



Facilities Blueprint

2025-2029

A framework for a successful,
sustainable tennis network.



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Acknowledgment of Country



The above piece was created for Tennis Victoria by Larroom Art, a collaboration between Gunditjmara artists, Jaya Foy and Elias Jarvis.

Tennis Victoria acknowledges the Traditional custodians of the land on which we meet. We recognise their continuing connection to lands, waters and communities on which we work, live and play, and pay respect to Elders past and present, and extend that respect to all Aboriginal and Torres Strait Islander peoples.

Partner support

Tennis Victoria acknowledges the significant contribution our stakeholders continually make to the Victorian tennis community. We also acknowledge the support provided by key partners, including Tennis Australia, the Victorian Government, Sport and Recreation Victoria and the Victorian local government network.

We also extend our appreciation to insideEDGE Sport and Leisure Planning, who provided support and assistance in the preparation of the Tennis Victoria Facilities Blueprint 2025-2029.

insideEDGE
sport and leisure planning

EXECUTIVE SUMMARY



The Tennis Victoria Facilities Blueprint 2025-2029 presents a forward-looking strategy to modernise and future-proof tennis infrastructure across the state. Central to this vision is a commitment to purposeful partnerships that drive sustainable outcomes.

Building on the foundation laid by the 2024 Facilities Framework, the Blueprint reflects a shift toward more inclusive, adaptable and environmentally conscious tennis venues.

Since the release of the Framework, Tennis Victoria has achieved several milestones: over 400 venues now operate with online booking systems, enhancing accessibility; infrastructure audits have been conducted across more than 1,100 facilities, providing a robust evidence base for investment; and the introduction of the Project Pipeline tool has enabled more strategic tracking of development initiatives.

Additionally, the establishment of Local Government Lead roles has strengthened collaboration between clubs and councils, reinforcing local partnerships.

These partnerships are the cornerstone of Tennis Victoria's infrastructure strategy. Local Government Authorities continue to serve as the primary investors in community tennis, while Tennis Australia offers national alignment and technical expertise. Schools play a vital role in expanding access through shared-use agreements and digital platforms such as Book-a-Court can facilitate a seamless booking process.

Environmental resilience is being addressed through collaboration with the Sports Environment Alliance, industry partners, and commercial operators are increasingly engaged to deliver scalable, professionally managed venue models.

The Blueprint acknowledges the sector's evolving challenges. Ageing infrastructure, climate-related risks, financial pressures, and a decline in volunteerism are pressing concerns. The emergence of complementary racquet sports (including pickleball and padel) adds complexity to programming and facility planning, requiring careful integration to preserve tennis's central role.

To respond effectively, Tennis Victoria has adopted a six-tier facility hierarchy, ranging from international-standard venues to community access courts. This framework ensures that investment and programming decisions are aligned with each venue's capacity and strategic function. Management models are similarly diverse, spanning volunteer-led clubs to fully professional operations, with partnerships tailored to each context.

The impact of this approach is both measurable and meaningful. Tennis venues support a broad spectrum of participation – from coaching and social play to competitive matches, school engagement and events. Notably, 45% of venue visits are made by women, highlighting tennis's leadership in gender-inclusive sport. Furthermore, research indicates that every dollar invested in tennis infrastructure yields up to \$5.16 in combined economic, health and social benefits.

More than a strategic document, the Facilities Blueprint 2025-2029 represents a call to action: to collaborate, invest, and innovate in building a resilient, inclusive and high-performing tennis network for Victoria's future.



Strategy 2024-2028

Create safe and inclusive thriving Victorian tennis communities, enabling more people to play more often.

Our Values

Excellence

We raise the game through continuous improvement

Passion

We bring energy and pride to every moment

Imagination

We innovate with purpose and creativity through continuous improvement

Collaboration

We rally together with trust and respect



Places

Optimising the use of and access to facilities, thereby creating a sustainable future for delivering tennis.

1.1 Venue Health

Collaborate with affiliates and government to drive the overall performance of Victorian tennis venues.

1.2 Network Planning

Use data and insights to inform decisions and identify growth opportunities to create sustainable venues.

1.3 Community Access

Make it easier to participate at the local venue.

1.4 Advocacy

Advocate the benefits and needs of tennis to drive increased investment and positive outcomes for the sport in Victoria.



Play

Enhance the player experience by implementing standards that increase participation and support the player journey.

2.1 Attract

Create inclusive and accessible opportunities that enable more Victorians to pick up a racquet.

2.2 Transition

Build clear and supported pathways that help players move from first-time participation to regular, meaningful engagement.

2.3 Retain

Deliver high-quality, engaging experiences that keep players active, connected, and coming back to play more often.

Supported
by



Partnerships

Explore opportunities and work with partners to support the growth and viability of tennis in Victoria.



Organisational Governance

Enhance the operational frameworks and systems that define our roles and responsibilities, and support us in our leadership and decision-making when delivering the sport.



People

Empower the tennis community with the tools to foster supportive environments while increasing capacity and capability.

3.1 Tennis Toolkit

Provide the tennis workforce access to appropriate resources, education and courses that empower them to deliver quality outcomes.

3.2 Supportive Environments

Connect the tennis community to address common challenges and needs through sharing learnings and successes.

3.3 Operators

Support stakeholders in identifying the people required to implement optimal operating models at a venue.



Profile

Raise the profile of tennis in Victoria through strategic storytelling.

4.1 Promotion

Promote tennis across Victoria.

4.2 Communication

Engage and communicate effectively with stakeholders to achieve our purpose.

4.3 Recognition

Recognise and celebrate the success of the Victorian tennis community.



Digital Enablement

Transform how the tennis community experiences and accesses tennis across Victoria.

BUILDING ON OUR HISTORICAL SUCCESS

Tennis Victoria's Facilities Framework 2024, released in late 2020, laid the foundation for the strategic planning and development of a sustainable, accessible and well-managed network of tennis venues across Victoria.

Developed ahead of the organisation's 2024 Strategic Plan (launched in 2021), the Facilities Framework was designed to guide the Victorian tennis community and its stakeholders in delivering facilities that meet the evolving needs of participants and communities.

The Framework established clear principles for regional planning and investment, ensuring resources were directed toward the most appropriate and impactful facilities and projects across the state. Through research and consultation, it became evident that traditional tennis club models were no longer sufficient to meet the demands of a more diverse and dynamic participant base. There was a growing need for venues and programs that cater to a broader demographic, with flexible, inclusive and innovative approaches to programming, facility access and venue design.

A key focus of the Facilities Framework 2024 was to strengthen partnerships with all levels of government – particularly local government, which remains the primary

investor in tennis infrastructure. The Framework also highlighted the importance of addressing sustainability, environmental pressures, inclusive access and diversified participation as core planning drivers.

To support these objectives, the Framework identified four strategic imperatives essential to shaping the future of tennis facilities and investments in Victoria:

- 1 Grow venue capacity**
- 2 Build management capability**
- 3 Investment and advocacy**
- 4 Research**

In the four years since the release of the 2024 Facilities Framework, significant advancements in the development of our planning tools and resources have occurred.

Tennis is now well placed to provide detailed evidence-based reports and recommendations to support developing a network of tennis venues with the capacity, capability, motivation, support and license to operate under optimal management models that will drive sustainable participation outcomes.

KEY ACHIEVEMENTS 2020-2024

- Tennis Australia's Book-a-Court venue access system has proven to be one of the most successful infrastructure initiatives to promote tennis accessibility in the past decade. Coupled with the options of the Igloohome lock and Clubspark software, over **400 venues now have online booking capability, driving more than 440,000 bookings annually.**
- **Infrastructure audits on over 1,100 tennis facilities** provide significant understanding of the condition of Victorian venues.
- Increased recognition by councils in the value of Tennis Victoria **resources and advice** to support occupancy agreement reviews and facility renewal.
- An ability to record and track projects and investment in tennis facilities through the development of the **Project Pipeline** tool.
- Introduction of **two Local Government Lead positions** at Tennis Victoria to further strengthen communication and support between clubs and councils in the metropolitan area.

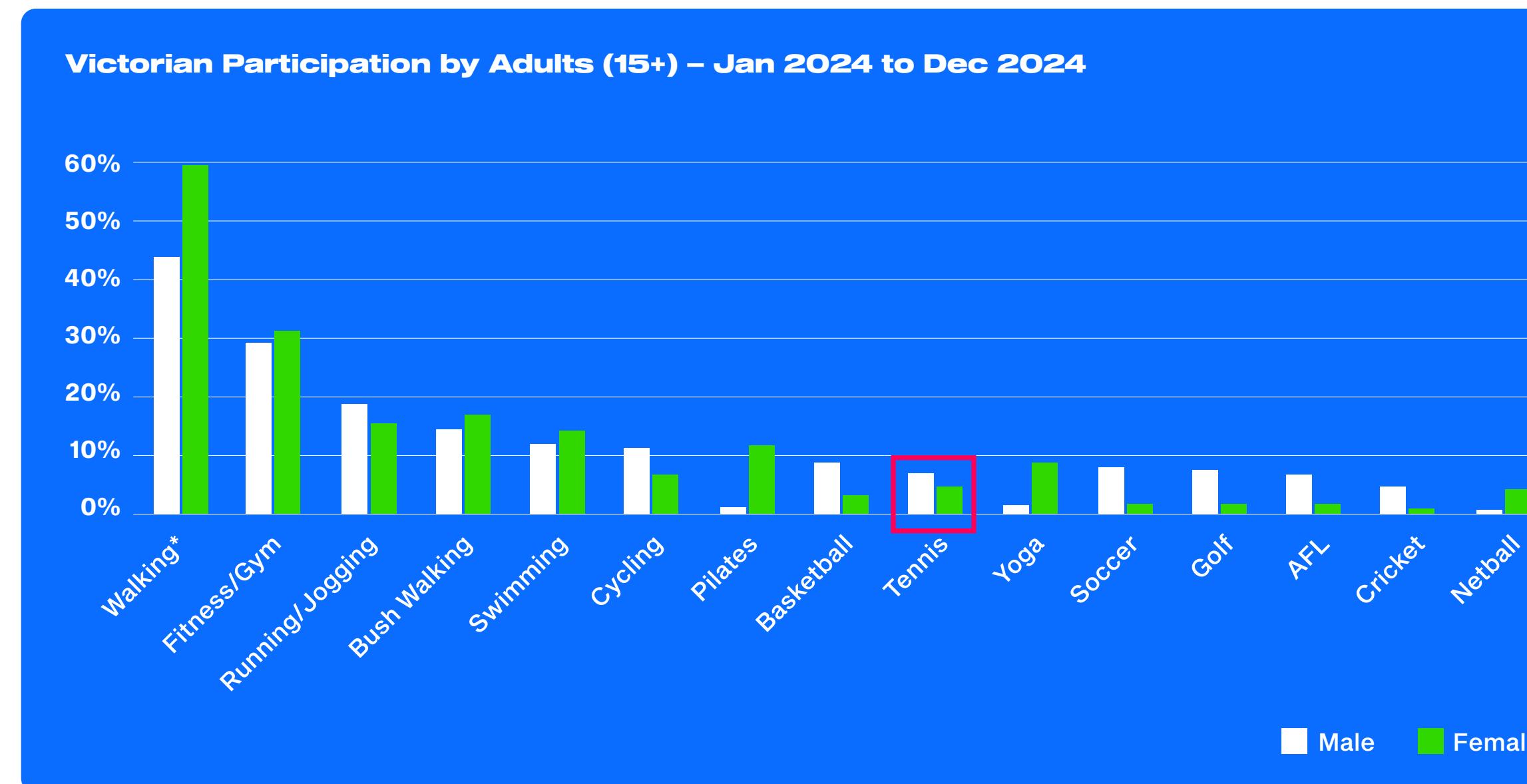
A review of the strategies, completed actions and outcomes delivered under the 2024 Framework is provided in Appendix 1.

TENNIS IN VICTORIA

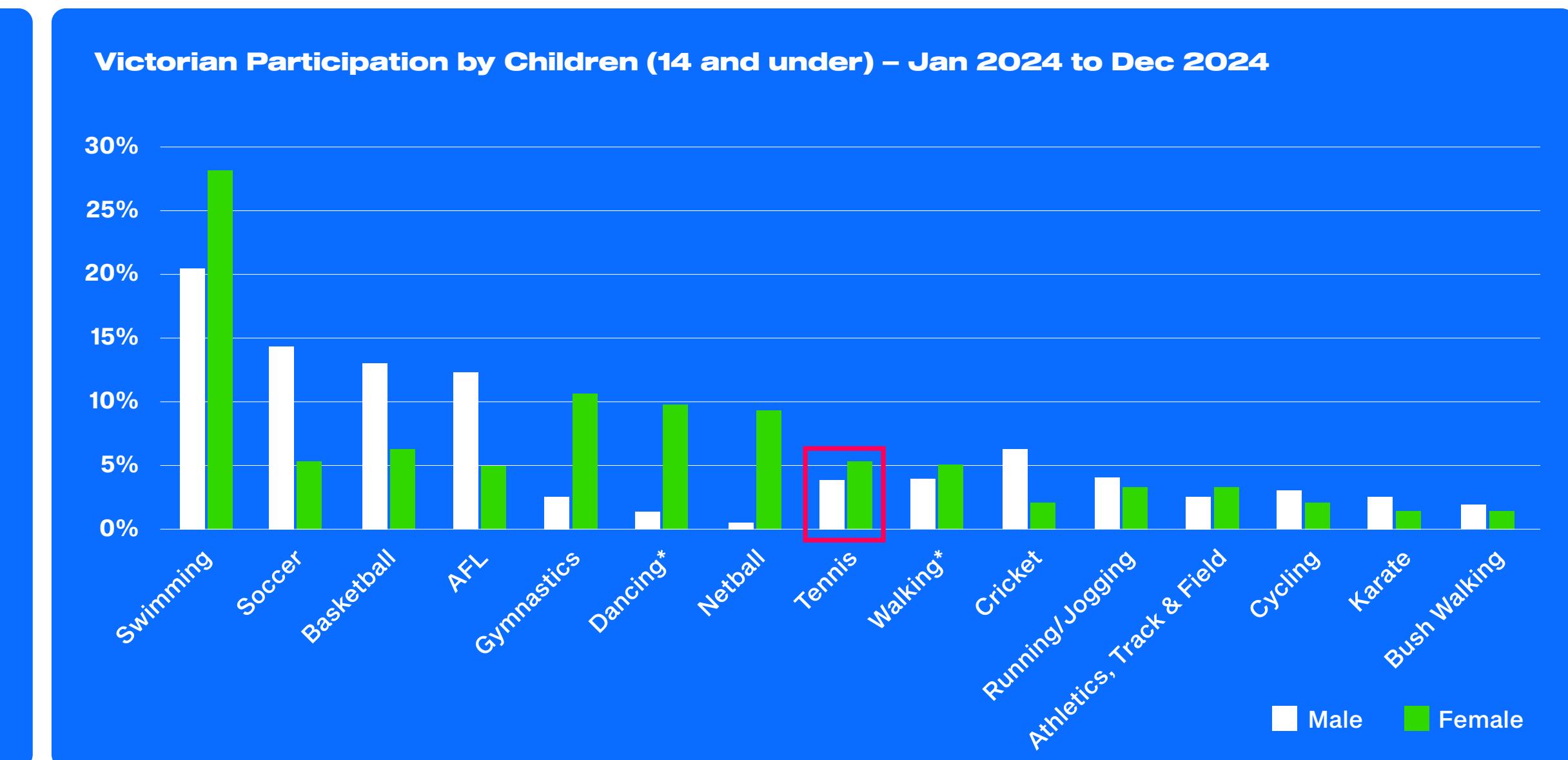
The Australian Sports Commission's AusPlay data for the 2024 (Jan-Dec) calendar year demonstrates tennis's strong participation levels in Victoria – with almost 400,000 collective Victorian adults (aged 15+) and children (aged 14 and under) participating in tennis.

Tennis participation for children was ranked the 8th most participated activity in 2024 with an average participation rate of 4.6% (equivalent to an estimated 56,440 participants). Slightly more girls participated in tennis than boys over the year. For adults, tennis was the 9th most participated activity with a participation rate of 5.9% (337,000 estimated participants).

More adult males (7.0% participate rate) participate in tennis than females (4.9%), however more girls aged 14 and under play tennis (5.4% participate rate) than boys (4.0%). In terms of “team sports” or “non-solo” activities, only tennis and basketball featured in the top 10 activities for both children and adults.



*Denotes “recreational format” of activity.



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TENNIS IN VICTORIA



Total number of tennis venues

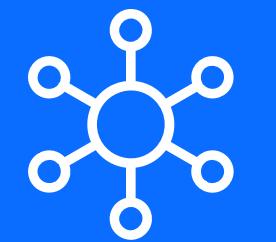
~1300



Total number of tennis courts

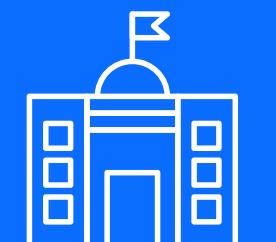
~4900

of which **41%** hardcourt, **20%** clay, **15%** natural grass, **24%** synthetic grass/clay



Number of active affiliates

736+



Number of LGAs with tennis facilities

79



Number of venues with dedicated complementary discipline courts

11 noting there are many shared multiline tennis-netball courts across the state



Number of venues with online access systems

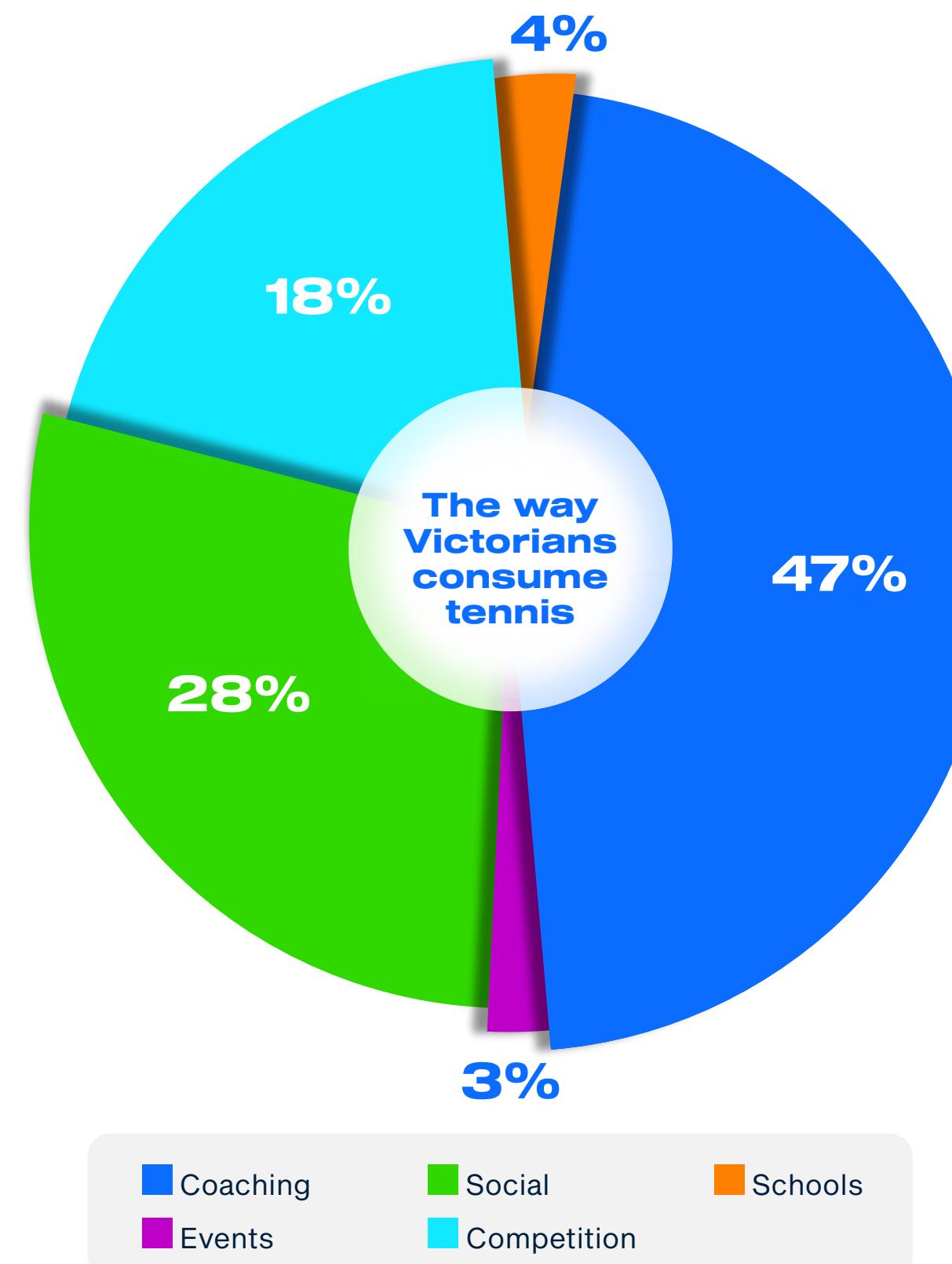
400+

TENNIS IN VICTORIA

With a growing trend for sport, including tennis, to be more accessible and adaptable to changing preferences, the way people consume tennis can vary depending on several factors.

Tennis venues support a range of participation opportunities to suit different needs and interests. These include coaching programs, social play, event play, competitive matches and school use, allowing players of all ages and abilities to engage with the sport in a way that suits them.

The Thriving Tennis Communities (TTC) framework undertaken across Victoria has identified a clear picture of how people engage in tennis across the state. This snapshot supports the venue, Tennis Victoria and stakeholders to identify the optimum participation mix for a venue to be sustainable.



- COACHING**  Driving an average **47%** of venue visitations, coaching programs play a critical role in tennis participation. Programs such as Hot Shots, squad and individual training, are often the first point of contact a participant has with the sport.
- SOCIAL**  **28%** of venue visitations across Victoria are undertaken through social play such as intra-club play or casual court hire, meeting a growing need for non-commitment opportunities to tennis play.
- COMPETITION**  Competitive play provides participants the opportunity to progress in tennis at a level that suits them. Alongside intra-club play, competitive play through associations drives an average of **18%** of visitations to tennis venues.
- SCHOOLS**  With an average of **4%** of venue visitations undertaken by school visits, bridging the gap between playing at a school to the local venue is a key priority for tennis to create pathways beyond school age.
- EVENTS**  Events are a unique opportunity to connect participants and spectators to a venue. Driving an average **3%** of venue visitations, club championships, Tennis Victoria and Australia titles, and international tennis events are ways a venue can boost their local profile.
- Events**  The TTC framework has identified that **45%** of visits to tennis venues are undertaken by people who identify as female, meaning our venues are at the forefront of female participation in sport.

BENEFITS OF INVESTING IN TENNIS

Community sport infrastructure plays a pivotal role in enhancing the quality of life within a community. Tennis facilities are more than just physical spaces; they are catalysts for economic development, social cohesion and improved public health.

In 2018, Tennis Australia and Victoria University's Institute of Sport and Health released research on the return communities receive from investing in tennis infrastructure. This study estimated that every dollar invested in community tennis delivers a return of up to \$5.16 in economic, health and social benefits.

ECONOMIC BENEFIT

Economically, an estimated \$3.92 is returned for every \$1 invested in community tennis.

From an economic standpoint, developing or redeveloping a high-quality tennis venue will create local employment during the construction phase and stimulate ongoing economic activity. The facility will require staff for various roles, including maintenance, coaching and event management, directly supporting job growth. Additionally, it has the potential to host regional tournaments and events, drawing visitors and driving business for local industries such as hospitality, retail and tourism, as attendees spend on lodging, dining and entertainment.

Recreational facilities of this nature can also enhance property values in the surrounding area, increasing municipal revenue through higher property taxes.

SOCIAL BENEFIT

Socially, an estimated \$1.17 is returned for every \$1 invested in community tennis.

Community sport infrastructure fosters inclusion, cohesion and a sense of belonging by providing a space where people from diverse backgrounds can engage in shared activities. It encourages community participation and volunteerism, creating networks and friendships that transcend social and economic boundaries.

Access to safe, inclusive spaces for sports promotes equality by providing opportunities for all individuals – regardless of age, gender or skill level – to participate in physical activities. In particular, a tennis performance hub is key in nurturing future athletes and leaders, offering pathways for youth development through structured development programs.

PHYSICAL BENEFITS

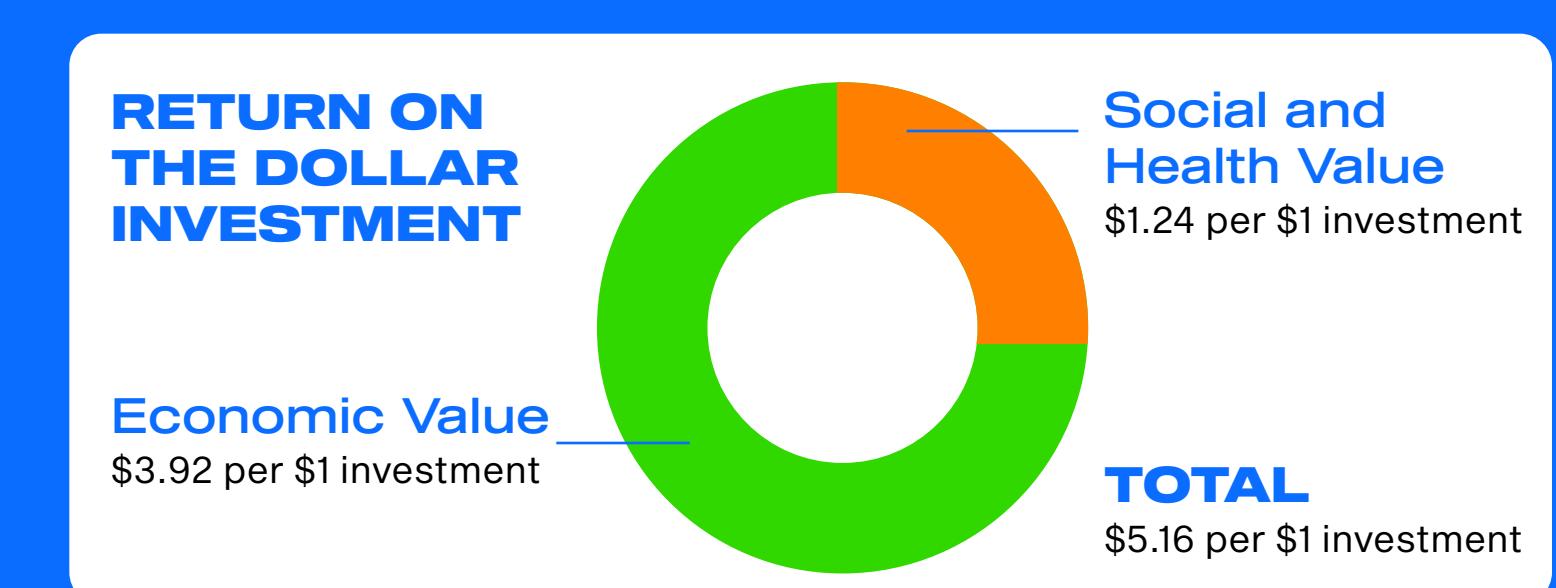
Sport offers numerous physical health benefits that contribute to overall fitness and well-being. Regular participation in sports improves cardiovascular health, strengthens muscles and enhances endurance. It also supports weight management and helps prevent chronic

conditions such as obesity, heart disease and diabetes. Additionally, engaging in sports strengthens physical resilience by improving bone density, joint mobility and overall flexibility.

HEALTH AND WELL-BEING BENEFITS

Beyond physical health, sports have a profound impact on mental well-being. The competitive and strategic nature of sports sharpens cognitive skills such as focus, concentration and decision-making.

Physical activity also reduces stress and anxiety by releasing endorphins, which elevate mood and promote mental clarity. Participation in sports builds self-confidence, fosters a sense of accomplishment and contributes to a more positive outlook on life. In the broader context, an active lifestyle through sports reduces preventative healthcare costs for governments and supports long-term public health.



TENNIS INFRASTRUCTURE CHALLENGES AND OPPORTUNITIES



The way our communities engage with tennis is undergoing a dynamic transformation, presenting both exciting opportunities and complex challenges for infrastructure development.

As participation patterns shift, Tennis Victoria must adapt to ensure our facilities and systems remain relevant, inclusive and sustainable.

We have identified a range of emerging and long-standing challenges within the community sport landscape. Some are novel pressures unique to tennis, while others reflect broader societal changes.

Although many of these factors lie beyond Tennis Victoria's direct control, they must be addressed to safeguard the future of our sport. Strategic collaboration with government, local communities, tennis providers and the commercial sector will be essential to navigate these challenges and unlock new potential.

TRENDS IN AUSTRALIAN SPORT

Insights from the second **Australian Sports Commission's Megatrends in Sport** reveal a clear shift in how Australians wish to engage with sport.

These trends call for a modernised tennis experience – one that is more accessible, community-driven and responsive to evolving preferences.

Tennis must embrace flexibility in programming, facility design and engagement strategies to remain competitive and relevant.

FAIR ACCESS

The Victorian Government's introduction of the **Fair Access Policy** in July 2024 requires all Victorian Local Government Authorities to have in place a gender equitable access and use policy.

Tennis venues must integrate gender equity into planning, programming and design to ensure inclusive participation for all.

AGEING INFRASTRUCTURE

Much of Victoria's tennis infrastructure is ageing and increasingly misaligned with contemporary participation needs. Ongoing maintenance and strategic renewal are critical to support evolving club programs and community expectations. A key challenge lies in balancing these demands with the resource constraints of local government and volunteer clubs. (TV Resources – see Appendix 4.)

A CHANGING CLIMATE

Victoria's climate is now 1.2°C warmer than in 1910, with drier conditions and more frequent extreme events such as heatwaves, floods, bushfires and storms. These hazards place significant pressure on tennis infrastructure, damaging courts, clubhouses and supporting facilities, disrupting power, communications and transport, and exposing coastal venues to flooding and erosion.

With many facilities not designed for climate resilience, upgrades such as water-efficient irrigation, solar power, sustainable materials, and improved ventilation and shading will be essential to maintain safe, cost-effective venues. However, much of the sector is volunteer-run, with limited expertise and resources to address resilience, sustainability and risk management.

Through its membership in the **Sports Environment Alliance**, Tennis Victoria can offer input and specialist support for sustainable infrastructure initiatives and designs, strengthening tennis's long-term climate readiness. (TV Resources – see Appendix 4.)

TENNIS INFRASTRUCTURE CHALLENGES AND OPPORTUNITIES

FINANCIAL SUSTAINABILITY

Rising costs associated with facility development, maintenance and operations are placing financial pressure on local government and clubs. Long-term viability depends on robust financial planning, budgeting and oversight. Clubs must be equipped with the tools to manage these challenges effectively in partnership with landowners.

ACCESSIBILITY

Improving physical access and support amenities across tennis venues is essential to broadening participation. Equally important is digital access, including online booking systems and real-time venue information, which enhances usability and engagement. Strengthening these systems can improve asset performance but may require investment in new equipment, system upgrades and user training. To be effective and sustainable, accessibility must be embedded in both the physical design of facilities and their digital infrastructure. (TV Resources – see Appendix 4.)

MANAGEMENT MODELS

The general decline in volunteerism among tennis clubs in Victoria is placing increased strain on their operations. This trend necessitates a rethinking of club management, including the adoption of innovative or alternative operational models to reduce reliance on volunteer labour and improve sustainability.

The choice of management model directly affects a venue's operational efficiency, financial health and user satisfaction. Identifying and implementing the most suitable model – whether volunteer-led, hybrid, or professionally managed – is critical to venue success. (TV Resources – see Appendix 4.)

COMPLEMENTARY DISCIPLINES

The recent growth in racquet sports including POP Tennis, pickleball and padel presents both competition and collaboration opportunities. While these disciplines can enhance community engagement and diversify offerings, their integration must be carefully managed to ensure tennis programming remains central to venue operations. (TV Resources – see Appendix 4.)

SCHOOL FACILITIES

Tennis Victoria supports the shared use of school tennis facilities to expand community access and make better use of existing courts. Opening these spaces for public play provides more opportunities for participation and strengthens the connection between schools and their local communities.

To streamline this process, the **Book-a-Court** online system can be used to manage bookings, lighting, and access securely and efficiently. This simple digital platform allows schools to maintain oversight of their facilities while giving players an easy, reliable way to reserve and use courts, ensuring fair access and maximising community engagement.

TENNIS FACILITY HIERARCHY



Understanding the Australian Tennis Facility Hierarchy is important to the balanced provision of tennis infrastructure, programs and services. Our venues typically fall into one of six profiles or tiers relative to the attributes and capacity a venue does operate at or has potential to operate at.

The Tennis Victoria Venue Hierarchy Framework – Summary of Provision Guidance (TV Resources – see Appendix 4) provides a fully documented resource of preferred venue attributes at each hierarchy level.

Tier	Hierarchy Level	No. in Victoria	Facility Role	Example Venues
1	International Venue	1	Tennis showpiece – large economic driver through large national and international events and the top high-performing coaching and player pathways.	Melbourne Park
2	Regional & Metro Performance Hubs	1	ITF professional event hosting capability which also serves as a hub for community through to high level events and competition. High quality coaching/pathways for the local area and region; diverse community programming; and is a financially sustainable and professionally run venue.	Hume Tennis and Community Centre
3	Premier Community Venue	133	Premier competition venue that focuses on club level to inter-district and lower-level state significant events and competitions; as well as servicing the local catchment to provide a full mix of recreational play, competition play, coaching and programming.	Sale Tennis Club Mornington Tennis Centre
4	Full-Service Community Venue	272	Services the local catchment to provide a full mix of recreational play, competition play (participation level), coaching and programming.	Woodend Tennis Club Hadfield Tennis Club
5	Community Venue	307	Public facilities servicing local suburbs delivering health and social opportunities and community objectives. Will have some program offerings such as coaching and competition play.	Phillip Island Tennis Club Merrifield Panthers Tennis Club
6	Community Access Venue	613	Community access facility which provides opportunities for casual bookings and may have limited coaching.	Sunnyside Park Tennis Courts (Wodonga) Camberwell Junction Tennis Club

TENNIS FACILITY MANAGEMENT MODELS

Typically, tennis venues are operated under one of the management models outlined below, noting there can be many variations, particularly in the Club-Coach and Operator models.

Number	Management Model	Description	Example Venues
1	Professional	A Professional operator model is provided where the land use and local government present an opportunity for a commercially operated facility. This model typically comprises paid operational and coaching staff to deliver tennis and additional facility offerings (such as café, pro shop, crèche). A for-profit model, whereby profit is directed not only into the business but asset renewal as well.	Hume Tennis and Community Centre Elsternwick Park Tennis Centre
2	Operator	Typically, a professional coach or management company operates the facility on behalf of the club, which retains the tenure with the landowner. This model provides a professional or semi-professional operation, which reduces the day-to-day accountability of volunteers, whilst also providing an opportunity to offer additional services and programming.	Traralgon Tennis Association Frankston Centenary Tennis Club
3	Club-Coach	A strong relationship between the coaching business and the club is integral to the success and long-term viability of tennis at the facility. Together coaches and clubs can drive participation and engagement, add value to club members and grow the business. The Club-Coach agreement sets up the framework for the relationship and coaching services (only) for the term of the agreement. It is important not only to set key terms and fees but also manage expectations through clear responsibilities and service requirements of both club and coach – including key performance indicators and objectives. (Note: If additional services are provided beyond or instead of coaching – the model is that of an Operator.)	Sale Tennis Club Hawthorn Tennis Club
4	Club	The Club model is the historical tennis operating model across the sport. It is dependent on volunteers, with a volunteer management committee required to provide community access to the venue and maintain the facility in good repair. All administration and management of the facility is performed by club volunteers. Typically, the landowner is a local or state government body, although a school, university or church may be the accountable authority.	Ouyen Lawn Tennis Club Toolern Vale Tennis Club (Melton Council)
5	Internal/ Agent Managed	Based on the desired community and participation outcomes of the tennis venue, the landowner may manage the facility, without a club or coach involved. The landowner provides community access (usually free or low cost) and manages maintenance and repairs. Typically, this operating model is successful via a booking system and user access procedure.	Princes Gardens Tennis Courts (Stonnington Council) Brooklyn Avenue Tennis Courts (Glen Eira Council)

TENNIS VICTORIA INFRASTRUCTURE FRAMEWORK



FUTURE VISION

Sustainable, accessible tennis venues that drive social, health and economic outcomes while delivering quality services to the community. Investment in tennis delivers more than infrastructure and participation outcomes. It provides lasting, positive impacts on local communities.

A HEALTHIER COMMUNITY THROUGH MORE PARTICIPATION

2029

STRATEGIC OBJECTIVES

Increased social impact through increased visitation to tennis venues.

Increased economic impact through improved event destinations and events.

Improved facility network through greater investment attraction.

Improved player and talent pathways, providing more opportunities for local talent to succeed.

Equitable access for all through improved court access.

ACTIONS – HOW WE WILL ACHIEVE OUR STATEWIDE OBJECTIVES

STATE LEVEL STRATEGY

Identify Tier 2 Performance Hub locations across metropolitan Melbourne and regional Victoria to support a balanced statewide tennis venue network.

Identify Strategic Tier 3 venues/locations of regional significance across Victoria to support Tier 2 Performance Hubs.

Work with targeted partners to develop master plans for Tier 2 and Strategic Tier 3 venues, addressing priority, infrastructure, management, activation, talent pathways, events and financial sustainability.

LOCAL STRATEGY

Engage with and support all Local Government Authorities (LGAs) to undertake an initial TTC framework.

The TTC framework will be delivered on a three-year cycle with all LGAs, with reviews conducted quarterly with all out-of-cycle LGAs to track progress.

Prioritise venue infrastructure, management and programming improvement projects to create a balanced mix and network of tennis venues across all Victorian LGAs.



State *Strategy*

A strong network of Tier 2 Performance Hubs that secure the long-term future of marquee events and the talent development pathway in Victoria.

STATE LEVEL INFRASTRUCTURE PROVISION

Tennis in Victoria is anchored by a single world-class venue, Melbourne Park (Tier 1 – International), the home of both the Australian Open and Tennis Australia.

At present, the state has just one recognised Tier 2 Performance Hub – the Hume Tennis and Community Centre in metropolitan Melbourne. Beyond this, no other venues in Victoria currently meet the full Tier 2 criteria.

Historically, there has been limited incentive for clubs or councils to upgrade facilities to International Tennis Federation (ITF) standards.

However, with other states investing heavily in high-quality venues, Victoria risks falling behind in its ability to host marquee events and may lose competitive opportunities to interstate locations.

In response, **Tennis Victoria has identified a clear need to strengthen the statewide venue network.** This includes advocating for additional Tier 2 Performance Hubs and a complementary network of strategically located Tier 3 venues across both metropolitan and regional areas.

Together, these facilities will underpin talent development, increase hosting capacity for major events, and support long-term community and high-performance outcomes.

This document sets out Tennis Victoria's State Strategy, which prioritises the identification, development/upgrade and investment in Tier 2 Performance Hubs in both regional and metropolitan Victoria.

In parallel, the **Regional Strategy** highlights and prioritises investment opportunities for Strategic Tier 3 venues, ensuring their locations complement Tier 2 hubs and strengthen a balanced, sustainable tennis infrastructure network across the state

For each venue development or enhancement project, Tennis Victoria will focus on continued engagement with the relevant Local Government Authorities, Tennis Australia, State Government and respective tennis clubs to ensure master plans are developed and funding is sourced and committed. Tennis Victoria will also ensure collaboration with Tennis NSW for cross border projects and shared opportunities.

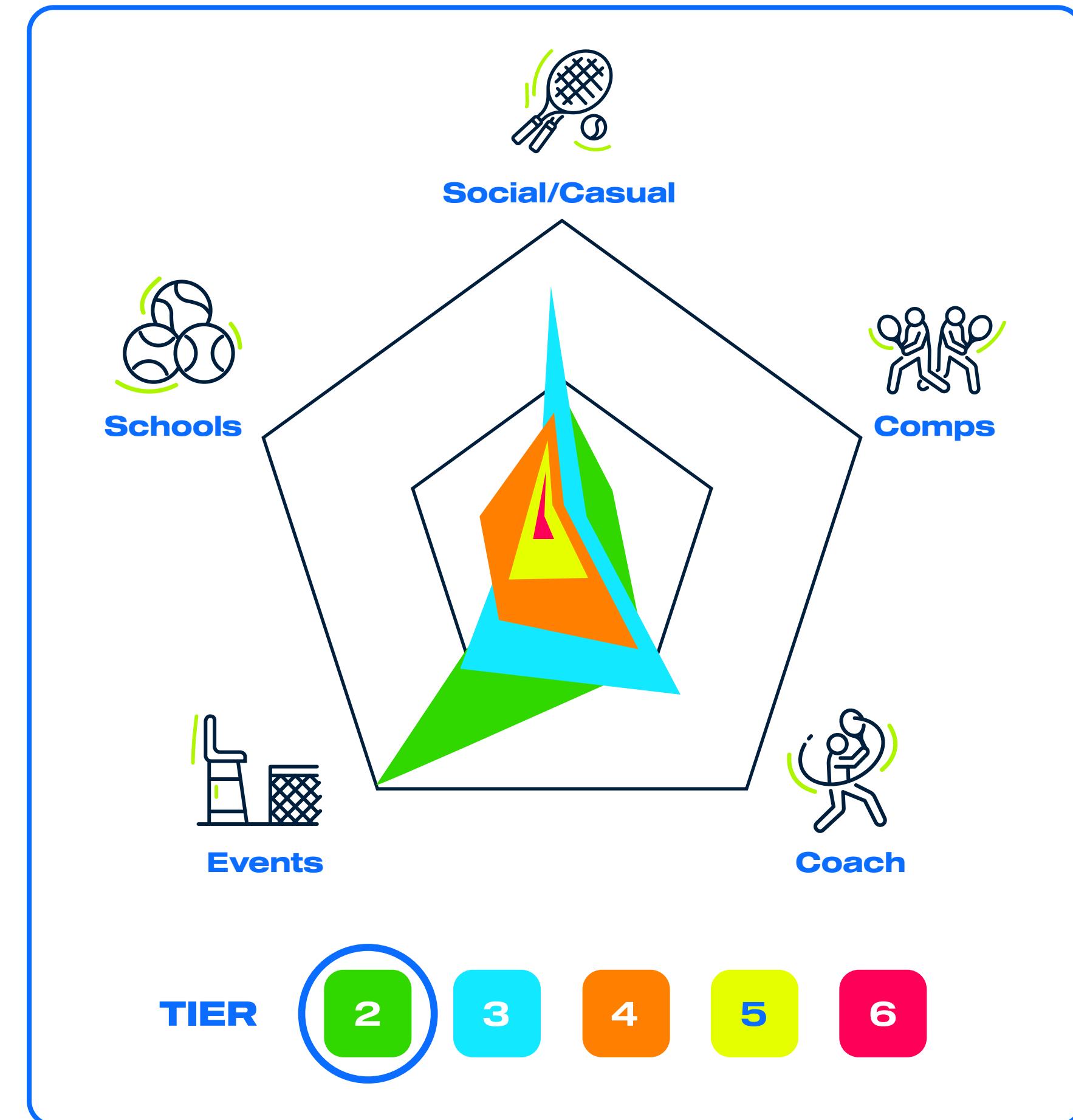
WHAT IS A TIER 2 PERFORMANCE HUB?

Each venue type within the Tennis Venue Hierarchy plays a different role. This diagram shows the 'shape' of participation that each venue type is likely to create, each servicing a different combination of community needs.

The profile of a Tier 2 Performance Hub is a regional tennis venue with ITF professional event hosting capability. It serves as a hub for community through to high level events and competition; provides high quality coaching/ pathways for the local area and region; offers diverse community programming; and is financially sustainable and professionally run.

Tier 2 Performance Hubs provide a comprehensive platform for:

- Driving health and well-being objectives and grassroots participation across all age groups and ability levels.
- Inclusive social engagement through tennis and complementary disciplines.
- Competitive pathways for emerging athletes.
- High-performance athlete development.
- Local and regional economic stimulation through state, national and international event hosting.
- Accessible, quality facilities that contribute to the liveability of regional communities.



WHAT IS A TIER 2 PERFORMANCE HUB?

SUPPORT SERVICES

Tier 2 Performance Hubs have the potential to support a wide range of uses across both tennis and multi-sport facilities, delivering critical infrastructure that benefits communities, sport, health and the broader economy.

Performance Hubs will have greater capacity to drive additional outcomes if co-located with:

- Indoor/outdoor multi-use facilities
- Allied health and fitness services
- Education and training services
- Sport administration services
- Food and beverage opportunities
- Community groups such as arts and childcare etc.

The above options can further increase the business opportunities associated with the venue through increased exposure and foot traffic, leading to improved sustainability, economic and social impacts.

EVENT CONTENT

The event calendar spans multiple levels, from ITF to community. Tier 2 Performance Hubs must be equipped to host Tennis Australia and ITF-endorsed events across all Grand Slam surfaces – hard court, clay and grass.

Victoria typically stages 18-20 such events annually, with each Tier 2 Hub expected to secure a minimum allocation across a three-year cycle to justify venue investment and upgrades.

In parallel, Tennis Victoria delivers 30-40 events annually across all surfaces. Tier 2 venues, supported by Strategic Tier 3 venues, will also be allocated a minimum share of these events over the same cycle.

In addition, the above events are supported by a wide range of community competitions and tournaments for all ages and abilities (a full listing is available on the Tennis Victoria website).



WHAT IS A TIER 2 PERFORMANCE HUB?

KEY VENUE FEATURES

Facility Attributes	
Typical Court Footprint	Minimum eight International Tennis Federation (ITF) approved courts of a Grand Slam surface plus two practice courts. Tier 2 Lite – minimum four ITF courts plus two practice courts of a Grand Slam surface.
Lighting	Minimum 500 LUX average Principal Playing Area (PPA).
Off-Court Facilities	Facilities should include a pro shop, tournament office, universally designed and accessible clubhouse with kitchen and customer seating, as well as player change and shower amenities. Preferred features include expanded tournament office and referee facilities, a larger clubhouse, increased spectator space and dedicated administration offices. Additional permanent or temporary event capacity should allow for extra player and officials' change/shower facilities, a physio and first aid room and flexible spectator viewing options such as small grandstands or temporary seating.
Participation	
Competitive Play	Includes endorsed tournaments plus state, national and ITF Pro-Tour events. Club, Inter-club, Inter-district competition. Can have zone and community level events on blended line courts, with semi-finals onwards recommended to be played on non-blended lines.
Performance Pathway	Zone squads.
Coaching Programs	Full coaching program – Performance to Foundation.
Other Programs (including social and casual court hire)	Local participants – FULL MIX of social tennis, program tennis court hire.
Management Attributes	
Optimal Operating Model	Professional or Operator model.
Venue Sustainability	Highly operational and financially sustainable. Able to generate the funds to cover most, if not all, of the court infrastructure asset renewal or replacement cost over the court asset life PLUS the venue operation and maintenance expenses. May contribute a portion of the forecast non-court and structural asset renewal or replacement cost over the asset life (e.g., building, car park, court substrate et al).

DEMAND AND ACCESSIBILITY ASSESSMENT

Drawing on the research and insights from data modelling conducted in 2024, several key criteria have been established to guide the assessment and identification of optimal locations for Tier 2 Performance Hubs.

1. DEMAND

The successful establishment of a Tier 2 Performance Hub relies on ensuring that its location maximises access, utilisation and long-term participation growth. Demand is shaped not only by current levels of play but also by projected demographic trends and the ability of the hub to service a broad and sustainable catchment.

Population Drivers: Local Government Areas (LGAs) with larger populations present greater opportunities for sustained participation. In metropolitan areas, LGAs with resident populations exceeding 400,000 ranked more highly in demand modelling, while in regional Victoria, those with populations over 200,000 were prioritised.

Growth Projections: Anticipated population growth between 2022 and 2036 was incorporated into demand assessments to provide a forward-looking view of participation needs. This approach ensures that hubs are positioned not just for current demand but also for future growth, enhancing long-term viability.

Participation Base and Latent Demand: Existing levels of tennis participation, combined with identified latent demand within a reasonable drive time catchment, provide critical evidence of the capacity to support both infrastructure investment and high-quality management and operational services.

Community Importance: While population thresholds and participation modelling provide a strong framework for identifying priority locations, it is equally important to recognise the broader value of a site to its regional community.

In some cases, locations may not meet strict population criteria but still hold strategic or cultural significance within their region. Recognising this importance ensures that the network of Tier 2 Performance Hubs not only addresses participation demand but also strengthens community connection, promotes equitable access to high-quality facilities across diverse regions and maximises social impact.

2. ACCESSIBILITY

Accessibility is central to the role of a Tier 2 Performance Hub, which must be capable of attracting and hosting events at international, national and state levels. The hub's success depends on its ability to be easily accessed by players, officials, spectators and event organisers.

Transport Connectivity: An ideal Tier 2 Performance Hub should be located in a major metropolitan city or large regional centre, with direct access to transport networks. Proximity to a commercial airport (ideally within 70km or approximately one hour's drive) is essential for interstate and international participation, ensuring the venue is competitive for event hosting.

Event Network Planning: To ensure geographic balance and prevent duplication of services, regional Tier 2 Performance Hubs should not be located within a two-hour drive of an existing Tier 1 or Tier 2 facility.

This approach ensures that each hub services a distinct catchment area and delivers unique value to its surrounding community and region. Within metropolitan Melbourne, the two Tier 2 facilities are differentiated by surface type.

DEMAND AND ACCESSIBILITY ASSESSMENT

2. ACCESSIBILITY

Community Equity: Tier 2 venues must prioritise accessibility for the entire tennis community, not solely elite competition. Planning should ensure seamless pathways from grassroots to performance-level play, with a strong focus on equitable access for players, schools and community groups across both metropolitan and regional Victoria.

Location decisions should balance event delivery needs with opportunities to strengthen tennis participation and performance development in country areas, ensuring that regional communities are not disadvantaged compared to metropolitan counterparts.

3. EVENTS

A defining feature of a Tier 2 Performance Hub is its capacity to operate as an International Tennis Federation (ITF)-approved venue, capable of hosting international, national and state-level events. To achieve this, the hub must be located in a region with the supporting infrastructure – such as accommodation, transport links and hospitality services – necessary to deliver high-quality events and maximise the associated economic, tourism and community impacts. (Refer to Appendix 3 for a summary of typical annual events.)

Court Surface Diversity: To meet the requirements of the competitive calendar, the Tier 2 Performance Hub network must provide access to a mix of Grand Slam surfaces – natural grass, clay and hard courts.

This ensures that players have opportunities to train and compete on all internationally recognised surfaces, preparing them for progression through the performance pathway. While regional and local-level events can continue to be delivered on other surfaces, the inclusion of these three key surfaces is critical for alignment with international standards.

Player Pathways and Programming: Beyond major events, a Tier 2 Performance Hub must also support the developmental journey of players, providing opportunities across all levels of the pathway – from grassroots to elite. A broad catchment area is therefore essential to attract and sustain a critical mass of participants, supported by high-quality coaching, officiating and management services. This ensures the hub functions as a centre of excellence for player development while also serving as a community access point for participation and engagement.

Integrated Community Benefit: Beyond hosting major tournaments, Tier 2 Performance Hubs should operate as multi-use, community-focused facilities that deliver year-round programming.

This can encompass school tennis, community events, coaching academies, inclusion programs and opportunities for social play. By catering to both elite performance pathways and grassroots participation, the hub model not only maximises utilisation and strengthens financial sustainability but also enhances its role as a vital contributor to local and regional tennis ecosystems.

TA and ITF events are often shared across Tier 2 level venues nationally, within a competitive event acquisition environment. It is currently considered over-capitalisation in the Tier 2 venue network to have more than six across Victoria.

4. LOCAL GOVERNMENT SUPPORT

Local government support is critical in determining the most suitable locations for Tier 2 tennis facilities, as councils play a central role in land use planning, community sport infrastructure investment and long-term facility management.

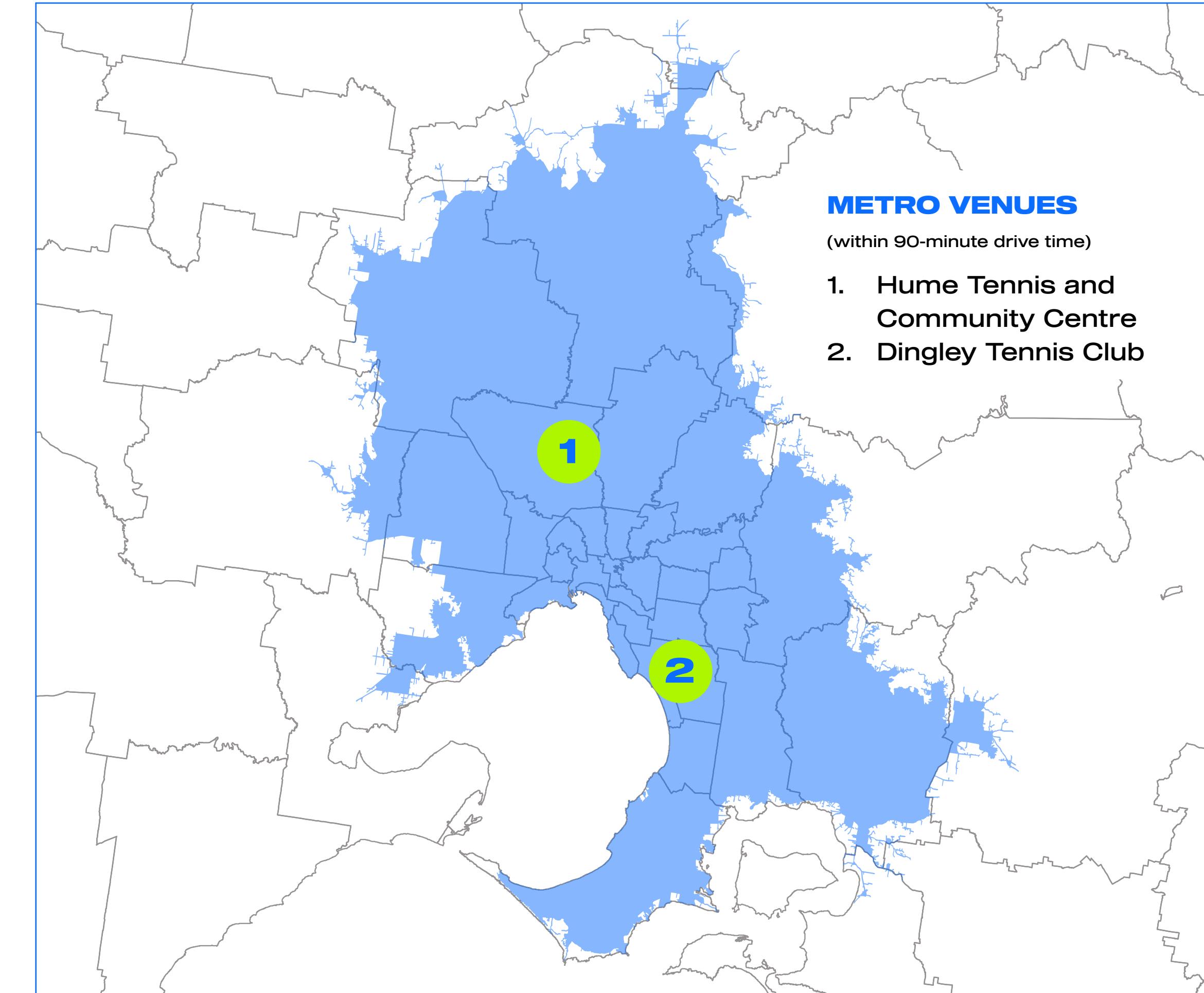
Their alignment with the strategy ensures that proposed sites are consistent with broader municipal priorities such as population growth, urban development, health and well-being, and active community participation.

TIER 2 PERFORMANCE HUB PRIORITY LOCATIONS - METROPOLITAN MELBOURNE

Analysis of the optimal location assessment criteria identified the **Hume Tennis and Community Centre (existing Tier 2, northwest Melbourne)** and the **southeast region** as the two preferred Tier 2 Performance Hub locations in metropolitan Melbourne.

Drive time analysis shows that the two existing Tier 2 Performance Hubs provide extensive coverage across metropolitan Melbourne, with the vast majority of greater Melbourne accessible within a 60-minute drive. Most other high-demand LGAs are concentrated in the northwest, supported by the Hume Tennis and Community Centre.

The City of Casey remains under observation as a potential growth area, with scope for a third Tier 2 venue in the longer term. For the southeast, Dingley Tennis Club offers a strong opportunity to serve as a Tier 2 venue, given its available land, proximity to major transport routes and existing clay court surface.



TIER 2 PERFORMANCE HUB PRIORITY LOCATIONS - METROPOLITAN MELBOURNE

1 HUME TENNIS AND COMMUNITY CENTRE



Location: Hume City Council

Surface: **Hardcourt**

Opportunity: Serves as the only Tier 2 Performance Hub in Victoria, providing a unique opportunity to strengthen player development pathways and community access.

Partnership: Tennis Victoria will monitor participation and performance outcomes and work collaboratively with Council and the facility operator to identify future upgrade and renewal requirements.

Delivery: Support the planned upgrade of the court lighting system to energy-efficient LED across all courts.

2 DINGLEY TENNIS CLUB



Location: City of Kingston

Surface: **Clay**

Opportunity: A venue with significant space and potential to be developed into a fully functional Tier 2 facility, strengthening both community and performance outcomes.

Partnership: Engage with Council to establish and confirm appetite for supporting the development of a Tier 2 venue.

Delivery: Develop a comprehensive Site Improvement Plan in collaboration with Council and Dingley Tennis Club.

TIER 2 PERFORMANCE HUB PRIORITY LOCATIONS - COUNTRY VICTORIA

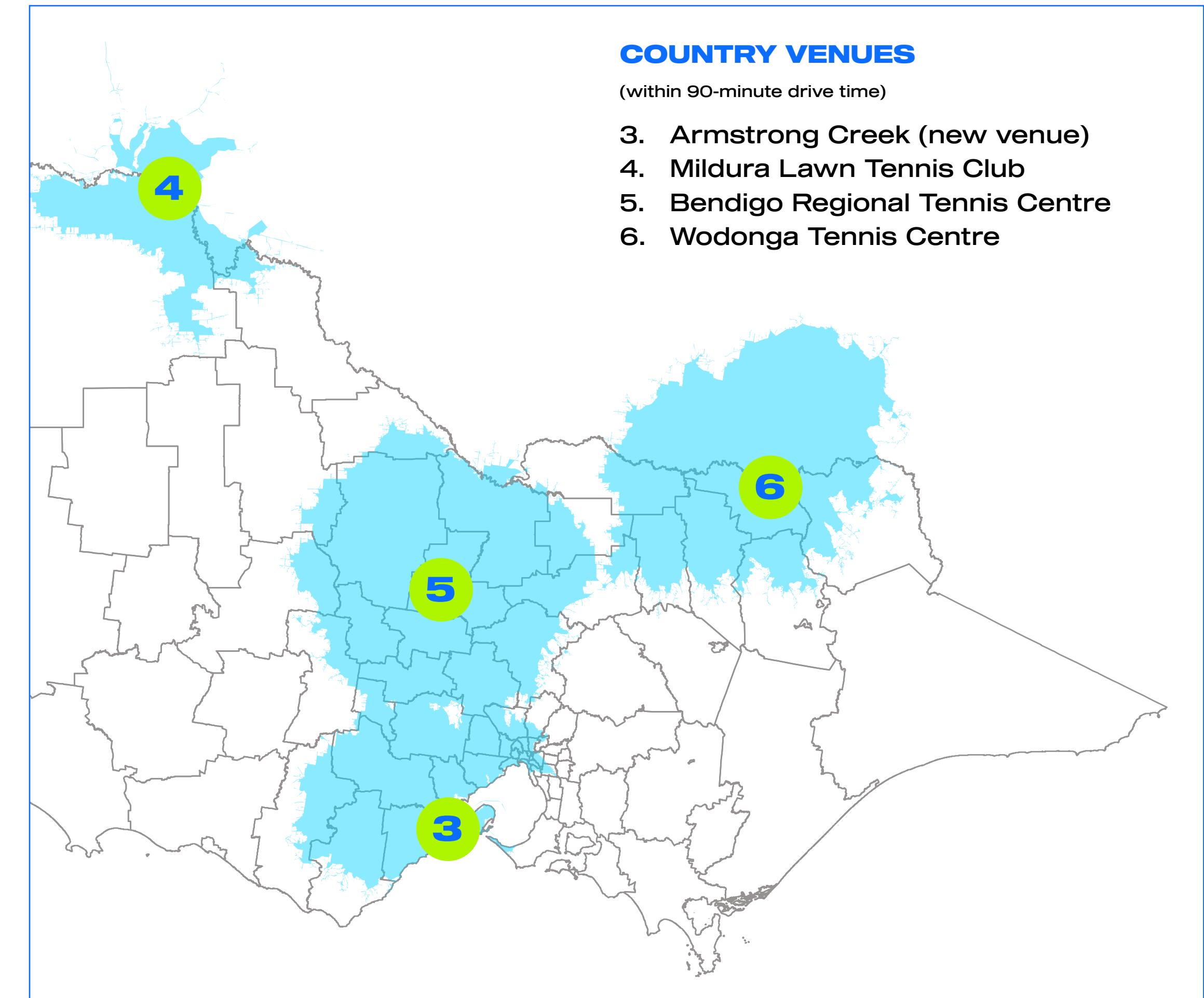
Analysis of the optimal location assessment criteria identified **Mildura, Bendigo, Wodonga and the City of Greater Geelong** as the preferred Tier 2 Performance Hub locations in country Victoria.

Country Victorian preferred locations have been selected to ensure there is a wide distribution of venues to service all areas of country Victoria, within a 90-minute drive time. Care has been taken to not overlap venue catchments with Tier 2 venues located in metropolitan Melbourne.

Where gaps exist in the Tier 2 catchments, a network of Strategic Tier 3 venues has been recommended later in this report to support the proposed Tier 2 network.

Suitable venues exist in Wodonga, Bendigo and Mildura and this infrastructure can be upgraded and optimised. As noted in the **Barwon Tennis Strategy** there is a significant gap in tennis infrastructure in the fastest growing area within the Barwon (G21) region around Armstrong Creek.

The lack of larger venues that typically provide a range of services, coupled with the significant growth in population and demand to play tennis means there is a strong business case for at least one significant venue to service future demand across the Greater Geelong region.



TIER 2 PERFORMANCE HUB PRIORITY LOCATIONS - COUNTRY VICTORIA

Analysis of the optimal location assessment criteria identified the following priority locations for Tier 2 Performance Hubs in country Victoria.

3

ARMSTRONG CREEK (NEW VENUE)



Location: City of Greater Geelong

Surface: **Hardcourt**

Opportunity: The Armstrong Creek region is identified in the **Barwon (G21 Tennis Strategy)** as a priority site for a performance venue. The original Precinct Structure Plan outlined provision for two 18-court facilities, highlighting the importance of ensuring tennis is embedded in future planning.

Partnership: Tennis Victoria to work closely with Council to secure inclusion of a Tier 2 Performance Hub within the Armstrong Creek precinct, ensuring tennis is positioned as a major partner in the planning and design process.

Delivery: Identification of site, master plan and preliminary construction of Tier 2 venue.

4

MILDURA LAWN TENNIS CLUB



Location: Mildura Rural City Council

Surface: **Natural Grass**

Opportunity: A strong case for a Tier 2 venue has been established through the Tennis in Sunraysia report, presented to Council in 2023-24, to support and strengthen the surrounding tennis ecosystem.

Partnership: Tennis Victoria to work in partnership with Council and Mildura Lawn Tennis Club to progress planning and confirm strategic alignment with regional priorities.

Delivery: Development of a comprehensive master plan in collaboration with Council and the Mildura Lawn Tennis Club.

TIER 2 PERFORMANCE HUB PRIORITY LOCATIONS - COUNTRY VICTORIA

Analysis of the optimal location assessment criteria identified the following priority locations for Tier 2 Performance Hubs in country Victoria.

5

BENDIGO REGIONAL TENNIS CENTRE



Location: City of Greater Bendigo

Surface: **Hardcourt**

Opportunity: Conduct a comprehensive venue master plan review to optimise outcomes for the existing facilities and operations, including a change in management model.

Partnership: Tennis Victoria to collaborate closely with Council and the Bendigo Tennis Association.

Delivery: Completion of the TTC framework.

Support the transition to a professional/operator management model.

6

WODONGA TENNIS CENTRE



Location: Wodonga City Council

Surface: **Natural Grass**

Opportunity: Tennis NSW has identified Albury as a potential Tier 2 hardcourt venue. Further investigation and collaboration with Tennis NSW is required to confirm the optimal location and outcomes.

Partnership: Tennis Victoria to collaborate closely with Albury and Wodonga Councils and Tennis NSW.

Delivery: Development of a Tennis Strategy for the Albury Wodonga region.



Regional *Strategy*

A well-established network of Strategic Tier 3 venues that underpin Tier 2 Performance Hubs and deliver regionally significant programs and activities within their communities.

WHAT IS A TIER 3 VENUE?

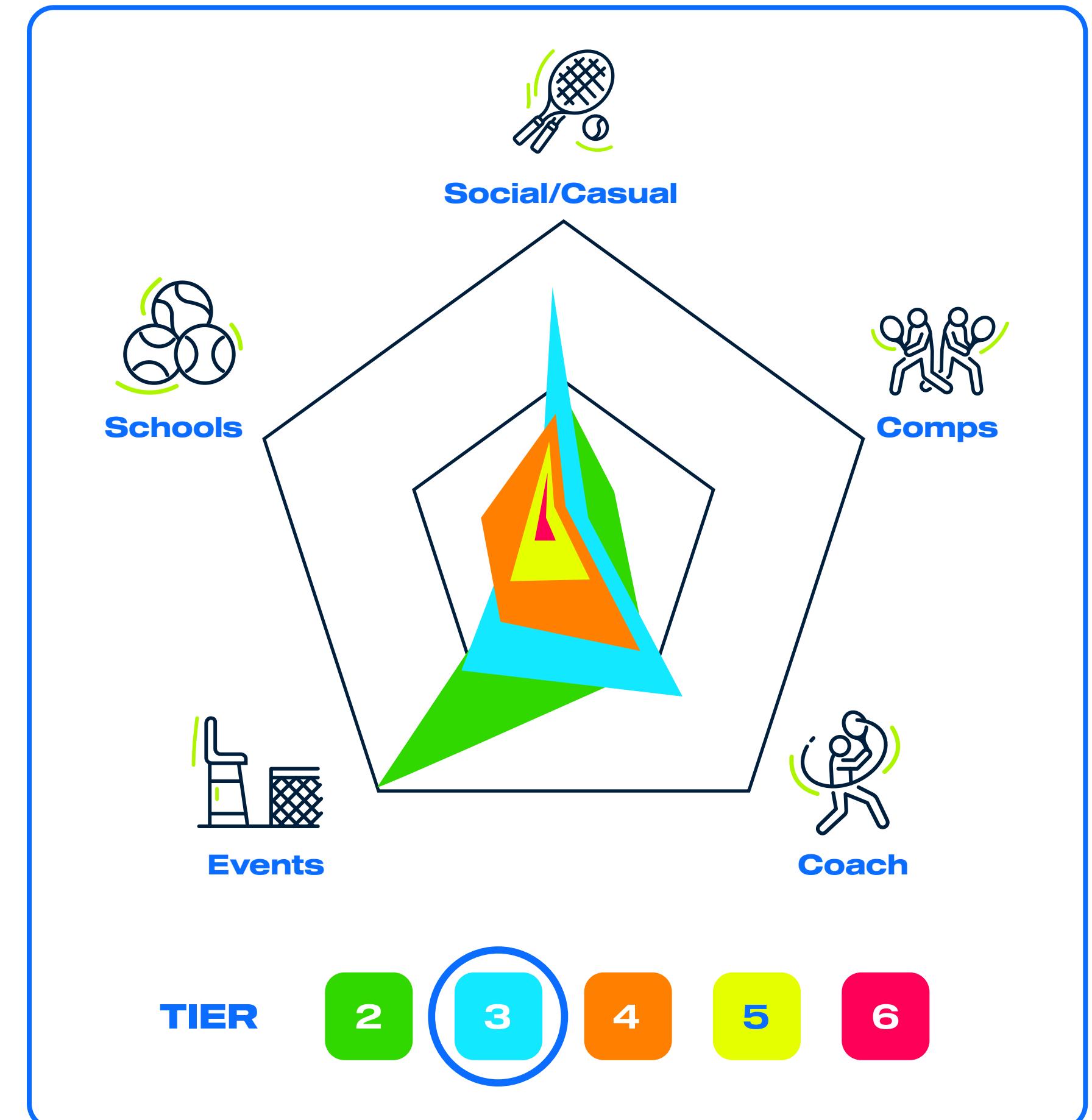
Each venue type within the Tennis Venue Hierarchy plays a different role. This diagram shows the 'shape' of participation that each venue type is likely to create, each servicing a different combination of community needs.

The Tennis Facility Hierarchy classifies a **Tier 3 – Premier Community Venue** as a competition facility that primarily supports club to inter-district level competition, as well as lower-tier state-level events.

A fully functioning Tier 3 venue is also required to serve its local catchment by offering a comprehensive mix of recreational play, competition, coaching and community programming.

Within the framework of state level planning, **Strategic Tier 3 venues** function as supporting facilities to Tier 2 Performance Hubs, with the capability to host select Tennis Australia and ITF event content.

These venues may possess a combination of Tier 2 and Tier 3 characteristics, hold significance within their regional tennis ecosystem, and contribute to the delivery of the broader Victorian event calendar.



WHAT IS A TIER 3 PREMIER COMMUNITY VENUE?

KEY VENUE FEATURES

Facility Attributes

Typical Court Footprint Typically consists of 10 to 16 competition level courts (may be more) of the same surface type.

Lighting Minimum 350 LUX average Principal Playing Area (PPA).

Off-Court Facilities Facilities should include a pro shop, tournament office capacity, universally designed and accessible facility, kitchen area, customer seating in clubhouse and preferably larger event capacity (tournament office/referee facilities), larger clubhouse and player change/shower facilities and space for spectators.

Participation

Competitive Play Includes endorsed tournaments.
Club, Inter-club, Inter-district competition.
Can have zone and community level events on blended line courts, with semi-finals onwards recommended to be played on non-blended lines.

Performance Pathway Zone squads.

Coaching Programs Full coaching program – Performance to Foundation.

Other Programs (including social and casual court hire) Local participants – FULL MIX of social tennis, program tennis court hire.

Management Attributes

Optimal Operating Model Professional or Operator model.

Venue Sustainability Highly operational and financially sustainable. Able to generate the funds to cover most, if not all, of the court infrastructure asset renewal or replacement cost over the court asset life PLUS the venue operation and maintenance expenses.

STRATEGIC TIER 3 LOCATIONS

The network of Tier 2 Performance Hubs and Strategic Tier 3 venues must collectively support the delivery of Tennis Victoria events across all Grand Slam surface types – hard court, clay and natural grass. Victoria hosts an average of 40 events of this calibre each year.

EVENT SUPPORT

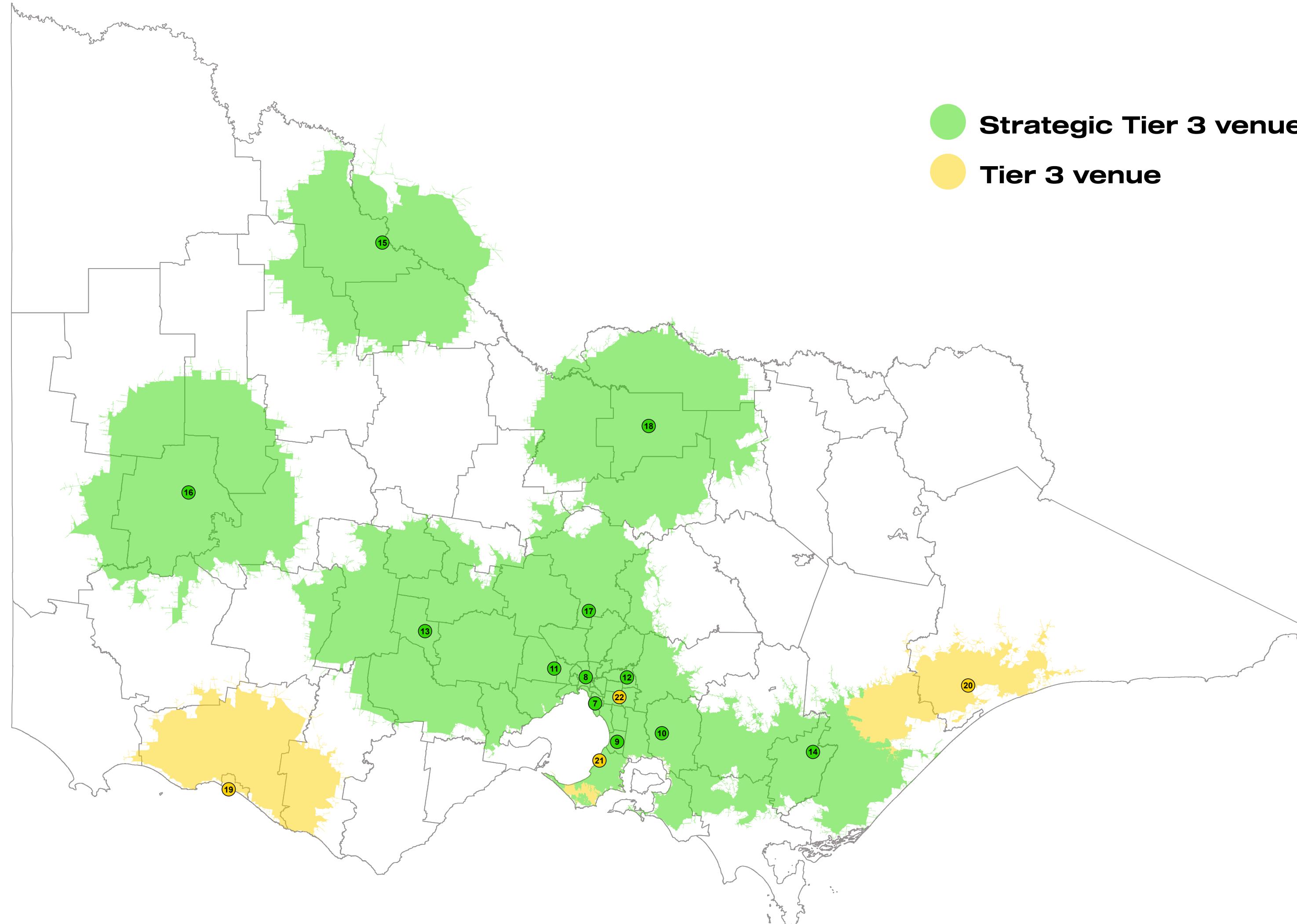
Strategic Tier 3 venues play a critical role in ensuring balanced geographic distribution and equitable access to major events across the State, reducing reliance on the six Tier 2 Performance Hubs. Ideally, these venues will meet all or part of the ITF court size requirements and incorporate selected attributes consistent with Tier 2 facilities.

To justify investment in upgrades and development, each Strategic Tier 3 venue should have access to a sufficient number of annual events. While other venues may be engaged periodically to accommodate the broader event calendar, the 12 identified Strategic Tier 3 venues represent the priority focus for future investment.

In addition, venues in **Warrnambool, Bairnsdale, Glen Waverley and Mornington**, while not designated as Strategic Tier 3 event venues, remain highly significant within their catchments. These facilities are considered essential to supporting competition pathways and grassroots participation within their regions.



STRATEGIC TIER 3 VENUE CATCHMENT



VENUES

(within 60-minute drive time)

- 7. Dendy Park Tennis Club
- 8. Royal Park Tennis Club
- 9. Frankston Centenary Tennis Club
- 10. Pakenham Regional Tennis Centre
- 11. Caroline Springs Tennis Centre
- 12. Quambee Reserve, Parkwood
- 13. Ballarat Regional Tennis Centre
- 14. Traralgon Tennis Centre
- 15. Swan Hill Tennis Club
- 16. Haven Tennis Club
- 17. Wallan Sporting Precinct
- 18. Shepparton Lawn Tennis Club
- 19. Warrnambool Lawn Tennis Club*
- 20. Bairnsdale Tennis Club*
- 21. Mornington Tennis Club*
- 22. Monash Tennis Hub*

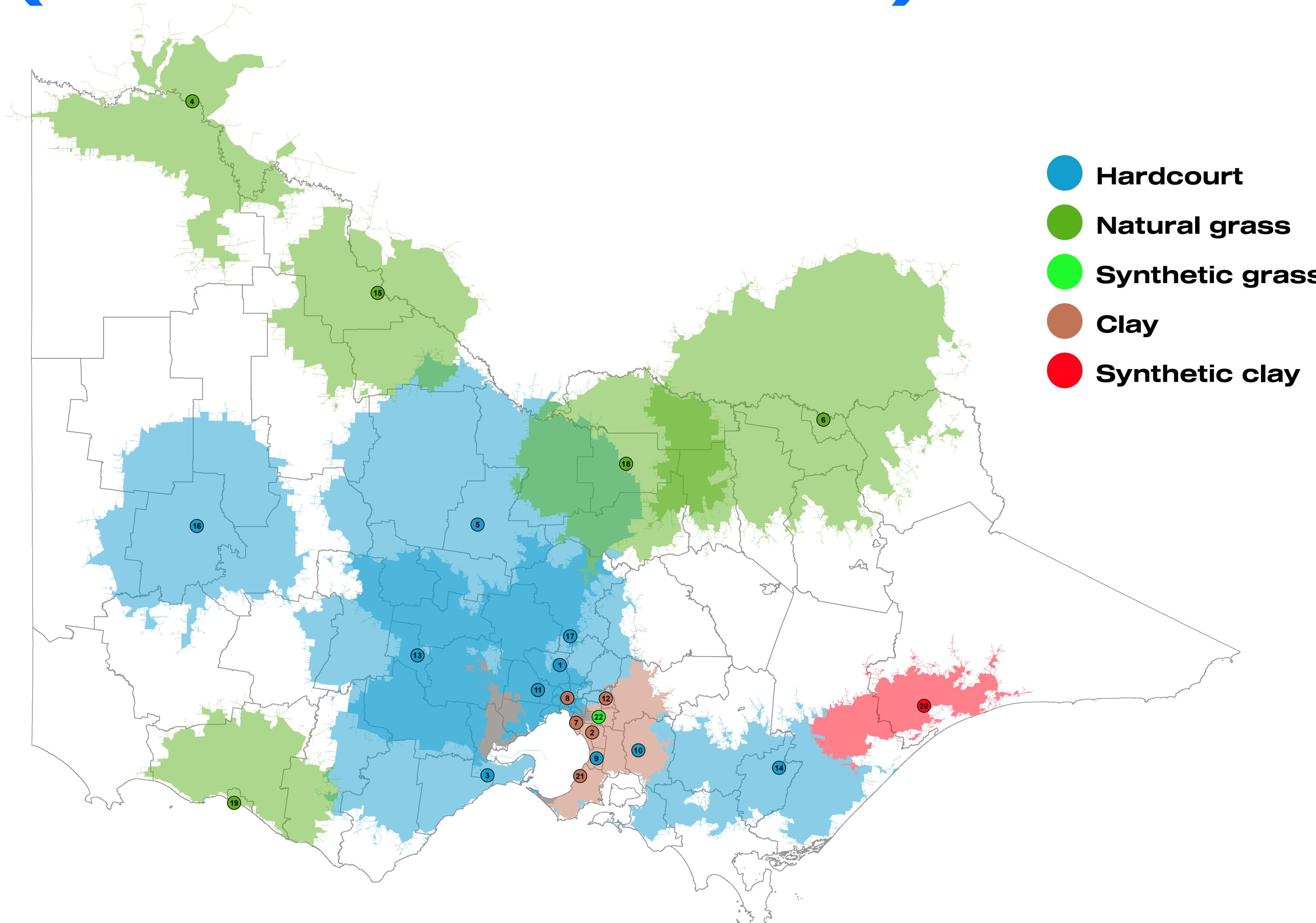
*Note: Other venues in Warrnambool, Bairnsdale, Glen Waverley and Mornington – whilst not identified as Strategic Tier 3 facilities for events, have been noted as significant venues for their particular catchment. They are also considered critical for supporting the opportunities they provide in competition and grassroots participation.

STRATEGIC TIER 3 LOCATIONS



METRO VENUES	7. DENDY PARK TENNIS CLUB	8. ROYAL PARK TENNIS CLUB	9. FRANKSTON CENTENARY TENNIS CLUB	10. PAKENHAM REGIONAL TENNIS CLUB	11. CAROLINE SPRINGS TENNIS CLUB	12. QUAMBEE RESERVE, PARKWOOD
	Bayside City Council	City of Melbourne	Frankston City Council	Cardinia Shire Council	City of Melton	Maroondah City Council
Clay courts	Clay courts	Hard courts	Hard courts	Hard courts	Proposed clay courts	
	Status – upgrade commitment from Tennis Australia and Royal South Yarra LTC as lessee and operator.	Status – no current plans, TTC to be conducted late 2025.	Status – new build 2023.	Status – no current plans, TTC to be conducted late 2025.	Status – Council has identified Caroline Springs TC as its regional tennis facility.	Status – planning and design stage – includes two club merger and new build.
COUNTRY VENUES	13. BALLARAT REGIONAL TENNIS CLUB	14. TRARALGON TENNIS CLUB	15. SWAN HILL LAWN TENNIS CLUB	16. HAVEN RECREATION RESERVE	17. WALLAN	18. SHEPPARTON LAWN TENNIS CLUB
	City of Ballarat	Latrobe City Council	Swan Hill Rural City Council	Horsham Rural City Council	Mitchell Shire Council	City of Greater Shepparton
Hard courts	Hard courts	Grass courts	Hard courts	Proposed hard courts	Grass courts	
	Status – on court facilities upgrade completed 2024. Pavilion redevelopment in future Council Capital Works pipeline.	Status – courts resurfaced 2025. Seeking funding for a significant pavilion upgrade.	Status – Council has committed to a planning strategy for the multi-sport reserve, includes shared use pavilion.	Status – Wimmera Sport Precincts Project 2023 identified Haven TC as the regional tennis venue. Stage 1 redevelopment plans currently in design phase – shared pavilion.	Status – potential relocation of Wallan TC to new Wallan Sporting Precinct. Early planning stage.	Status – Council has committed to working with Tennis Victoria to develop a network plan that supports future investment in tennis in Greater Shepparton.

CATCHMENT ACROSS THE STATE (BY COURT SURFACE)



ALL T2 AND T3 VENUES

(colour coded by court surface type)

1. Hume Tennis and Community Centre
2. Dingley Tennis Club
3. Armstrong Creek
4. Mildura Lawn Tennis Club
5. Bendigo Regional Tennis Centre
6. Wodonga Tennis Centre
7. Dendy Park Tennis Club
8. Royal Park Tennis Club
9. Frankston Centenary Tennis Club
10. Pakenham Regional Tennis Centre
11. Caroline Springs Tennis Centre
12. Quambie Reserve, Parkwood
13. Ballarat Regional Tennis Centre
14. Traralgon Tennis Centre
15. Swan Hill Tennis Club
16. Haven Tennis Club
17. Wallan Sporting Precinct
18. Shepparton Lawn Tennis Club
19. Warrnambool Lawn Tennis Club*
20. Bairnsdale Tennis Club*
21. Mornington Tennis Club*
22. Monash Tennis Hub*

*Note: Other venues in Warrnambool, Bairnsdale, Glen Waverley and Mornington – whilst not identified as Strategic Tier 3 facilities for events, have been noted as significant venues for their particular catchment. They are also considered critical for supporting the opportunities they provide in competition and grassroots participation.



Local *Strategy*

Sustainable, accessible tennis venues that
deliver social, health and economic outcomes.

LOCAL STRATEGY

Achieving our vision of sustainable, accessible tennis venues that deliver social, health and economic outcomes relies on strong community and industry partnerships, supported by robust data to inform decision-making.

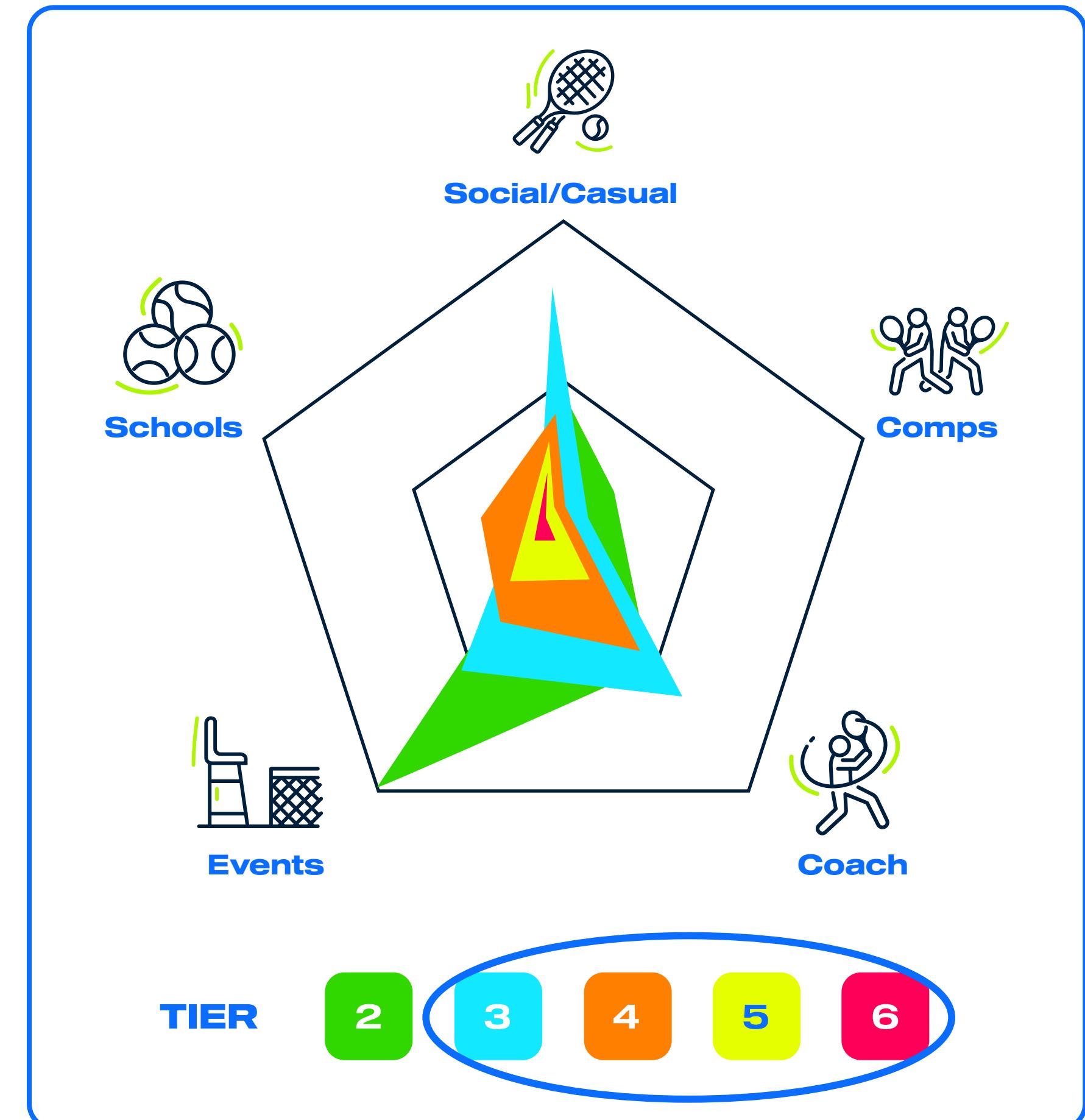
Tennis Victoria's local infrastructure strategy centres on leveraging our business tools and the expertise of our Venue Health Team to support Tier 3-6 clubs, associations and local government authorities across Victoria.

Tier 3-6 venues form the bulk of facilities across Victoria and primarily focus on serving the needs of local communities.

Our focus in each LGA is to help shape a balanced and strategically aligned network of tennis venues that serve both local and regional needs, while contributing positively to neighbouring communities.

This involves aligning facilities with the Tennis Facility Hierarchy to maximise participation, diversify programs and coaching services, deliver local competitions and events, and ensure long-term venue sustainability.

To enable local success and strengthen partnerships between tennis and government, Tennis Victoria implement this strategy through the **TTC framework**.



LOCAL STRATEGY

Tennis Victoria's TTC framework is a strategic, data-informed approach to building vibrant, inclusive and sustainable tennis ecosystems across Victoria. At its core, TTC is powered by venue data, local insights, and collaborative engagement with Local Government Areas (LGAs), clubs, coaches and communities.

TTC provides a holistic view of tennis health across a region – focusing on visitations rather than memberships, understanding how venues interact within a network and incorporating independent demographic data specific to each LGA.

This enables Tennis Victoria to identify gaps and opportunities in local and regional venue networks, and to work hand-in-hand with councils and clubs to co-design tailored, actionable strategies.

A key strength of TTC is its community-first approach. Engagement is not a one-off event – it's embedded throughout the process. Following the TTC Health Tool assessment, Tennis Victoria partners closely with LGAs and clubs to co-develop localised action plans that reflect shared priorities and community aspirations. These plans align strategic goals

across stakeholders and are designed to be safe, inclusive, sustainable and playful.

To ensure continuous improvement and relevance, Tennis Victoria has committed to engaging all 79 Victorian LGAs in TTC, supported by a robust three-year evaluation cycle and quarterly reviews. This structure allows for the regular re-establishment of local priorities and ensures that TTC remains responsive to evolving community needs.

The outcomes of TTC support LGAs with budget planning for facility upgrades, by aligning a prioritised project pipeline based on data and insights.

Simultaneously, Tennis Victoria works directly with clubs to strengthen club planning and operational management, focusing on practical, achievable steps that drive long-term success. Ultimately, TTC is more than a framework – it's a partnership model that transforms data and insights into meaningful local action. Through ongoing engagement and collaboration, TTC empowers communities to build Thriving Local Tennis Communities across Victoria.



THRIVING TENNIS COMMUNITIES

IMPLEMENTATION

Tennis Victoria's goal is to ensure all 79 Victorian LGAs are engaged in the TTC framework, with three-year evaluation cycles and quarterly reviews in place to ensure ongoing growth and improvement, and regular re-establishment of local priorities.

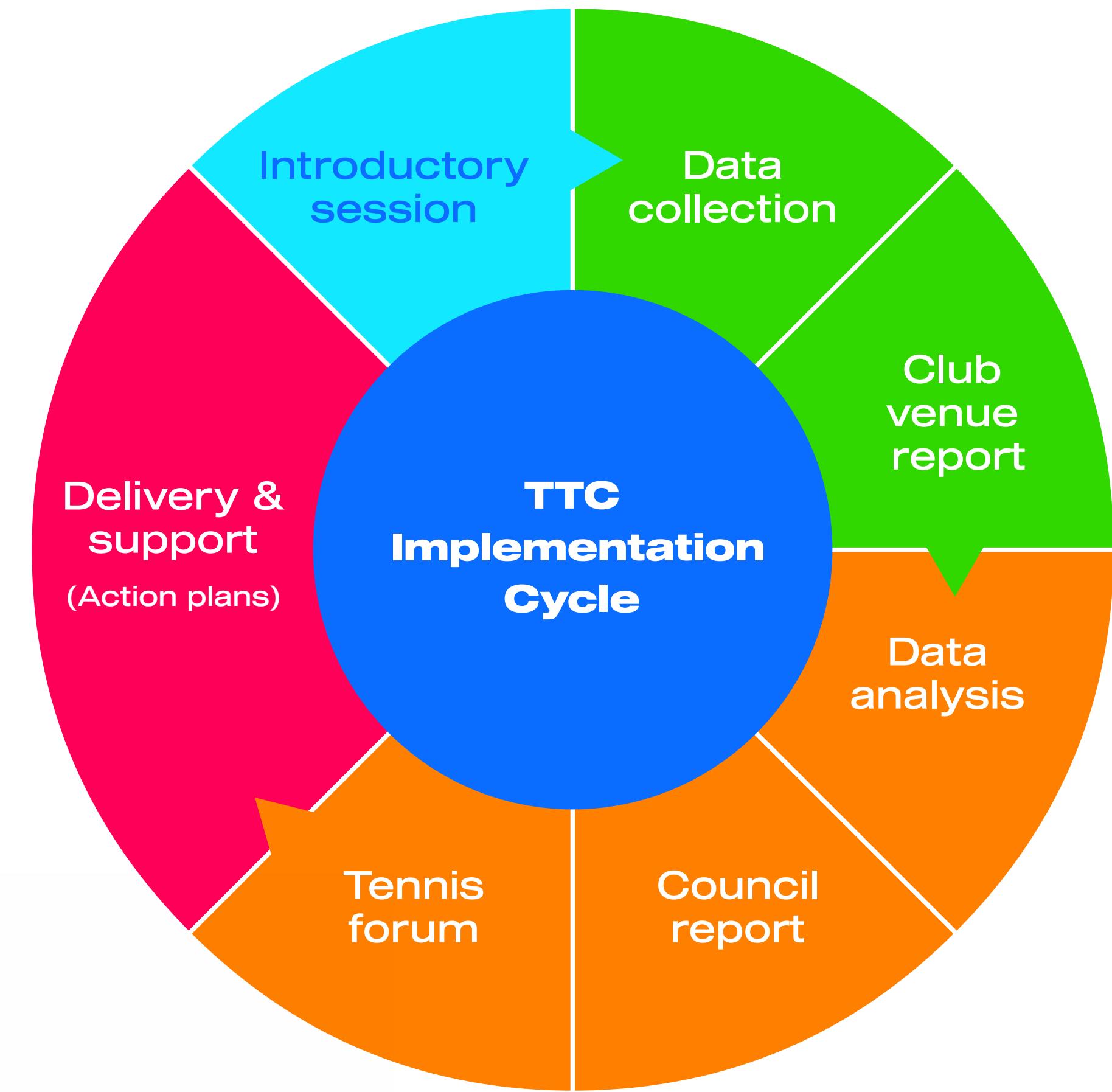
TTC utilises venue data, insights from local communities and alignment of strategic priorities to tailor localised action plans for all stakeholders to collectively implement, in order to achieve a safe, inclusive, sustainable and playful local tennis community.

TTC provides a view of the health of tennis holistically across a region – it looks at visitations, not memberships; considers how venues interact in a network; and includes independent demographic information specific to each LGA.

Tennis Victoria uses TTC to identify gaps in a local and regional venue network and collaborates with councils on opportunities and recommendations based on data and insights across a three-year implementation cycle.

The outcomes support LGAs with budget planning for facilities upgrades by aligning a prioritised project pipeline. Tennis Victoria also works individually with clubs to identify opportunities for stronger club planning and operational management, with a focus on actionable steps.

These steps and actions lead to Thriving Local Tennis Communities.



OUR ROLE IN IMPROVING TENNIS INFRASTRUCTURE

Tennis Victoria has a Venue Health Team that can provide strategic advice and support to guide clubs, associations and government entities in planning tennis facilities.

Recognising the pivotal role of government in delivering play opportunities and managing community assets, Tennis Victoria collaborates closely with key stakeholders to ensure optimal outcomes. Tennis Victoria also assists with aligning local government facility development proposals with our Infrastructure Framework.

As a trusted partner of government, landowners and land managers, Tennis Victoria will drive:

- Partnerships for network and investment planning.
- Support for the development and/or redevelopment of tennis facilities.
- Development of local tennis strategies and venue master plans.
- The establishment of venue leasing and management models for mutually beneficial outcomes.

Tennis Victoria recognises that building great facilities is only a part of the key to success for clubs and associations to thrive and achieve long-term sustainability.

Our Venue Health Team is a driving force behind the “big picture” planning for tennis in Victoria. Their role includes Data and Insights; Trends and Resourcing; Network Planning; Infrastructure Planning; Strategic Planning; Advocacy and Funding.



OUR ROLE IN IMPROVING TENNIS INFRASTRUCTURE

PLANNING TOOLS

THRIVING TENNIS COMMUNITIES

TTC is an approach by Tennis Victoria to better understand clubs and their local communities both individually and across a local government area. It uses a framework that addresses the specific needs of a club, relative to eight key characteristics considered necessary for a club to thrive and be sustainable.

HEALTH INDICATOR OF TENNIS (HIT) TOOL

The HIT tool involves data gathering and summarises the overall health of a venue based on three key pillars – participation, facility renewal and financial sustainability. This can be presented at a venue level as well as aggregated up to provide a dashboard snapshot of the health of tennis across a local government area or region.

TENNIS VENUE HIERARCHY

Understanding the Tennis Venue Hierarchy is important to the balanced provision of tennis infrastructure, programs and services. In any given geographical area, a variety of venue types are required to deliver on the different consumer needs that exist when it comes to sport. The Hierarchy details the typology of tennis venues and the expectations that can be set around each tier.

ADVANCED DEMOGRAPHIC DATA

Through Gap Maps and our partnership with Kinetica, we have access to data visualisation, hot spotting, drive time, current and latent demand analysis. This data can be shared for project and strategy development purposes with our project partners.

AIRTABLE AND POWER BI

Airtable is our central repository for data gathering, dashboard representation and monitoring of activity. Power Bi enables gathered data to be systematically collated, analysed and visually presented at a venue, local government area or state level.

PROJECT PIPELINE

Tennis Victoria has a Project Pipeline linked to the TTC framework. Infrastructure projects are identified and prioritised through the TTC process and entered into the Pipeline. Tennis Victoria partners with LGAs and State Government to advocate for funding based on this list. Clubs should engage with TV, LGA and the TTC process to ensure their projects are captured and supported.

TV TECHNICAL ADVISORY PARTNERS

Tennis Victoria's **Technical Advisory Service** provides clubs and councils with expert support in facility planning, design and project management, ensuring alignment with industry best practice. Services include independent audits, redevelopment advice, engineering design, cost estimates for funding applications, detailed specifications for courts and lighting, tender evaluations, and full project management for new facility construction.

OUTCOMES AND IMPACTS COUNCIL



SUCCESS STORY: MELTON TENNIS STRATEGY

A recent standout example of the TTC program in action is the journey of Melton City Council. In 2023, Melton participated in the TTC framework with Tennis Victoria, receiving detailed data and insights across eight venues and more than 50 courts.

This foundational work directly informed the City of Melton's decision to undertake a comprehensive, independent review of tennis provision and planning in 2024, leading to the development of a dedicated tennis strategy. As a result, over \$10 million will be invested in tennis infrastructure in FY 25/26, with further investment planned in the following year.

SUCCESS STORY: REGIONAL STRATEGY

Tennis data and insights from the TTC framework informed the MERSRS (Melbourne East Regional Sport and Recreation Strategy) 2022-2032 – a regional planning approach that supports the development of current and new sport and recreation infrastructure for the Melbourne East Region for the next 10 to 20 years.

This MERSRS includes priorities for tennis in Boroondara, Monash, Maroondah, Whitehorse, Manningham, Knox and Yarra Ranges.

SUCCESS STORY: TENNIS IN SUNRAYSIA REPORT

Utilising insights from the TTC framework, consultants in collaboration with Tennis Victoria and Mildura Rural City Council developed the Tennis in Sunraysia report.

The report aims to support collaboration between local government and the tennis community to ensure that the tennis community's needs are met with quality tennis facilities and services. In some cases, it highlights the need for less infrastructure, whilst ensuring that facilities meet the expectations for a broad range of tennis participation into the future.

This report bases planning on a drive time catchment for each tennis venue, factoring in the population supporting each venue, the current playing population and the population that does not currently play tennis, but has an active interest in it.

SUCCESS STORY: BOROONDARA COUNCIL TTC

Involvement with Tennis Victoria's TTC framework enabled Council to have a deeper understanding of the needs of their local clubs.

Through data driven insights, the overall health of tennis increased 22% across three years, showing how targeted recommendations through the TTC project is driving sustainable change at a local level.



[Click to view](#)

OUTCOMES AND IMPACTS

CLUB

SUCCESS STORY: LEOPOLD TENNIS CLUB TTC

Involvement with the TTC framework gave Leopold Tennis Club the data and insights necessary to support their infrastructure advocacy with Council as well as defining key goals for the club and its future strategy.



[Click to view](#)

SUCCESS STORY: MOYHU TENNIS CLUB

Moyhu Tennis Club in the Rural City of Wangaratta has two failing asphalt courts and approached Tennis Victoria for assistance in planning their renewal.

Tennis Victoria, through its Technical Services Program, supported the club in engaging 2MH Consulting to complete a site survey and concept design for new courts at the club's current location.

The club was then able to use the concept design to successfully apply for Tiny Towns grant funding to undertake detailed design work for a new four court facility.

SUCCESS STORY: RHYLL TENNIS CLUB ACTION PLAN

Before joining the Bass Coast TTC framework, Rhyll Tennis Club had minimal engagement with Tennis Victoria, a membership base of just 10 people and very limited club activity.

In mid-2024, the club completed the HIT assessment, which revealed several significant challenges. Faced with the findings, the club seriously considered its future, including the possibility of dissolving and returning the courts to the Recreation Reserve for management.

However, the club chose to pursue revitalisation and identified the need to differentiate itself from nearby clubs, such as Phillip Island Tennis Club and Westernport Tennis Club. With hard courts in place, they saw an opportunity to introduce pickleball as a unique offering.

In January 2025, Tennis Victoria collaborated with the club to develop a comprehensive Action Plan, outlining clear goals and practical steps to guide their progress. Within just six months, the club has more than tripled its membership, launched a new website, installed a secure igloohome lock system, and is now experiencing significant growth and renewed community engagement.



Strengthening our *Tennis Network*

How tennis engages with key partners to support initiatives and improve broad tennis outcomes.

LIGHTING UP VICTORIAN TENNIS

As part of its climate adaptation strategy, Tennis Victoria acknowledges the growing shift towards evening play, driven by rising temperatures and changing lifestyle preferences.

With hotter days becoming increasingly common due to climate change, evening sessions provide a cooler, safer alternative, reducing the risks of heat-related health issues and sun exposure.

Night tennis is also gaining popularity for its compatibility with busy schedules and its unique appeal, offering illuminated courts, a vibrant atmosphere and the enjoyment of playing under the stars.

This shift reflects both a practical response to climate impacts and a cultural trend towards more flexible engagement with the sport. However, progress is hindered by the prevalence of outdated, inefficient and high-emission lighting systems, particularly in regional areas.

Currently, over 900 courts across Victoria face declining participation due to inadequate lighting and substandard playing conditions.

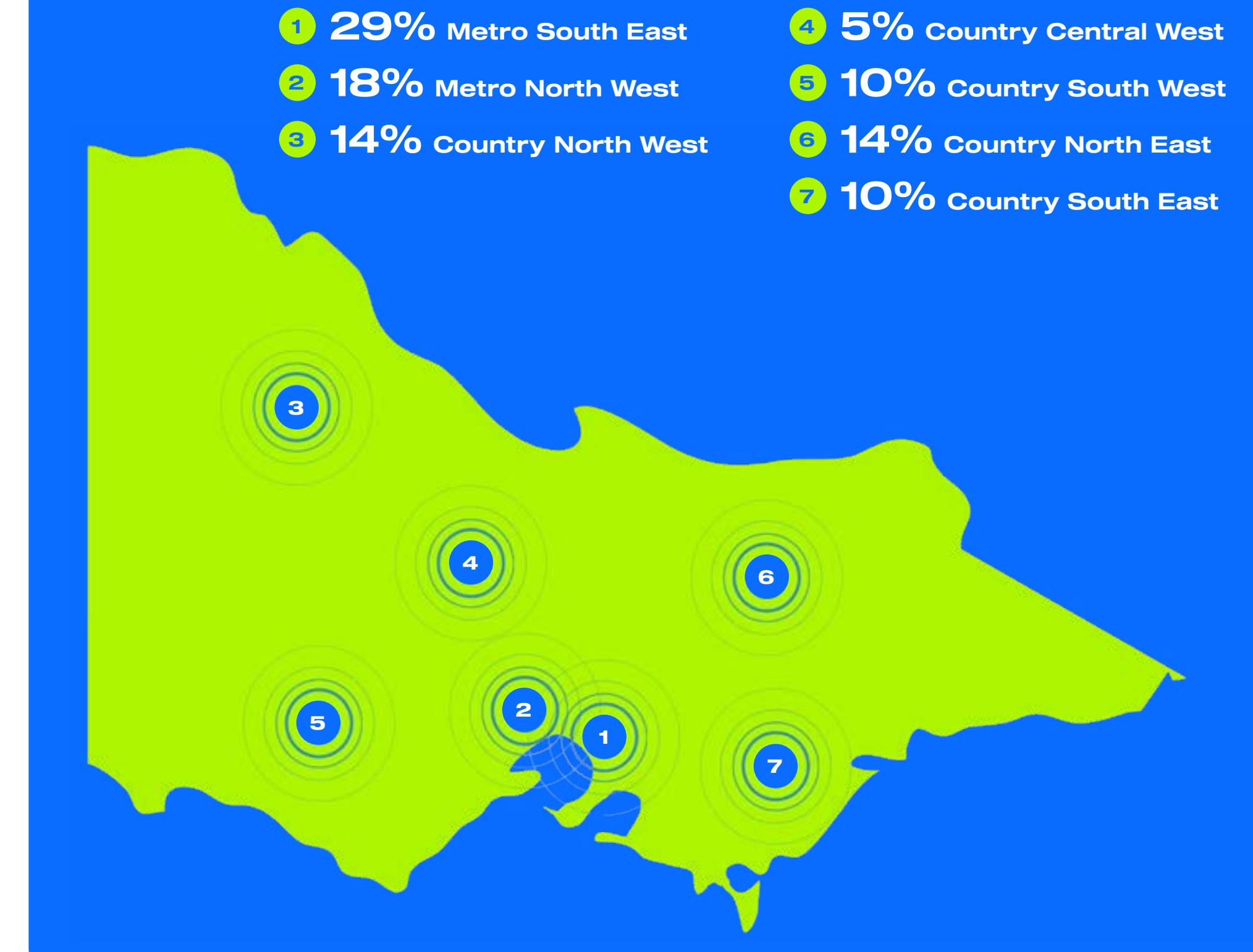
To address this, Tennis Victoria is actively seeking funding opportunities and partnerships to accelerate lighting upgrades. These improvements will enhance player safety, inclusivity and participation, while also strengthening the financial sustainability of clubs through energy savings of over 40% – equivalent to more than \$1 million annually.

Furthermore, these upgrades will contribute to emissions reductions, aligning with Victoria's broader environmental and sustainability goals.

Tennis Victoria will be looking for partners to support this infrastructure and environmental initiative to increase participation and venue sustainability.

We will be also be working with key stakeholders to advocate for over 400 new lighting installations which support the broader tennis networks in our communities.

LED Lights Required in Victoria



SUPPORTING INVESTMENT IN VICTORIAN TENNIS



TENNIS VICTORIA FUTURE DEVELOPMENT FUND

In October 2025, the Tennis Victoria Board approved the establishment of the Tennis Victoria Future Development Fund (FDF).

The Future Development Fund is a new funding initiative designed to support significant statewide projects that align with our Tennis Victoria Facilities Blueprint 2025-2029.

The FDF will support:

- Tier 2 and Strategic Tier 3 venue developments and upgrades.
- Tennis Victoria's LED lighting upgrade program, *Lighting Up Victorian Tennis (LUVT)*.
- Tennis Victoria's *Priority Infrastructure Pipeline (PIP)* which aims to unlock further opportunities for collaboration with Tennis Australia and other partners to advance our investment in tennis infrastructure.

TENNIS AUSTRALIA NATIONAL COURT REBATE PROGRAM

The National Court Rebate (NCR) is Tennis Australia's facility funding program assisting affiliated clubs/venues, local councils and schools to create positive environments for the long-term success of tennis in Australia.

Projects supported by the program range from developing new courts, complementary courts, purchasing and installing integrated gate access technology, installing LED lighting, associated tennis infrastructure, major projects, environmental sustainability initiatives, and strategy and planning.

All state/territory member association affiliated clubs/venues, local councils and schools that have appropriate security of tenure on the land where the proposed project will take place are welcome to apply for a rebate funding contribution under the NCR program.

Since the program's inception, Tennis Australia has contributed to more than 3,500 new or upgraded tennis courts and has provided significant investment in the sport across Australia. The NCR continues to act as a catalyst for all tennis and government stakeholders to form partnerships and better plan for the provision of strategically located networks of community tennis venues.

NOTE: to be eligible for Tennis Victoria and Tennis Australia funding support, a Health Indicator for Tennis (HIT) Assessment (including infrastructure assessment) must have been completed within the previous two years by the venue.

INVESTMENT INTO REGIONAL CAPABILITY

While world-class facilities and programs are essential, it is the people behind the scenes – **coaches, community leaders and volunteers** – who are the true driving force of grassroots tennis in regional communities.

The Sustainable Regional Tennis project, delivered in partnership with the Victorian Government and Tennis Australia, represents an unprecedented investment in regional communities.

This multi-year initiative will provide vital resources, funding and support to strengthen clubs, empower local leaders, and build pathways for growth and participation.

The success of regional tennis directly impacts the health of the sport statewide. When regional clubs thrive, so does tennis at every level, including metropolitan areas. This project is designed to give regional communities the tools and opportunities they need to grow, succeed and secure a vibrant future for the sport.



A MILLION REASONS TO GROW TENNIS REGIONALLY

Supporting People, Investing in Tennis

INITIATIVES



Community Play and Community Cardio

Turbocharge community delivery programs across 100 regional clubs to create more playing opportunities and identify the future workforce.



Local Champions

Provide dedicated support to local champions already doing a great job delivering tennis so they build the confidence and experience to grow their program.



Business Development Program

Invest in established operators via business coaching to help them grow and thrive. Includes personalised coaching, team development and networking opportunities with top operators nationwide.



Pathways From Player to Coach

Re-frame Regional Academies – a healthy tennis network will provide the opportunity for skilled players to make the transition from player to coach and nurture the next generation of players in their community.



Club Services Officer

Support clubs with their administration, marketing and digital presence, allowing volunteers and deliverers to focus on enhancing playing opportunities for their community.

OPENING THE GATES: BRINGING COMMUNITY TENNIS TO SCHOOL COURTS

PILOT PROJECT TO USE BOOK-A-COURT SYSTEM TO BOOST ACCESS AND PARTICIPATION

This pilot project aims to increase community access to school tennis facilities by integrating them into Tennis Australia's Book-a-Court system – a secure, online platform that manages bookings, payments, lighting and gate access.

Participating schools can open their courts for public use outside of school hours, with all access controlled digitally. Players simply book and pay online to receive a unique 4-digit PIN that will provide access to the courts at the time of their booking, as well as activate court lighting (if available) when playing at night.

This ensures safe, reliable and responsible court use while minimising administrative demands on school staff. It also provides schools with comprehensive data analytics on court usage.

Through this initiative, Partner Schools with existing tennis facilities are encouraged to open their spaces to the wider community, helping to unlock underutilised infrastructure and strengthen local connections. The Book-a-Court system enables schools to maintain oversight and security while fostering greater participation in tennis.

By testing this model, the pilot will assess its effectiveness in boosting community engagement, increasing facility utilisation, and generating revenue to support ongoing maintenance and tennis program delivery. Usage data, community feedback and operational outcomes will be monitored to guide future expansion across Victoria – demonstrating how schools can play a pivotal role in making tennis more accessible and keeping local venues sustainable.





Appendices

APPENDIX 1

REVIEW OF 2020-2024 FACILITIES FRAMEWORK

The Tennis Victoria Facilities Framework 2024 identified four strategic imperatives to drive tennis venue projects and investment. These guiding principles, in association with a restructured workforce, enabled planning at the regional level, while supporting the delivery of improved facilities, programs and services that focus on local needs.

Strategic Imperative	Measures	Outcomes
Grow Venue Capacity Support clubs and venue managers to improve the quality, functionality, diversity, utilisation and sustainability of existing tennis venues.	<ol style="list-style-type: none"> 1. Data dashboards have been completed for 100% of affiliated venues for reporting on tennis sustainability. 2. 90% of local councils and venue operators in each region have participated in Tennis Victoria knowledge sharing opportunities. 3. 75% of local councils in each region are utilising the Tennis Victoria venue audit reports to develop/manage tennis strategy and investment. 4. 100% of affiliated clubs/venues are digitally enabled and capable for online booking access. 	<ol style="list-style-type: none"> 1. Change of data collection process. OHCs phased out, TTC introduced. Facility audits using the SFA tool were completed for 98% of regional venues and >80% of metro venues. The HIT tool is now the prime collection method. 2. Annual forums have been offered both in regional and metro areas, less than 90% participation. 3. With the introduction of TTC, this measure is no longer valid. Infrastructure condition and replacement is included in the overall TTC report to council. 4. 533 venues are digitally enabled (through TA) with at least two Clubspark modules. 331 venues are enabled for online court bookings.
Build Management Capacity Build and share knowledge of successful venue management and sustainability.	<ol style="list-style-type: none"> 1. Facility, program, event and service level hierarchy developed and adopted. 2. 25% of local councils across Victoria are incorporating Tennis Victoria aligned management practices into occupancy agreements. 3. Regular communication channel with DEECA (Department of Energy, Environment and Climate Action) and a full understanding of the number and needs of venues on Crown land established. 4. 90% of local councils and venue operators in each region have participated in Tennis Victoria knowledge sharing opportunities. 	<ol style="list-style-type: none"> 1. A national model has been developed to supersede that based solely on court numbers. 2. Unsure of percentage however, where known, Tennis Victoria has gained support in including aligned management practices (reporting, sinking fund use and requirement, coach agreements). 3. Communication channel but not a regular occurrence, more needs based. 4. Annual forums have been offered both in regional and metro areas, less than 90% participation.

APPENDIX 1

REVIEW OF 2020-2024 FACILITIES FRAMEWORK

Strategic Imperative	Measures	Outcomes
Investment and Advocacy Collaborate and form strong partnerships with all levels of government and related industry stakeholders to drive support and investment in strategic projects and key areas of need.	<ol style="list-style-type: none"> 1. An active and engaged Local Government Advisory Group. 2. Local council engagement strategy completed and implemented. 3. State MP engagement strategy completed and implemented. 4. Regular communication with relevant planning authorities established. 5. Tennis Victoria priority projects are recognised and well supported through Tennis Australia and/or partner funding. 	<ol style="list-style-type: none"> 1. A new government engagement strategy lead by Communications & Partnerships was introduced. 2. In 2023, recognising the importance of partnerships with local government, two new positions were created – Club Council Liaison for Metro INW and Metro SE. 3. In 2023 Tennis Australia re-engaged with a Parliamentary Relations WG (all MOs). 4. Limited success in engaging with DEECA, no engagement with VPA. 5. Tennis Victoria has been well supported by TA in recent NCR rounds (two) (Note: NCR was suspended during the Covid era). Project Pipeline tool developed, enabling better tracking and prioritisation of current and future infrastructure projects.
Resources and Research Create and share industry relevant resources, data and information to aid future planning, decision-making and support for tennis and tennis activities.	<ol style="list-style-type: none"> 1. Environmental impact research conducted and pilot programs implemented. 2. Advancements in technology contributing to greater access and utilisation of tennis facilities. 	<ol style="list-style-type: none"> 1. Pilot programs have been conducted at a: <ul style="list-style-type: none"> – Community level – leading to (a) pitch to government for a dedicated Tennis Victoria LED and solar fund and (b) resource webpage for community clubs to take climate action. – Organisational level – TV baseline carbon account, TV Emissions Reduction Strategy developed. 2. Innovation partnerships included: <ul style="list-style-type: none"> – Igloohome lock – cost effective access solution – Third party lighting solutions – link to Clubspark – Entry Systems Australia – wifi court access – Connected Courts – ability to measure usage at open public courts.

APPENDIX 2

LGA LOCATION CRITERIA AND SCORECARDS

In conjunction with research and data analysis developed for Tennis Victoria in 2024, a range of key criteria aimed at guiding the assessment of optimal future locations for Tier 2 Performance Hubs in metropolitan Melbourne and for country Victoria was established. The key criteria used to assess optimal LGA locations are defined in the tables below.

Criteria and Ratings (metro)

Optimal Location Criteria Used	1	2	3	4	5
	Lowest Demand Rating		Highest Demand Rating		
2036 Total Population by LGA	<100,000	101,000 to 200,000	201,000 to 300,000	301,000 to 400,000	401,000 to 500,000
Projected Population Growth % 2022 to 2036 by LGA	<15%	16% to 25%	26% to 40%	41% to 55%	56%+
Opportunity^[1]	<15%	16% to 19%	20%+		
Accessibility	0	1			

[1] Opportunity score is calculated by an LGAs current demand + estimated latent demand and expressed as a percentage of the LGAs 2022 total population. The greater the percentage, the greater anticipated opportunity there is to grow tennis participation.

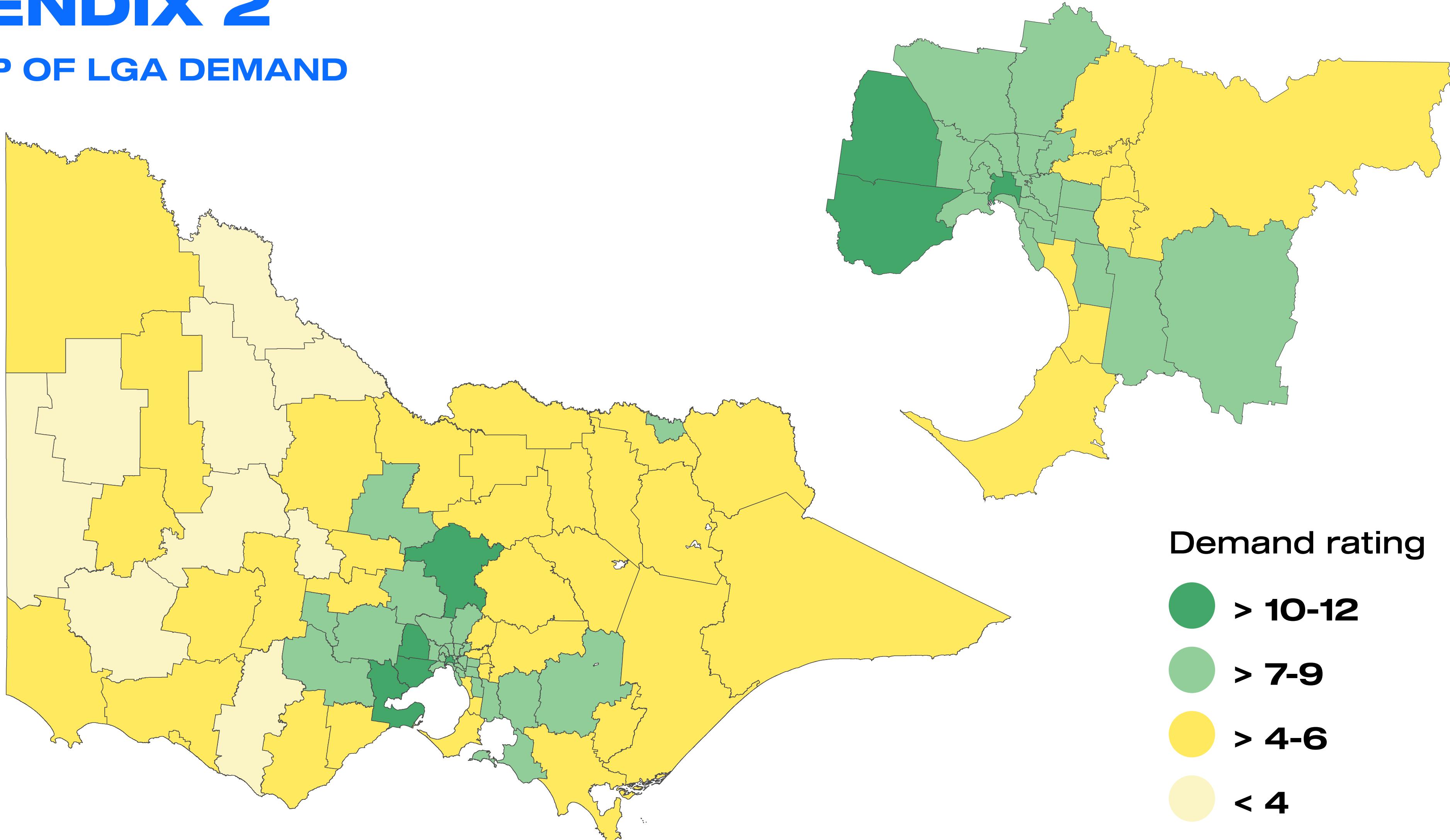
Slightly different numerical criteria was established for metropolitan and non-metropolitan LGAs, based on the vast differences in resident population numbers, potential for population growth and likely travel distance. The maximum possible LGA demand score is 15. All LGAs are mapped on the following page by their total demand score.

Criteria and Ratings (country Victoria)

Optimal Location Criteria Used	1	2	3	4	5
	Lowest Demand Rating		Highest Demand Rating		
2036 Total Population by LGA	<50,000	51,000 to 100,000	101,000 to 150,000	151,000 to 200,000	201,000+
Projected Population Growth % 2022 to 2036 by LGA	1% to 14%	15% to 24%	25% to 34%	35% to 44%	45%+
Opportunity^[1]	0% to 10%	11% to 20%	21%+		
Accessibility	0	1			

APPENDIX 2

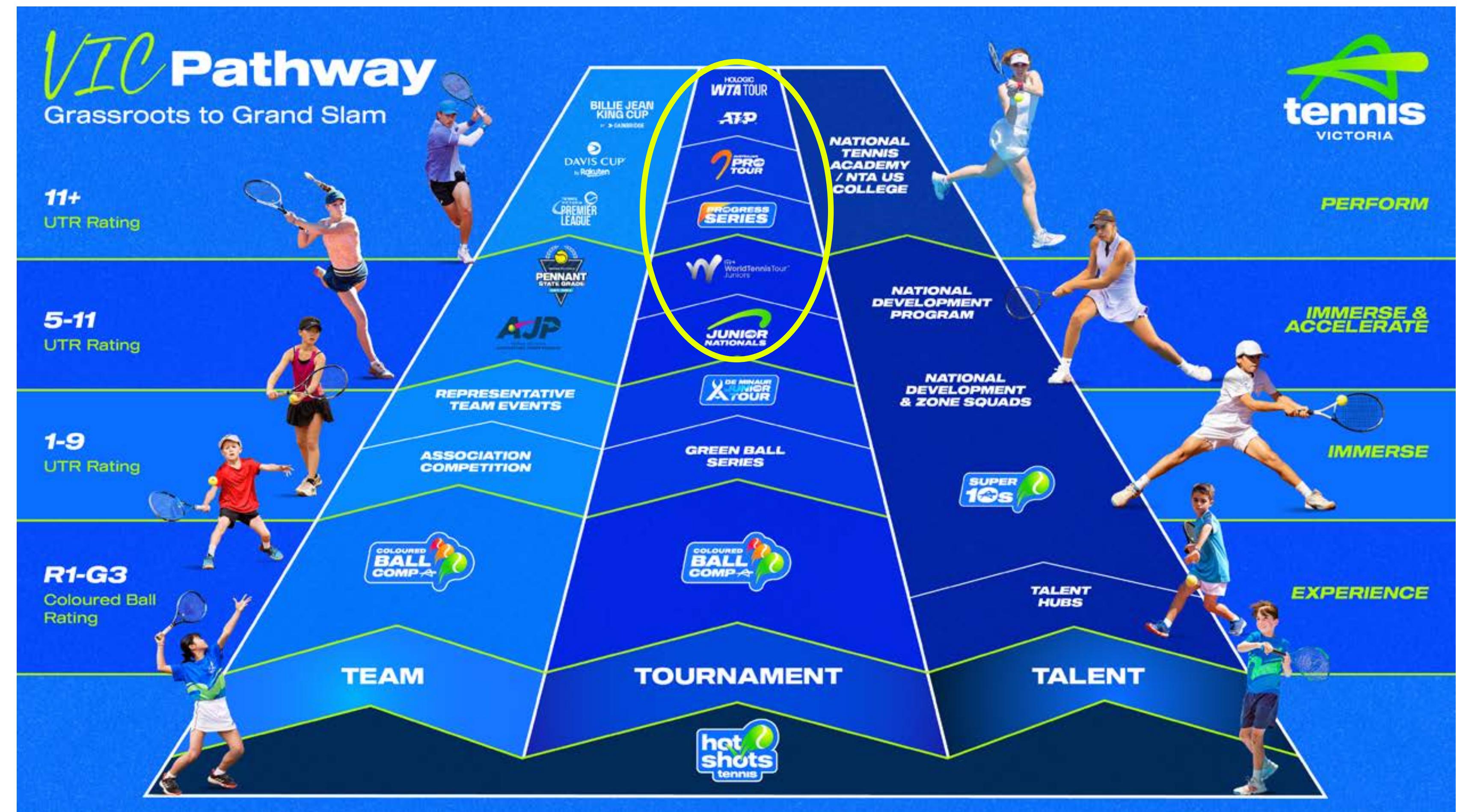
HEATMAP OF LGA DEMAND



APPENDIX 3

EVENT AND TALENT PATHWAY IN VICTORIA

Tennis Australia and Tennis Victoria are responsible for the delivery and management of tournaments indicated by the yellow circle.



APPENDIX 3

INDICATIVE ANNUAL LISTING OF TENNIS AUSTRALIA/VICTORIA MANAGED EVENTS

Event	Surface	Pathway Tier
ProTour x 2	Grand Slam surface	International Pro Tour
Signature 20k Open x 2	Grand Slam surface	Progress Series
ITF Junior x 3	Clay	Junior Tour
Junior National 1000 x 1	Grass	Junior Tour
Junior Signature 500 x 1	Grass	Junior Tour
Junior Premier 250 x 8	Grand Slam surface	Junior Tour
Super 10s Talent ID Program	Hard/Clay	Super 10s

All Tennis Australia owned events are currently subject to a bidding process through collaboration between LGA and Competitive Play Teams from Tennis Australia and Tennis Victoria.

These events are applicable to the document release date and may be amended from time to time. For a full listing of events across Victoria, please see the **Competitive Play** page on the Tennis Victoria website at tennis.com.au/vic

Event	Surface	Pathway Tier
Inter Regional Country	Grass	Rep Team Events
Country Week	Grass	Unique Victorian Event
Grasscourt Championships 25k	Grass	Progress Series
12/u & 14/u National Qual x 2	Clay and Grass	Nationals
Premier League	Grand Slam surface	Premier League
State Teams Championships	Grand Slam surface	Rep Team Events
TV League Championships	Grand Slam surface	Rep Team Events
Pennant State League	Grand Slam surface	Pennant
Regional Team Event x 2	Grand Slam surface	Rep Team Events
State Team Cups x 3	Grand Slam surface	Rep Team Events
VIC State Finals	Grand Slam surface	Junior Tour
Green Ball Series State Finals	Grand Slam surface	National
Junior Pennant Rounds	Grand Slam surface	AJP

APPENDIX 4

RESOURCES

A full list of resources available to the Victorian tennis community and local government to assist in the planning, upgrade and maintenance of tennis infrastructure throughout Victoria can be accessed via the Facilities page on the Tennis Victoria website at tennis.com.au/vic including:

- Tennis Australia Infrastructure Planning Guide
- Facility Project Planning Guide
- Funding Infrastructure and Facility Projects
- Facility Maintenance – Guides to Keeping Your Courts Ready for Play (available for Acrylic, Red Porous, Synthetic Grass surfaces)
- Technical Advisory Service and Infrastructure Contacts
- Tennis Victoria Venue Hierarchy Framework (includes Tennis Venue Operating Models)
- Gate and Court Access Solutions
- Complementary Formats Integration Guides
- Climate Change and Tennis Facilities
- Inclusive Facility Design Guide and Venue Accessibility Checklist.



Thank you

