With the very low provision of floodlit courts across the municipality, greater focus on increasing lighting at the larger six court venues to promote year-round use and increased coaching and social activity should be a priority.

Council currently allocates around \$90,000 annually towards the renewal of tennis court and associated infrastructure via its *Tennis Court Review and Renewal Program* that is carried out every four years. In the 2013/14 financial year the Shire invested \$90,000 towards tennis court upgrades at the Lethbridge Tennis Club.

The Golden Plains Shire Tennis Court Review and Renewal Program will be reviewed periodically, with the next review to include the period 2016-2020. Any priority actions beyond 2016 identified for the Shire in the following Municipal Action Plan may change in terms of priority as a result of the outcomes of this review.

FACILITY SUPPORT AND IMPROVEMENT PRIORITIES

To support regional tennis facility needs and to continue to improve local tennis facilities across the Golden Plains Shire, the following priority facility recommendations are provided for Council consideration.

- ▶ Continue to provide a minimum of \$90,000 annually towards Council's surface upgrade program and \$20,000 to support capital renewal projects, using the priority table in **Appendix 6** as a guide to staged implementation.
- ▶ Continue to implement Council's *2012 to 2016 Tennis Court Review and Renewal Program* in-line with current conditions and priority requirements.
- ▶ In-line with the Shire's periodical court infrastructure review processes, plan to complete the next *Tennis Court Review and Renewal Program* in 2015 to guide and inform local renewal priorities for the years 2016-2020.
- ▶ Conduct a compliance assessment of newly constructed courts at Lethbridge Tennis Club to ensure they meet current standards and guidelines.
- ▶ Designate the Bannockburn Tennis Club as the Shire's District level facility (in terms of service provision) and continue to support its development and expansion in-line with future population growth, particularly the provision of additional floodlights.
- ▶ Consult with local stakeholders and implement the decommissioning of tennis courts at Corindhap, Barunah Park, Linton, Maude, Shelford and Victoria Park Reserve (Bannockburn) and consider alternate community use options for individual areas with the local community.

KEY TENNIS DEVELOPMENT AND SUPPORT PRIORITIES

To support regional tennis development the following priority support recommendations are provided for Council consideration.

- ▶ Continue to support the Buninyong and District Tennis Association (BDTA) to provide tennis competition opportunities for clubs in the northern areas of the Shire.
- ▶ Support Tennis Victoria to conduct an annual local tennis stakeholder forum to discuss and share ideas and address tennis and club development issues.
- ▶ Support tennis stakeholders to identify, attract and deliver a range of tennis events that match with the tennis player development pathway.
- ▶ Engage with Tennis Victoria and the local coaching network to develop a policy that articulates Council's objectives for tennis coach use of community tennis facilities.
- ▶ Consider amending existing Council tennis occupancy policies to incentivise Tennis Victoria affiliation and implementation of associated on and off-court programs and initiatives (eg. Hot Shots, Club Health Checks, Tennis Australia accredited coach).
- ▶ Promote Council's Community Grants Programs to the local tennis network to support increased club capacity building, promotion of tennis and event delivery activities.
- ▶ Prioritise tennis club infrastructure funding applications and requests where clubs meet Service Level Framework objectives and have a current stakeholder approved Business Plan.
- ▶ Promote all Council tennis facilities and clubs including contact details, access times and costs and activity information via Council's website and associated media avenues.

Refer to the following pages for venue specific renewal and improvement recommendations and a municipal map of proposed tennis facilities by hierarchy.

| LOCATION | | | | 2014 PROVISION | | | | INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025 | | | | | | | |
|-------------------------|---------------------------------|-------------------------------|------------------|---------------------------|---------------|------------------------|-------------------------------------|--|----------------|-----------------|---------------|-----------------|----------------------|--|--|
| FACILITY LOCATION | SUBURB | CLUB NAME | TOTAL NO. COURTS | TOTAL NO. FLOODLIT COURTS | HIERARCHY NOW | ASPIRATIONAL HIERARCHY | MINIMUM NUMBER OF COURTS TO PROVIDE | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | RECOMMENDED FUTURE STRATEGIC DIRECTION | |
| 1 | Bannockburn Recreation Precinct | Bannockburn Tennis Club | 6 | 2 | Local | District | 8 | 4 | 0 | 0 | 0 | 0 | 0 | Promote venue as a District level facility and increase floodlighting levels over time. Increase court numbers in-line with local population growth. | |
| 2 | Barunah Park Tennis Courts | NO CLUB | 2 | 0 | Public | Public | 1 | 0 | 0 | 1 | 1 | 0 | 1 | Decommission 1 court and retain a single court for community use | |
| 3 | Cape Clear Tennis Court | NO CLUB | 1 | 0 | Public | Public | 1 | 0 | 0 | 0 | 0 | 0 | 0 | Retain single court for public access and local community use | |
| 4 | Corindhap Tennis Courts | NO CLUB | 2 | 0 | Public | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Decommission site and make safe. Consider alternate use in-line with local community needs. | |
| 5 | Enfield Tennis Court | Enfield Tennis Club | 1 | 0 | Public | Public | 1 | 0 | 0 | 0 | 0 | 0 | 1 | Retain single court for public access and local community use | |
| 6 | Gheringhap Tennis Courts | Gheringhap Tennis Club | 3 | 0 | Public | Public | 3 | 0 | 0 | 3 | 0 | 3 | 0 | Retain for club use and public access | |
| 7 | Grenville Tennis Courts | Grenville Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 2 | 2 | 2 | 2 | Reconstruct courts to provide for club use and public access | |
| 8 | Haddon Tennis Courts | Haddon Tennis Club | 4 | 0 | Local | Local | 4 | 0 | 0 | 0 | 0 | 4 | 0 | Retain for club use and public access | |
| 9 | Inverleigh Tennis Courts | Inverleigh Tennis Club | 4 | 0 | Local | Local | 4 | 2 | 0 | 0 | 0 | 0 | 0 | Retain for club use and public access and consider long-term relocation to the Inverleigh Recreation Reserve should funds become available | |
| 10 | Lethbridge Tennis Courts | Lethbridge Tennis Club | 3 | 0 | Public | Public | 3 | 0 | 0 | 0 | 0 | 0 | 0 | Retain for club use and public access | |
| 11 | Linton Tennis Courts | NO CLUB | 4 | 0 | Local | Public | 3 | 0 | 0 | 1 | 0 | 3 | 1 | Decommission Court 4 and retain single tennis court and 2 multi-use tennis/netball courts for public access and local community use | |
| 12 | Mannibadar Tennis Courts | Mannibadar Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 2 | 1 | 2 | 0 | Retain for club use and public access | |
| 13 | Maude Tennis Courts | Maude Tennis Club | 4 | 0 | Local | Local | 3 | 0 | 1 | 2 | 0 | 3 | 2 | Decommission Court 4 and continue to improve remaining 3 courts in-line with site master plan recommendations | |
| 14 | Meredith Tennis Courts | Meredith Tennis Club | 6 | 0 | Local | Local | 6 | 2 | 0 | 6 | 0 | 0 | 0 | Retain for club use and public access and consider upgrading surface to acrylic in next 6-10 years and adding lights to 2 courts at the same time | |
| 15 | Napoleons Tennis Courts | Napoleons Tennis Club | 6 | 0 | Local | Local | 6 | 2 | 4 | 2 | 6 | 6 | 4 | Retain for club use and public access | |
| 16 | Rokewood Tennis Courts | Rokewood Tennis Club | 2 | 2 | Public | Public | 2 | 0 | 2 | 0 | 0 | 0 | 2 | Retain for club use and public access | |
| 17 | Ross Creek Tennis Courts | Ross Creek Tennis Club | 4 | 0 | Local | Local | 4 | 0 | 4 | 0 | 0 | 0 | 4 | Retain for club use and public access | |
| 18 | Shelford Tennis Courts | Shellford Tennis Club | 3 | 0 | Public | Public | 2 | 0 | 0 | 2 | 2 | 2 | 2 | Decommission 1 court and retain 2 courts for public access and consider multi-purpose use of courts | |
| 19 | Smythesdale Tennis Courts | Smythesdale Tennis Club | 4 | 0 | Local | Local | 4 | 0 | 4 | 0 | 0 | 0 | 2 | Retain for club use and public access | |
| 20 | Sutherlands Creek Tennis Courts | Sunderlands Creek Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 2 | 0 | 0 | 0 | 0 | Retain for club use and public access | |
| 21 | Teesdale Tennis Courts | Teesdale Tennis Club | 6 | 2 | Local | Local | 6 | 2 | 4 | 2 | 0 | 6 | 2 | Retain for club use and public access and consider increasing floodlighting provision in the long-term | |
| 22 | Victoria Park Reserve | NO CLUB | 0 | 0 | Public | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Decommission site and make safe. Consider alternate use in-line with local community needs. | |
| ESTIMATED TOTALS | | | 71 | 6 | - | - | 67 | 12 | 21 | 23 | 12 | 31 | 23 | | |

| ESTIMATED INFRASTRUCTURE RENEWAL COST ESTIMATES | | | | | | | | | TOTALS |
|---|---------------------------------|---------------------------------|------------------|-------------------|-------------------|-------------------|----------------------|------------------|--------------------|
| FACILITY LOCATION | | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | DECOMMISSION | |
| 1 | Bannockburn Recreation Precinct | \$ 128,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 128,000 |
| 2 | Barunah Park Tennis Courts | \$ - | \$ - | \$ 9,000 | \$ 65,000 | \$ - | \$ 2,500 | \$ - | \$ 76,500 |
| 3 | Cape Clear Tennis Court | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 4 | Corindhap Tennis Courts | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 5,000 | \$ 5,000 |
| 5 | Enfield Tennis Court | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 2,500 | \$ - | \$ 2,500 |
| 6 | Gheringhap Tennis Courts | \$ - | \$ - | \$ 25,500 | \$ - | \$ 42,000 | \$ - | \$ - | \$ 67,500 |
| 7 | Grenville Tennis Courts | \$ - | \$ - | \$ 18,000 | \$ 130,000 | \$ 28,000 | \$ 5,000 | \$ - | \$ 181,000 |
| 8 | Haddon Tennis Courts | \$ - | \$ - | \$ - | \$ - | \$ 56,000 | \$ - | \$ - | \$ 56,000 |
| 9 | Inverleigh Tennis Courts | \$ 64,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 64,000 |
| 10 | Lethbridge Tennis Courts | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 11 | Linton Tennis Courts | \$ - | \$ - | \$ 8,500 | \$ - | \$ 42,000 | \$ 2,500 | \$ - | \$ 53,000 |
| 12 | Mannibadar Tennis Courts | \$ - | \$ - | \$ 18,000 | \$ 65,000 | \$ 28,000 | \$ - | \$ - | \$ 111,000 |
| 13 | Maude Tennis Courts | \$ - | \$ 2,400 | \$ 18,000 | \$ - | \$ 42,000 | \$ 5,000 | \$ - | \$ 67,400 |
| 14 | Meredith Tennis Courts | \$ 64,000 | \$ - | \$ 54,000 | \$ - | \$ - | \$ - | \$ - | \$ 118,000 |
| 15 | Napoleons Tennis Courts | \$ 64,000 | \$ 9,600 | \$ 51,000 | \$ 390,000 | \$ 84,000 | \$ 10,000 | \$ - | \$ 608,600 |
| 16 | Rokewood Tennis Courts | \$ - | \$ 4,800 | \$ - | \$ - | \$ - | \$ 5,000 | \$ - | \$ 9,800 |
| 17 | Ross Creek Tennis Courts | \$ - | \$ 9,600 | \$ - | \$ - | \$ - | \$ 10,000 | \$ - | \$ 19,600 |
| 18 | Shelford Tennis Courts | \$ - | \$ - | \$ 17,000 | \$ 130,000 | \$ 28,000 | \$ 5,000 | \$ - | \$ 180,000 |
| 19 | Smythesdale Tennis Courts | \$ - | \$ 9,600 | \$ - | \$ - | \$ - | \$ 5,000 | \$ - | \$ 14,600 |
| 20 | Sutherlands Creek Tennis Courts | \$ - | \$ 4,800 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 4,800 |
| 21 | Teesdale Tennis Courts | \$ 64,000 | \$ 9,600 | \$ 36,000 | \$ - | \$ 84,000 | \$ 5,000 | \$ - | \$ 198,600 |
| 22 | Victoria Park Reserve | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 5,000 | \$ 5,000 |
| ESTIMATED TOTALS | | \$ 384,000 | \$ 50,400 | \$ 255,000 | \$ 780,000 | \$ 434,000 | \$ 57,500 | \$ 10,000 | \$1,970,900 |

| HIERARCHY LEVEL | CURRENT NUMBER OF VENUES | ASPIRATIONAL NUMBER OF VENUES |
|----------------------|--------------------------|-------------------------------|
| Public Access | 12 | 9 |
| Local | 10 | 8 |
| District | 0 | 1 |
| Large Community Club | 0 | 0 |
| Regional | 0 | 0 |
| TOTAL VENUES | 22 | 18 |

- within 3 years
- within 4-5 years
- within 6-10 years
- decommission venue
- no specific action within 10 years
- 2 numbers refer to the number of courts requiring works

Infrastructure renewal cost assumptions

- All costs are generic infrastructure renewal costs based on industry rates and Tennis Australia life-cycle costs.
- Costs are calculated on recent historical projects and industry supplier costs.
- All generic costs have been applied to proposed renewal projects identified in the above tables on a court-by-court basis.
- Costs exclude detailed site investigations, soil conditions, detailed design, project management and contingency costs.
- Costs exclude escalation and GST.
- All costs should be treated as a general guide only for planning and budgeting purposes.
- Detailed design and Quantity Surveyor costs are recommended prior to any project budgets being confirmed.

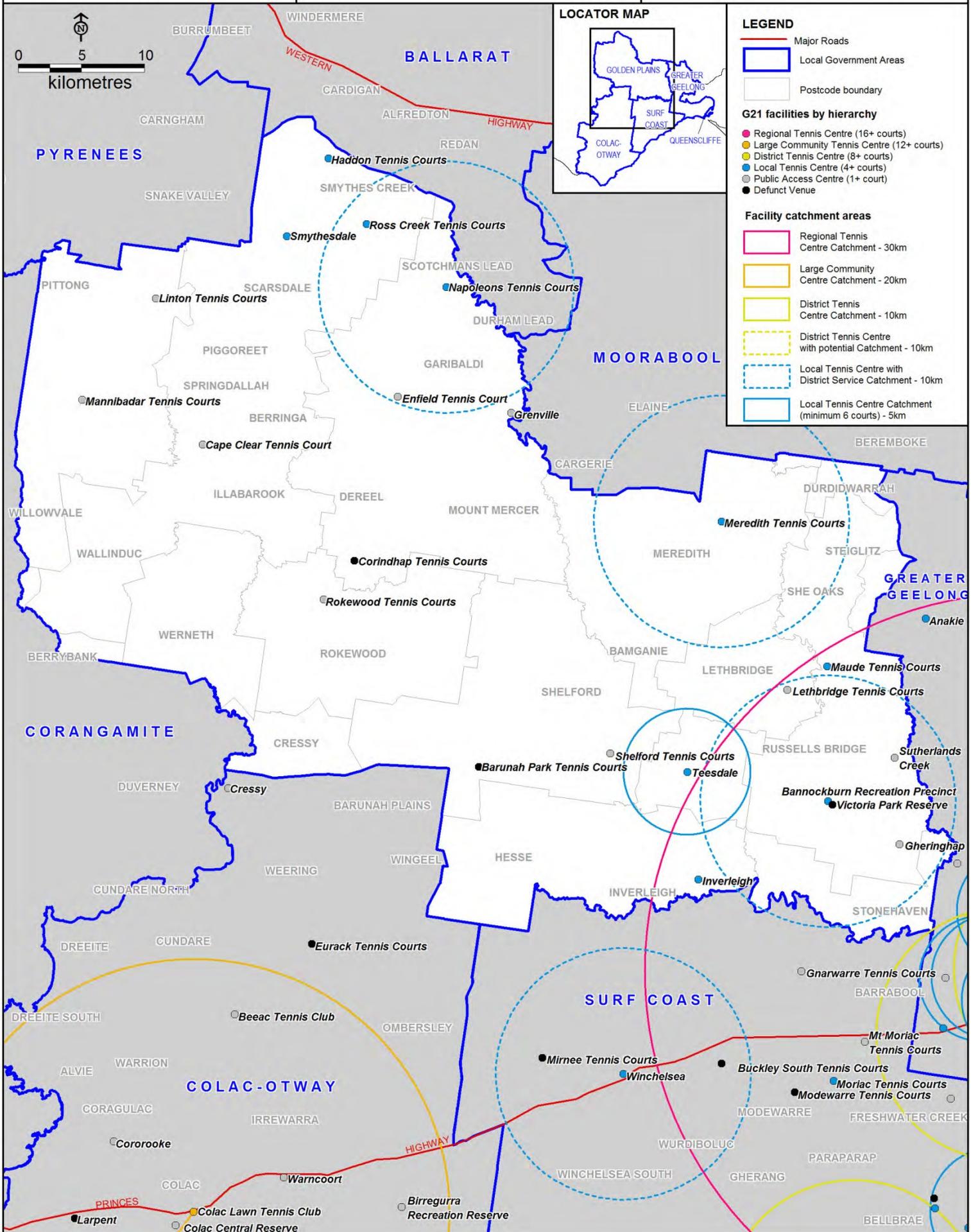
G21 Regional Tennis Strategy

Golden Plains Tennis Facilities by Hierarchy

CREDIT: Spatial data was provided by the ABS and by the participating Local Government Areas in the study area.
 DISCLAIMER: While care has been taken with the production of this map, the publishers do not accept responsibility for any errors or omissions.

NOTE: Details on facility hierarchies were obtained through audits of all facilities completed as part of the project.

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 e: info@ieslp.com.au | w: www.ieslp.com.au
 p: (03) 9680 6370



MUNICIPAL OVERVIEW

The Surf Coast Shire is the second largest Government Area within the G21 region in terms of population and provides a mix of inland and coastal townships. In 2013 the Surf Coast Shire had a total estimated population of 29,398 people, which is projected to increase by 35% to over 39,800 by 2025. This growth will continue to 2031 with around 45,000 residents projected.

Torquay is the principal population centre for the Shire, with the municipality also providing a number of growth areas including Torquay North and Torquay-Torquay West that will contribute the greatest growth. Other growing areas include Winchelsea and the Rural West, Moriac and the Rural East and Jan Juc-Bellbrae-Bells Beach which will also experience more than 30% local growth to 2031.

Armstrong Creek is also located to the north of the Surf Coast Shire and Torquay North and will heavily influence the demand for tennis in this area of the Shire. There are no new tennis facilities planned for the Surf Coast Shire within the next 10 years. The demand for tennis within Torquay and surrounding areas will need to be monitored in-line with Armstrong Creek provision over the next years.

The diversity of the Surf Coast Shire population in coastal areas and the difference between resident and holiday population is significant. In peak holiday periods the Shire's coastal areas can grow to accommodate more than 20,000 visitors, placing significant pressure of all township services.

A number of inland areas also experience social and economic disadvantage, which contrasts significantly with coastal areas and the higher proportion of holiday home owners and non-permanent residents. Across the Shire there are a number of localised areas and clubs where tennis participation is high, but this is contrasted with areas where tennis has not enjoyed the same levels of interest and participation, and subsequently some venues continue to receive limited use.

Over the past three-years the Surf Coast Shire has provided around 11% of the G21 region's registered tennis members, with an estimated 389 members registered with Tennis Victoria in 2013/14. Postcode area 3231 (Aireys Inlet) provided the only significant area for registered members within the Shire.

The Surf Coast provides for 14 active Tennis Clubs. As at August 2014 only 7 of these clubs (50%) were affiliated with Tennis Victoria. Key clubs in strategic locations including Torquay and Anglesea are not currently affiliated.

FACILITY SUMMARY

There are currently 18 individual operational tennis venues providing 64 courts across the Surf Coast Shire on Council and non-Council owned or managed land (including Crown and privately owned land).

The Surf Coast Shire provides 13% of total usable courts across the G21 region, with an estimated 52 courts in playable condition (based on 2013 audit figures). 45% of usable tennis courts in the municipality are floodlit.

The municipality currently provides 1 District Facility, 8 Local Facilities and 9 Public Access venues. The only District level facility provided is the Anglesea Tennis Club, who at the time of writing was unaffiliated to Tennis Victoria. Five Public Access venues have been identified through this strategy for decommissioning or adaption to community use facilities only.

In terms of tennis court-to-population ratios across the municipality, the Surf Coast appears well provided with an average of 1 court for every 565 residents (based on 2013 ratios). Projecting ratios towards 2031, the Shire will continue to maintain positive ratios even if court numbers do not increase. It is expected that no new courts will be required across the Shire within the next 10 years, but improved access to existing venues in Torquay and Anglesea will be important to service the resident and visitor populations.

50% of tennis courts within the Surf Coast Shire are estimated to have a life-span of 1 to 3 years. The courts in this category includes 5 acrylic hard courts, 6 red porous courts and 21 asphalt courts. Consideration of court surface change from asphalt to acrylic hard courts through Council's ongoing court resurfacing program would add value to promoting tennis participation and development across the Shire. Council currently allocates \$60,000 annually to this program.

Council's occupancy and associated fees and charges policy for tennis courts should be evaluated in-line with the recommendations of this Strategy and the proposed tennis facility hierarchy and service level framework in order to achieve more from existing venues.

FACILITY SUPPORT AND IMPROVEMENT PRIORITIES

To support regional tennis facility needs and to continue to improve local tennis facilities across the Surf Coast Shire, the following priority facility recommendations are provided for Council consideration.

- ▶ Continue to provide a minimum of \$60,000 annually towards tennis court resurfacing to support capital renewal projects, using the priority table in **Appendix 6** as a guide to staged implementation.
- ▶ Evaluate Council's current tennis court and facility occupancy arrangements in conjunction with Tennis Victoria.
- ▶ Support clubs in their planning and funding acquisition to provide court lighting at existing venues, where proposals align with Service Level Framework (refer to **Appendix 3**).
- ▶ Prioritise recommended court renewal and future provision works at Jan Juc and Torquay tennis courts (Spring Creek Reserve) in-line with existing master plans to service the immediate residential growth in the north of the municipality.
- ▶ Promote Anglesea Tennis Club as the Shire's District level facility and focus for tennis development activities – this will require affiliation with Tennis Victoria.
- ▶ Partner with Tennis Victoria to pilot new court access and booking system technology at the Anglesea Tennis Club.
- ▶ Retain a minimum of 4 tennis courts in Winchelsea and utilise the current Hesse Street and Eastern Reserve master planning to guide future provision and direction.
- ▶ Support the Lawn Country Club to determine their future long-term strategic direction for their courts and their club (club is located on private land) as the only tennis facility in the south-west area of the Shire and serving a significant visitor population.
- ▶ Partner with the City of Greater Geelong to plan for new tennis facilities within Armstrong Creek in order to ensure venues can adequately service the future growth areas of Torquay North.
- ▶ Decommission tennis facilities at Bellbrae Lower, Buckley South, Mirnee, Modewarre, Mt Moriac and Gnarwarre and consider alternate community use options for individual areas with the local community.

KEY TENNIS DEVELOPMENT AND SUPPORT PRIORITIES

To support regional tennis development the following priority support recommendations are provided for Council consideration.

- ▶ Support Tennis Victoria to conduct an annual local tennis stakeholder forum to discuss and share ideas and address tennis and club development issues.
- ▶ Support tennis stakeholders to identify, attract and deliver a range of tennis events that match with the tennis player development pathway.
- ▶ Work in conjunction with the Country CTO to create linkages between tennis facilities in the key population centres of Lorne, Winchelsea, Aireys Inlet, Anglesea and Torquay to create a strong network of local clubs across the Shire.
- ▶ Engage with Tennis Victoria and the local coaching network to develop a policy that articulates Council's objectives for tennis coach use of community tennis facilities.
- ▶ Consider amending existing Council tennis occupancy policies to incentivise Tennis Victoria affiliation and implementation of associated on and off-court programs and initiatives (eg. Hot Shots, Club Health Checks, Tennis Australia accredited coach).
- ▶ Promote Council's Community Grants Programs to the local tennis network to support increased club capacity building, promotion of tennis and event delivery activities.
- ▶ Prioritise tennis club infrastructure funding applications and requests where clubs meet Service Level Framework objectives and have a current stakeholder approved Business Plan.
- ▶ Promote all Council tennis facilities and clubs including contact details, access times and costs and activity information via Council's website and associated media avenues.

Refer to the following pages for venue specific renewal and improvement recommendations and a municipal map of proposed tennis facilities by hierarchy..

| LOCATION | | | 2014 PROVISION | | INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025 | | | | | | | | | | RECOMMENDED FUTURE STRATEGIC DIRECTION |
|-------------------------|------------------------------------|------------------|--------------------------|---------------------------|--|------------------------|-------------------------------------|---------------------------------|----------------|-----------------|---------------|-----------------|----------------------|---|--|
| FACILITY LOCATION | SUBURB | CLUB NAME | TOTAL NO. COURTS | TOTAL NO. FLOODLIT COURTS | HIERARCHY NOW | ASPIRATIONAL HIERARCHY | MINIMUM NUMBER OF COURTS TO PROVIDE | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | | |
| 1 | Aireys Inlet Tennis Courts | Aireys Inlet | Aireys Inlet Tennis Club | 4 | 4 | Local | Local | 4 | 2 | 0 | 2 | 0 | 0 | 2 | Retain for club use and public access |
| 2 | Anglesea Tennis Club | Anglesea | Anglesea Tennis Club | 8 | 8 | District | District | 8 | 0 | 0 | 4 | 4 | 8 | 4 | Retain for club use and public access and designate venue as the District centre to assist in supporting tennis across the Shire |
| 3 | Bambra Tennis Courts | Bambra | Bambra Tennis Club | 2 | 2 | Public | Public | 2 | 0 | 0 | 2 | 2 | 2 | 2 | Retain for public access and local community use |
| 4 | Bellbrae Tennis Courts | Bellbrae | Bellbrae Tennis Club | 4 | 2 | Local | Local | 4 | 2 | 0 | 4 | 0 | 4 | 0 | Consolidate all courts in Bellbrae into this site and increase lighting capacity over time |
| 5 | Bellbrae Tennis Courts - Lower | Bellbrae | Bellbrae Tennis Club | 2 | 0 | Public | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Decommission courts and make safe. Consider alternate use in-line with local community needs |
| 6 | Buckley South Tennis Courts | Buckley | NO CLUB | 2 | 0 | Public | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Decommission courts and make safe. Consider alternate use in-line with local community needs |
| 7 | Connewarre Tennis Courts | Connewarre | NO CLUB | 2 | 0 | Public | Public | 1 | 0 | 0 | 1 | 1 | 1 | 1 | Reduce the number of courts to 1 court for tennis (multi-use) and implement in-line with the Connewarre Recreation Reserve Master Plan |
| 8 | Deans Marsh Tennis Courts | Deans Marsh | Deans Marsh Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 2 | 0 | 0 | 0 | 2 | Retain for public access and local community use |
| 9 | Freshwater Creek Tennis Courts | Freshwater Creek | NO CLUB | 4 | 0 | Local | Public | 1 | 0 | 0 | 0 | 0 | 0 | 0 | Retain single court for public and local community use |
| 10 | Gnarwarre Tennis Courts | Gnarwarre | NO CLUB | 2 | 0 | Public | Public | 1 | 0 | 1 | 1 | 0 | 0 | 1 | Decommission 1 court and retain a single court for community use within a local parkland setting |
| 11 | Jan Juc Tennis Courts | Jan Juc | Jan Juc Tennis Club | 5 | 4 | Local | Local | 4 | 1 | 4 | 5 | 0 | 5 | 5 | Retain and improve courts for club and community use |
| 12 | Lorne Country Club | Lorne | Lorne Country Club | 6 | 0 | Local | Local | 6 | 4 | 0 | 6 | 0 | 0 | 6 | Retain and improve courts for club and community use - Local club will need to drive improvements on private land |
| 13 | Mirnee Tennis Courts | Winchelsea | NO CLUB | 2 | 0 | Public | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Decommission courts and make safe. Consider alternate use in-line with local community needs. Access to tennis will be via Winchelsea. |
| 14 | Modewarre Tennis Courts | Modewarre | NO CLUB | 2 | 0 | Public | Public | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Decommission courts and make safe. Consider alternate use in-line with local community needs |
| 15 | Moriac Tennis Courts | Moriac | Moriac Tennis Club | 4 | 2 | Local | Local | 4 | 0 | 0 | 0 | 0 | 0 | 0 | Retain for club use and public access |
| 16 | Mt Moriac Tennis Courts | Mt Moriac | Mt Moriac Tennis Club | 3 | 0 | Public | Public | 2 | 0 | 0 | 2 | 0 | 2 | 2 | Decommission Court 1 and retain remaining 2 courts for public access and community use |
| 17 | Spring Creek Reserve Tennis Courts | Torquay | Torquay Tennis Club | 6 | 6 | Local | Local | 6 | 0 | 0 | 0 | 0 | 0 | 0 | Retain as a Local level tennis facility and implement improvements in-line with the Spring Creek Master Plan |
| 18 | Winchelsea Tennis Courts | Winchelsea | Winchelsea Tennis Club | 4 | 0 | Local | Local | 4 | 2 | 0 | 4 | 0 | 4 | 4 | Continue to maintain 4 tennis courts within Winchelsea, considering options for current location or relocation to Eastern Reserve. |
| ESTIMATED TOTALS | | | 64 | 28 | - | - | 49 | 11 | 7 | 31 | 7 | 26 | 29 | | |

| ESTIMATED INFRASTRUCTURE RENEWAL COST ESTIMATES | | | | | | | | TOTALS | |
|---|------------------------------------|-------------------|------------------|-------------------|-------------------|----------------------|------------------|------------------|--------------------|
| FACILITY LOCATION | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | DECOMMISSION | | |
| 1 | Aireys Inlet Tennis Courts | \$ 64,000 | \$ - | \$ 36,000 | \$ - | \$ - | \$ 5,000 | \$ - | \$ 105,000 |
| 2 | Anglesea Tennis Club | \$ - | \$ - | \$ 72,000 | \$ 260,000 | \$ 112,000 | \$ 10,000 | \$ - | \$ 454,000 |
| 3 | Bambra Tennis Courts | \$ - | \$ - | \$ 18,000 | \$ 130,000 | \$ 28,000 | \$ 5,000 | \$ - | \$ 181,000 |
| 4 | Bellbrae Tennis Courts | \$ 64,000 | \$ - | \$ 72,000 | \$ - | \$ 56,000 | \$ - | \$ - | \$ 192,000 |
| 5 | Bellbrae Tennis Courts - Lower | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 5,000 | \$ 5,000 |
| 6 | Buckley South Tennis Courts | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 5,000 | \$ 5,000 |
| 7 | Connewarre Tennis Courts | \$ - | \$ - | \$ 9,000 | \$ 65,000 | \$ 14,000 | \$ 2,500 | \$ - | \$ 90,500 |
| 8 | Deans Marsh Tennis Courts | \$ - | \$ 4,800 | \$ - | \$ - | \$ - | \$ 5,000 | \$ - | \$ 9,800 |
| 9 | Freshwater Creek Tennis Courts | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 10 | Gnarwarre Tennis Courts | \$ - | \$ 2,400 | \$ 9,000 | \$ - | \$ - | \$ 2,500 | \$ - | \$ 13,900 |
| 11 | Jan Juc Tennis Courts | \$ 32,000 | \$ 9,600 | \$ 42,500 | \$ - | \$ 70,000 | \$ 12,500 | \$ - | \$ 166,600 |
| 12 | Lorne Country Club | \$ 128,000 | \$ - | \$ 210,000 | \$ - | \$ - | \$ 15,000 | \$ - | \$ 353,000 |
| 13 | Mirnee Tennis Courts | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 5,000 | \$ 5,000 |
| 14 | Modewarre Tennis Courts | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 5,000 | \$ 5,000 |
| 15 | Moriac Tennis Courts | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 16 | Mt Moriac Tennis Courts | \$ - | \$ - | \$ 18,000 | \$ - | \$ 28,000 | \$ 5,000 | \$ - | \$ 51,000 |
| 17 | Spring Creek Reserve Tennis Courts | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 18 | Winchelsea Tennis Courts | \$ 64,000 | \$ - | \$ 72,000 | \$ - | \$ 56,000 | \$ 10,000 | \$ - | \$ 202,000 |
| ESTIMATED TOTALS | | \$ 352,000 | \$ 16,800 | \$ 558,500 | \$ 455,000 | \$ 364,000 | \$ 72,500 | \$ 20,000 | \$1,838,800 |

| HIERARCHY LEVEL | CURRENT NUMBER OF VENUES | ASPIRATIONAL NUMBER OF VENUES |
|----------------------|--------------------------|-------------------------------|
| Public Access | 12 | 9 |
| Local | 10 | 8 |
| District | 0 | 1 |
| Large Community Club | 0 | 0 |
| Regional | 0 | 0 |
| TOTAL VENUES | 22 | 18 |

- within 3 years
- within 4-5 years
- within 6-10 years
- decommission venue
- no specific action within 10 years
- 2 numbers refer to the number of courts requiring works

Infrastructure renewal cost assumptions

- All costs are generic infrastructure renewal costs based on industry rates and Tennis Australia life-cycle costs.
- Costs are calculated on recent historical projects and industry supplier costs.
- All generic costs have been applied to proposed renewal projects identified in the above tables on a court-by-court basis.
- Costs exclude detailed site investigations, soil conditions, detailed design, project management and contingency costs.
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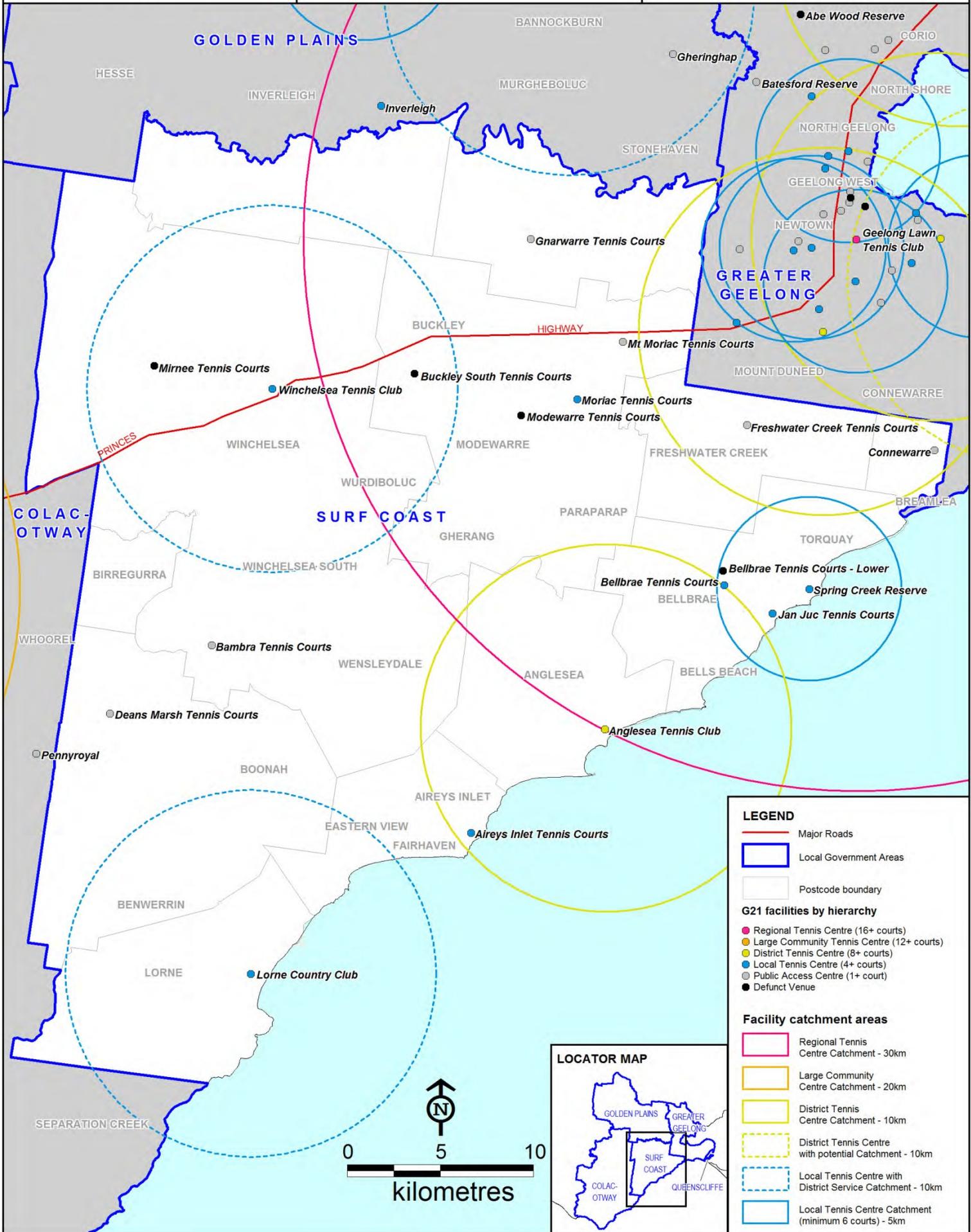
G21 Regional Tennis Strategy

Surf Coast Tennis Facilities by Hierarchy

CREDIT: Spatial data was provided by the ABS and by the participating Local Government Areas in the study area.
 DISCLAIMER: While care has been taken with the production of this map, the publishers do not accept responsibility for any errors or omissions.

NOTE: Details on facility hierarchies were obtained through audits of all facilities completed as part of the project.

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LEGEND

- Major Roads
- Local Government Areas
- Postcode boundary

G21 facilities by hierarchy

- Regional Tennis Centre (16+ courts)
- Large Community Tennis Centre (12+ courts)
- District Tennis Centre (8+ courts)
- Local Tennis Centre (4+ courts)
- Public Access Centre (1+ court)
- Defunct Venue

Facility catchment areas

- Regional Tennis Centre Catchment - 30km
- Large Community Centre Catchment - 20km
- District Tennis Centre Catchment - 10km
- District Tennis Centre with potential Catchment - 10km
- Local Tennis Centre with District Service Catchment - 10km
- Local Tennis Centre Catchment (minimum 6 courts) - 5km

MUNICIPAL OVERVIEW

The Borough of Queenscliffe is the smallest Local Government Area within the G21 region and within Victoria in terms of land size and population. In 2013 the Borough of Queenscliffe had a total estimated population of 3,300 permanent residents, which is only projected to increase marginally over the coming years.

Queenscliffe's population accounts for around 1% of the G21 regional population. The Borough's main population centres are Queenscliff and Point Lonsdale, who's population grows significantly over the holiday periods due to the influx of tourists, holiday makers and non-permanent residents. The Borough can grow to more than 17,000 over the peak annual Christmas and summer holiday period.

Many property owners only holiday or live part-time in the Borough. The 53% of private dwellings unoccupied during the 2011 census is indicative of the large temporary population. 43% of the Borough's population are aged over 60 and there is a high proportion of retirees and semi-retirees residing in the municipality.

These demographic characteristics will heavily influence the future planning and provision of tennis facilities and programs across the Borough. Currently the Point Lonsdale Tennis Club provides 6 courts (4 floodlit synthetic grass and 2 acrylic) and 4 acrylic courts (2 floodlit) are provided at Victoria Park in Queenscliff, managed by the Queenscliff Bowling Tennis and Croquet Association Inc.

Over the past three-years the Borough of Queenscliffe has provided around 1% of the G21 region's registered tennis members, fluctuating between 80 and 120 over recent years.

The catchment area for both venues is considered local, with each also needing to service the holiday community and provide additional recreational activities for visitors. Maintaining public access via court hire will be essential.

FACILITY SUMMARY

There are currently 2 individual tennis venues providing 10 courts across the Borough of Queenscliffe on Council and Crown Land

The Borough of Queenscliffe provides 2.5% of total usable courts across the G21 region, with all 10 courts in playable condition (based on 2013 audit figures). 6 of the 10 tennis courts (or 60%) in the municipality are floodlit.

The municipality currently provides 2 Local level facilities.

In terms of tennis court-to-population ratios across the municipality, the Borough of Queenscliffe appears well provided with an average of 1 court for every 331 residents (based on 2013 ratios). This ratio does not change greatly over the long-term, however ratios do change significantly when more than 15,000 additional visitors arrive in the Borough over peak holiday periods.

Maintaining all tennis courts in the municipality to service local populations will be important, with greater visibility and access also required for visitor usage in peak times.

Council does not currently have a capital works or contributions policy specific to tennis, but would consider the need for any upgrades and improvements in-line with the sport and recreational needs of the community and available budgets.

No major upgrades or redevelopment projects are recommended for tennis infrastructure. However, continued maintenance and general court surface and infrastructure renewal in-line with 2013 court audit findings will be essential to retain quality facilities.

FACILITY SUPPORT AND IMPROVEMENT PRIORITIES

To support regional tennis facility needs and to continue to improve local tennis facilities across the Borough of Queenscliffe, the following priority facility recommendations are provided for Council consideration.

- ▶ Support both Victoria Park and Ganes Reserve venues to continue to maintain their court infrastructure to a safe and usable standard.
- ▶ Encourage the Queenscliff Bowling Tennis and Croquet Association to undertake a high pressure clean of Victoria Park court surfaces and make minor repairs to court enclosure fencing.
- ▶ Support both Victoria Park and Ganes Reserve venues to provide public access to tennis courts over 12-months of the year, but support increased promotion and access during peak holiday periods.
- ▶ Support clubs in their planning and funding acquisition to provide court lighting at existing venues, where proposals align with Service Level Framework (refer to **Appendix 3**).

KEY TENNIS DEVELOPMENT AND SUPPORT PRIORITIES

To support regional tennis development the following priority support recommendations are provided for Council consideration.

- ▶ Encourage Queenscliffe based tennis clubs to attend annual local tennis stakeholder forums (likely to be held in Geelong) to discuss and share ideas and address tennis and club development issues.
- ▶ Engage with Tennis Victoria and the local coaching network to develop a policy that articulates Council's objectives for tennis coach use of community tennis facilities.
- ▶ Support Clubs to provide regular tennis coaching activities at both tennis venues (via Tennis Australia qualified coach) to encourage local resident and visitor populations to participate.
- ▶ Encourage the Point Lonsdale Tennis Club to affiliate with Tennis Victoria.
- ▶ Consider amending existing Council tennis occupancy policies to incentivise Tennis Victoria affiliation and implementation of associated on and off-court programs and initiatives (eg. Hot Shots, Club Health Checks, Tennis Australia accredited coach).
- ▶ Promote Council's Community Grants Programs to the local tennis network to support increased club capacity building, promotion of tennis and event delivery activities.
- ▶ Promote all Council tennis facilities and clubs including contact details, access times and costs and activity information via Council's website and associated media avenues.

Refer to the following pages for venue specific renewal and improvement recommendations and a municipal map of proposed tennis facilities by hierarchy.

| LOCATION | | | | 2014 PROVISION | | | INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025 | | | | | | | | |
|-------------------------|---------------|----------------|----------------------------|---------------------------|---------------|------------------------|--|---------------------------------|----------------|-----------------|---------------|-----------------|----------------------|--|--|
| FACILITY LOCATION | SUBURB | CLUB NAME | TOTAL NO. COURTS | TOTAL NO. FLOODLIT COURTS | HIERARCHY NOW | ASPIRATIONAL HIERARCHY | MINIMUM NUMBER OF COURTS TO PROVIDE | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | RECOMMENDED FUTURE STRATEGIC DIRECTION | |
| 1 | Ganes Reserve | Point Lonsdale | Point Lonsdale Tennis Club | 6 | 4 | Local | Local | 6 | 0 | 0 | 2 | 0 | 0 | 0 | Retain as Local Club facility for the Point Lonsdale community. |
| 2 | Victoria Park | Queenscliff | QC Tennis Bowls & Croquet | 4 | 2 | Local | Local | 4 | 2 | 4 | 4 | 0 | 0 | 0 | Retain as Local level facility for Queenscliff community and visitor population. |
| ESTIMATED TOTALS | | | | 10 | 6 | - | - | 10 | 2 | 4 | 6 | 0 | 0 | 0 | |

| ESTIMATED INFRASTRUCTURE RENEWAL COST ESTIMATES | | | | | | | | | TOTALS |
|---|---------------|---------------------------------|-----------------|------------------|---------------|-----------------|----------------------|--------------|-------------------|
| FACILITY LOCATION | | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | DECOMMISSION | |
| 1 | Ganes Reserve | \$ - | \$ - | \$ 36,000 | \$ - | \$ - | \$ - | \$ - | \$ 36,000 |
| 2 | Victoria Park | \$ 64,000 | \$ 9,600 | \$ 34,000 | \$ - | \$ - | \$ - | \$ - | \$ 107,600 |
| ESTIMATED TOTALS | | \$ 64,000 | \$ 9,600 | \$ 70,000 | \$ - | \$ - | \$ - | \$ - | \$ 143,600 |

| HIERARCHY LEVEL | CURRENT NUMBER OF VENUES | ASPIRATIONAL NUMBER OF VENUES |
|----------------------|--------------------------|-------------------------------|
| Public Access | 0 | 0 |
| Local | 2 | 2 |
| District | 0 | 0 |
| Large Community Club | 0 | 0 |
| Regional | 0 | 0 |
| TOTAL VENUES | 2 | 2 |

- within 3 years
- within 4-5 years
- within 6-10 years
- decommission venue
- no specific action within 10 years
- 2 numbers refer to the number of courts requiring works

Infrastructure renewal cost assumptions

- All costs are generic infrastructure renewal costs based on industry rates and Tennis Australia life-cycle costs.
- Costs are calculated on recent historical projects and industry supplier costs.
- All generic costs have been applied to proposed renewal projects identified in the above tables on a court-by-court basis.
- Costs exclude detailed site investigations, soil conditions, detailed design, project management and contingency costs.
- Costs exclude escalation and GST.
- All costs should be treated as a general guide only for planning and budgeting purposes.
- Detailed design and Quantity Surveyor costs are recommended prior to any project budgets being confirmed.

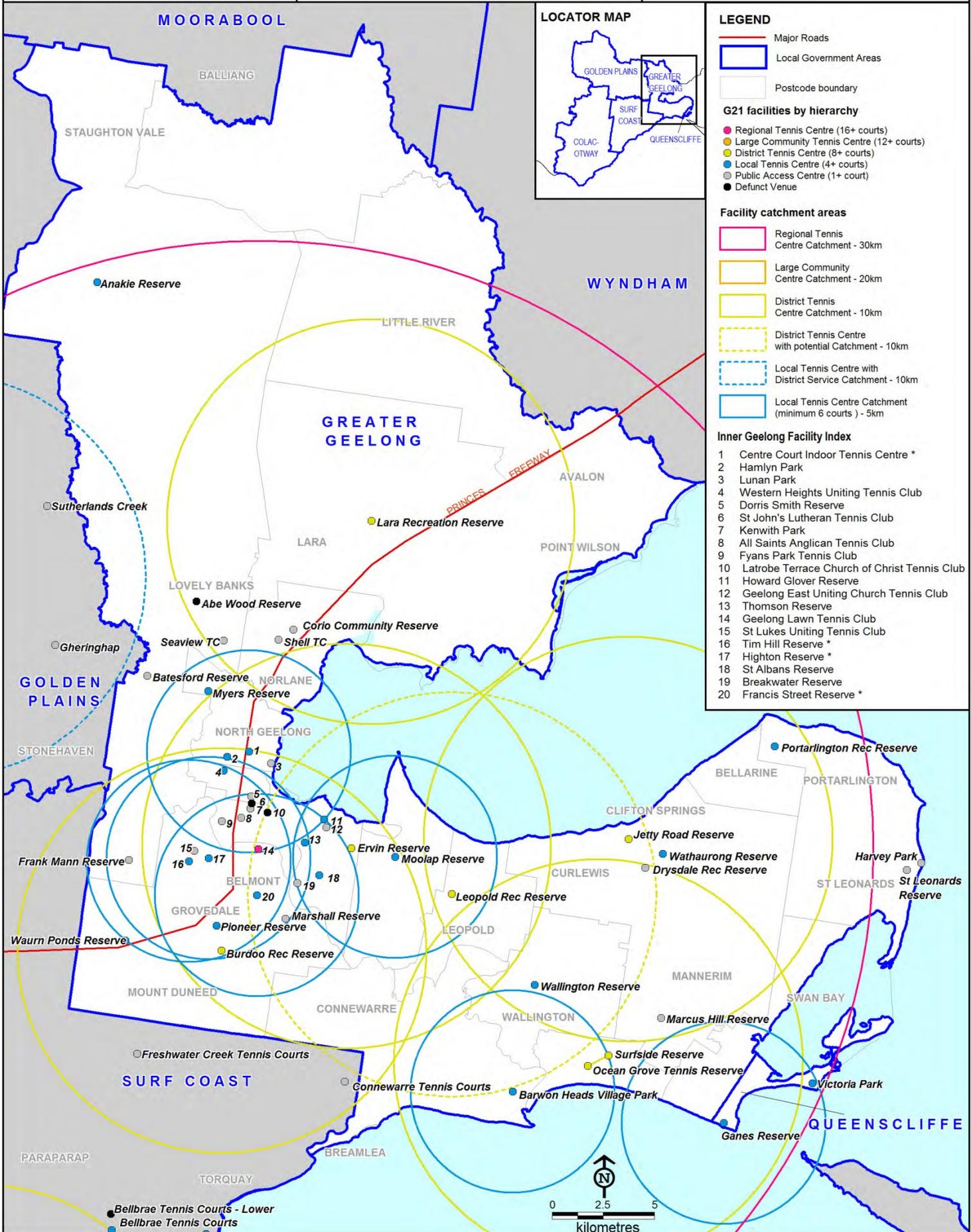
G21 Regional Tennis Strategy

Greater Geelong and Queenscliffe Tennis Facilities by Hierarchy

CREDIT: Spatial data was provided by the ABS and by the participating Local Government Areas in the study area.
 DISCLAIMER: While care has been taken with the production of this map, the publishers do not accept responsibility for any errors or omissions.

NOTE: Details on facility hierarchies were obtained through audits of all facilities completed as part of the project.

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 e: info@ieslp.com.au | w: www.ieslp.com.au
 p: (03) 9680 6370





APPENDICES

- ▶ 1 – TENNIS VICTORIA 2013 REGISTERED PLAYERS MAP
- ▶ 2 – G21 REGIONAL DISTRIBUTION OF TENNIS FACILITIES
- ▶ 3 – TENNIS SERVICE LEVEL FRAMEWORK
- ▶ 4 – G21 TENNIS CLUBS, MEMBERSHIPS AND HIERARCHY PROVISION AND ASPIRATIONS
- ▶ 5 – TENNIS VICTORIA AFFILIATION REFORM LETTERS
- ▶ 6 – PROPOSED 10 YEAR CAPITAL RENEWAL PROGRAM BY LGA

G21 Regional Tennis Strategy

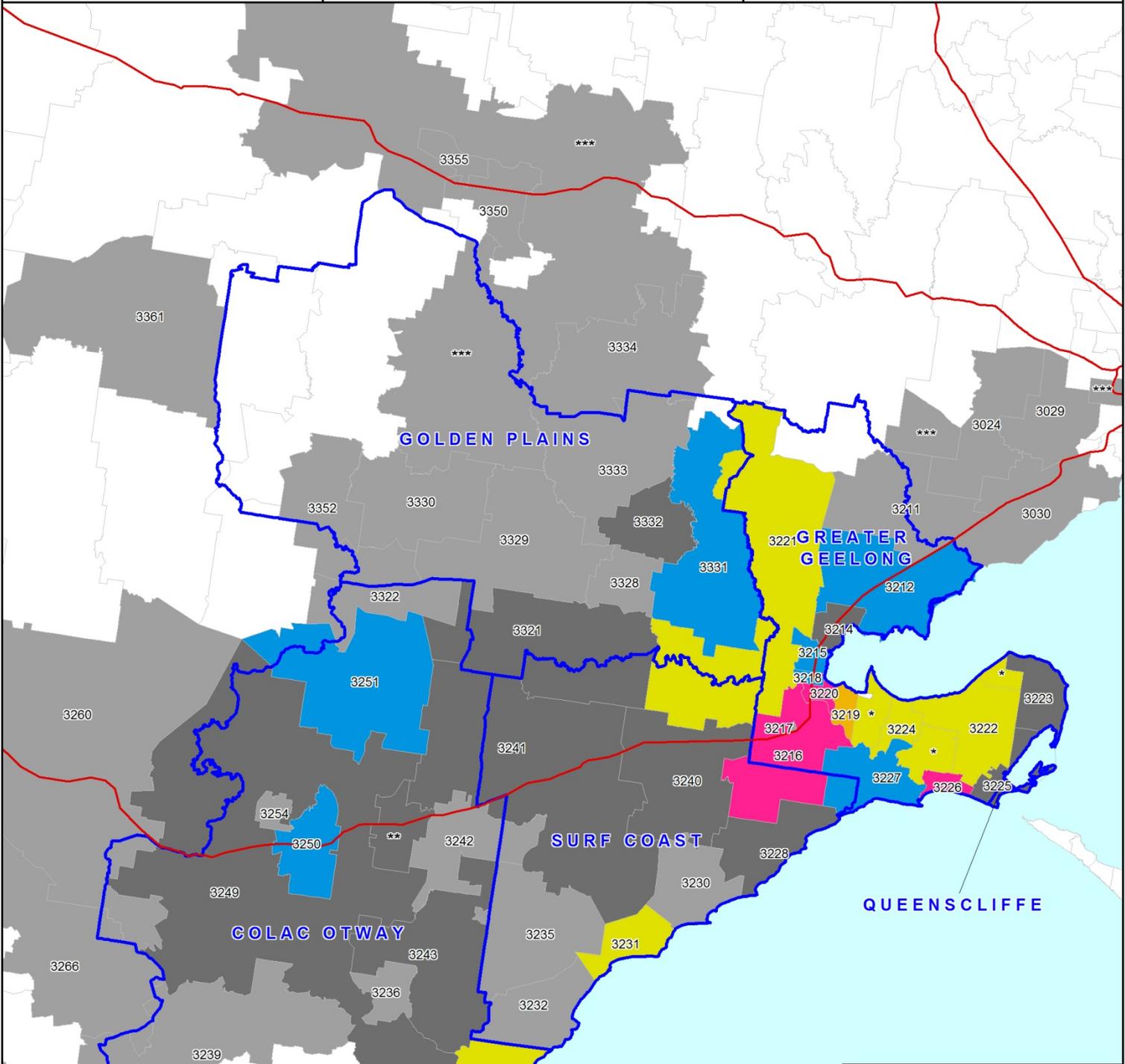
Tennis Victoria (TVIC) Registered Members by Postcode (2013)

CREDIT: Spatial data was provided by the ABS and by the five participating Local Government Areas in the study area. Registered members data was provided by Tennis Victoria.

DISCLAIMER: While care has been taken with the production of this map, the publishers do not accept responsibility for any errors or omissions.

NOTE: The TVIC Registered Members data is not inclusive of active tennis participants within the G21 region who are not members of TVIC Affiliated clubs. Information on these participants has been unable to be obtained. 3116 registered members reside within Victoria. 2893 are depicted across 50 postcodes within the scope of this map. A further 223 occur across 52 postcodes across the rest of Victoria. 3 members provided an interstate postcode.

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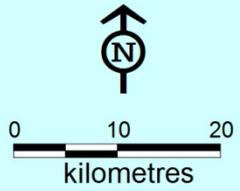
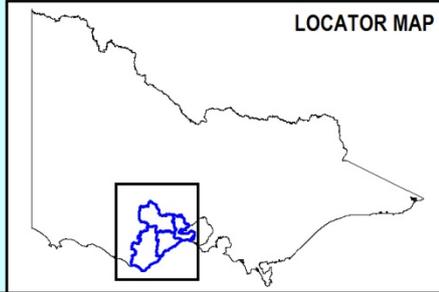
LEGEND

- Major Roads
- Local Government Areas within Study region

TVIC REGISTERED members by postcode of residence

- 201 or more
- 151 to 200
- 101 to 150
- 51 to 100
- 11 to 50
- 1 to 10
- No members

NOTE:
 Postcode 3221 appears in multiple detached parcels represented on this map by *
 Postcode 3243 appears in multiple detached parcels represented on this map by **
 Postcode 3030 appears in multiple detached parcels represented on this map by ***
 Postcode 3352 appears in multiple detached parcels represented on this map by ****



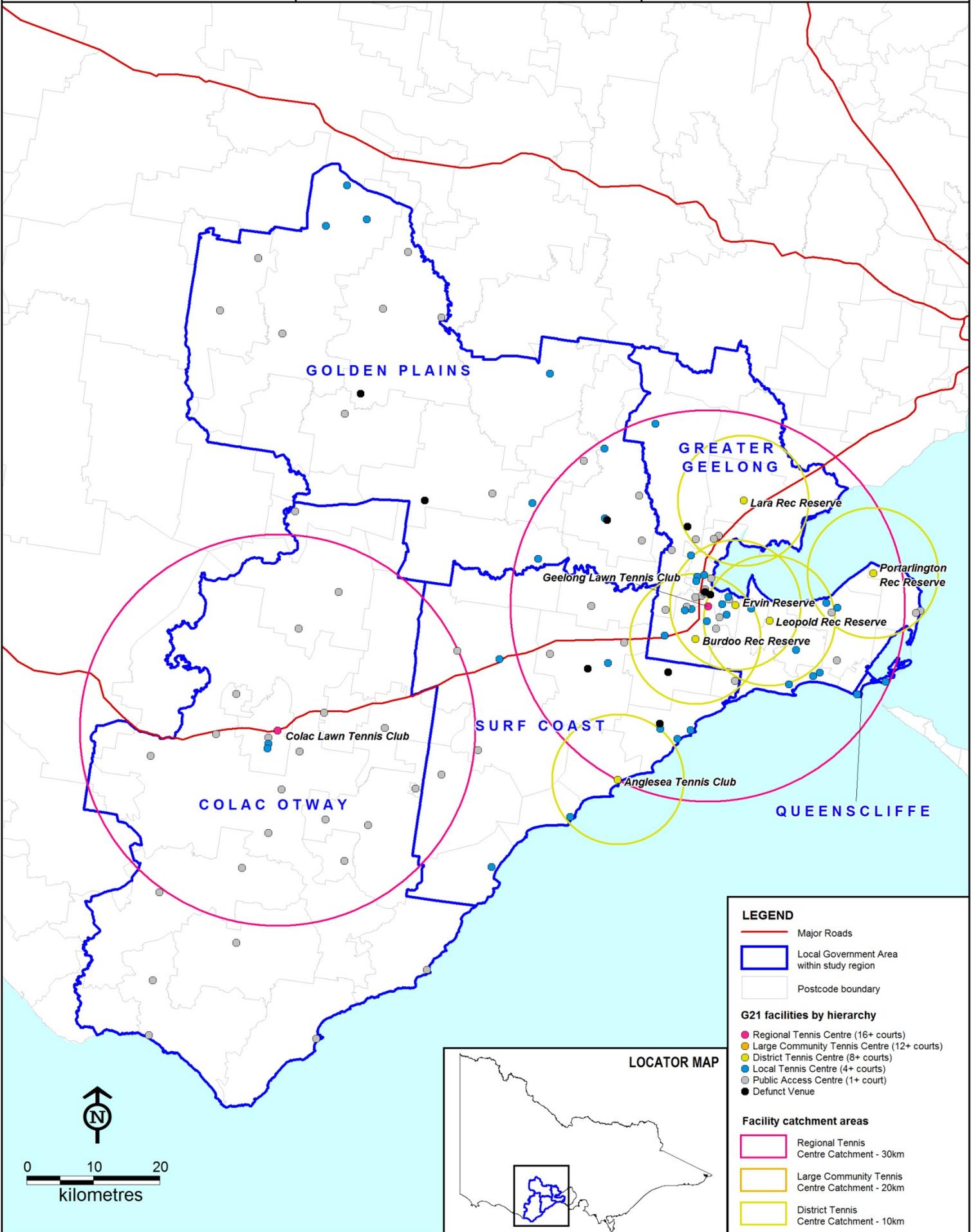
G21 Regional Tennis Strategy

G21 tennis facilities by hierarchy

CREDIT: Spatial data was provided by the ABS and by the five participating Local Government Areas in the study area.
 DISCLAIMER: While care has been taken with the production of this map, the publishers do not accept responsibility for any errors or omissions.

NOTE: Details on facility hierarchies were obtained through audits of all facilities completed as part of the project.

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 e: info@ieslp.com.au | w: www.ieslp.com.au
 p: (03) 9680 6370



APPENDIX 3: PROPOSED G21 TENNIS FACILITY HIERARCHY AND SERVICE LEVEL FRAMEWORK

CORE TENNIS FACILITY PROVISION

| COMPONENT / CAPABILITY | REGIONAL FACILITY | LARGE COMMUNITY FACILITY | DISTRICT FACILITY | LOCAL FACILITY | PUBLIC ACCESS FACILITY |
|---|--|--|---|--------------------------------------|--|
| <u>Desirable minimum</u> number of courts | 12-14 | 10 | 6 | 4 | 2 |
| Clubhouse with change facilities | Off-court tournament capable infrastructure | ✓✓ | ✓ | Clubhouse with toilets | Public shelter (toilets desirable) |
| Indoor / outdoor social space | ✓✓ | ✓✓ | ✓✓ | ✓✓ | Outdoor only |
| Cafe / kitchen / kiosk | Café / kitchen | Kitchen | Kitchen / kiosk | Kiosk | Kitchenette (desirable) |
| Pro-shop | ✓ | ✓ | - | - | - |
| Preferred surface type | Cushioned acrylic, natural clay (or red porous) and/or natural grass Minimum of 14 of the one surface FOR HIGH LEVEL EVENTS | Cushioned acrylic or natural clay DESIRABLE Other options include acrylic hardcourt | Acrylic hardcourt DESIRABLE Optional mix to provide some synthetic grass | Acrylic hardcourt or synthetic grass | Asphalt or acrylic hardcourt Synthetic grass optional if a club venue |
| Hot shots courts (dedicated) | ✓ | ✓ | ✓ | - | - |
| Hot shots courts (blended lines) | ✓✓ | ✓ | ✓ | ✓ | ✓ |
| Court floodlighting | 100% of courts (except for natural grass) | 75% of courts (desired minimum) | 75% of courts (desired minimum) | 50% of courts (desired minimum) | - |

LEGENDS: ✓ Might have ✓✓ Must have

APPENDIX 3: PROPOSED G21 TENNIS FACILITY HIERARCHY AND SERVICE LEVEL FRAMEWORK

VENUE MANAGEMENT AND OPERATIONAL SERVICE LEVELS

| COMPONENT / CAPABILITY | REGIONAL FACILITY | LARGE COMMUNITY FACILITY | DISTRICT FACILITY | LOCAL FACILITY | PUBLIC ACCESS FACILITY |
|--|--|----------------------------------|--|-----------------------------------|--|
| Tennis Victoria affiliation | ✓✓ | ✓✓ | ✓✓ | ✓✓ | - |
| Industry affiliations (eg. Healthy sporting environments, good sports) | ✓ | ✓ | ✓ | ✓ | - |
| Annual TA/TVIC club health check | ✓✓ | ✓ | ✓ | ✓ | - |
| Detailed business/strategic plan | 5-year strategic plan | ✓ | ✓ | ✓ | - |
| Professional management | Full-time club manager desirable | ✓ | - | - | - |
| Club-coach contract in place | ✓✓ | ✓✓ | ✓✓ | ✓✓ | ✓✓ |
| TA accredited coach | Club professional (as a minimum) Master club professional (desirable) | Club professional (as a minimum) | Club professional (desirable) Junior development (as a minimum) | Junior development (as a minimum) | Community coach (desirable) Hot shots introduction (as a minimum) |
| Club tenancy agreement current | ✓✓ | ✓✓ | ✓✓ | ✓✓ | ✓✓ |
| Agreed maintenance schedule | ✓✓ | ✓✓ | ✓✓ | ✓✓ | ✓✓ |
| Facility renewal budget | ✓ | ✓ | ✓ | ✓ | ✓ |

LEGENDS: ✓ Might have ✓✓ Must have

APPENDIX 3: PROPOSED G21 TENNIS FACILITY HIERARCHY AND SERVICE LEVEL FRAMEWORK

TENNIS PROGRAM AND SERVICE LEVELS

| COMPONENT / CAPABILITY | REGIONAL FACILITY | LARGE COMMUNITY FACILITY | DISTRICT FACILITY | LOCAL FACILITY | PUBLIC ACCESS FACILITY |
|--------------------------------|-------------------|--------------------------|-------------------|----------------|---------------------------|
| Tennis hot shots program | ✓✓ | ✓✓ | ✓ | ✓ | Support in-school program |
| Tennis hot shots gala days | ✓ | ✓ | - | - | - |
| Tennis in schools / AASC | ✓ | ✓ | ✓ | ✓ | - |
| Cardio tennis (or equivalent) | ✓ | ✓ | ✓ | ✓ | ✓ |
| Adult coaching | ✓ | ✓ | ✓ | ✓ | - |
| Junior coaching | ✓✓ | ✓ | ✓ | ✓ | ✓ |
| Organised social tennis | ✓✓ | ✓ | ✓ | ✓ | - |
| Internal competitions | ✓✓ | ✓ | ✓ | ✓ | - |
| Inter club competitions | ✓✓ | ✓ | ✓ | ✓ | ✓ |
| Tournaments (regional) | ✓✓ | ✓ | - | - | - |
| Tournaments (high performance) | ✓ | - | - | - | - |
| Local talent squad | ✓✓ | ✓ | ✓ | ✓ | - |
| Barwon sports academy program | ✓✓ | - | - | - | - |
| Public court hire / access | ✓ | ✓ | ✓ | ✓ | Free public access |

LEGENDS: ✓ Might have ✓✓ Must have

APPENDIX 4: G21 TENNIS CLUBS AND ASSOCIATED 2013/14 TVIC AFFILIATION STATUS, MEMBER REGISTRATIONS AND FACILITY HIERARCHY

| BOROUGH OF QUEENSCLIFFE TENNIS FACILITIES | TENNIS VICTORIA AFFILIATION | TENNIS FACILITY HIERARCHY | TOTAL COURT NUMBER | TOTAL FLOODLIT COURTS | % OF COURTS FLOODLIT | TOTAL |
|---|-----------------------------|---------------------------|--------------------|-----------------------|----------------------|-----------|
| Ganes Reserve (Points Lonsdale TC) | No | Local | 6 | 4 | 67% | n/a |
| Victoria Park (Queenscliffe TC) | Affiliated | Local | 4 | 2 | 50% | 28 |
| TOTAL | - | - | 10 | 6 | 60% | 28 |

| SURF COAST SHIRE FACILITY LOCATION | TENNIS VICTORIA AFFILIATION | TENNIS FACILITY HIERARCHY | TOTAL COURT NUMBER | TOTAL FLOODLIT COURTS | % OF COURTS FLOODLIT | TOTAL |
|------------------------------------|-----------------------------|---------------------------|--------------------|-----------------------|----------------------|------------|
| Aireys Inlet Tennis Club | Affiliated | Local | 4 | 4 | 100% | 303 |
| Anglesea Tennis Club | Affiliated | District | 8 | 8 | 100% | n/a |
| Bambra Tennis Club | Affiliated | Public | 2 | 2 | 100% | 9 |
| Bellbrae Tennis Courts (and Club) | Affiliated | Local | 4 | 2 | 50% | n/a |
| Bellbrae Tennis Courts - Lower | | Public | 2 | 0 | 0% | n/a |
| Buckley South Tennis Club | No | Public | 2 | 0 | 0% | - |
| Connewarre Tennis Club | No | Public | 2 | 0 | 0% | - |
| Deans Marsh Tennis Club | Affiliated | Public | 2 | 0 | 0% | n/a |
| Freshwater Creek Tennis Courts | No | Local | 4 | 0 | 0% | - |
| Gnarwarre Tennis Courts | No | Public | 2 | 0 | 0% | - |
| Jan Juc Tennis Club | No | Local | 5 | 4 | 80% | n/a |
| Lorne Country Club | Affiliated | Local | 6 | 0 | 0% | n/a |
| Mirnee Tennis Courts | Folded | Public | 2 | 0 | 0% | - |
| Modewarre Tennis Courts | Folded | Public | 2 | 0 | 0% | - |
| Moriac Tennis Club | Affiliated | Local | 4 | 2 | 50% | 40 |
| Mt Moriac Tennis Club | Affiliated | Public | 3 | 0 | 0% | 5 |
| Spring Creek Reserve (Torquay TC) | Affiliated | Local | 6 | 6 | 100% | n/a |
| Winchelsea Tennis Club | Affiliated | Local | 4 | 0 | 0% | 14 |
| TOTAL | - | - | 64 | 28 | 44% | 371 |

**Note: Why do some clubs have 'n/a' member numbers?*

Many clubs appear with 'n/a' members as their membership has been unavailable via Tennis Victoria's database. This is either due to non-registration of members or through non-affiliation with Tennis Victoria.

**Note: Why do some clubs have '-' member numbers?*

Many clubs appear with '-' members as there is no longer or has never been a club located at the corresponding facility. In some cases clubs may have folded or venues are public access courts only.

| COLAC OTWAY SHIRE FACILITY LOCATION | TENNIS VICTORIA AFFILIATION | TENNIS FACILITY HIERARCHY | TOTAL COURT NUMBER | TOTAL FLOODLIT COURTS | % OF COURTS FLOODLIT | TOTAL |
|-------------------------------------|-----------------------------|---------------------------|--------------------|-----------------------|----------------------|------------|
| Apollo Bay Tennis Club | No | Public | 3 | 3 | 100% | - |
| Barongarook Community Tennis Club | No | Public | 2 | 0 | 0% | 9 |
| Barwon Downs Tennis Club | Affiliated | Public | 2 | 0 | 0% | 23 |
| Beeac Tennis Club | Affiliated | Public | 3 | 0 | 0% | 45 |
| Beech Forest (Fergusson) Courts | No | Public | 1 | 0 | 0% | - |
| Birregurra Rec Reserve TC | Affiliated | Public | 2 | 2 | 100% | 38 |
| Carlisle River Tennis Courts | No | Public | 1 | 0 | 0% | - |
| Colac Central Reserve | No | Public | 2 | 0 | 0% | - |
| Colac Indoor Tennis Centre | Affiliated | Local | 4 | 4 | 100% | n/a |
| Colac Lawn Tennis Club | Affiliated | Regional | 17 | 0 | 0% | 55 |
| Colac South Reserve (Elliminyt TC) | Affiliated | Local | 4 | 0 | 0% | 23 |
| Cororooke Tennis Club | Affiliated | Public | 3 | 0 | 0% | 37 |
| Cressy Tennis Club | Folded | Public | 0 | 0 | 0% | - |
| Eurack Tennis Courts | Folded | Public | 0 | 0 | 0% | - |
| Forrest Tennis Club | Affiliated | Public | 2 | 0 | 0% | 11 |
| Gellibrand Tennis Courts | Folded | Public | 0 | 0 | 0% | - |
| Gerangamete Tennis Courts | No | Public | 2 | 0 | 0% | - |
| Johanna Tennis Courts | No | Public | 1 | 0 | 0% | - |
| Kawarren Tennis Club | Affiliated | Public | 2 | 0 | 0% | 17 |
| Kennett River Tennis Court | Folded | Public | 1 | 0 | 0% | - |
| Larpent Tennis Courts | No | Public | 2 | 0 | 0% | - |
| Lavers Hill Tennis Courts | No | Public | 0 | 0 | 0% | - |
| Pennyroyal Tennis Club | No | Public | 2 | 0 | 0% | - |
| Swan Marsh Tennis Club | Affiliated | Public | 2 | 0 | 0% | 11 |
| Warncoort Tennis Club | Affiliated | Public | 2 | 0 | 0% | 48 |
| Yeo Tennis Club | Folded | Public | 2 | 0 | 0% | - |
| TOTAL | - | - | 62 | 9 | 14% | 317 |

| GOLDEN PLAINS SHIRE FACILITY LOCATION | TENNIS VICTORIA AFFILIATION | TENNIS FACILITY HIERARCHY | TOTAL COURT NUMBER | TOTAL FLOODLIT COURTS | % OF COURTS FLOODLIT | TOTAL |
|---|-----------------------------|---------------------------|--------------------|-----------------------|----------------------|------------|
| Bannockburn Tennis Courts (Bannockburn Recreation Precinct) | Affiliated | Local | 6 | 2 | 33% | 52 |
| Barunah Park Tennis Courts | Folded | Public | 2 | 0 | 0% | - |
| Cape Clear Tennis Club | Folded | Public | 1 | 0 | 0% | - |
| Corindhap Tennis Club | Folded | Public | 2 | 0 | 0% | - |
| Enfield Tennis Club | Folded | Public | 1 | 0 | 0% | - |
| Gheringhap Tennis Club | Affiliated | Public | 3 | 0 | 0% | 6 |
| Grenville Tennis Club | Affiliated | Public | 2 | 0 | 0% | 10 |
| Haddon Tennis Club | Affiliated | Local | 4 | 0 | 0% | 15 |
| Inverleigh Tennis Club | Affiliated | Local | 4 | 0 | 0% | 23 |
| Lethbridge Tennis Club | Affiliated | Public | 3 | 0 | 0% | n/a |
| Linton Tennis Club | No | Local | 4 | 0 | 0% | - |
| Mannibadar Tennis Club | Affiliated | Public | 2 | 0 | 0% | 6 |
| Maude Tennis Club | Affiliated | Local | 4 | 0 | 0% | 13 |
| Meredith Tennis Club | Affiliated | Local | 6 | 0 | 0% | 19 |
| Napoleons Tennis Club | Affiliated | Local | 6 | 0 | 0% | - |
| Rokewood Tennis Club | Affiliated | Public | 2 | 2 | 100% | 6 |
| Ross Creek Tennis Club | Affiliated | Local | 4 | 0 | 0% | 46 |
| Shelford Tennis Club | No | Public | 3 | 0 | 0% | - |
| Smythesdale Tennis Club | Affiliated | Local | 4 | 0 | 0% | 9 |
| Sutherlands Creek Tennis Club | Affiliated | Public | 2 | 0 | 0% | 4 |
| Teesdale Tennis Club | Affiliated | Local | 6 | 2 | 33% | 15 |
| TOTAL | - | - | 71 | 6 | 8% | 224 |

| CITY OF GREATER GEELONG FACILITY LOCATION | TENNIS VICTORIA AFFILIATION | TENNIS FACILITY HIERARCHY | TOTAL COURT NUMBER | TOTAL FLOODLIT COURTS | % OF COURTS FLOODLIT | TOTAL |
|---|-----------------------------|---------------------------|--------------------|-----------------------|----------------------|-------|
| Abe Wood Res (Lovely Banks TC) | Folded | Public | 2 | 0 | 0% | - |
| All Saints Anglican Tennis Club | Folded | Public | 2 | 0 | 0% | - |
| Anakie Reserve (Anakie Tennis Club) | Folded | Local | 5 | 1 | 20% | - |
| Barwon Heads Village Park (Barwon Heads Tennis Club) | Affiliated | Local | 6 | 4 | 67% | 80 |
| Batesford Reserve (Batesford TC) | Folded | Public | 2 | 0 | 0% | - |
| Breakwater Reserve (Geelong East Uniting TC) | Folded | Public | 3 | 0 | 0% | - |
| Burdoo Rec Reserve (Grovedale TC) | Affiliated | District | 8 | 6 | 75% | 257 |
| Centre Court Indoor Tennis Centre | Affiliated | District | 7 | 7 | 100% | n/a |
| Corio Community Reserve | Folded | Local | 6 | 2 | 33% | - |
| Dorris Smith Res (Geelong West TC) | Affiliated | Public | 3 | 0 | 0% | 16 |
| Drysdale Recreation Reserve | Affiliated | Public | 2 | 0 | 0% | - |
| Ervin Reserve (Newcomb TC) | Affiliated | District | 10 | 0 | 0% | 42 |
| Francis Street Res (St Stephen's TC) | Affiliated | Local | 6 | 0 | 0% | 26 |
| Frank Mann Reserve (Ceres TC) | Affiliated | Public | 2 | 0 | 0% | 6 |
| Fyans Park Tennis Club | Affiliated | Public | 2 | 0 | 0% | 9 |
| Geelong East Uniting Church TC | Affiliated | Public | 3 | 0 | 0% | 45 |
| Geelong Lawn Tennis Club | Affiliated | Regional | 28 | 14 | 50% | 708 |
| Hamlyn Park Tennis Club | No | Local | 5 | 2 | 40% | n/a |
| Harvey Park | No | Public | 2 | 0 | 0% | - |
| Highton Reserve (Highton TC) | Affiliated | Local | 6 | 6 | 100% | 175 |
| Howard Glover Reserve (Eastern Districts Tennis Club) | Affiliated | Local | 4 | 0 | 0% | n/a |
| Jetty Road Res (Clifton Springs TC) | Affiliated | Local | 6 | 2 | 33% | 125 |
| Kenwith Park | No | Public | 2 | 0 | 0% | - |
| Lara Recreation Reserve (Lara TC) | Affiliated | District | 8 | 4 | 50% | 53 |
| Latrobe Terrace Church of Christ TC | Folded | Local | 1 | 0 | 0% | - |
| Leopold Rec Reserve (Leopold TC) | Affiliated | District | 9 | 2 | 22% | 74 |
| Lunan Park (Lunan Tennis Club) | Affiliated | Public | 2 | 0 | 0% | 22 |
| Marcus Hill Reserve | No | Public | 2 | 0 | 0% | - |
| Marshall Reserve | No | Public | 1 | 0 | 0% | - |
| Moolap Reserve (Moolap TC) | Affiliated | Local | 6 | 2 | 33% | 67 |
| Myers Reserve (Bell Post Hill TC) | Affiliated | Local | 4 | 2 | 50% | 5 |
| Ocean Grove Tennis Club | Affiliated | Local | 7 | 5 | 71% | 340 |
| Portarlington Rec Reserve (Portarlington Tennis Club) | No | District | 8 | 0 | 0% | - |
| Seaview Tennis Club | Folded | Public | 2 | 0 | 0% | - |
| Shell Tennis Club | Folded | Public | 2 | 0 | 0% | - |
| St Albans Reserve (St Albans TC) | Affiliated | Local | 6 | 3 | 50% | 55 |
| St John's Lutheran Tennis Club | Folded | Public | 1 | 0 | 0% | - |
| St Leonards Res (St Leonards TC) | No | Public | 2 | 0 | 0% | - |
| St Lukes Uniting Tennis Club | No | Public | 2 | 0 | 0% | - |
| Surfside Reserve (Surfside TC) | Folded | Local | 5 | 2 | 40% | - |

| CITY OF GREATER GEELONG FACILITY LOCATION | TENNIS VICTORIA AFFILIATION | TENNIS FACILITY HIERARCHY | TOTAL COURT NUMBER | TOTAL FLOODLIT COURTS | % OF COURTS FLOODLIT | TOTAL |
|---|-----------------------------|---------------------------|--------------------|-----------------------|----------------------|-------------|
| Thomson Reserve (St Mary's TC) | Affiliated | Local | 4 | 0 | 0% | 53 |
| Tim Hill Res (Wandana Heights TC) | Affiliated | Local | 6 | 6 | 100% | 84 |
| Wallington Reserve (Wallington TC) | Folded | Local | 5 | 0 | 0% | - |
| Wathaurong Reserve (Drysdale TC) | Affiliated | Local | 6 | 0 | 0% | 149 |
| Wauron Ponds Res (Wauron Ponds TC) | Affiliated | Local | 6 | 0 | 0% | 68 |
| Western Heights Uniting Tennis Club | Folded | Local | 4 | 0 | 0% | - |
| TOTAL | 0 | - | 221 | 70 | 32% | 2046 |

APPENDIX 5: TENNIS VICTORIA AFFILIATION REFORM CLUB CORRESPONDENCE

18 February 2014



Tennis Victoria
AAMI Park (Entrance F)
Olympic Boulevard, Melbourne VIC 3000
Locked Bag 6001, Richmond 3121
T +61 3 8420 8420 F +61 3 8420 8499
tennis.com.au/vic
tvreception@tennis.com.au

Dear Club Presidents and Secretaries

Re: Tennis Victoria's new affiliation model from 1 July 2014

Patron: The Honourable Alex Chernov,
AC, QC, Governor of Victoria

A game changing move is set for Victorian tennis! It is with great pleasure I can advise you that Tennis Victoria (TV) is embracing a new affiliation model, to commence 1 July 2014. From this date, clubs will only pay one simple, annual fee, instead of the previous per member charge, and the vast majority of clubs will be better off financially under this model. Most materially so. Instead of being charged a club affiliation fee and an additional \$30 fee per member, TV will now base your club's affiliation on the number of tennis courts at your club.

Over the course of many years we have heard about challenges from tennis clubs regarding our affiliation and membership model. We've listened and worked very hard to come up with a new approach; one where your club's affiliation is now one set/known annual fee. This change means that you can offer more flexible membership options and innovative promotions to grow the game of tennis, without worrying about additional member fees with every new participant. This is a partnership initiative of Tennis Australia and Tennis Victoria to help your club to get more people playing more tennis more often! Tennis Australia is supporting this initiative with a significant investment that recognises the importance of Victorian tennis.

This new model will not only greatly assist our current affiliates to thrive, but also better motivate and engage those tennis clubs who are not currently affiliated to join our ranks so that we can truly represent and support all of tennis in Victoria. We are always strongest together, particularly in our advocacy roles with state and local government.

The new schedule of fees is outlined overleaf. All current Tennis Victoria club benefits will remain with this new model, and we are also working to enhance our offering and services.

Just to confirm, there will be no per member charge to register participants who are part of your club. Registered participants will all be covered by Personal Accident Insurance, be eligible to play in sanctioned competitions and tournaments, receive communications from Tennis Victoria and access the Australian Open Pre-sale. The easiest and most effective way of registering the people who play at your club is through the free My Tennis software. We're here to fully train and continually support you in making the most of My Tennis for your club. Whilst the per member charge is gone, we still need you to register *everyone* who is part of or uses your club/venue. Accurate local and state-wide evidence of our participant base has never been more critical to our relationships and positioning with sponsors and government partners.

You will receive further information and a customised scenario for your club in April. We know that you may have questions about these new changes, and we hope that the attached Frequently Asked Questions will answer most. If we can clarify anything for you, please don't hesitate to contact us - through your TV Community Tennis Officer or TV Reception phone 8420 8420 - as we are here to help during this exciting change for our great sport.

APPENDIX 5: TENNIS VICTORIA AFFILIATION REFORM CLUB CORRESPONDENCE

Finally, may I take this chance to thank and commend Tennis Australia's CEO, Craig Tiley, and Director of Participation, Craig Morris, and the Tennis Victoria Board of Directors, especially its Affiliation Reform sub-committee members over the past couple of years of TV President David Stobart, TV Director Gary Clark, and former TV Director Peter Quinn, for their contributions to making this happen for the good of Victorian tennis.

Kind regards,



Matthew Kennedy
Executive Director

***Want to hear more about our new affiliation model?
It will be a feature topic at Tennis Victoria forums:***

**TV Council Meeting (opened up to all affiliates for this purpose),
Wednesday 26 February, 7:30pm**

TV Metropolitan Clubs' Forum, Wednesday 2 April, 7:30pm

TV Country Conference, Friday 2 May, 10:00am

RSVP's essential - please refer overleaf for further details

Tennis Victoria ABN 29 757 304 158



Tennis Victoria's new affiliation model to commence 1 July 2014

Schedule of fees for clubs and commercial centres

One annual fee per club - no additional per member payments!

| Number of Courts | Affiliation fee (inc GST) |
|-------------------------|------------------------------|
| Metro Melbourne | |
| 1-4 courts | \$930 |
| 5-9 courts | \$1,505 |
| 10+ courts | \$3,955 |
| Country Victoria | |
| 1-4 courts | \$540 |
| 5-9 courts | \$825 |
| 10-19 courts | \$1,530 |
| 20+ courts | \$2,500 |

** Clubs that can demonstrate they have a gross annual turnover of less than \$1,000 are eligible to apply for a concession affiliation fee of \$165 (inc GST).*

Want to hear more about our new affiliation model? It will be a feature topic at:

Tennis Victoria Council Meeting **Wednesday 26 February, 7:30pm**
(opened up to all affiliates for current governance reform
and new affiliation model purposes/discussions)
Royal South Yarra Lawn Tennis Club, 310 Williams Road North, Toorak.
RSVP essential by 24 February to: tvreception@tennis.com.au

And also at:

Tennis Victoria Metropolitan Clubs' Forum **Wednesday 2 April, 7:30pm**
Grace Park Tennis Club, 6 Hilda Crescent Hawthorn
Invitations and further details will be sent to all metropolitan clubs

Tennis Victoria Country Conference **Friday 2 May, 10:00am**
National Tennis Centre, Melbourne Park
Invitations and further details will be sent to all country clubs/associations

APPENDIX 6: PROPOSED 10-YEAR TENNIS COURT INFRASTRUCTURE CAPITAL RENEWAL PROGRAM BY LGA

| LOCATION | | | | 2014 PROVISION | | | INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025 | | | | | | | | |
|------------------------|-------------------------------|----------------|----------------------------|------------------|---------------------------|---------------|--|-------------------------------------|---------------------------------|----------------|-----------------|---------------|-----------------|----------------------|--|
| LGA | FACILITY LOCATION | SUBURB | CLUB NAME | TOTAL NO. COURTS | TOTAL NO. FLOODLIT COURTS | HIERARCHY NOW | ASPIRATIONAL HIERARCHY | MINIMUM NUMBER OF COURTS TO PROVIDE | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | RECOMMENDED FUTURE STRATEGIC DIRECTION |
| Borough of Queenscliff | Ganes Reserve | Point Lonsdale | Point Lonsdale Tennis Club | 6 | 4 | Local | Local | 6 | 0 | 0 | 2 | 0 | 0 | 0 | Retain as Local Club facility for the Point Lonsdale community. |
| Borough of Queenscliff | Victoria Park | Queenscliff | QC Tennis Bowls & Croquet | 4 | 2 | Local | Local | 4 | 2 | 4 | 4 | 0 | 0 | 0 | Retain as Local level facility for Queenscliff community and visitor population. |
| Colac Otway Shire | Apollo Bay Recreation Reserve | Apollo Bay | Apollo Bay Tennis Club | 3 | 3 | Public | Public | 3 | 0 | 0 | 0 | 0 | 3 | 3 | Retain courts for club use and public access. |
| Colac Otway Shire | Barongarook Tennis Courts | Barongarook | Barongarook Community TC | 2 | 0 | Public | Public | 2 | 0 | 0 | 2 | 2 | 2 | 2 | Retain courts for club use and public access. |
| Colac Otway Shire | Barwon Downs Tennis Courts | Barwon Downs | Barwon Downs Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 0 | 0 | 2 | 0 | Retain courts for club use and public access. |
| Colac Otway Shire | Beeac Tennis Club | Beeac | Beeac Tennis Club | 3 | 0 | Public | Public | 3 | 0 | 0 | 0 | 0 | 0 | 0 | Retain courts for club use and public access and consider adding floodlights in the long-term. |
| Colac Otway Shire | Beech Forest (Fergusson) | Ferguson | NO CLUB | 1 | 0 | Public | Public | 1 | 0 | 0 | 1 | 0 | 1 | 1 | One court deemed unplayable and not suitable for use. Retain single court for public access. |
| Colac Otway Shire | Birregurra Recreation Reserve | Birregurra | Birregurra Tennis Club | 2 | 2 | Public | Public | 3 | 2 | 0 | 0 | 3 | 2 | 2 | Implement staged court improvements in-line with Birregurra Recreation Reserve Master Plan (including floodlighting) |
| Colac Otway Shire | Carlisle River Tennis Court | Gellibrand | NO CLUB | 1 | 0 | Public | Public | 1 | 0 | 0 | 1 | 1 | 1 | 1 | Retain single court for public use. |
| Colac Otway Shire | Colac Central Reserve | Colac | NO CLUB | 2 | 0 | Public | Public | 2 | 0 | 0 | 2 | 0 | 2 | 0 | Assess long-term viability of the site as part of a broader assessment of all tennis venues in Colac. |
| Colac Otway Shire | Colac Indoor Tennis Centre | Elliminyt | NO CLUB | 4 | 4 | Local | Local | 4 | 0 | 0 | 0 | 0 | 0 | 0 | Assess long-term viability of the site as part of a broader assessment of all tennis venues in Colac. |
| Colac Otway Shire | Colac Lawn Tennis Club | Colac | Colac Lawn Tennis Club | 17 | 0 | Regional | Large | 8 | 8 | 0 | 8 | 8 | 8 | 8 | Assess long-term viability of the site as part of a broader assessment of all tennis venues in Colac. |
| Colac Otway Shire | Cororooke Tennis Courts | Cororooke | Cororooke Tennis Club | 3 | 0 | Public | Public | 3 | 2 | 0 | 0 | 3 | 0 | 0 | Support long-term relocation option and rebuild new courts for club use and public access. |
| Colac Otway Shire | Cressy Recreation Reserve | Cressy | NO CLUB | 0 | 0 | Public | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Decommission site and make safe |
| Colac Otway Shire | Elliminyt Tennis Courts | Elliminyt | Elliminyt Tennis Club | 4 | 0 | Local | Local | 4 | 0 | 0 | 4 | 0 | 4 | 4 | Assess long-term viability of the site as part of a broader assessment of all tennis venues in Colac. |
| Colac Otway Shire | Eurack Tennis Courts | Eurack | NO CLUB | 0 | 0 | Public | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Decommission site and make safe. |
| Colac Otway Shire | Forrest Tennis Courts | Forrest | Forrest Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 0 | 0 | 0 | 0 | Retain courts for club use and public access. |
| Colac Otway Shire | Gellibrand Recreation Reserve | Gellibrand | NO CLUB | 0 | 0 | Public | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Recently reconstructed for netball use only. No access for tennis. |
| Colac Otway Shire | Gerangamete Tennis Courts | Gerangamete | NO CLUB | 2 | 0 | Public | Public | 2 | 0 | 0 | 2 | 0 | 0 | 0 | Retain courts for public access and additional club overflow. |
| Colac Otway Shire | Johanna Tennis Courts | Johanna | NO CLUB | 1 | 0 | Public | Public | 1 | 0 | 0 | 1 | 1 | 1 | 1 | Retain single court for public use. |

APPENDIX 6: PROPOSED 10-YEAR TENNIS COURT INFRASTRUCTURE CAPITAL RENEWAL PROGRAM BY LGA

| LOCATION | | | | 2014 PROVISION | | | INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025 | | | | | | | | |
|---------------------|---------------------------------|---------------|-------------------------|------------------|---------------------------|---------------|--|-------------------------------------|---------------------------------|----------------|-----------------|---------------|-----------------|----------------------|--|
| LGA | FACILITY LOCATION | SUBURB | CLUB NAME | TOTAL NO. COURTS | TOTAL NO. FLOODLIT COURTS | HIERARCHY NOW | ASPIRATIONAL HIERARCHY | MINIMUM NUMBER OF COURTS TO PROVIDE | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | RECOMMENDED FUTURE STRATEGIC DIRECTION |
| Colac Otway Shire | Kawarren Tennis Courts | Kawarren | Karwarren Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 2 | 0 | 2 | 0 | Retain courts for public access and additional club overflow. |
| Colac Otway Shire | Kennett River Tennis Court | Kennett River | NO CLUB | 1 | 0 | Public | Public | 1 | 0 | 0 | 0 | 0 | 1 | 1 | Retain single court for public use. |
| Colac Otway Shire | Larpent Tennis Courts | Larpent | NO CLUB | 2 | 0 | Public | Public | 1 | 0 | 0 | 1 | 1 | 1 | 1 | Retain courts for public access and additional club overflow. |
| Colac Otway Shire | Lavers Hill Tennis Courts | Lavers Hill | NO CLUB | 0 | 0 | Public | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Decommission site and make safe. |
| Colac Otway Shire | Pennyroyal Tennis Courts | Pennyroyal | Pennyroyal Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 2 | 0 | 2 | 2 | Retain courts for club use and public access. |
| Colac Otway Shire | Swan Marsh Tennis Courts | Swan Marsh | Swan Marsh Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 2 | 2 | 2 | 2 | Implement court relocation recommendations in-line with the Pirron Yallock Recreation Reserve Master Plan. |
| Colac Otway Shire | Warncoort Tennis Courts | Colac | Warncoort Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 2 | 0 | 2 | 2 | Retain courts for club use and public access. |
| Colac Otway Shire | Yeo Tennis Courts | Yeo | NO CLUB | 2 | 0 | Public | Public | 2 | 0 | 2 | 0 | 0 | 0 | 2 | Retain courts for overflow club use and public access. |
| Golden Plains Shire | Bannockburn Recreation Precinct | Bannockburn | Bannockburn Tennis Club | 6 | 2 | Local | District | 8 | 4 | 0 | 0 | 0 | 0 | 0 | Promote venue as a District level facility and increase floodlighting levels over time. Increase court numbers in-line with local population growth. |
| Golden Plains Shire | Barunah Park Tennis Courts | Barunah Park | NO CLUB | 2 | 0 | Public | Public | 1 | 0 | 0 | 1 | 1 | 0 | 1 | Decommission 1 court and retain a single court for community use |
| Golden Plains Shire | Cape Clear Tennis Court | Cape Clear | NO CLUB | 1 | 0 | Public | Public | 1 | 0 | 0 | 0 | 0 | 0 | 0 | Retain single court for public access and local community use |
| Golden Plains Shire | Corindhap Tennis Courts | Corindhap | NO CLUB | 2 | 0 | Public | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Decommission site and make safe. Consider alternate use in-line with local community needs. |
| Golden Plains Shire | Enfield Tennis Court | Enfield | Enfield Tennis Club | 1 | 0 | Public | Public | 1 | 0 | 0 | 0 | 0 | 0 | 1 | Retain single court for public access and local community use |
| Golden Plains Shire | Gheringhap Tennis Courts | Gheringhap | Gheringhap Tennis Club | 3 | 0 | Public | Public | 3 | 0 | 0 | 3 | 0 | 3 | 0 | Retain for club use and public access |
| Golden Plains Shire | Grenville Tennis Courts | Grenville | Grenville Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 2 | 2 | 2 | 2 | Reconstruct courts to provide for club use and public access |
| Golden Plains Shire | Haddon Tennis Courts | Haddon | Haddon Tennis Club | 4 | 0 | Local | Local | 4 | 0 | 0 | 0 | 0 | 4 | 0 | Retain for club use and public access |
| Golden Plains Shire | Inverleigh Tennis Courts | Inverleigh | Inverleigh Tennis Club | 4 | 0 | Local | Local | 4 | 2 | 0 | 0 | 0 | 0 | 0 | Retain for club use and public access and consider long-term relocation to the Inverleigh Recreation Reserve should funds become available |
| Golden Plains Shire | Lethbridge Tennis Courts | Lethbridge | Lethbridge Tennis Club | 3 | 0 | Public | Public | 3 | 0 | 0 | 0 | 0 | 0 | 0 | Retain for club use and public access |
| Golden Plains Shire | Linton Tennis Courts | Linton | NO CLUB | 4 | 0 | Local | Public | 3 | 0 | 0 | 1 | 0 | 3 | 1 | Decommission Court 4 and retain single tennis court and 2 multi-use tennis/netball courts for public access and local community use |
| Golden Plains Shire | Mannibadar Tennis Courts | Mannibadar | Mannibadar Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 2 | 1 | 2 | 0 | Retain for club use and public access |

APPENDIX 6: PROPOSED 10-YEAR TENNIS COURT INFRASTRUCTURE CAPITAL RENEWAL PROGRAM BY LGA

| LOCATION | | | | 2014 PROVISION | | | INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025 | | | | | | | | |
|------------------------------|---------------------------------|-------------------|----------------------------------|------------------|---------------------------|---------------|--|-------------------------------------|-------------------------------|----------------|-----------------|---------------|-----------------|----------------------|--|
| LGA | FACILITY LOCATION | SUBURB | CLUB NAME | TOTAL NO. COURTS | TOTAL NO. FLOODLIT COURTS | HIERARCHY NOW | ASPIRATIONAL HIERARCHY | MINIMUM NUMBER OF COURTS TO PROVIDE | ADDITIONAL COURTS TO FLOODLIT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | RECOMMENDED FUTURE STRATEGIC DIRECTION |
| Golden Plains Shire | Maude Tennis Courts | Maude | Maude Tennis Club | 4 | 0 | Local | Local | 3 | 0 | 1 | 2 | 0 | 3 | 2 | Decommission Court 4 and continue to improve remaining 3 courts in-line with site master plan recommendations |
| Golden Plains Shire | Meredith Tennis Courts | Meredith | Meredith Tennis Club | 6 | 0 | Local | Local | 6 | 2 | 0 | 6 | 0 | 0 | 0 | Retain for club use and public access and consider upgrading surface to acrylic in next 6-10 years and adding lights to 2 courts at the same time |
| Golden Plains Shire | Napoleons Tennis Courts | Napoleons | Napoleons Tennis Club | 6 | 0 | Local | Local | 6 | 2 | 4 | 2 | 6 | 6 | 4 | Retain for club use and public access |
| Golden Plains Shire | Rokewood Tennis Courts | Rokewood | Rokewood Tennis Club | 2 | 2 | Public | Public | 2 | 0 | 2 | 0 | 0 | 0 | 2 | Retain for club use and public access |
| Golden Plains Shire | Ross Creek Tennis Courts | Ross Creek | Ross Creek Tennis Club | 4 | 0 | Local | Local | 4 | 0 | 4 | 0 | 0 | 0 | 4 | Retain for club use and public access |
| Golden Plains Shire | Shellford Tennis Courts | Shellford | Shellford Tennis Club | 3 | 0 | Public | Public | 2 | 0 | 0 | 2 | 2 | 2 | 2 | Decommission 1 court and retain 2 courts for public access and consider multi-purpose use of courts |
| Golden Plains Shire | Smythesdale Tennis Courts | Smythesdale | Smythesdale Tennis Club | 4 | 0 | Local | Local | 4 | 0 | 4 | 0 | 0 | 0 | 2 | Retain for club use and public access |
| Golden Plains Shire | Sutherlands Creek Tennis Courts | Sutherlands Creek | Sunderlands Creek Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 2 | 0 | 0 | 0 | 0 | Retain for club use and public access |
| Golden Plains Shire | Teesdale Tennis Courts | Teesdale | Teesdale Tennis Club | 6 | 2 | Local | Local | 6 | 2 | 4 | 2 | 0 | 6 | 2 | Retain for club use and public access and consider increasing floodlighting provision in the long-term |
| Golden Plains Shire | Victoria Park Reserve | Bannockburn | NO CLUB | 0 | 0 | Public | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Decommission site and make safe. Consider alternate use in-line with local community needs. |
| Greater Geelong City Council | Abe Wood Reserve | Lovely Banks | NO CLUB | 2 | 0 | Public | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Decommission site and make safe |
| Greater Geelong City Council | All Saints Anglican Tennis Club | Newtown | All Saints Anglican Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 0 | 0 | 0 | 0 | Church land/site and not CoGG responsibility - negotiate public access for local community use |
| Greater Geelong City Council | Anakie Reserve | Anakie | NO CLUB | 5 | 1 | Local | Local | 2 | 0 | 0 | 2 | 0 | 0 | 2 | Decommission 2 tennis courts and retain and improve 2 courts for public access a 3rd for multi-use. Consider upgrades as part of an Anakie Reserve Master Plan. |
| Greater Geelong City Council | Barwon Heads Village Park | Barwon Heads | Barwon Heads Tennis Club | 6 | 4 | Local | Local | 6 | 0 | 0 | 4 | 0 | 0 | 0 | Retain as 6-court Local level facility (connect with Ocean Grove for increase service if required) - consider future pavilion improvements to support club growth. |
| Greater Geelong City Council | Batesford Reserve | Batesford | Batesford Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 2 | 0 | 2 | 0 | Retain for public access and local community use and main courts through Hard Surfaces Program |
| Greater Geelong City Council | Breakwater Reserve | Breakwater | Geelong East Uniting Tennis Club | 3 | 0 | Public | Public | 4 | 2 | 0 | 0 | 0 | 3 | 0 | Maintain as a Public access level facility and consider adding a 4th court and lighting to bring it up to a Local level venue |

APPENDIX 6: PROPOSED 10-YEAR TENNIS COURT INFRASTRUCTURE CAPITAL RENEWAL PROGRAM BY LGA

| LOCATION | | | | 2014 PROVISION | | | INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025 | | | | | | | | |
|------------------------------|---|----------------|--------------------------|------------------|---------------------------|---------------|--|-------------------------------------|-------------------------------|----------------|-----------------|---------------|-----------------|----------------------|---|
| LGA | FACILITY LOCATION | SUBURB | CLUB NAME | TOTAL NO. COURTS | TOTAL NO. FLOODLIT COURTS | HIERARCHY NOW | ASPIRATIONAL HIERARCHY | MINIMUM NUMBER OF COURTS TO PROVIDE | ADDITIONAL COURTS TO FLOODLIT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | RECOMMENDED FUTURE STRATEGIC DIRECTION |
| Greater Geelong City Council | Burdoo Recreation Reserve | Grovedale | Grovedale Tennis Club | 8 | 6 | District | District | 8 | 0 | 0 | 2 | 0 | 0 | 8 | Retain as District facility and improve acrylic surfaces as part of the Hard Surfaces Program. Club to maintain and improve synthetic grass courts. |
| Greater Geelong City Council | Centre Court Indoor Tennis Centre | North Geelong | Centre Court Indoor TC | 7 | 7 | Local | Local | 7 | 0 | 0 | 0 | 0 | 0 | 0 | Important venue in the North of Geelong and CoGG to support its retention. Private commercial centre so not CoGG priority. |
| Greater Geelong City Council | Corio Community Reserve | Corio | NO CLUB | 6 | 2 | Local | Public | 2 | 0 | 0 | 2 | 0 | 2 | 2 | Retain 2-courts as a Public access facility for local community use via Hard Surfaces Program |
| Greater Geelong City Council | Dorris Smith Reserve | Geelong West | Geelong West Tennis Club | 3 | 0 | Public | Public | 3 | 0 | 3 | 3 | 0 | 3 | 3 | Retain as Public access facility for local community use and maintain through Hard Surfaces Program |
| Greater Geelong City Council | Drysdale Rec Reserve | Drysdale | NO CLUB | 2 | 0 | Public | Public | 2 | 0 | 0 | 2 | 0 | 2 | 2 | Retain as Public access facility for local community use and maintain through Hard Surfaces Program |
| Greater Geelong City Council | Ervin Reserve | Newcomb | Newcomb Tennis Club | 10 | 0 | District | Local | 7 | 4 | 0 | 5 | 0 | 0 | 0 | Retain 5 acrylic courts (and possibly floodlight in the long-term) for club use and retain 2 asphalt courts for public access. Remove 3 courts and return to public open / play space and implement changes in-line with Ervin Reserve Master Plan. |
| Greater Geelong City Council | Francis Street Reserve | Belmont | St Stephen's Tennis Club | 6 | 0 | Local | Local | 6 | 4 | 3 | 3 | 0 | 6 | 1 | Retain as a Local level facility, repair court issues and consider resurfacing asphalt courts with plexipave and adding lighting in the future. |
| Greater Geelong City Council | Frank Mann Reserve | Ceres | Ceres Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 1 | 0 | 2 | 0 | Retain as Public access venue for local community and maintain through Hard Surfaces Program |
| Greater Geelong City Council | Fyans Park Tennis Club | Newtown | Fyans Park Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 0 | 0 | 0 | 0 | School site and not CoGG responsibility - negotiate public access for local community use |
| Greater Geelong City Council | Geelong East Uniting Church Tennis Club | East Geelong | NO CLUB | 3 | 0 | Public | Public | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Site sold and has been decommissioned for tennis - GEUCTC has moved to Breakwater Reserve |
| Greater Geelong City Council | Geelong Lawn Tennis Club | Belmont | Geelong Lawn Tennis Club | 28 | 14 | Regional | Regional | 28 | 0 | 0 | 0 | 0 | 0 | 0 | Support venue as Regional Centre for events, activities and service provision, as well as future funding applications to third-parties for infrastructure renewal. |
| Greater Geelong City Council | Hamlyn Park | Hamlyn Heights | Hamlyn Park Tennis Club | 5 | 2 | Local | Local | 5 | 0 | 0 | 0 | 0 | 0 | 0 | Retain as Local level facility with club to focus on synthetic grass court improvement |
| Greater Geelong City Council | Harvey Park | St Leonards | NO CLUB | 2 | 0 | Public | Public | 2 | 0 | 0 | 0 | 0 | 2 | 0 | Retain as Public access facility for local community use and maintain through Hard Surfaces Program |

APPENDIX 6: PROPOSED 10-YEAR TENNIS COURT INFRASTRUCTURE CAPITAL RENEWAL PROGRAM BY LGA

| LOCATION | | | | 2014 PROVISION | | | INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025 | | | | | | | | |
|------------------------------|--|-----------------|-------------------------------|------------------|---------------------------|---------------|--|-------------------------------------|---------------------------------|----------------|-----------------|---------------|-----------------|----------------------|---|
| LGA | FACILITY LOCATION | SUBURB | CLUB NAME | TOTAL NO. COURTS | TOTAL NO. FLOODLIT COURTS | HIERARCHY NOW | ASPIRATIONAL HIERARCHY | MINIMUM NUMBER OF COURTS TO PROVIDE | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | RECOMMENDED FUTURE STRATEGIC DIRECTION |
| Greater Geelong City Council | Highton Reserve | Highton | Highton Tennis Club | 6 | 6 | Local | Local | 6 | 0 | 0 | 3 | 0 | 0 | 3 | Retain as Local level facility and continue to support overflow site use at Pioneer Park to help grow club activities. Club to continue maintain and replace synthetic grass surfaces. |
| Greater Geelong City Council | Howard Glover Reserve | Geelong | Eastern Districts Tennis Club | 4 | 0 | Local | Local | 4 | 0 | 4 | 2 | 0 | 4 | 0 | Retain as Local level facility and court damage issues and resurface asphalt courts with acrylic surface |
| Greater Geelong City Council | Jetty Road Reserve | Clifton Springs | Clifton Springs Tennis Club | 6 | 2 | Local | District | 8 | 2 | 3 | 0 | 0 | 0 | 0 | Recently upgraded from Local level venue to 8-court District Centre. Support minor repairs to acrylic courts and consider adding floodlighting in the future. |
| Greater Geelong City Council | Kenwith Park | Newtown | NO CLUB | 2 | 0 | Public | Public | 2 | 0 | 0 | 0 | 0 | 0 | 2 | Retain as Public access facility for local community use and maintain through Hard Surfaces Program |
| Greater Geelong City Council | Lara Recreation Reserve | Lara | Lara Tennis Club | 8 | 4 | District | District | 8 | 2 | 0 | 2 | 0 | 4 | 4 | Retain as the main facility for tennis in the North of Geelong and focus on supporting improvement and start planning for additional courts to service Lara's growth and growth in the North of Geelong. Tennis/Netball courts to be upgraded with acrylic and the two poorest synthetic grass courts to be upgraded by the club in the short-term. |
| Greater Geelong City Council | Latrobe Terrace Church of Christ Tennis Club | Newtown | NO CLUB | 1 | 0 | Public | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Decommission site and make safe |
| Greater Geelong City Council | Leopold Rec Reserve | Leopold | Leopold Tennis Club | 9 | 2 | District | Local | 9 | 4 | 4 | 7 | 0 | 0 | 0 | Retain and maintain 6 acrylic courts for club use and increase floodlit courts over time. Maintain 3 asphalt courts via Hard Surfaces Program for public access. |
| Greater Geelong City Council | Lunan Park | Drumcondra | Lunan Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 0 | 0 | 0 | 0 | Retain as Public access facility for local community use and maintain through Hard Surfaces Program |
| Greater Geelong City Council | Marcus Hill Reserve | Marcus Hill | NO CLUB | 2 | 0 | Public | Public | 2 | 0 | 0 | 0 | 0 | 0 | 0 | Retain as Public access facility for local community use and maintain through Hard Surfaces Program |
| Greater Geelong City Council | Marshall Reserve | Marshall | NO CLUB | 1 | 0 | Public | Public | 1 | 0 | 0 | 1 | 0 | 0 | 0 | Retain as Public access facility for local community use and maintain through Hard Surfaces Program |
| Greater Geelong City Council | Moolap Reserve | Moolap | Moolap Tennis Club | 6 | 2 | Local | Local | 6 | 2 | 0 | 4 | 0 | 0 | 2 | Retain as Club level facility with 4 acrylic courts for club use and retain 2 asphalt for public access and maintain via Hard Surfaces Program. Club to consider lighting improvement. |

APPENDIX 6: PROPOSED 10-YEAR TENNIS COURT INFRASTRUCTURE CAPITAL RENEWAL PROGRAM BY LGA

| LOCATION | | | | 2014 PROVISION | | | INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025 | | | | | | | | | |
|------------------------------|--------------------------------|----------------|------------------------------|------------------|---------------------------|---------------|--|-------------------------------------|---------------------------------|----------------|-----------------|---------------|-----------------|----------------------|--|--|
| LGA | FACILITY LOCATION | SUBURB | CLUB NAME | TOTAL NO. COURTS | TOTAL NO. FLOODLIT COURTS | HIERARCHY NOW | ASPIRATIONAL HIERARCHY | MINIMUM NUMBER OF COURTS TO PROVIDE | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | RECOMMENDED FUTURE STRATEGIC DIRECTION | |
| Greater Geelong City Council | Myers Reserve | Bell Post Hill | Bell Post Hill Tennis Club | 4 | 2 | Local | Local | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Retain as Local level facility and consider long-term expansion to 6-courts in-line with local and Northern Geelong population west of Ring Road grows |
| Greater Geelong City Council | Ocean Grove Tennis Reserve | Ocean Grove | Ocean Grove Tennis Club | 7 | 5 | Local | District | 7 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | Main venue for the Ocean Grove TC and maintain acrylic courts via Hard Surfaces Program. Club to maintain synthetic grass courts. |
| Greater Geelong City Council | Pioneer Park | Grovedale | Highton Tennis Club | 6 | 0 | Local | Local | 6 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | Retain as an overflow venue for the Highton TC and for public access and consider the addition of lights in the medium to long-term |
| Greater Geelong City Council | Portarlington Rec Reserve | Portarlington | Portarlington Tennis Club | 8 | 0 | District | Local | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Venue has been reduced to a Local level facility with 5 acrylic courts. Retain for local club use and public access and maintain via Hard Surfaces Program. |
| Greater Geelong City Council | Seaview Tennis Club | Lovely Banks | Seaview Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 2 | 2 | 0 | 2 | 0 | Retain as Public access facility for local community use and maintain through Hard Surfaces Program |
| Greater Geelong City Council | Shell Tennis Club | Corio | Shell Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | Retain as public access venue for local community use. Synthetic grass surface provide and would not qualify for Council Hard Surface Program (club responsibility to upgrade courts). |
| Greater Geelong City Council | St Albans Reserve | Breakwater | St Albans Tennis Club | 6 | 3 | Local | Local | 6 | 0 | 3 | 3 | 0 | 0 | 0 | 3 | Retain as Local level facility and consider resurfacing asphalt courts with plexipave and adding lighting in the future. Clean existing acrylic courts to prolong their life. |
| Greater Geelong City Council | St John's Lutheran Tennis Club | Newtown | NO CLUB | 1 | 0 | Public | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Decommission site and make safe |
| Greater Geelong City Council | St Leonards Reserve | St Leonards | St Leonards Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Retain as Public access facility for local community use and maintain through Hard Surfaces Program |
| Greater Geelong City Council | St Lukes Uniting Tennis Club | Highton | St Lukes Uniting Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Church land/site and not CoGG responsibility - negotiate public access for local community use |
| Greater Geelong City Council | Surfside Reserve | Ocean Grove | Ocean Grove Tennis Club | 5 | 2 | Local | Local | 5 | 2 | 0 | 5 | 0 | 0 | 0 | 0 | Surfside Tennis Club has dissolved and Ocean Grove TC has taken over the site as its satellite site. Maintain courts via the Hard Surfaces Program. |
| Greater Geelong City Council | Thomson Reserve | Thomson | St Mary's Tennis Club | 4 | 0 | Local | Local | 4 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | Retain as Local level facility - 4 courts (2 acrylic and 2 synthetic grass) were recently constructed in 2014. Club to consider lighting 2 synthetic courts. |

APPENDIX 6: PROPOSED 10-YEAR TENNIS COURT INFRASTRUCTURE CAPITAL RENEWAL PROGRAM BY LGA

| LOCATION | | | | 2014 PROVISION | | | INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025 | | | | | | | | |
|------------------------------|-------------------------------------|------------------|-----------------------------|------------------|---------------------------|---------------|--|-------------------------------------|---------------------------------|----------------|-----------------|---------------|-----------------|----------------------|--|
| LGA | FACILITY LOCATION | SUBURB | CLUB NAME | TOTAL NO. COURTS | TOTAL NO. FLOODLIT COURTS | HIERARCHY NOW | ASPIRATIONAL HIERARCHY | MINIMUM NUMBER OF COURTS TO PROVIDE | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | RECOMMENDED FUTURE STRATEGIC DIRECTION |
| Greater Geelong City Council | Tim Hill Reserve | Wandana Heights | Wandana Heights Tennis Club | 6 | 6 | Local | Local | 6 | 0 | 0 | 4 | 0 | 2 | 4 | Retain as Local level facility with 6 plexipave all lit courts. Retain and maintain via Hard Surfaces Program. |
| Greater Geelong City Council | Wallington Reserve | Wallington | Wallington Tennis Club | 5 | 0 | Local | Local | 5 | 0 | 5 | 0 | 0 | 5 | 0 | Ocean Grove use as overflow, but will move to Surfside TC - Wallington becomes a medium term priority - courts require clean and some minor repairs and maintenance. |
| Greater Geelong City Council | Wathaurong Reserve | Drysdale | Drysdale Tennis Club | 6 | 0 | Local | Local | 6 | 3 | 0 | 0 | 0 | 3 | 0 | Retain as Local level facility and re-install lighting infrastructure to meet local club standards |
| Greater Geelong City Council | Waurm Ponds Reserve | Waurm Ponds | Waurm Ponds Tennis Club | 6 | 0 | Local | Local | 6 | 0 | 3 | 3 | 0 | 0 | 0 | Retain as Local level facility and assist club to grow membership due to Colac through road closure. Maintain courts via Hard Surfaces Program. |
| Greater Geelong City Council | Western Heights Uniting Tennis Club | Herne Hill | Western Heights Uniting TC | 4 | 0 | Local | Local | 4 | 0 | 0 | 0 | 0 | 0 | 0 | Church land/site and not CoGG responsibility - negotiate public access for local community use |
| Surf Coast Shire | Aireys Inlet Tennis Courts | Aireys Inlet | Aireys Inlet Tennis Club | 4 | 4 | Local | Local | 4 | 2 | 0 | 2 | 0 | 0 | 2 | Retain for club use and public access |
| Surf Coast Shire | Anglesea Tennis Club | Anglesea | Anglesea Tennis Club | 8 | 8 | District | District | 8 | 0 | 0 | 4 | 4 | 8 | 4 | Retain for club use and public access and designate venue as the District centre to assist in supporting tennis across the Shire |
| Surf Coast Shire | Bambra Tennis Courts | Bambra | Bambra Tennis Club | 2 | 2 | Public | Public | 2 | 0 | 0 | 2 | 2 | 2 | 2 | Retain for public access and local community use |
| Surf Coast Shire | Bellbrae Tennis Courts | Bellbrae | Bellbrae Tennis Club | 4 | 2 | Local | Local | 4 | 2 | 0 | 4 | 0 | 4 | 0 | Consolidate all courts in Bellbrae into this site and increase lighting capacity over time |
| Surf Coast Shire | Bellbrae Tennis Courts - Lower | Bellbrae | Bellbrae Tennis Club | 2 | 0 | Public | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Decommission courts and make safe. Consider alternate use in-line with local community needs |
| Surf Coast Shire | Buckley South Tennis Courts | Buckley | NO CLUB | 2 | 0 | Public | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Decommission courts and make safe. Consider alternate use in-line with local community needs |
| Surf Coast Shire | Connewarre Tennis Courts | Connewarre | NO CLUB | 2 | 0 | Public | Public | 1 | 0 | 0 | 1 | 1 | 1 | 1 | Reduce the number of courts to 1 court for tennis (multi-use) and implement in-line with the Connewarre Recreation Reserve Master Plan |
| Surf Coast Shire | Deans Marsh Tennis Courts | Deans Marsh | Deans Marsh Tennis Club | 2 | 0 | Public | Public | 2 | 0 | 2 | 0 | 0 | 0 | 2 | Retain for public access and local community use |
| Surf Coast Shire | Freshwater Creek Tennis Courts | Freshwater Creek | NO CLUB | 4 | 0 | Local | Public | 1 | 0 | 0 | 0 | 0 | 0 | 0 | Retain single court for public and local community use |

APPENDIX 6: PROPOSED 10-YEAR TENNIS COURT INFRASTRUCTURE CAPITAL RENEWAL PROGRAM BY LGA

| LOCATION | | | | 2014 PROVISION | | | INFRASTRUCTURE RENEWAL RECOMMENDATIONS TO 2025 | | | | | | | | |
|------------------|------------------------------------|------------|------------------------|------------------|---------------------------|---------------|--|-------------------------------------|---------------------------------|----------------|-----------------|---------------|-----------------|----------------------|--|
| LGA | FACILITY LOCATION | SUBURB | CLUB NAME | TOTAL NO. COURTS | TOTAL NO. FLOODLIT COURTS | HIERARCHY NOW | ASPIRATIONAL HIERARCHY | MINIMUM NUMBER OF COURTS TO PROVIDE | ADDITIONAL COURTS TO FLOODLIGHT | SURFACE REPAIR | SURFACE RENEWAL | COURT REBUILD | FENCING RENEWAL | NET POSTS TO REPLACE | RECOMMENDED FUTURE STRATEGIC DIRECTION |
| Surf Coast Shire | Gnarwarre Tennis Courts | Gnarewarre | NO CLUB | 2 | 0 | Public | Public | 1 | 0 | 1 | 1 | 0 | 0 | 1 | Decommission 1 court and retain a single court for community use within a local parkland setting |
| Surf Coast Shire | Jan Juc Tennis Courts | Jan Juc | Jan Juc Tennis Club | 5 | 4 | Local | Local | 4 | 1 | 4 | 5 | 0 | 5 | 5 | Retain and improve courts for club and community use |
| Surf Coast Shire | Lorne Country Club | Lorne | Lorne Country Club | 6 | 0 | Local | Local | 6 | 4 | 0 | 6 | 0 | 0 | 6 | Retain and improve courts for club and community use - Local club will need to drive improvements on private land |
| Surf Coast Shire | Mirnee Tennis Courts | Winchelsea | NO CLUB | 2 | 0 | Public | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Decommission courts and make safe. Consider alternate use in-line with local community needs. Access to tennis will be via Winchelsea. |
| Surf Coast Shire | Modewarre Tennis Courts | Modewarre | NO CLUB | 2 | 0 | Public | Public | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Decommission courts and make safe. Consider alternate use in-line with local community needs |
| Surf Coast Shire | Moriac Tennis Courts | Moriac | Moriac Tennis Club | 4 | 2 | Local | Local | 4 | 0 | 0 | 0 | 0 | 0 | 0 | Retain for club use and public access |
| Surf Coast Shire | Mt Moriac Tennis Courts | Mt Moriac | Mt Moriac Tennis Club | 3 | 0 | Public | Public | 2 | 0 | 0 | 2 | 0 | 2 | 2 | Decommission Court 1 and retain remaining 2 courts for public access and community use |
| Surf Coast Shire | Spring Creek Reserve Tennis Courts | Torquay | Torquay Tennis Club | 6 | 6 | Local | Local | 6 | 0 | 0 | 0 | 0 | 0 | 0 | Retain as a Local level tennis facility and implement improvements inline with the Spring Creek Master Plan |
| Surf Coast Shire | Winchelsea Tennis Courts | Winchelsea | Winchelsea Tennis Club | 4 | 0 | Local | Local | 4 | 2 | 0 | 4 | 0 | 4 | 4 | Continue to maintain 4 tennis courts within Winchelsea, considering options for current location or relocation to Eastern Reserve. |
| | | | | 434 | 119 | - | - | 389 | 68 | 62 | 154 | 42 | 133 | 124 | |



PO Box 4078
131 Myers Street
Geelong Victoria 3220

TEL +61 3 5227 4000
FAX +61 3 5224 2594
EMAIL G21info@g21.com.au

www.g21.com.au