



G21 REGIONAL TENNIS STRATEGY 2015-2025

FINAL STRATEGY REPORT

APRIL 2015: ISSUE 01

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.

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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 over the 2015-2025 period. 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 from 2015 to 2025.

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
- ▶ 116 TENNIS FACILITIES
- ▶ 406 USABLE TENNIS COURTS
- ▶ 78 CLUBS & 4 TENNIS ASSOCIATIONS
- ▶ 3,370+ REGISTERED PLAYERS

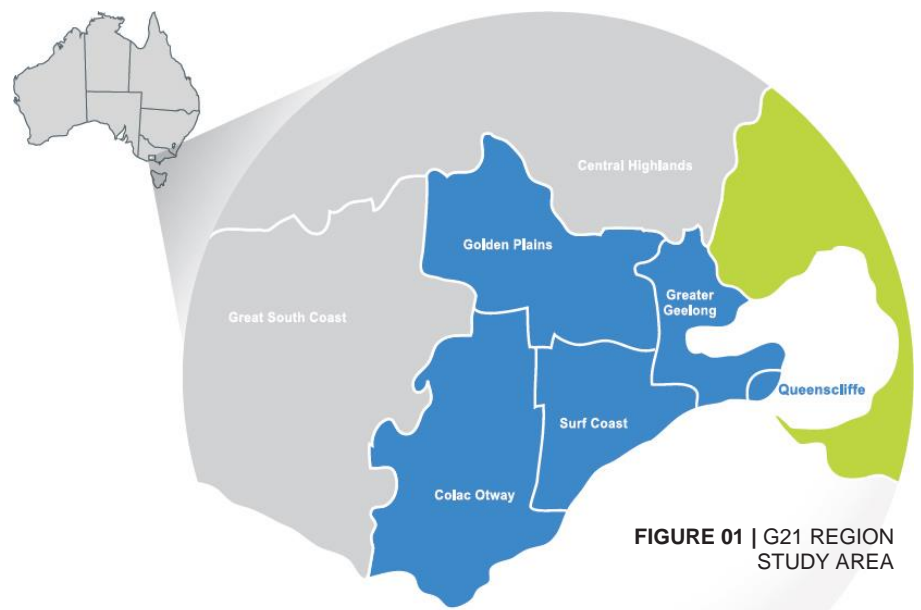


FIGURE 01 | G21 REGION STUDY AREA

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)
- Public exhibition of Draft Strategy (January-March 2015)
- Consideration and incorporation of stakeholder and public feedback and preparation of this **Final Strategy Report (April 2015)**.



EXECUTIVE SUMMARY

The G21 Regional Tennis Strategy has been prepared to guide the development of tennis within the G21 region over the 2015 to 2025 period. 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, 41 recommendations 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.

Following public exhibition of the *Draft G21 Regional Tennis Strategy* between January and March 2015, 24 submissions were received and reviewed by the Project Control Group with relevant suggestions and updates incorporated into the *G21 Regional Tennis Strategy – Final Strategy Report*.

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 – 116 tennis venues and 406 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 46 (10%) courts as being defunct, not suitable for use or surplus of to local needs, 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 (64 or 55%) and Local tennis venues (44 or 38%). 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	48	19	21	26	2	116	-
NUMBER OF CLUBS	33	12	17	14	2	78	67%
NUMBER OF COURTS	231	66	71	74	10	452	-
NUMBER OF PLAYABLE COURTS	218	54	57	67	10	406	90%
RED POROUS / CLAY	12	6	0	0	0	18	4%
SYNTHETIC GRASS	38	24	2	8	4	76	19%
ASPHALT	71	19	29	40	0	159	39%
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	8	3	2	2	33	28%
FLOODLIT COURTS	72	28	6	7	6	119	29%

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 (April 2015), 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% in 2013) 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)

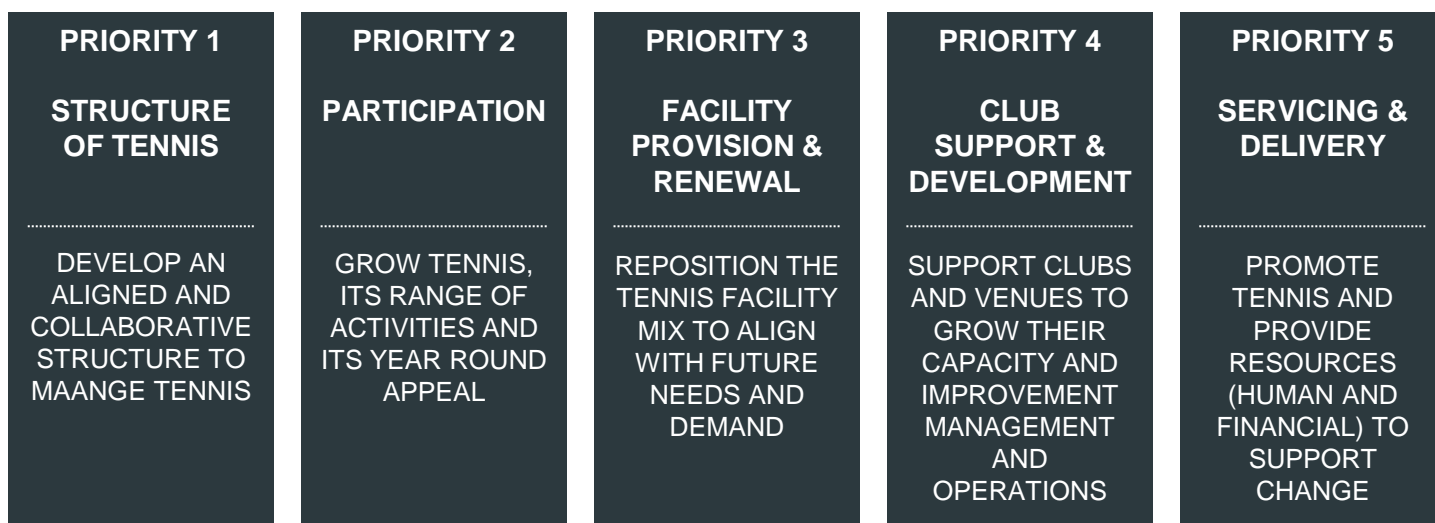
- ▶ Achieving regional integration of activities and programs given the diversity in regional settlement patterns and geography.
- ▶ Aligning the objectives of the tennis community with government policy around venue provision, access, use and management (and vice versa).
- ▶ Differences in LGA and club 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

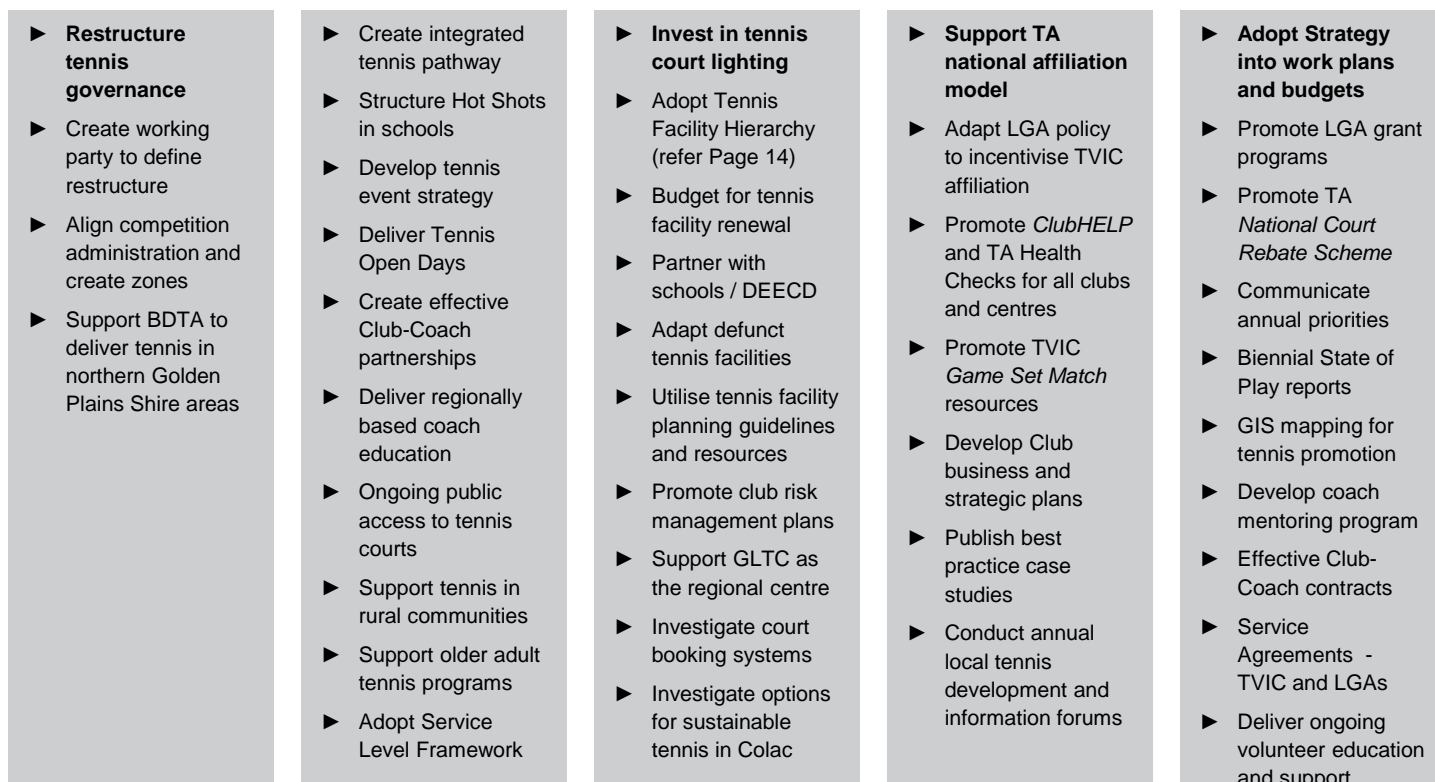
The following diagram outlines the strategic framework and structure for the provision of tennis facilities and development initiatives in the G21 region to 2025. Five key strategic priorities, supported by key objectives, will guide the direction of tennis and will be underpinned by a series of strategies 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 (BOLD TEXT DENOTES CRITICAL ACTION)



► MUNICIPAL ACTION PLANS

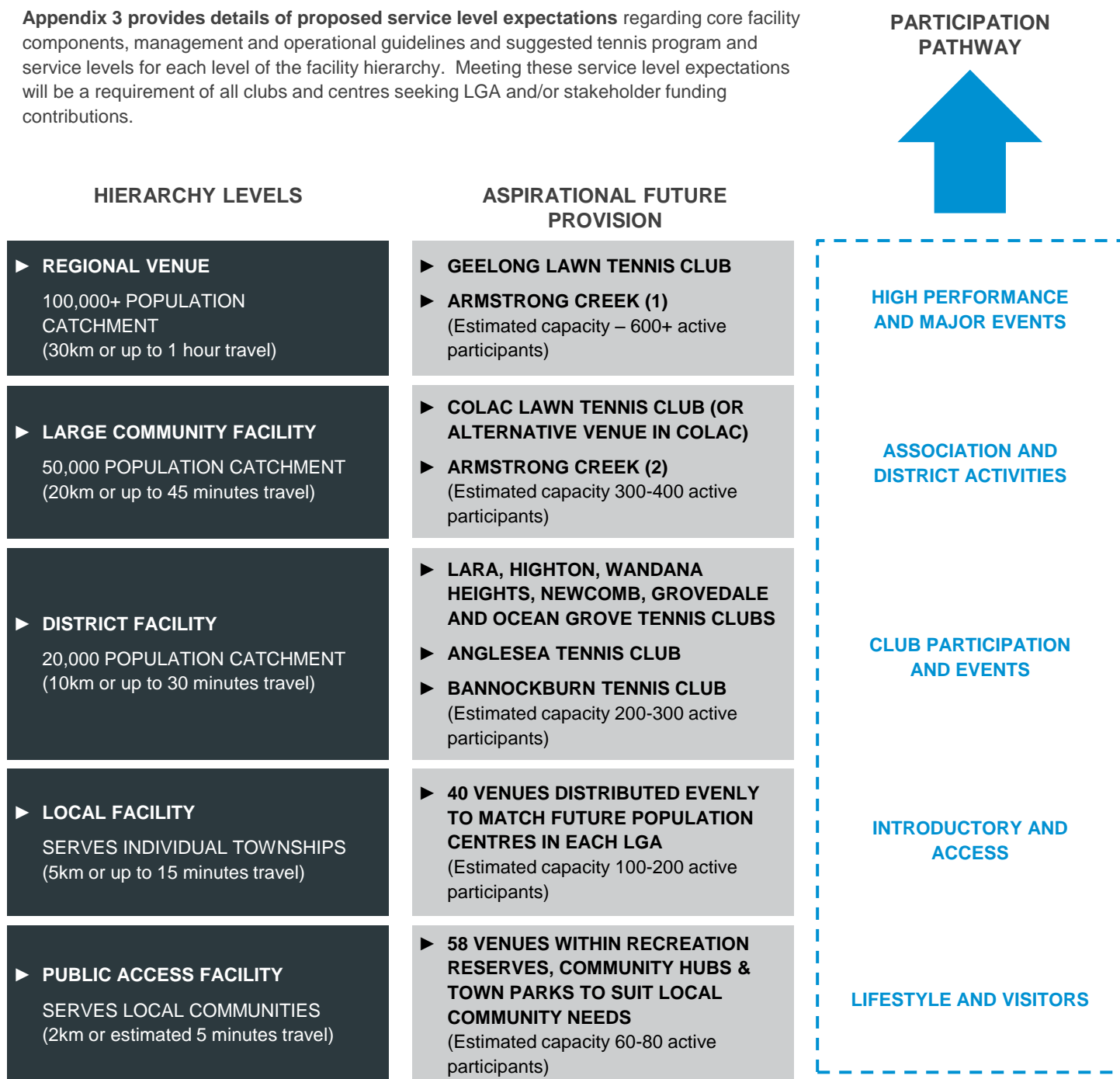
TENNIS FACILITY HIERARCHY

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.





ROLE OF REGIONAL TENNIS CENTRES

Tennis Australia identifies that regional tennis venues are critical to the long-term health of tennis.

As identified within the Tennis Facility Hierarchy on the previous page, the *G21 Regional Tennis Strategy* identifies the Geelong Lawn Tennis Club (GLTC) as the designated regional tennis centre for the G21 region.

The GLTC is a regional partner of Tennis Australia. Regional partners are defined as venues (or operators) that aspire to offer the community a venue capable of delivering sustainable business practices and be willing to nurture the growth of tennis in the region. In addition, they act as a centre for high performance and for the delivery of national initiatives such as talent identification, player and coach development, tournaments and events. They also provide and support community tennis initiatives.

The City of Greater Geelong, through extensive growth area planning, has identified the future projected need and provision of two key tennis venues (contributing 36 new courts) within its Armstrong Creek development area over the next 10 to 20 years. The size of these venues are likely to place them in the Regional or Large Community Facility categories based on the proposed Tennis Facility Hierarchy.

Public feedback received via the *Draft G21 Regional Tennis Strategy* highlighted the need for greater definition and communication of regional tennis centre roles and functions. In addition, understanding the future venue management models for the two proposed Armstrong Creek tennis centres was important to the regional tennis community.

The *Tennis Service Level Framework in Appendix 3* provides the expected levels of facility, management and services to be provided at all venue levels. However, it is generally understood that Armstrong Creek venues are likely to have a 'professional management' model created, with a focus on maximising access to these venues and any associated programs for the Armstrong Creek and broader G21 regional community.

Detailed planning for these venues has not yet commenced, but when undertaken, should consider all existing tennis services and any current gaps, as well as identify any opportunities to complement the existing G21 regional tennis community.

As the designated regional tennis centre for the G21 region, there is a very important role for the GLTC to play in servicing and supporting the regional tennis community. The following provides a summary of the core roles and functions a regional centre is expected to play within the G21 regional context.

- ▶ Provide (or aspire to provide) a professional management model with capacity to deliver a full range of on and off-court services
- ▶ Act as a participation, competition and development hub for all aspects of tennis in the G21 region
- ▶ Be the key event venue that hosts all levels of events from local Hot Shots challenges through to international and pro tour tournaments
- ▶ Balance to needs and requirements of members and participants with the servicing of regional tennis and broader community needs
- ▶ Support the activities of regional high performance programs and facilitate partnerships with regional and state tennis academy programs
- ▶ Facilitate partnerships with stakeholders within the tennis community and regional network that support achievement of both the venue and the *G21 Regional Tennis Strategy* visions.

In order for these roles to be fully implemented, collective support from both the national tennis community, government partners and local stakeholders will be required over the life of this strategy. A documented, agreed and resourced development and service plan for the GLTC will provide a positive step to confirming the venue's position within the region and associated stakeholder responsibilities.

In addition facility requirements of the Regional Centre will need to be reviewed as future demands on the centre are established. Court numbers, surface mix, additional court lighting and upgraded clubroom facilities may need to be considered dependent on future regional services to be delivered.



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, seniors and older adult 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.

A general review of all existing Council tennis court access policies and identify consistent principles around provision and use would assist stakeholders to better plan and manage access to tennis venues.

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	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
2.4	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
2.5	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
2.6	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
2.7	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
2.8	Support Clubs and Coaches to identify older adult markets and create opportunities to deliver local social, competitive and modified tennis activities	Medium	Clubs & Coaches	Clubs & Coaches	LGAs, Tennis Victoria
2.9	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
2.10	Seek collaborative Council alignment on tennis court access principles in order to 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

An audit of 116 tennis facilities and 452 courts across the G21 region identified 107 operational venues, providing 406 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. Prior to 2015 there were no dedicated Hot Shots courts provided in the G21 region to support the projected growth in this program. In February 2015 the Geelong Lawn Tennis Centre constructed four permanent Hot Shots courts to support the development of junior programs.

Adoption of the **Proposed Regional Facility Hierarchy** on Page 14 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 28% 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 (59% 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 four clubs at Geelong Lawn Tennis Club, Lorne Country Club, Colac Lawn Tennis Club and East Geelong 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)

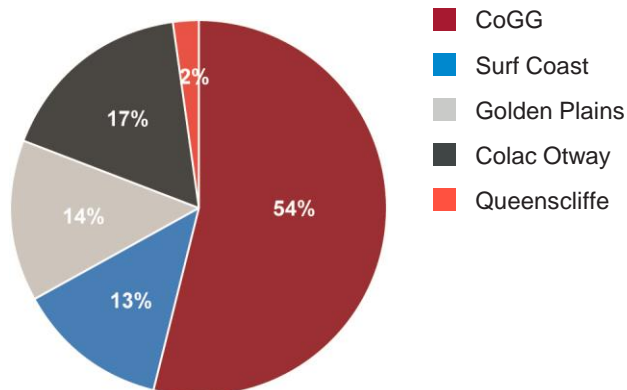


FIGURE 03 | G21 REGION % OF FLOODLIT COURTS (2013)

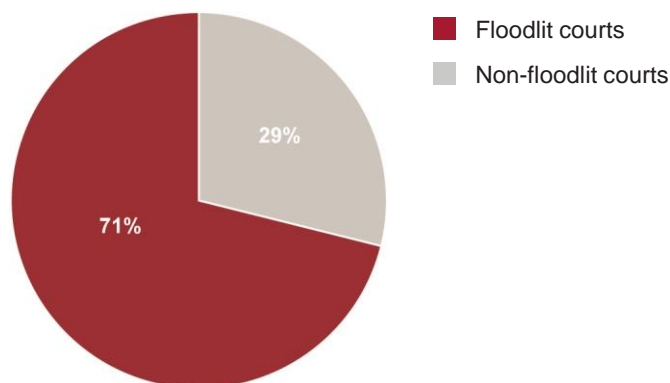


FIGURE 04 | G21 REGION COURT SURFACE MIX (2013)

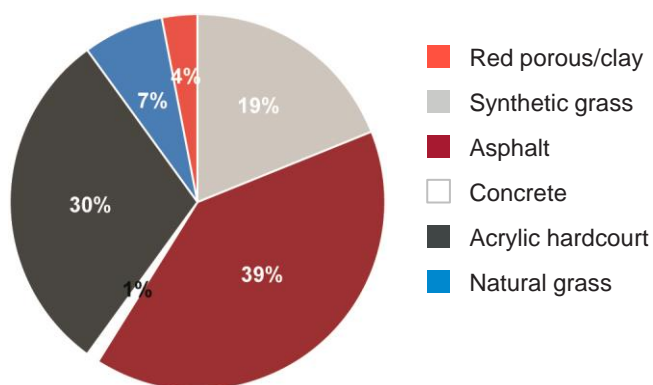


FIGURE 05 | TENNIS AUSTRALIA AND G21 REGION FACILITY HIERARCHY PROVISION COMPARISON
 (SOURCE: TENNIS AUSTRALIA 2020 NATIONAL FACILITY HIERARCHY AND G21 REGION TENNIS AUDIT, 2013)

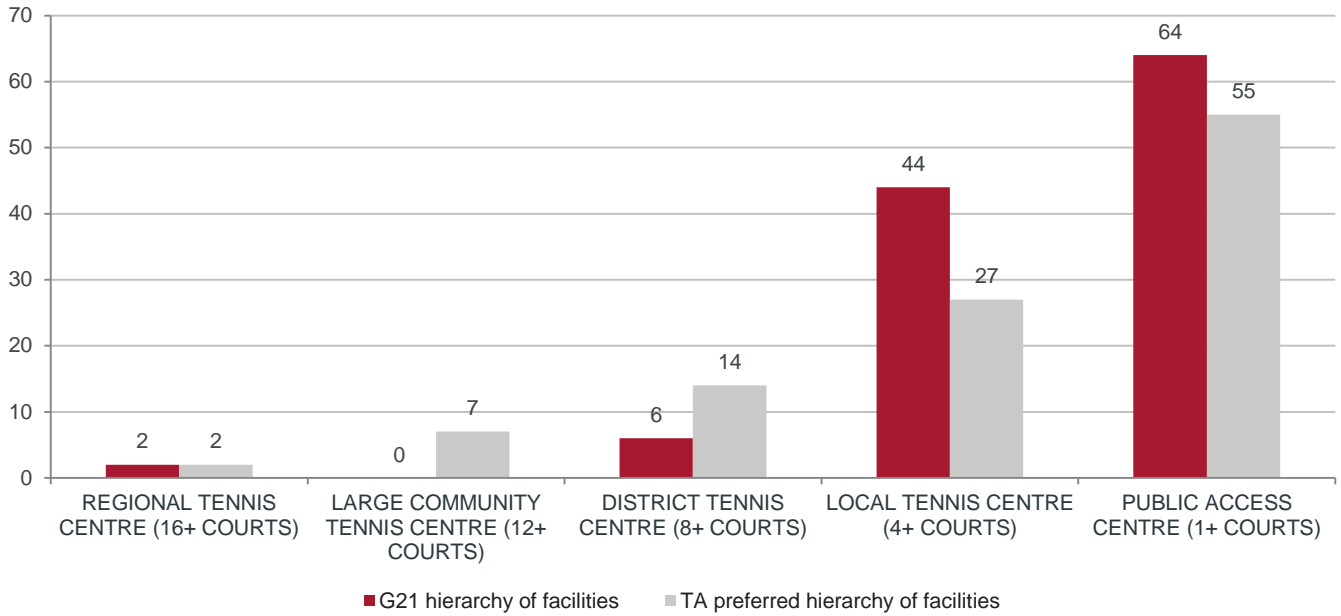
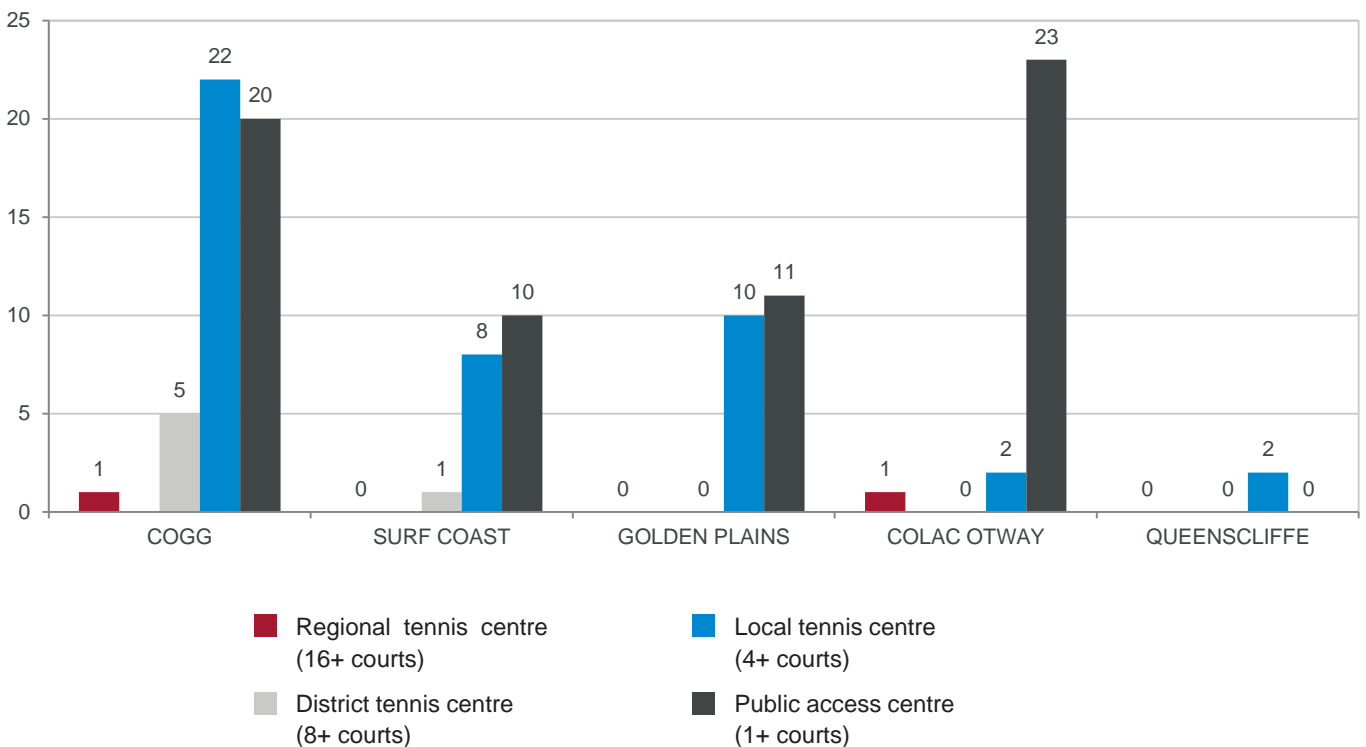


FIGURE 06 | G21 REGION FACILITY HIERARCHY PROVISION BY LGA
 (SOURCE: G21 REGION TENNIS FACILITY AUDIT, 2013)



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	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
3.4	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
3.5	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
3.6	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
3.7	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
3.8	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
3.9	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
3.10	Continue to support the Geelong Lawn Tennis Club (GLTC) as the designated Regional Tennis Centre for the G21 region.	Ongoing	All	GLTC	Tennis Victoria, Tennis Australia, Clubs, Coaches, Associations & BSA

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 78 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 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 62 (79% of current active clubs).

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	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
4.4	Publish best practice case studies of local Club operations that showcase positive Club management and operational outcomes	Low	Tennis Victoria	Tennis Victoria	Clubs & Coaches
4.5	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
4.6	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
4.7	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 5

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	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
5.3	Develop an accessible GIS layer identifying all tennis venues in the G21 region via hierarchy and range of other key facility and access attributes – where possible, overlay with available population and participation statistics and connect to State of Play reporting.	Medium	G21 Sport & Rec Pillar	Contractor	Tennis Victoria & LGAs
5.4	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.	Medium	G21 & Tennis Victoria	G21 Sport & Rec Pillar	Tennis Victoria & LGAs
5.5	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
5.6	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
5.7	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
5.8	Promote LGA community grants programs and their alignment with tennis club development, activity and facility objectives.	Ongoing	LGAs	LGAs	Clubs
5.9	Promote TA National Court Rebate Scheme and its requirements throughout the regional tennis community.	Ongoing	Tennis Victoria	Tennis Victoria	Tennis Australia & LGAs
5.10	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



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 continue 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.

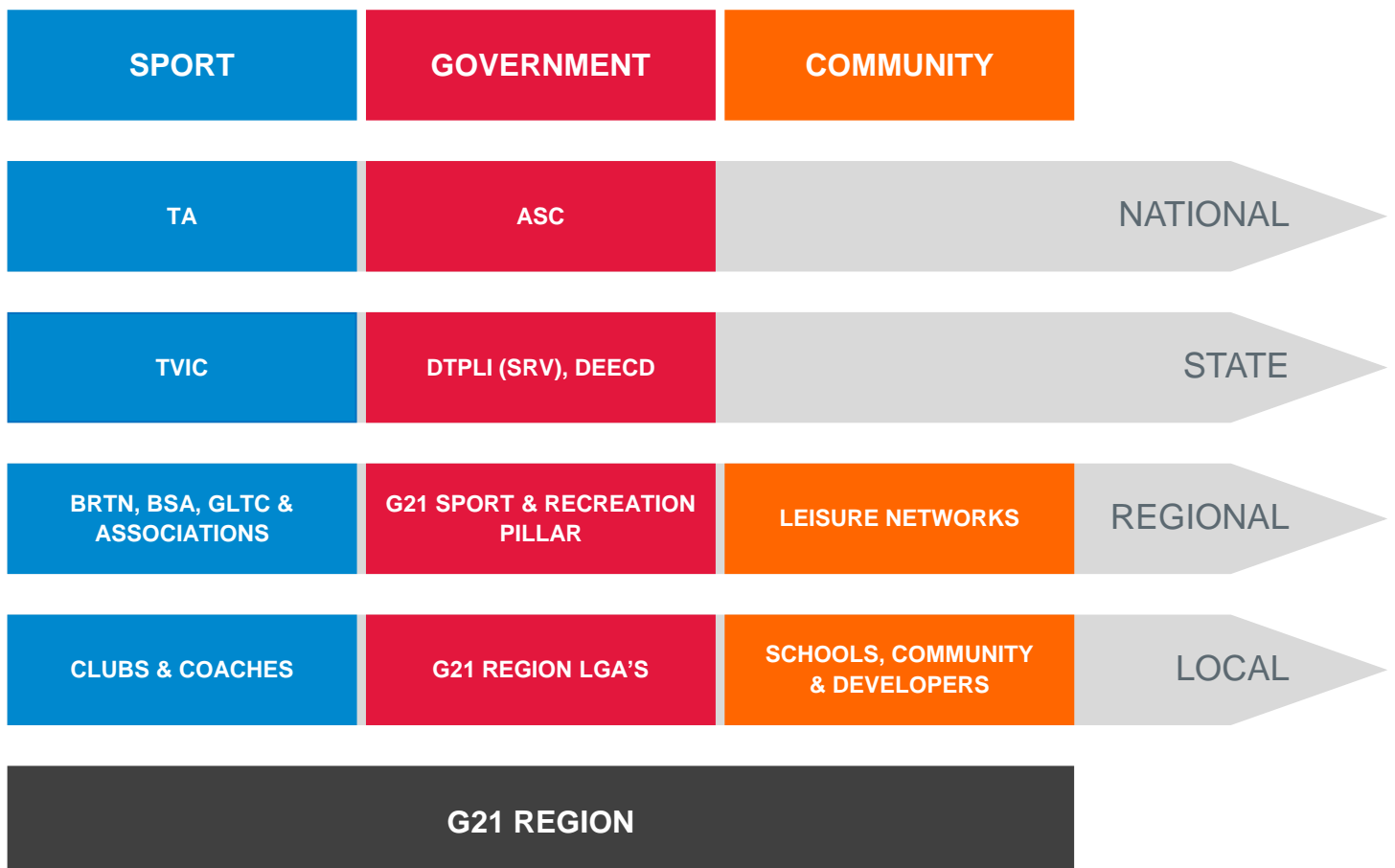
Ongoing promotion of the ClubHELP program across the region will also continue to be an important role for Leisure Networks. A balance between Leisure Network’s ‘funded’ program work and ‘unfunded’ project work needs to be struck and additional resources may need to be provided to achieve greater engagement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

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 jointly 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 33 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, Shell Tennis Club, Lovely Banks Tennis Club, St John's Lutheran Tennis Club and Latrobe Terrace Church of Christ Tennis Club.

As at August 2014, 25 of the 33 active clubs based in the City of Greater Geelong were affiliated with Tennis Victoria. 10 clubs within the municipality have folded over recent decades and 7 remain non-affiliated with Tennis Victoria.

FACILITY SUMMARY

There are currently 48 individual tennis venues providing 231 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, 23 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, Tennis Victoria and the Geelong Lawn Tennis Club to provide (and develop) 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.
- ▶ Work collaboratively with other G21 Councils and State Government to achieve consistent region-wide principles for tennis venue-court access and Crown Land leasing policies.
- ▶ 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 Club under a new agreement with the Ocean Grove Tennis Club.
- ▶ Investigate opportunities for the ongoing community use of and access to tennis courts at Shell 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.
- ▶ At the end of their functional life, decommission tennis facilities at Abe Wood Reserve in Lovely Banks and support Church based clubs to decommission or consider alternative uses for 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									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	Abe Wood Reserve	Lovely Banks	NO CLUB	2	0	Public	-	0	0	0	0	0	0	0	At the end of its functional life, decommission site and make safe
2	All Saints Tennis Club	Newtown	All Saints Tennis Club	2	2	Public	Public	2	0	0	0	0	0	0	Church land/site that does not form part of the CoGG capital works program
3	Anakie Reserve	Anakie	NO CLUB	5	1	Local	Public	2	0	0	2	0	0	2	Decommission 2 tennis courts and retain and improve 2 courts for public access and a 3rd for multi-use. Consider upgrades as part of 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	Local	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 included within CoGG capital works
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	-	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 for tennis and consider alternative church or community uses
26	Leopold Rec Reserve	Leopold	Leopold Tennis Club	9	2	District	District	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 (*refer also Surfside TC)
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								
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	
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	NO CLUB	2	0	Public	Public	2	0	0	0	0	0	2	Club recently folded. COGG to investigate options for community access to courts and ongoing management and maintenance responsibilities (venue is on private land).
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 for tennis and consider alternative church or community uses
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 part of CoGG capital works program
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	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.
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 part of CoGG capital works program
48	East Geelong Tennis Club	Geelong	East Geelong Tennis Club	4	0	Local	Local	4	0	0	0	0	0	0	Crown land/site and not part of CoGG capital works program
ESTIMATED TOTALS			231	72	-	-	214	31	28	64	2	40	40		

HIERARCHY LEVEL	CURRENT NUMBER OF VENUES	ASPIRATIONAL NUMBER OF VENUES
Public Access	20	17
Local	22	21
District	5	5
Large Community Club	0	0
Regional	1	1
TOTAL VENUES	48	44

- within 3 years
- within 4-5 years
- within 6-10 years
- decommission / venue change of use
- 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 / CHANGE OF USE		
1	Abe Wood Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000
2	All Saints 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	Portarlinton 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 / CHANGE OF USE		
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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
48	East Geelong 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 change of use
- no specific action within 10 years
- 2 numbers refer to the number of courts requiring works

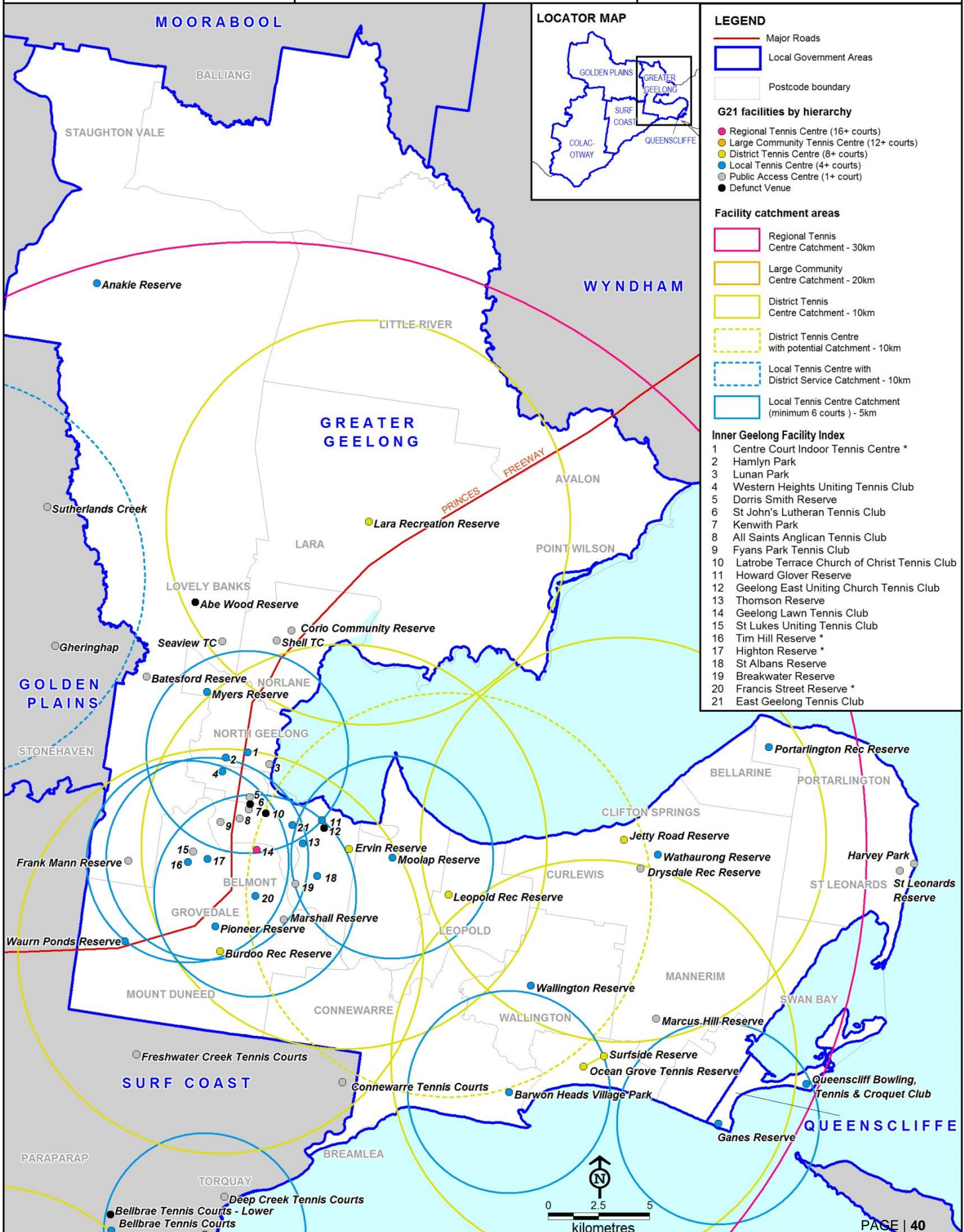
G21 Regional Tennis Strategy

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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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 and Yevo and venues at Cressy, Eurack and Lavers Hill have limited utilisation.

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 67 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 65 courts in playable condition (based on 2013 audit figures). 14% of playable tennis courts (7 courts) in the municipality are floodlit (4 of which are provided at Colac Indoor and 3 at Apollo Bay. Lighting at Birregurra Tennis Courts is to netball standard only). 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**).
- ▶ Work collaboratively with other G21 Councils and State Government to achieve consistent region-wide principles for tennis venue-court access and Crown Land leasing policies.
- ▶ 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 3 tennis 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.
- ▶ Retain single tennis courts at Cressy and Eurack tennis facilities for social community use. Decommission second courts for tennis but retain hard surface for alternative community uses.
- ▶ With local stakeholders, consider alternate community use options for the Lavers Hill tennis court land.
- ▶ 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 FLOODLIT	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	1	0	Public	Public	1	0	1	0	0	0	1	Retain single court and make repairs to ensure safe community usage	
14	Eurack Tennis Courts	NO CLUB	1	0	Public	Public	1	0	1	0	0	0	1	Retain single court and make repairs to ensure safe community usage	
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	Gellibrand Tennis Club	0	0	-	Public	2	0	2	0	0	0	2	Recently reconstructed for netball use only. Line mark for tennis and provide nets and net posts.	
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	1	0	Public	Public	1	0	1	0	0	0	0	Retain a single tennis court and consider alternative community uses	
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			65	9	-	-	58	12	7	30	21	36	36		

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 / CHANGE OF USE		
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	\$ -	\$ 2,400	\$ -	\$ -	\$ -	\$ 2,500	\$ 1,500	\$ 6,400
14	Eurack Tennis Courts	\$ -	\$ 2,400	\$ -	\$ -	\$ -	\$ 2,500	\$ 1,500	\$ 6,400
15	Forrest Tennis Courts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
16	Gellibrand Recreation Reserve	\$ -	\$ 1,200	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 6,200
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	\$ -	\$ 2,400	\$ -	\$ -	\$ -	\$ -	\$ 1,500	\$ 3,900
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	\$ 13,200	\$ 248,000	\$ 1,365,000	\$ 504,000	\$ 90,000	\$ 4,500	\$ 2,599,700

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 change of use
- 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*	23
Local	2	2
District	0	0
Large Community Club	0	1
Regional	1	0
TOTAL VENUES	25*	26

***Note:** The Gellibrand Tennis Club has court surfaces, but no line markings or nets and posts for tennis. This venue has still been counted as a 'current venue' as the core infrastructure to cater for tennis does exist.

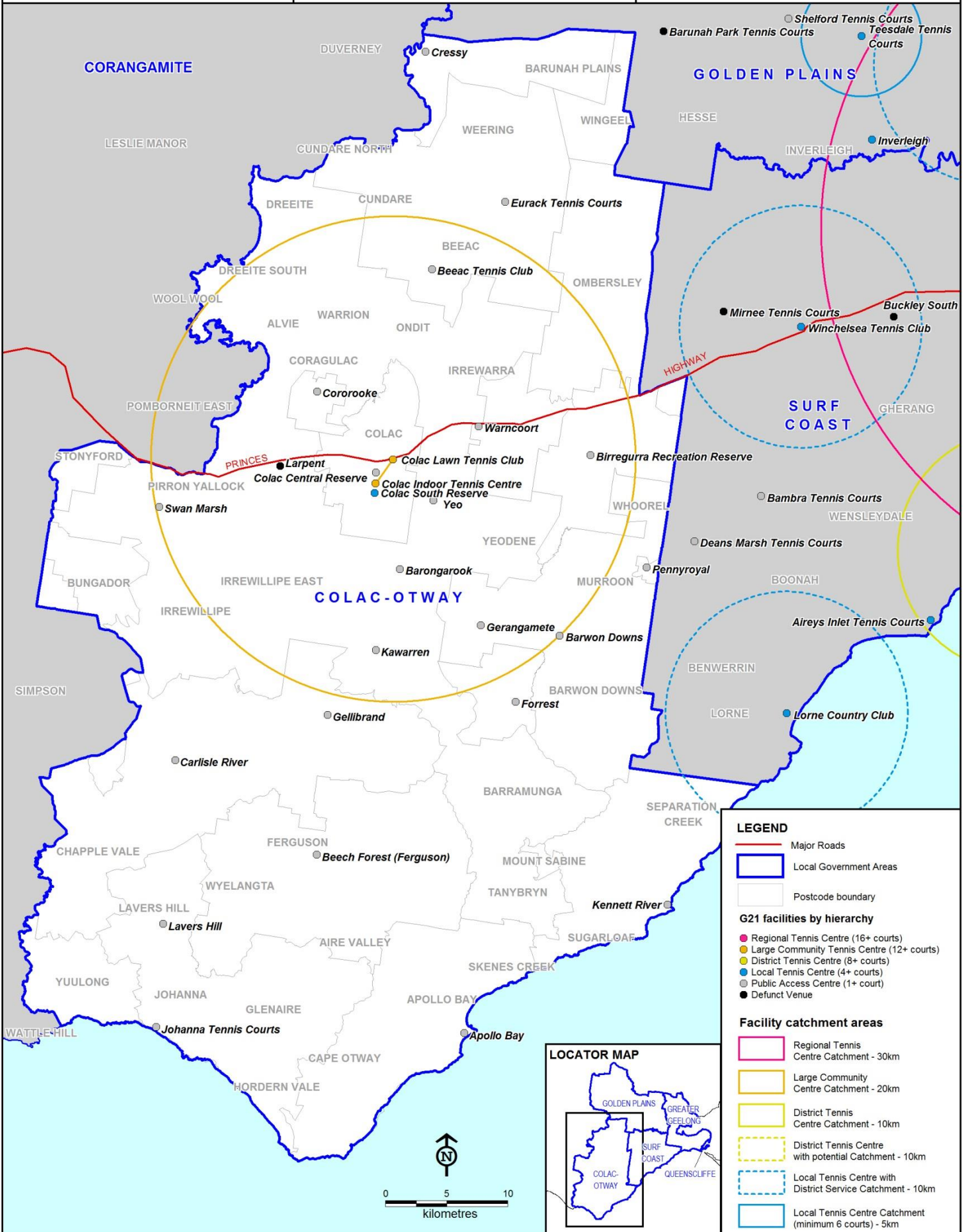
G21 Regional Tennis Strategy

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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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 14% of total usable courts across the G21 region, with an estimated 57 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.
- ▶ Work collaboratively with other G21 Councils and State Government to achieve consistent region-wide principles for tennis venue-court access and Crown Land leasing policies.
- ▶ 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 court infrastructure 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									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	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 tennis infrastructure and consider alternative site uses 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	3	0	0	2	2	3	2	Decommission 1 court and retain 2 courts for public access, and create an additional multi-purpose use court		
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	Sutherlands 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	-	-	0	0	0	0	0	0	0	Venue already decommissioned for tennis. Consider alternative site uses in-line with local community needs.		
ESTIMATED TOTALS			71	6	-	-	68	12	21	23	12	32	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 / CHANGE OF USE	
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	\$ 32,000	\$ 5,000	\$ -	\$ 194,000
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 (venue no longer used for tennis)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000
ESTIMATED TOTALS		\$ 384,000	\$ 50,400	\$ 255,000	\$ 780,000	\$ 418,000	\$ 57,500	\$ 10,000	\$1,984,900

HIERARCHY LEVEL	CURRENT NUMBER OF VENUES	ASPIRATIONAL NUMBER OF VENUES
Public Access	11	11
Local	10	8
District	0	1
Large Community Club	0	0
Regional	0	0
TOTAL VENUES	21	20

- within 3 years
- within 4-5 years
- within 6-10 years
- decommission / venue change of use
- 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.

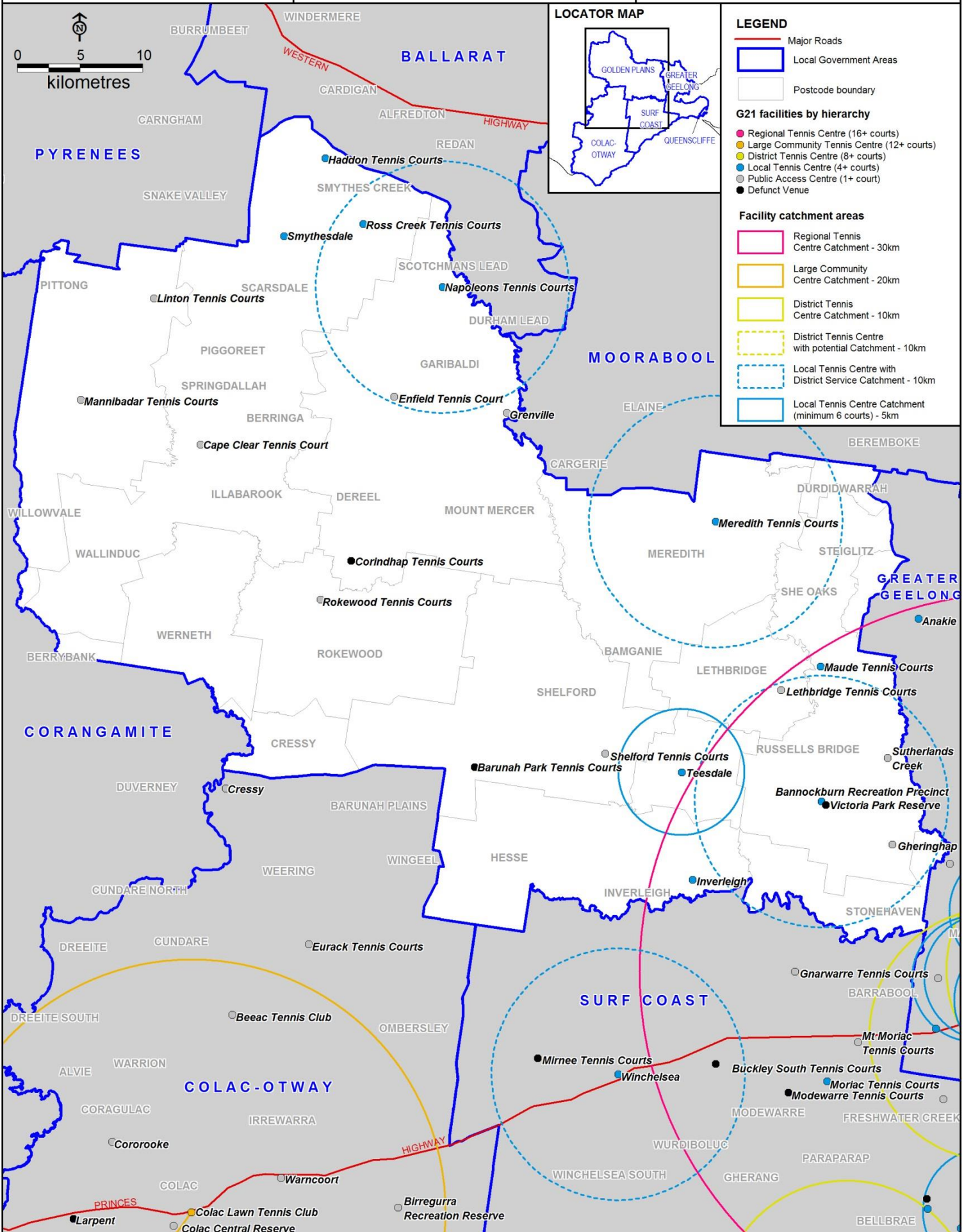
G21 Regional Tennis Strategy

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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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 12 active Tennis Clubs. As at August 2014 only 10 of these clubs (50%) were affiliated with Tennis Victoria.

FACILITY SUMMARY

There are currently 19 individual operational tennis venues providing 66 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 54 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 10 Public Access venues. The only District level facility provided is the Anglesea Tennis Club. Five Public Access venues have been identified through this strategy for the potential decommissioning of tennis infrastructure and the adaption of site amenities to better meet current community needs.

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.
- ▶ Review and update Council's existing tennis club leases and licences to be consistent with the principles of the *G21 Regional Tennis Strategy* and with local policy changes arising from strategy implementation.
- ▶ Work collaboratively with other G21 Councils and State Government to achieve consistent region-wide principles for tennis venue-court access and Crown Land leasing policies.
- ▶ 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.
- ▶ At the end of their functional life, decommission under utilised tennis infrastructure at Bellbrae Lower, Buckley South, Mirnee, Modewarre, Mt Moriac and Gnarwarre and consider alternate community use options for individual areas inline with current local community needs.

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	At the end of their functional life, consider alternative uses for tennis infrastructure
6	Buckley South Tennis Courts	Buckley	NO CLUB	2	0	Public	-	0	0	0	0	0	0	0	At the end of their functional life, consider alternative uses for tennis infrastructure
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	Deep Creek Tennis Courts	Torquay	NO CLUB	2	0	Public	Public	2	0	2	2	0	2	2	Retain for public access and local community use
10	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
11	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
12	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
13	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
14	Mirnee Tennis Courts	Winchelsea	NO CLUB	2	0	Public	-	0	0	0	0	0	0	0	At the end of their functional life, consider alternative uses for tennis infrastructure. Access to tennis will be via Winchelsea.
15	Modewarre Tennis Courts	Modewarre	NO CLUB	2	0	Public	-	0	0	0	0	0	0	0	At the end of their functional life, consider alternative uses for tennis infrastructure
16	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
17	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
18	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
19	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				66	28	-	-	51	11	9	33	7	28	31	

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 / CHANGE OF USE		
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	Deep Creek Tennis Courts	\$ -	\$ 4,800	\$ 18,000	\$ -	\$ 28,000	\$ 5,000	\$ -	\$ 55,800
10	Freshwater Creek Tennis Courts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11	Gnarwarre Tennis Courts	\$ -	\$ 2,400	\$ 9,000	\$ -	\$ -	\$ 2,500	\$ -	\$ 13,900
12	Jan Juc Tennis Courts	\$ 32,000	\$ 9,600	\$ 42,500	\$ -	\$ 70,000	\$ 12,500	\$ -	\$ 166,600
13	Lorne Country Club	\$ 128,000	\$ -	\$ 210,000	\$ -	\$ -	\$ 15,000	\$ -	\$ 353,000
14	Mirnee Tennis Courts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000
15	Modewarre Tennis Courts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000
16	Moriac Tennis Courts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
17	Mt Moriac Tennis Courts	\$ -	\$ -	\$ 18,000	\$ -	\$ 28,000	\$ 5,000	\$ -	\$ 51,000
18	Spring Creek Reserve Tennis Courts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19	Winchelsea Tennis Courts	\$ 64,000	\$ -	\$ 72,000	\$ -	\$ 56,000	\$ 10,000	\$ -	\$ 202,000
ESTIMATED TOTALS		\$ 352,000	\$ 21,600	\$ 576,500	\$ 455,000	\$ 392,000	\$ 77,500	\$ 20,000	\$1,894,600

HIERARCHY LEVEL	CURRENT NUMBER OF VENUES	ASPIRATIONAL NUMBER OF VENUES
Public Access	10	7
Local	8	7
District	1	1
Large Community Club	0	0
Regional	0	0
TOTAL VENUES	19	15

- within 3 years
- within 4-5 years
- within 6-10 years
- decommission / venue change of use
- 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.

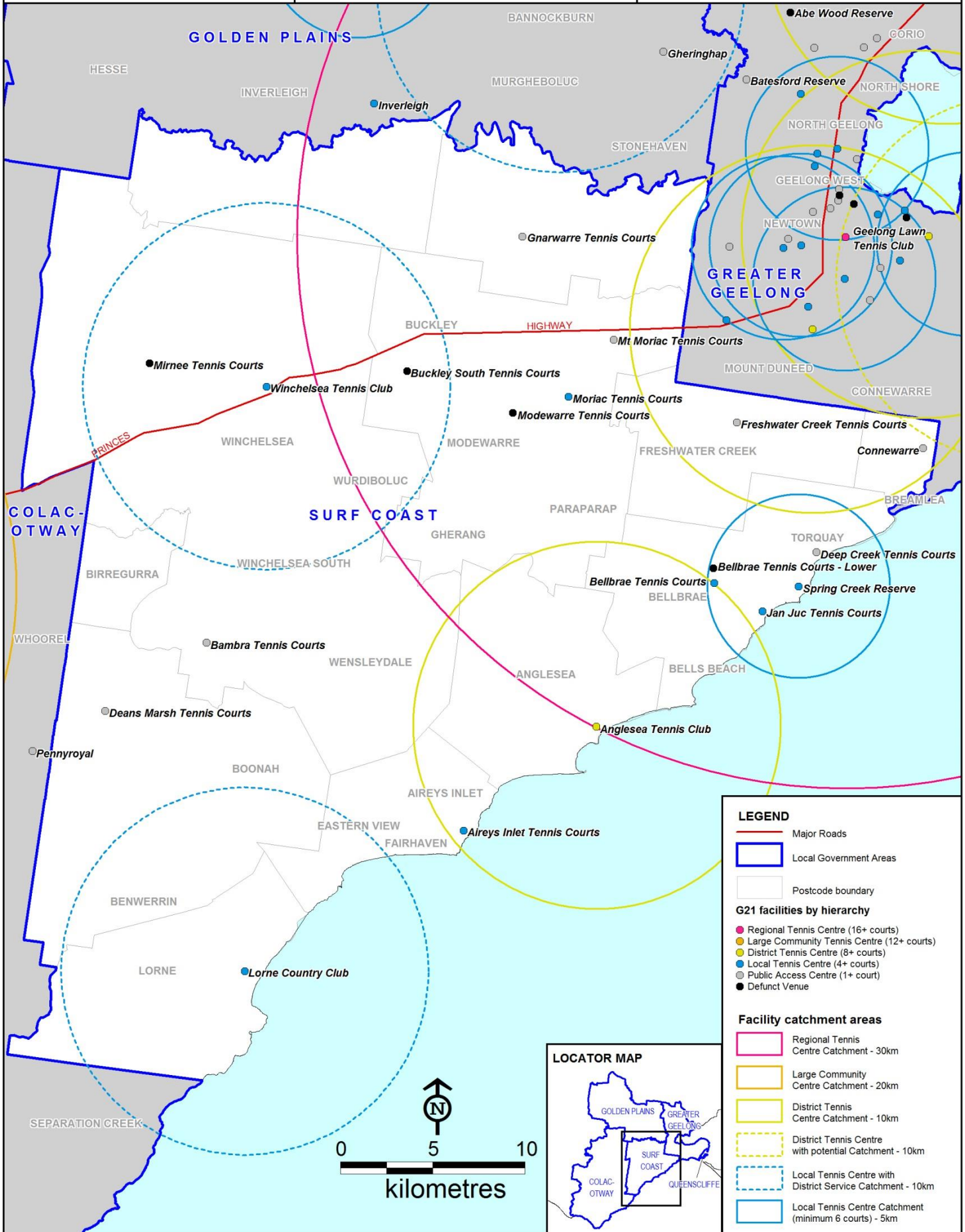
G21 Regional Tennis Strategy

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

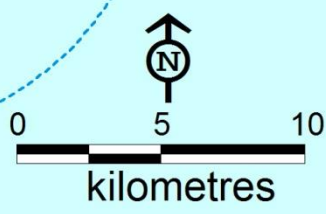
- Major Roads
- Local Government Areas
- Postcode boundary

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 Tennis 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 the Queenscliff Bowling, Tennis and Croquet Club in Queenscliff, managed by the club.

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 the Queenscliff Bowling Tennis and Croquet Club and Ganes Reserve venues to continue to maintain their court infrastructure to a safe and usable standard.
- ▶ Work collaboratively with other G21 Councils and State Government to achieve consistent region-wide principles for tennis venue-court access and Crown Land leasing policies.
- ▶ Encourage the Queenscliff Bowling Tennis and Croquet Club to undertake a high pressure clean of club court surfaces and make minor repairs to court enclosure fencing.
- ▶ Support both the Queenscliff Bowling Tennis and Croquet Club 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 Queenscliff 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 FLOODLIT	SURFACE REPAIR	SURFACE RENEWAL	COURT REBUILD	FENCING RENEWAL	NET POSTS TO REPLACE	RECOMMENDED FUTURE STRATEGIC DIRECTION
1	Ganes Reserve	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	Queenscliff Bowling Tennis & Croquet Club	QBTC	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 FLOODLIT	SURFACE REPAIR	SURFACE RENEWAL	COURT REBUILD	FENCING RENEWAL	NET POSTS TO REPLACE	DECOMMISSION / CHANGE OF USE		
1	Ganes Reserve	\$ -	\$ -	\$ 36,000	\$ -	\$ -	\$ -	\$ -	\$ 36,000
2	Queenscliff Bowling Tennis & Croquet Club	\$ 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 change of use
- 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.

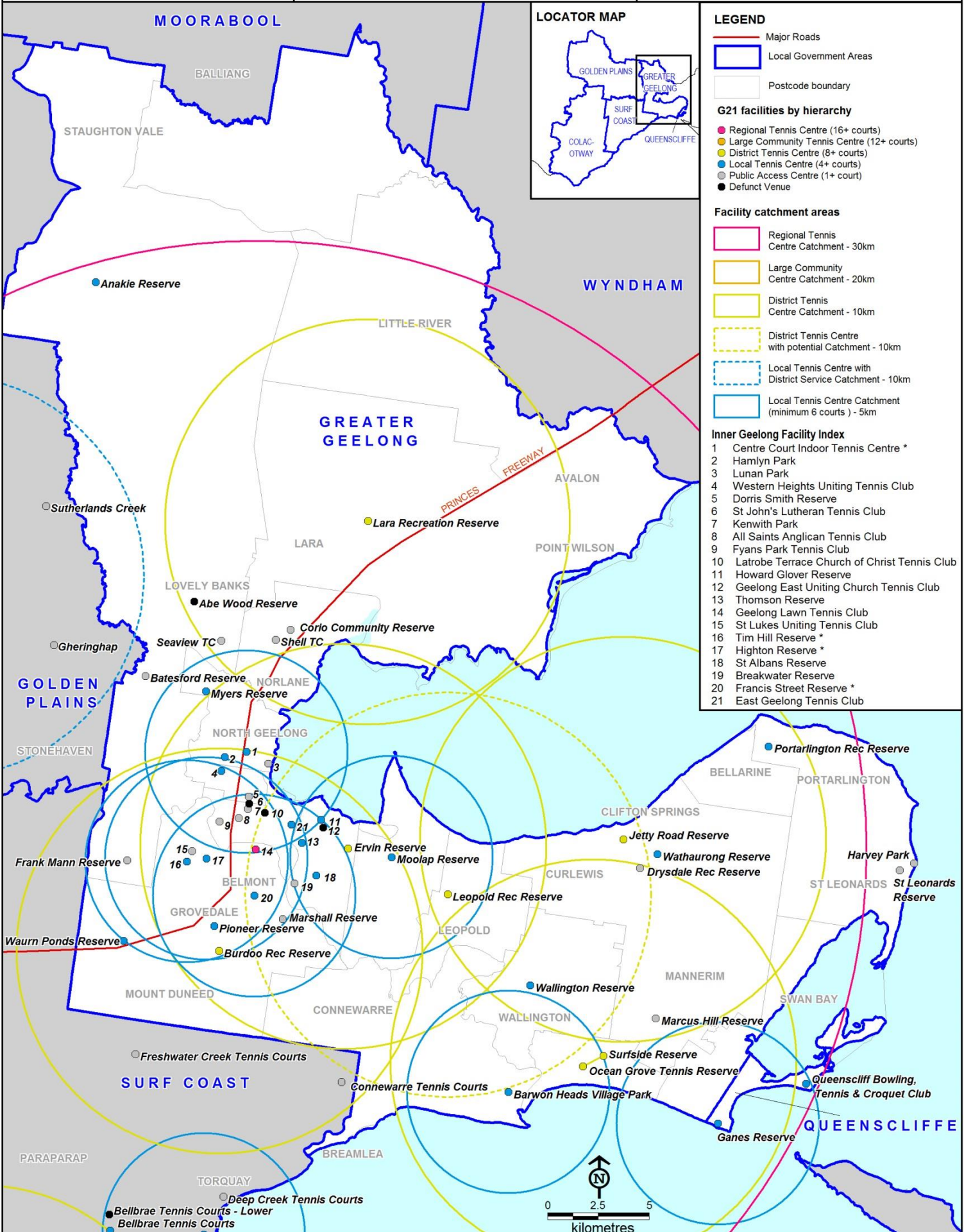
G21 Regional Tennis Strategy

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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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

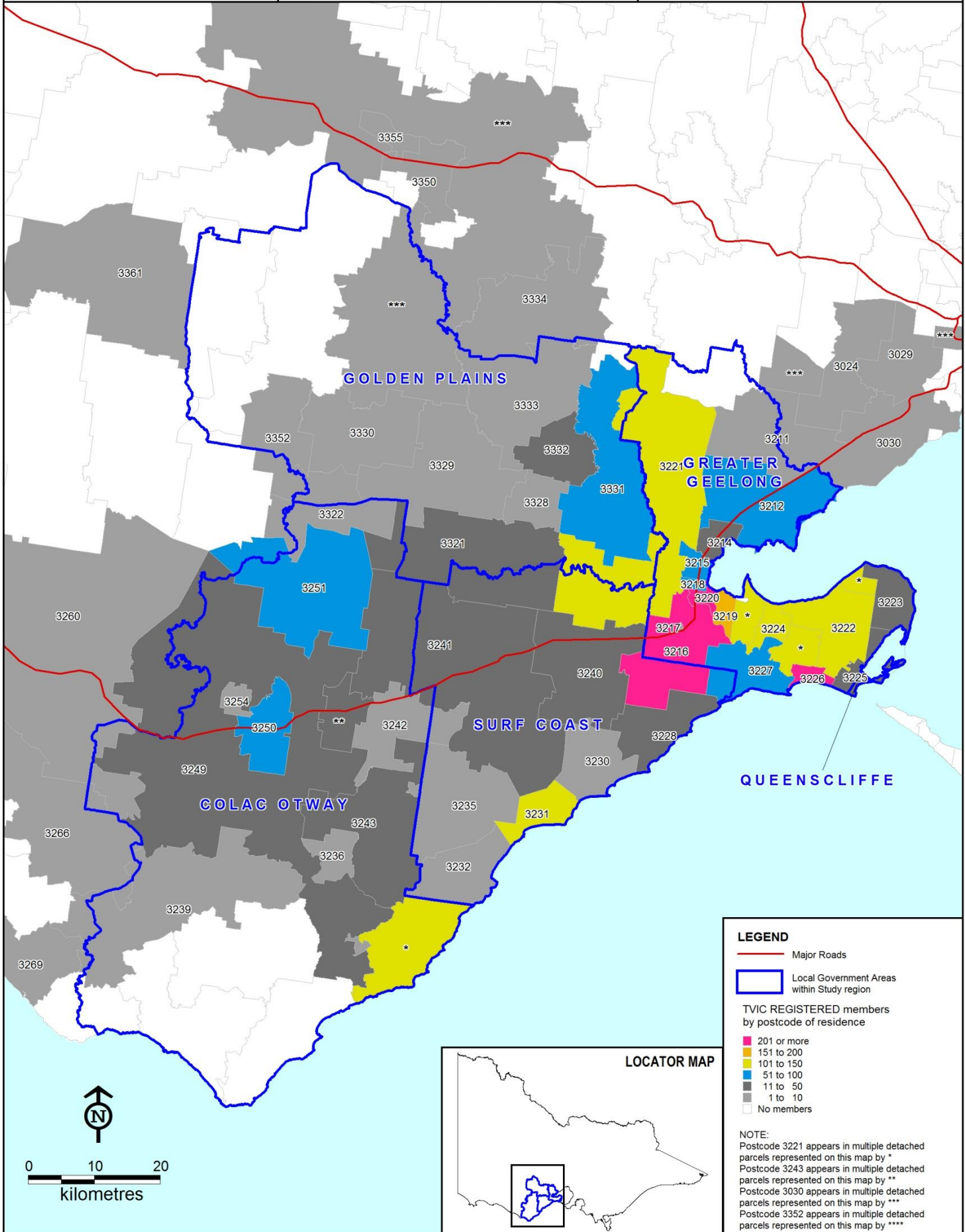
Tennis Victoria (TVIC) Registered Members by Postcode (2013)

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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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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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 QUEENSLIFFE 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
Queenscliffe Bowling, Tennis & Croquet Club	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 Club	Public	2	0	0%	-
Connewarre Tennis Club	No Club	Public	2	0	0%	-
Deans Marsh Tennis Club	Affiliated	Public	2	0	0%	n/a
Deep Creek Tennis Courts	No Club	Public	2	0	0%	-
Freshwater Creek Tennis Courts	No Club	Local	1	0	0%	-
Gnarwarre Tennis Courts	No Club	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	No Club	Public	2	0	0%	-
Modewarre Tennis Courts	No Club	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	-	-	63	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 Club	Public	1	0	0%	-
Birregurra Rec Reserve TC	Affiliated	Public	2	2**	100%	38
Carlisle River Tennis Courts	No Club	Public	1	0	0%	-
Colac Central Reserve	No Club	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	1	0	0%	-
Eurack Tennis Courts	Folded	Public	1	0	0%	-
Forrest Tennis Club	Affiliated	Public	2	0	0%	11
Gellibrand Tennis Courts	No	Public	2	0	0%	-
Gerangamete Tennis Courts	No Club	Public	2	0	0%	-
Johanna Tennis Courts	No Club	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 Club	Public	2	0	0%	-
Lavers Hill Tennis Courts	No Club	Public	1	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	-	-	67	7	10%	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 Club	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	Affiliated	Public	2	2	100%	100
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)	Affiliated	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	No Club	Public	2	0	0%	-
East Geelong Tennis Club	No	Local	4	0	0%	45
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	No Club	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 Club	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 Club	Public	2	0	0%	-
Lara Recreation Reserve (Lara TC)	Affiliated	District	8	4	50%	53
Latrobe Terrace Church of Christ TC	Folded	Public	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 Club	Public	2	0	0%	-
Marshall Reserve	No Club	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
Pioneer Park (Grovedale TC overflow)	No	Local	6	0	0	-
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)	No	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	-	-	231	72	31%	2604

APPENDIX 5: TENNIS VICTORIA AFFILIATION REFORM CLUB CORRESPONDENCE

18 February 2014



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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 FLOODLIT	SURFACE REPAIR	SURFACE RENEWAL	COURT REBUILD	FENCING RENEWAL	NET POSTS TO REPLACE	RECOMMENDED FUTURE STRATEGIC DIRECTION
Borough of Queenscliffe	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 Queenscliffe	Queenscliff Bowling Tennis & Croquet Club	Queenscliff	QBTC	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	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	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	1	0	Public	Public	1	0	1	0	0	0	1	Retain single court and make repairs to ensure safe community usage
Colac Otway Shire	Eurack Tennis Courts	Eurack	NO CLUB	1	0	Public	Public	1	0	1	0	0	0	1	Retain single court and make repairs to ensure safe community usage
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	Gellibrand Tennis Club	0	0	-	Public	2	0	2	0	0	0	2	Recently reconstructed for netball use only. Line mark for tennis and provide nets and net posts.
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	1	0	Public	Public	1	0	1	0	0	0	0	Retain a single tennis court and consider alternative community uses
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 tennis infrastructure and consider alternative site uses 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

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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
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	3	0	0	2	2	3	2	Decommission 1 court and retain 2 courts for public access, and create an additional multi-purpose use court
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	-	-	0	0	0	0	0	0	0	Venue already decommissioned for tennis. Consider alternative site uses in-line with local community needs.
Greater Geelong	Abe Wood Reserve	Lovely Banks	NO CLUB	2	0	Public	-	0	0	0	0	0	0	0	At the end of its functional life, decommission site and make safe
City of Greater Geelong	All Saints Tennis Club	Newtown	All Saints Tennis Club	2	2	Public	Public	2	0	0	0	0	0	0	Church land/site that does not form part of the CoGG capital works program
City of Greater Geelong	Anakie Reserve	Anakie	NO CLUB	5	1	Local	Public	2	0	0	2	0	0	2	Decommission 2 tennis courts and retain and improve 2 courts for public access and a 3rd for multi-use. Consider upgrades as part of Anakie Reserve Master Plan.
City of Greater Geelong	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.
City of Greater Geelong	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
City of Greater Geelong	Breakwater Reserve	Breakwater	Geelong East Uniting Tennis Club	3	0	Public	Local	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

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City of Greater Geelong	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.	
City of Greater Geelong	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 included within CoGG capital works	
City of Greater Geelong	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	
City of Greater Geelong	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	
City of Greater Geelong	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	
City of Greater Geelong	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.	
City of Greater Geelong	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.	
City of Greater Geelong	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	
City of Greater Geelong	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	
City of Greater Geelong	Geelong East Uniting Church Tennis Club	East Geelong	NO CLUB	3	0	Public	-	0	0	0	0	0	0	0	Site sold and has been decommissioned for tennis - GEUCTC has moved to Breakwater Reserve	
City of Greater Geelong	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.	
City of Greater Geelong	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	
City of Greater Geelong	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	

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City of Greater Geelong	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.
City of Greater Geelong	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
City of Greater Geelong	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.
City of Greater Geelong	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
City of Greater Geelong	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.
City of Greater Geelong	Latrobe Terrace Church of Christ Tennis Club	Newtown	NO CLUB	1	0	Public	-	0	0	0	0	0	0	0	Decommission site for tennis and consider alternative church or community uses
City of Greater Geelong	Leopold Rec Reserve	Leopold	Leopold Tennis Club	9	2	District	District	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.
City of Greater Geelong	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
City of Greater Geelong	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
City of Greater Geelong	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
City of Greater Geelong	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.

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City of Greater Geelong	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
City of Greater Geelong	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 (*refer also Surfside TC)
City of Greater Geelong	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
City of Greater Geelong	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.
City of Greater Geelong	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
City of Greater Geelong	Shell Tennis Club	Corio	NO CLUB	2	0	Public	Public	2	0	0	0	0	0	2	Club recently folded. COGG to investigate options for community access to courts and ongoing management and maintenance responsibilities (venue is on private land).
City of Greater Geelong	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.
City of Greater Geelong	St John's Lutheran Tennis Club	Newtown	NO CLUB	1	0	Public	-	0	0	0	0	0	0	0	Decommission site for tennis and consider alternative church or community uses
City of Greater Geelong	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
City of Greater Geelong	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 part of CoGG capital works program
City of Greater Geelong	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.
City of Greater Geelong	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.

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
City of Greater Geelong	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.
City of Greater Geelong	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.
City of Greater Geelong	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
City of Greater Geelong	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.
City of Greater Geelong	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 part of CoGG capital works program
City of Greater Geelong	East Geelong Tennis Club	Geelong	East Geelong Tennis Club	4	0	Local	Local	4	0	0	0	0	0	0	Crown land/site and not part of CoGG capital works program
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	At the end of their functional life, consider alternative uses for tennis infrastructure
Surf Coast Shire	Buckley South Tennis Courts	Buckley	NO CLUB	2	0	Public	-	0	0	0	0	0	0	0	At the end of their functional life, consider alternative uses for tennis infrastructure
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

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	Deep Creek Tennis Courts	Torquay	NO CLUB	2	0	Public	Public	2	0	2	2	0	2	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
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	At the end of their functional life, consider alternative uses for tennis infrastructure. Access to tennis will be via Winchelsea.
Surf Coast Shire	Modewarre Tennis Courts	Modewarre	NO CLUB	2	0	Public	-	0	0	0	0	0	0	0	At the end of their functional life, consider alternative uses for tennis infrastructure
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.
				443	119	-	-	401	68	69	156	42	136	130	



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