



CITY OF  
MONASH

# STRATEGIC PROJECT RATIONALE

Glen Waverley Sports Hub

**Community Services**  
**Active Monash**

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*Prepared by:* *Active Monash*

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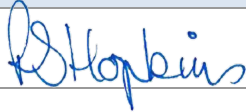

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## Revision History

Revision Number	Date Approved	Change/Reason for Change/Comments
1	2/8/21	Draft for internal Active Monash discussion
2	6/9/21	Draft for review
3	28/9/21	Final Draft for review
4	11/10/21	PWG Review
5	21/10/21	PCG Review

## Sponsors

The following table identifies the sponsors involved within this Strategic Project Rationale.

Role	Name/Title	Signature
Executive Sponsor	Russell Hopkins Director Community Services	
Project Manager	Shane McMahon -Coordinator Capital Works Buildings	

## Executive Summary

The Glen Waverley Sports Hub will be a new sporting facility located at the existing Glen Waverley Golf course. The facility will comprise the Glen Waverley Golf Course and the Monash Tennis Centre, including the existing 18-hole golf course, 18 new tennis courts, new golf practice facilities and a new shared-use pavilion.

Announced in late 2020, in partnership with the State Government, Council is delivering a new 18-court tennis facility (Monash Tennis Centre). Monash Tennis Centre will replace tennis infrastructure at the Boroondara Tennis Centre in Bulleen, which will close in November 2022 to make way for two interchanges for the North East Link, connecting the M80 to an upgraded Eastern Freeway. The \$26.77 million project will receive \$21 million in funding from the State Government, with Council funding the remaining \$5.77 million.

In addition to the provision of new tennis courts and a pavilion, the funding will also include significant traffic management improvements, including an upgrade at the intersection of Jells and Waverley Roads, undergrounding of low-voltage overhead power lines, upgraded car parking and upgraded golf practice facilities.

Following significant strategic planning work undertaken by Council, including preparation of the Monash Tennis Plan and an Integrated Site Plan for the Glen Waverley Golf Course, Council was invited by the North East Link Project (NELP) to submit a proposal to site a new regional tennis facility in Monash. Council's proposal was successful, and during the first half of 2021 Council has been working with the local community, future tenant clubs, Tennis Victoria, Golf Australia and NELP to progress the development to the Design Phase.

Glen Waverley Sports Hub will cater to members of the Monash and broader community, as well as being the home of two local sporting clubs. The existing Glen Waverley Golf Club will remain on the Glen Waverley Golf Course site. In addition, Glenvale Tennis Club, the closest tennis club to the new centre, currently located on Shepherd Road on the north-east corner of the golf course, will relocate to the new Sports Hub.

Both the golf and tennis clubs will become tenants of the new Sports Hub and will have access to social spaces within the new multi-sport pavilion, as well as priority access to tennis courts and the golf course.

At the 15 December 2020 Council meeting (confidential business item) Council resolved to:

1. *Endorse the development of a tennis and multi-sport (tennis and golf) sporting hub at the Glen Waverley Golf Course based on the understanding that the State Government will contribute a minimum of \$21 million toward the project, specifically for the development of an eastern region tennis facility;*
2. *Note that a \$5 million Council contribution will be required over the next 18-24 months leveraged through a competitive tendering process for the management rights to the facility; and*
3. *Authorised the Chief Executive Officer to execute the Common Funding Agreement for this project.*

# 1. Background

During 2019 and 2020, Council completed two strategic planning projects; the Monash Tennis Plan (released as draft in August 2020 and adopted by Council in May 2021) and an Integrated Site Plan for the Glen Waverley Golf Course. The findings of both of these documents informed Council's decision-making around the opportunity to site a new Tennis Centre in Monash.

## 1.1 Monash Tennis Plan

The Monash Tennis Plan was developed in collaboration between Council and local tennis clubs to establish key principles and strategically address important issues through the development of an action plan to guide the future of tennis in Monash. The Plan seeks to provide clear guidance around Council and Club responsibilities for investment, and to support tennis, and tennis venues to be diverse and accessible.

Condition and participation audits were undertaken, together with consultation via a club forum and community survey.

Key findings from the audits included:

- tennis club court utilisation drops to 40% during weekdays
- 36% of court bases are compromised due to tree root invasions
- 84% of courts do not meet preferred floodlighting standards

Key findings from the consultation included:

- 91% of respondents were supportive of Council investing in tennis facility renewals
- 70% of respondents were supportive of working towards fewer, bigger clubs
- 67% of respondents were supportive of clubs offering casual and non-member participation

Recommendations of the Plan that are relevant to the Glen Waverley Sports Hub include:

- All tennis clubs to participate in the Active Monash Sports Club Framework to build the capacity of clubs and improve broader community and social outcomes
- Implement a pilot program to introduce an Active Monash membership for tennis club(s) in partnership with other Council facilities including aquatic centres and golf courses
- Prioritise clubs that are best able to demonstrate a welcoming and inclusive environment
- Council to engage with clubs located in Mount Waverley and Glen Waverley to explore potential relocation and merger opportunities
- Subject to Council funding, prioritise the renewal works on court bases that have been assessed and found to be in poor condition as a result of external tree root invasion at Essex Heights, Glenburn and Glenvale Tennis Clubs, at a 100% responsibility to Council
- Council to develop a plan for tennis hit-up walls and publicly-accessible courts
- Council to install the Book a Court program (or similar electronic booking management system) as part of all major tennis facility developments, on the basis that suitable casual use is provided

- Alternate management models be explored at venues which are currently under-utilised or where clubs are no longer willing or capable of fulfilling their obligations under the plan
- Council to expand its community activation program and partner with clubs to activate tennis venues and grow participation
- All clubs to be operating under new long or short term leases by October 2021.
- All clubs be required to participate in Tennis Australia's Operational Health Check and provide the findings to Council annually, as a means of demonstrating their accessibility, sustainability, community benefit and accountability.

Whilst the opportunity to construct a new 18-court tennis facility at the Glen Waverley Sports Hub was not envisioned during the preparation of the Monash Tennis Plan, the findings and recommendations of the Plan support the project. Condition audits found that Glenvale Tennis Club's court bases are in very poor condition and require significant investment. The Club's move to the new tennis centre will provide brand new, ITF standard courts for the Club's use and remove the need for investment at the Club's existing site. The Plan also supports clubs in Glen Waverley merging and/or relocating. Further, the Plan supports Council to provide greater accessibility for casual use of tennis infrastructure, the development of multi-sport membership models, and the development of alternate management/operating models for tennis venues.

In the original proposal to NELP, two clubs were strategically identified as well-positioned clubs for relocation to the Glen Waverley Sports Hub. Glenvale Tennis Club, who are located adjacent to the 17<sup>th</sup> hole at the Glen Waverley Golf Course (approx. 400m away) has agreed in-principle to relocate to the Glen Waverley Sports Hub. Glen Waverley Tennis Club (adjacent to Monash Aquatic and Recreation Centre) was also invited to relocate to the site but declined to do so.

## **1.2 Integrated Site Plan for Glen Waverley Golf Course**

An Integrated Site Plan for the Glen Waverley Golf Course was prepared during 2019 to look at site planning and design opportunities for the Golf Course and Driving Range.

Several constraints of the existing driving range had previously been identified, including under-utilisation compared to other facilities, in part due to the short length and lack of infrastructure at the range. The short length and lack of fencing also present safety problems with errant golf balls creating a hazard for adjacent residents, casual users of the open space, pedestrians and cars. As part of the Integrated Site Plan, the review of the driving range recommended three options:

1. Closing the range
2. Erecting safety barrier netting along all three sides of the range (approximately \$2 million)
3. Undertaking a Masterplan investigating other options

In order to realise the benefits of fencing the driving range (Option 2), lighting and synthetic grass bays would also need to be provided at an additional cost, and operational hours extended. Any changes to operating hours and lighting would impact adjacent residents.

The construction of the new tennis facility will require the closure of the existing driving range, which is consistent with the Review recommendations.

### 1.3 North East Link Project

As part of the development of an interchange for the North East Link, the existing Boroondara Tennis Centre in Bulleen, adjacent to the Eastern Freeway will need to be removed. The NELP team and the City of Boroondara attempted to find another location to site a new Tennis Centre near the existing Boroondara Tennis Centre, but were unable to find a suitable location. Following this process, and based upon the strategic planning work already undertaken, NELP invited a number of Councils to submit a proposal via an Expression of Interest (EOI) to house a relocated Tennis Centre.

As this was a competitive process between selected Councils, the Expression of Interest process was subject to a confidentiality clause, which prevented Council from progressing consultation with stakeholders, adjacent residents and the broader community prior to government funding approval.

Monash's proposal, which included an integrated solution with golf, was successful, and the Minister for Transport Infrastructure made an announcement in mid-December 2020 that a new 18-court tennis facility would be constructed on the site of the driving range at the Glen Waverley Golf Course. In addition to the planning, design and construction of the tennis courts, the funding agreement between the State Government and Council also provides for:

- an upgraded intersection at Waverley and Jells Roads
- internal access road upgrade
- drainage improvements with consideration for impacts to adjacent residents
- service connections and upgrades for tennis infrastructure
- car parking
- lighting, landscaping and signage
- contribution to a shared use pavilion for both golf and tennis
- general amenities, such as drinking fountains, seating, shade, etc

### 1.4 Preferred Layout

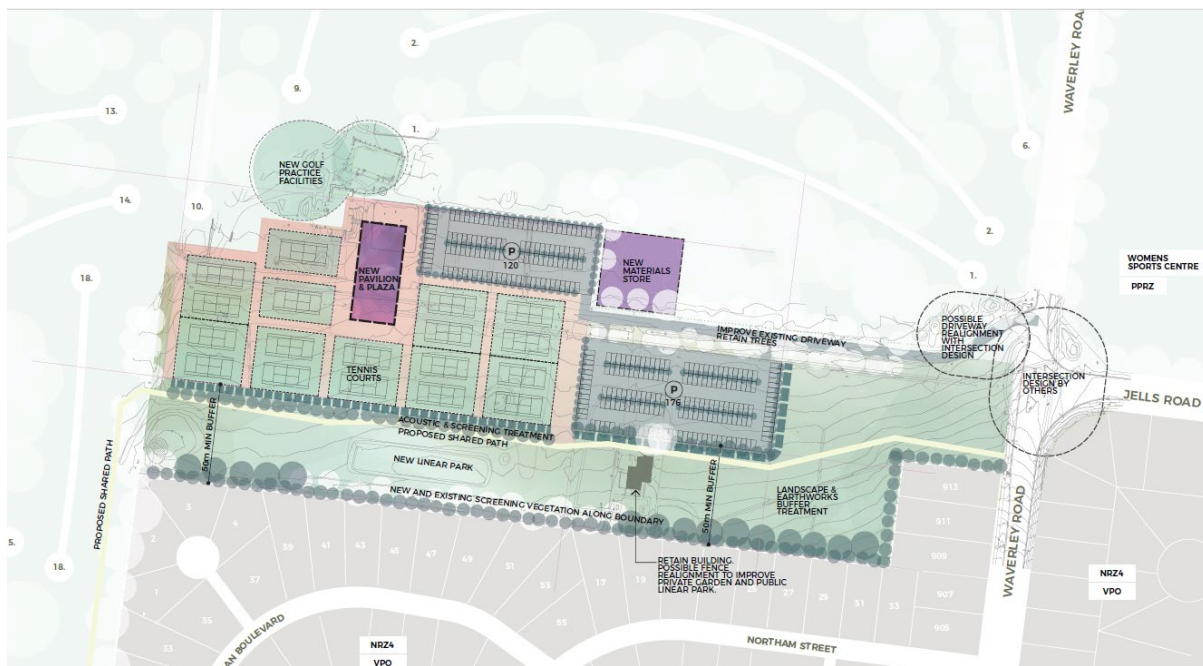
Following the Ministerial announcement, Council consulted with stakeholders, adjacent residents and the broader community. Through this process, adjacent residents articulated their concerns regarding potential noise and visual amenity impacts if the tennis courts were to be located adjacent to their homes, on the western boundary of the site. Council responded to this resident feedback, by conducting a comprehensive rapid options assessment to test different layout locations on the broader golf course site.

Thirteen layout options were developed, assessing different layouts on the driving range site, as well as options on the 1st, 6th and 17th holes of the golf course. These layout options were assessed against a set of triple-bottom line criteria, including residential and environmental amenity impacts, sporting operations, design feasibility and comparative cost.

Following this assessment, a preferred layout (refer Figure 1 below) was confirmed as being largely on the existing driving range with a buffer of at least 50 metres from the residential boundary.



Figure 1: Preferred Spatial Layout



The preferred layout was developed as an indicative spatial layout to understand siting options in relation to adjacent neighbours and other environmental, social and operational impacts. The detailed layout and design of the facility will be confirmed through the design phase.

## 1.5 Tenants of the Facility

The Glen Waverley Sports Hub (Monash Tennis Centre) will be home to the Glenvale Tennis Club and the Glen Waverley Golf Club. The Sports Hub will be managed by an Operator, which will manage both golf and tennis operations to facilitate non-Club use of the facilities, work with the Clubs, Tennis Victoria/Australia and Golf Australia to run tournaments, provide coaching and pro services, and a retail shop and food outlet.

Glenvale Tennis Club will have administrative and social spaces provided for their use within the multi-sport pavilion and a licenced allocation for eight (8) tennis courts. Glen Waverley Golf Club will move from their existing club rooms on the Golf Course site, which will be demolished to make way for the new tennis and pavilion development.

Glenvale Tennis Club located on Shepherd Road, Glen Waverley on the north-eastern boundary of the golf course is the closest tennis club to the new tennis facility. Glenvale Tennis Club's existing site has six sand-filled artificial grass (SFAG) courts that are structurally compromised due to tree route invasion, and a pavilion that is over 40 years old and described as *"unattractive, dated and lacking core elements"*.

Glenvale Tennis Club has around 380 members who compete in a range of Waverley District tennis competitions, in addition to club and social tennis. Glenvale's demand for courts during peak times exceeds their current supply, however there are no opportunities for expansion at their existing facility without encroachment into the golf course and significant tree removal.

Glenvale Tennis Club will relocate to the new facility, with a licence agreement for eight courts and the option to gain access to additional courts in accordance with their increasing demand.

## 1.6 Regional Tennis Facility

As part of the broader Glen Waverley Sports Hub, Council's vision for Monash Tennis Centre is as a modern, all abilities, accessible, community-focussed facility, home to the Glenvale Tennis Club. The Tennis Centre will also meet regional tennis needs, supporting a program of Tennis Victoria affiliated tournaments at local and regional level.

The original funding agreement provided for a mix of tennis court surface types, with up to 14 hard acrylic and 4 sand-filled artificial grass (SFAG) courts to be provided. During consultation with tenant clubs and the community, it became apparent that there was a strong preference for a higher number of SFAG surface courts, replicating the surfaces tennis players and club members are accustomed to.

Discussions with Tennis Victoria and NELP confirmed a change to surface types to 14 SFAG courts and up to 4 hard acrylic surface courts. Due to maintenance and operational considerations, further consultation supported a single surface type across the tennis complex, such that 18 SFAG courts will be provided.

Sand-filled artificial grass courts will support club and local tennis participation, and will allow silver and bronze level tournament events, in line with a regional tennis facility of this scope and size.

## 2. Strategic Context

Active Monash's vision is to *"Participate your way"*. The Active Monash Vision (refer Appendix A) outlines Council's commitment *"to support its community to lead healthy and fulfilling lives"*. Active Monash's key objective is *"to improve the health and wellbeing of our community by supporting and encouraging our community to be physically active and providing opportunities for everyone to participate in sport and active recreation"*.

The Monash Tennis Plan articulates the following guiding principles.

Figure 2: Monash Tennis Plan Guiding Principles

<p><b>Optimising use of tennis facilities</b></p> <ul style="list-style-type: none"> <li>Prioritise bigger and more vibrant tennis venues that have a minimum of 6 courts.</li> <li>Provide opportunities that cater for non-member and casual play.</li> </ul>	<p><b>Inclusive and accessible tennis clubs</b></p> <ul style="list-style-type: none"> <li>Tennis clubs will provide inclusive and flexible participation opportunities.</li> <li>Tennis Australia's recommended court to population ratio of 1:2,000 will be adopted as a guide for the distribution of tennis facilities in Monash.</li> </ul>
<p><b>High quality and successful tennis venues</b></p> <ul style="list-style-type: none"> <li>Tennis facilities are renewed and maintained to meet minimum standards.</li> <li>Environmentally Sustainable Design principles will be embedded into all tennis facility planning, with priority given to investing in tennis infrastructure that is more efficient for clubs to maintain and operate, such as synthetic court surfaces and LED lighting, and only on court bases that are structurally sound.</li> <li>Tennis Australia's 4 key pillars of successful tennis venues, namely <i>Accessibility, Sustainability, Community Benefit</i> and <i>Accountability</i> are aligned to actions of the Monash Tennis Plan.</li> </ul>	

The development of the Monash Tennis Centre and the broader Glen Waverly Sports Hub project is supported by these principles, particularly the goals of:

- prioritising bigger venues
- providing opportunities catering for non-member and casual play.

### 2.1 Strategic Alignment

The table below lists the strategic alignment of this project to Council's adopted plans and strategies.

Plan/Strategy	Goals/Objectives	Alignment with Project
Council Plan – A Liveable & Sustainable City	Help to enhance Monash's desirability as a place to live, learn, work and play.	This project will provide increased opportunities for tennis participation in Monash, and integrate golf and tennis.
A Healthy & Resilient Monash: Integrated Plan 2017-2021	Active & healthy A city dedicated to optimal health and wellbeing for its community	The project promotes being physically active by improving tennis and golf opportunities for Monash residents. The project will also enhance passive open space in the local area.

Plan/Strategy	Goals/Objectives	Alignment with Project
A Healthy & Resilient Monash: Integrated Plan 2017-2021	Continue to provide high quality, inviting and accessible aquatic and recreation facilities, bikes routes and walking paths, sporting grounds, parks and outdoor green spaces, to increase community participation in physical activity.	Design and construction of the new tennis centre and multi-sport pavilion provides a high quality recreation facility that will increase participation in physical activity.
Gender Equity Strategy & Action Plan	The City of Monash's places and spaces are safe, welcoming, respectful and inclusive of all genders.	Female friendly design and construction of a new multi-sport pavilion.
Monash Open Space Strategy	The City of Monash has quality, diverse and accessible open space to drive the liveability, health and wellbeing of our community.	Maintain and enhance the public open space remaining within the site.
Tennis Plan	Guiding principles: Optimise use of tennis facilities Inclusive and accessible tennis clubs High quality and successful tennis venues	The new Tennis Centre will be a high quality tennis venue with 18-LED lit courts. The Centre will provide a home to community tennis, improving accessibility to club tennis, in an inclusive multi-sport environment.
Monash Urban Landscape & Canopy Vegetation Strategy, 2018	Landscape character assessment has been undertaken across the City of Monash to help protect areas of 'Garden City' suburban character, as well as areas of remnant native vegetation.  <ul style="list-style-type: none"> <li>• The strategy categorises the municipality into 9 landscape character types.</li> <li>• The strategy identifies 5 preferred vegetation types including identifying recommended species.</li> <li>• The strategy sets a goal of increasing the canopy tree cover across public and private land from 22% (in 2015) to 30% by 2040.</li> </ul>	New planting proposed should reflect the 'Creek Valley Environs' landscape character type, and the 'Evergreen' preferred vegetation type.  Maintain and enhance the canopy cover remaining within the site.
Waverley Women's Sports Centre Precinct Plan	Master plan for adjacent Waverley Women's Sports Centre makes recommendations re precinct car parking and access improvements.	Precinct walkability, accessibility and pathway connections to linkup across precinct. The improved intersection at Jells and Waverley Roads will improve access to the Precinct.
Draft Active Recreation Opportunities Strategy 2021	There is strong strategic support from government for better planning, increased funding and implementation of active recreation opportunities. This strategic direction is supported by policy and research from other government agencies, identifying the importance	While active recreation has always represented a large proportion of the physical activity in the community, local government is now prioritising more planning, infrastructure development and program initiatives that support active recreation.  The Project will include a shared-use trail connecting the sporting precinct

Plan/Strategy	Goals/Objectives	Alignment with Project
	of active recreation in increasing levels of active recreation.	to the neighbouring residential areas, as well as increasing opportunities for casual tennis play,
Environmental Sustainability Strategy 2016-2026	Monash's 10-year Environmental Sustainability Strategy, which guides our decision-making and delivery of services and programs. This goes towards achieving our vision of the City of Monash becoming an innovative and environmentally sustainable garden city. By working towards our environmental commitments set out in the strategy, we aim to strengthen our actions to care for and protect our local wildlife, the environment and the Monash community.	The design will incorporate consideration for urban water flows through the site, that impact on the Dandenong Creek environs. The design will look to preserving high value trees and habitat. The design of the pavilion will incorporate solar panels and align with the environmentally sustainable design policy.
Urban Biodiversity Strategy 2018-2028	Biodiversity is the variety of all living things – plants, fungi, animals and microorganisms. The strategy looks at a range of threats such as habitat loss or fragmentation, pest plants and animals, population increase, climate change and impacts to water quality which can affect biodiversity. The strategy identifies opportunities to enhance biodiversity and a range of initiatives to minimise these threats.	An ecological assessment is being undertaken as part of the Design phase. Preliminary findings have helped guide the preferred location of the development to avoid native vegetation and significant habitat. Opportunities to enhance biodiversity value at this site exist through the implementation of landscaping of newly created areas and the revegetation of existing areas that will be changed due to the removal of sports infrastructure e.g. Glenvale tennis club site.

## 2.2 Gender Impact Assessment

Monash Council recognises increasing opportunities for participation in active recreation and sport is vital for encouraging women and girls to be more physically active.

The key strategic driver behind the development of the Monash Tennis Centre at the GWSH is the Monash Tennis Plan 2021. The **Tennis In Monash Discussion Paper (Oct 2019)** reported:

- Since 2010, total membership of tennis clubs operating from a Council owned venue has declined by 3.9%.
- In the same period, the proportion of junior players has increased by 4.9%, demonstrating a drop in senior members.
- This drop in senior members was found to have occurred in female participation, with female members dropping 21.8% since 2010, whilst male participation has grown by 9%.
- Clubs are represented by 38% junior membership and 62% senior membership.

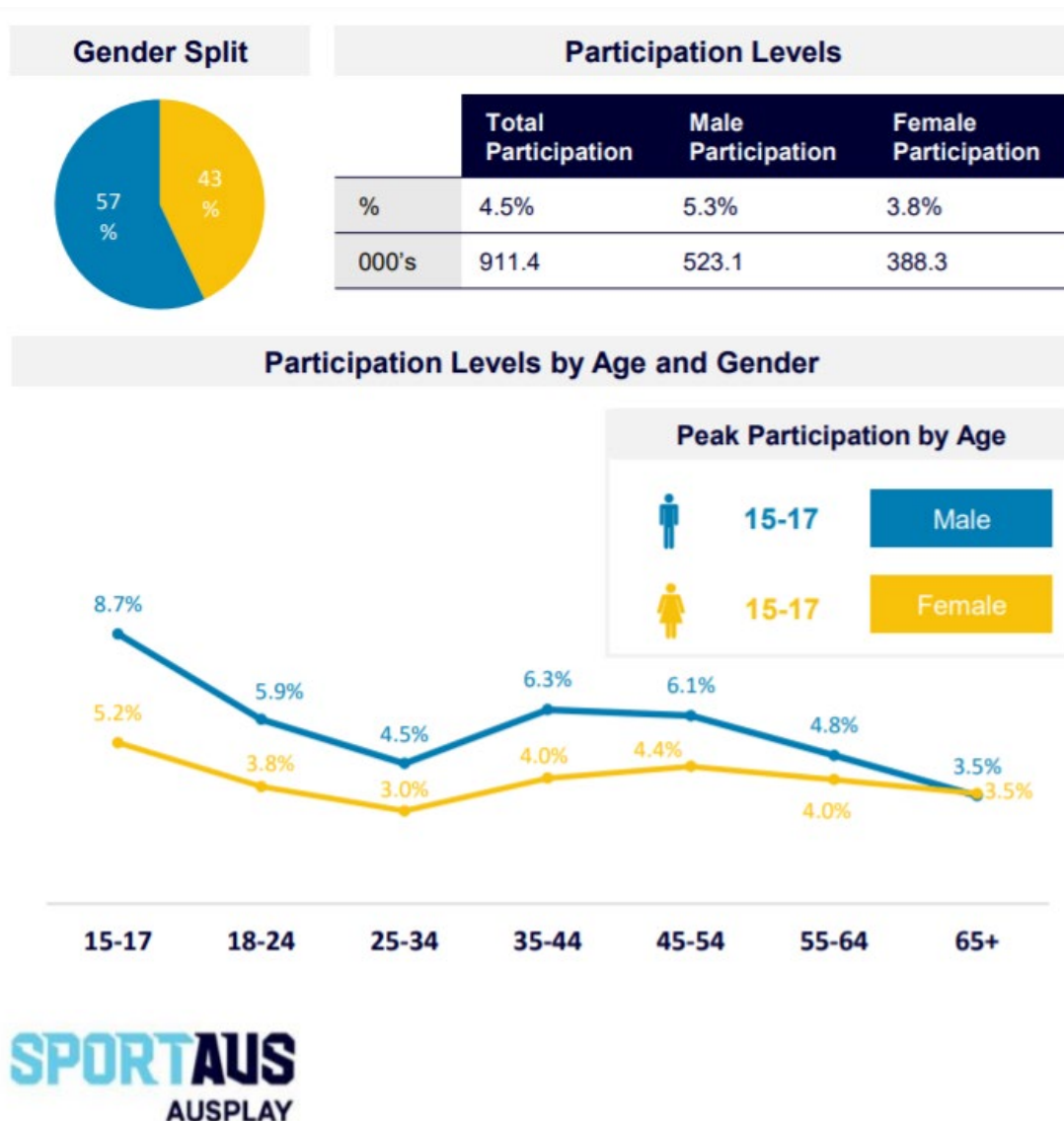
Community Consultation findings on the Tennis In Monash Discussion Paper (Oct 2019) found that **70%** of respondents believe that investment should be prioritised to those clubs that have a demonstrated commitment to creating a welcoming, inclusive and respectful

environment including the participation opportunities it offers to juniors, females, members of culturally and linguistically diverse communities and residents of all abilities. As a result, the **Monash Tennis Plan (2021)** recommends prioritising clubs that are best able to demonstrate a welcoming and inclusive environment. Clubs are encouraged to collaborate with their Tennis Victoria Club Development Officer to develop a Diversity and Inclusion Plan (Action 1.4)

### Tennis Participation (Adults 15+)

Tennis participation data detailed in figure 1 provides a snapshot of the Adult 15+ population, at total national level and by gender. Gender split shows the contribution each gender makes when it comes to total participation. Participation levels are shown as total volume among the Adult 15+ population and the % who have participated. This provides a snapshot to help identify the age and gender groups that are driving current participation volume, whilst also helping to identify potential growth opportunities.

**Figure 1: Tennis Participation Information (Ausplay, April 2019)**





Source:

[https://www.clearinghouseforsport.gov.au/\\_data/assets/pdf\\_file/0019/762103/State\\_of\\_Play\\_Report\\_-\\_Tennis.pdf](https://www.clearinghouseforsport.gov.au/_data/assets/pdf_file/0019/762103/State_of_Play_Report_-_Tennis.pdf)

An analysis of the gendered experiences in tennis was undertaken during the development of the *Monash Tennis Plan*. There was good representation of both female and male voices in the community survey consultation. The participation rates are similar to the 2019-2020 Ausplay data for Victoria which shows that more men (5.3%) participate in tennis than women (3.8%).

More recently in Monash, research and consultation findings undertaken as part of the development of an Active Recreation Opportunities Strategy (2021) identified a need to increase physical activity options for women and girls across the City of Monash through:

- Providing women and girls with physical activities where they can feel safe (78%), access supporting infrastructure e.g. toilets (63%) and are convenient (61%).
- The development of active recreation facilities that provide convenient access to walking, fitness and other diverse activity actions options is a core principle of the Strategy;
- An increased focus on ensuring that perceptions of safety and accessibility are addressed through facility design will also address a key barrier identified by women and girls during the community engagement;
- The delivery of programs that target female participation and encourage less-active women and girls to engage in physical activity will increase opportunities to engage in more active recreation in council-managed parks and reserves.

Equity and access is a key design principle embedded in the Architectural Services Brief for the GWSH and all facilities and services will be designed to be fully accessible, female and family friendly, and provide a safe and welcoming environment e.g. CPTED, Diversity & Inclusion Plan etc.

### 3. Project Description and Scope

The primary objective of the project is to develop an 18-court tennis facility, with a shared-use pavilion, upgraded car-parking, new golf practice facilities, access road and intersection.

The Site is approximately 3.4 hectares, situated on the western boundary of the Glen Waverley Golf Course which is situated on the corner of Jells and Waverley Roads, Glen Waverley. Its legal description is lot 2 on plan of subdivision 077585 being land comprised in certificate of title volume 8676 folio 906 owned by the City of Monash and is shown bordered in red in Figure 3 below (the Site).

The Site comprises a driving range, a practice chipping area, the Halcyon Community Centre and an open area utilised for overflow car parking and dog off lead zone.

Figure 3: Monash Tennis Centre Site



The facility design will include:

- 18 LED-lit tennis SFAG courts to International Tennis Federation (ITF) standards with enclosure fencing and nets, courts, potentially including up to two show courts, with space to erect spectator seating, all footings e.g. light poles and net posts to be recessed and flush with tennis surface
- Tennis Victoria book-a-court system or similar
- multi-sport pavilion, incorporating facilities for the operator/manager, tenant tennis and golf clubs, public amenities, and a commercially-operated kiosk/café/dining venue
- golf practice facilities
- re-alignment of 10<sup>th</sup> hole to accommodate tennis court infrastructure
- off-set planting



- sound, light and visual treatments etc to reduce impact on residential amenity
- site landscaping, including an outdoor plaza
- shared path and public open space improvements
- car-parking associated with the redevelopment, and maintenance and operational vehicle access
- potential re-alignment of golf and tennis access road (off Waverley Road, east of Jells Road)
- layout and location of supporting infrastructure e.g. rubbish bins, fixed spectator seating shelters, drinking fountains and water taps, bike racks and pathway connections etc
- potential undergrounding of power lines.

### **3.1 Pavilion**

A multi-sport shared-use pavilion will be provided as part of the Project. The pavilion will provide social and administrative spaces for the two tenant clubs, administrative space for the Centre Operator, changeroom and toilets, meeting room spaces, a retail shop catering to both golf and tennis, and a food outlet. The pavilion will connect indoor and outdoor social spaces. There will be some flexibility built into the pavilion to allow the shared use of social spaces when not used by the tenant clubs. The pavilion will not be available for hire as an event venue, apart from those associated with the on-site sporting uses.

### **3.2 Transport**

Access to the site will be predominantly by private vehicle. Nearby bus routes that serve the residential areas via Jells and Waverley Roads will provide public transport access. Active transport modes will be supported with the construction of a shared use trail linking nearby residential areas to the site, and the Dandenong Creek Trail beyond.

Car parking will be provided on-site catering to both golf and tennis users. A detailed car parking assessment is being undertaken, with reference to other similar facilities. As a minimum the specified parking rates set out in the Planning Scheme provide the following guidance:

- Golf Course – 4 spaces to each hole plus 60% of the relevant requirement of any ancillary uses
- Tennis Courts – 4 spaces to each court plus 50% of the requirement of any ancillary use

The ancillary uses include seating for show courts and administrative and community uses of the pavilion, including provision for multi-purpose rooms and a café.

To support safer and more efficient access to the broader Jells Park and Waverley Women's Sporting Precinct, the intersection at Jells and Waverley Roads will be signalised.

### **3.3 Tennis Courts**

The Project will include the construction of 18 LED-lit SFAG courts to International Tennis Federation (ITF) standards. There will be two Show Courts adjacent to the pavilion with space to erect temporary spectator seating. It is expected that the design will also include permanent terraced seating adjacent to the pavilion, overlooking the Show Courts.

The tennis court complex will provide courtside spectator seating with shade, outdoor storage for maintenance, Club and coaching equipment, fencing, windbreaks and external access gates. The overall design will include noise treatments to minimise disruption to neighbouring residents. Landscaping will take into account the location of trees and shrubs in order to minimise tree root growth under the courts, and leaf litter debris on court surfaces.

### **3.4 Golf Practice Facilities**

The design will include golf practice facilities, including chipping greens, putting greens and nets. The turf practice facilities will replicate the golf course playing conditions with bent grass green and sand couch fairways and tees.

The Reference Design is included as Appendix B.

### **3.5 Open Space and Vegetation Enhancement**

The project will include the design and delivery of a range of landscape areas along with supporting irrigation systems to ensure a sustainable landscape throughout all weather seasons. Landscape features include:

- replacement and infill canopy tree planting
- water sensitive urban designed gardens throughout car parks
- ornamental gardens surrounding golf and tennis facility
- grass mounds and understory planting to create buffer zone
- irrigation systems to support the establishment and maintenance of healthy, thriving landscapes within the site
- increase in low to mid story indigenous and native plantings to support the high biodiversity values of the site and offset the large increase in hard surfaces.

## 4. Project Benefits

The Glen Waverley Sports Hub will enable the Glen Waverley Golf Course and adjacent open space to be activated; bringing new users to the site and providing opportunities for integration of sporting uses. The tennis centre will add another facility to this well-known sporting precinct, which already offers netball, softball and golf. The Project will include improvements to the existing open space, including the provision of a shared path, a community plaza and kiosk/café.

Importantly, the Project will include an upgrade to the intersection of Jells and Waverley Roads, which is the entrance to Jells Park and has been identified as having issues with safety and congestion. The Project will also include increased car parking and infrastructure improvements to the site to reduce flooding and improve drainage.

These enhancements will be accessible to the broader community and increase local sport participation opportunities. This is an exciting opportunity for Council to improve recreational facilities and outcomes for the community at the Glen Waverley Sports Hub. Tennis courts will be available for casual and local community hire/use outside of club competition and coaching activities to increase community use.

Benefits associated with this Project include:

### Tennis and Golf

- New tennis courts (x8) for Glenvale Tennis Club, providing optimal playing surfaces, and improved game play for Club members, supporting increased participation and membership growth for the Club.
- The provision of 18 new DDA-compliant and fully accessible SFAG courts with LED lighting, within Monash.
- Significant investment from the State of Victoria for the delivery of a tennis facility located within Monash and directly benefits the Monash community.
- The relocation of Glenvale Tennis Club into the new facility will result in avoided costs of repairing the existing club's six SFAG court bases, which have been earmarked in the Monash Tennis Plan as needing priority repair and upgrade due to their poor condition.
- The development of a pavilion, which will be a shared building to accommodate golf course and tennis needs and other community uses as identified and agreed during the business planning phase.
- New and improved golf practice facilities at the Glen Waverley Golf Course

### Community

- The relocation of Glenvale Tennis Club will provide a future opportunity to use the old club site for recreation space for the Glen Waverley community. There are identified gaps in playground facilities within this location. The removal of the tennis club provides an opportunity to fill this gap.
- Removal of the driving range will improve safety for adjacent residents and users of the recreational open space, with the removal of the risk of stray balls being hit into backyards, houses and onto cars.
- The retention and improvements of space in the southern section of the Site as a leash free dog area, as well as increasing the number of canopy trees.
- A 50 metre minimum buffer between adjacent residents and the new tennis courts, providing the largest buffer for a tennis facility for neighbours within Monash.

- Generation of significant flow-on economic benefit and job creation opportunities during construction and operation.

#### Traffic

- Safety and efficiency improvements for pedestrians, cyclists and cars at the Jells and Waverley Road intersection, with the conversion to a signalised intersection. The new intersection will significantly improve safety at the intersection and improve traffic flows into and out of the Jells Park precinct.
- New car parking within the Glen Waverley Golf Course, as well as improvements to existing car parking to ensure sufficient parking on site is provided.

#### Infrastructure

- The undergrounding of low voltage overhead power lines to create as much space/buffering as possible between the proposed tennis facility and residents.
- Improved drainage to the Site, especially sections of the reserve that back onto residential fencing and have previously been prone to water pooling and problem wet areas.

### 4.1 Economic Impact

REMPPLAN Economic Impact Modelling has been undertaken for this project. This modelling identifies that this project will generate significant economic benefit and job creation opportunities in the following sectors:

- Heavy & Civil Engineering Construction
- Building Construction
- Construction Services
- Tennis and Golf Operations
- Council maintenance operations – (likely to require EFT to maintain additional/change of landscape type).

### 4.2 Performance Outcomes

A key performance measure for the Glen Waverley Sports Hub will be sporting participation, in terms of overall numbers, diversity and depth. A Participation Plan has been prepared which sets out specific participation actions and targets and is attached at Appendix C. The Operator, Clubs and Council will need to work together to achieve the objectives and targets set out in the Participation Plan.

Key outcomes and associated benefits of the project are outlined in the table below.

Output	Outcome	Benefit
New 18-court ITF-standard SFAG tennis courts with LED lighting	Increased tennis participation, for all ages and all abilities, across all socio-economic groups within the community.	A more equitable, inclusive and active community
New 18-court SFAG ITF tennis courts with LED lighting	Construction of a tennis tournament venue in Monash	Greater capacity to host regional, state and national tournaments within one location in a state-of-the-art venue
New intersection at Jells Road and Waverley Road intersection	Reduce traffic congestion issues Improve safety at intersection	Assist with easier and safer traffic flow in the area

Output	Outcome	Benefit
New car park within the Golf Course and improvements to the existing car park	Ease of parking for users	Sufficient parking on site is provided
Undergrounding of low voltage overhead power lines	Satisfied residents, attractive landscaping	Ability to create as much space/buffering as possible between the proposed tennis facility and residents
Address drainage issues impacting on neighbouring residential properties	Satisfied residents, reduced maintenance issues.	Removes issues with pooling of water
Potential for new recreational space, and retention of the off-lead dog area	Satisfied residents	Improvements of space in the southern section of the site as well as increasing the number of native trees on site
Multi-sport pavilion	Satisfied users of the facility. Promote the consolidation of multiple buildings on site. Promote interactions between different sporting groups.	A new shared building to accommodate golf course and tennis needs.  Reduced ongoing maintenance costs to Council due to consolidation of ageing facilities.
Golf practice cages	Recognise removal of the driving range.  Removal of risk to residents from stray golf balls.	Replaced with golf practice cages to manage concerns with stray golf balls
Access through and around the site and connections to WWSC, Jell Park, Dandenong Creek Trail etc	Satisfied residents  Improved accessibility both within and through the precinct	A new shared path providing access and connectivity through the sporting precinct, linking residential areas, Dandenong Creek, and Jells Park
Job creation	Economic benefit	Generation of significant economic benefit and job creation opportunities
Increased biodiversity value	Enhanced and diversified landscape across site including canopy trees, middle and understory plantings, warm season grass	Positive user experience due green and leafy surrounds  Mitigate urban heat island affect Increase tree canopy for shade and wildlife habitat

## 5. Stakeholder Analysis

Detailed stakeholder and community engagement plans have been prepared for each project phases, which identify relevant project stakeholders and outline a timeline for engagement.

The Design Phase Stakeholder and Community Engagement Plan identifies the following stakeholder groups and lists the interest, impact and influence on the Project.

Stakeholder Group	Interest	Impact	Influence (IAP2 Level)
Active Monash and other internal stakeholders (e.g. horticulture, sustainability team)	High	High	Consult
Project Working Group (Internal and broader)	Endorse		
Project Control Group	Endorse		
Steering Committee	Approve		
Tennis centre adjoining residents (27 households)	High	High	Preliminary Schematic Design: Consult Other stages: Inform
Wider neighbourhood (400 households)	Medium	Low	Inform/Consult Community information meetings provides for some feedback
Intersection adjoining residents (5-6 households)	High	High	Intersection schematic design: Inform
Precinct clubs and organisations	Medium	Medium	Inform (intersection and tennis centre)
Community	Medium	Low	Inform
Glenvale Tennis Club	High	High	Preliminary Schematic Design: Consult Other stages: Inform
Glen Waverley Golf Club	High	Medium	
Golf contractor	Medium	Medium	
Golf Victoria, Golf Australia	Medium	Low	
Tennis Victoria	High	Low	
3rd tier stakeholders including Friends of groups, schools	Medium	Low	Inform
Department of Transport	High	Medium	Endorse intersection design
Councillors	Endorse/adopt		

## 6. Risk & Opportunity

A risk assessment has been undertaken for the project, with risks identified in the following categories:

- Community/reputational
- Contractual
- Environmental
- Financial
- Governance/Project Management
- Operational
- Planning
- Procurement
- Quality/Design
- Resources
- Safety/Security.

## 7. Project Governance

### 7.1 Governance

Council has Instruments of Delegation from Council to CEO and from CEO to staff that provides for decision making. Council also has a dedicated Strategic Procurement Team and Project Management Office to guide and support decisions relating to contract establishment and project management.

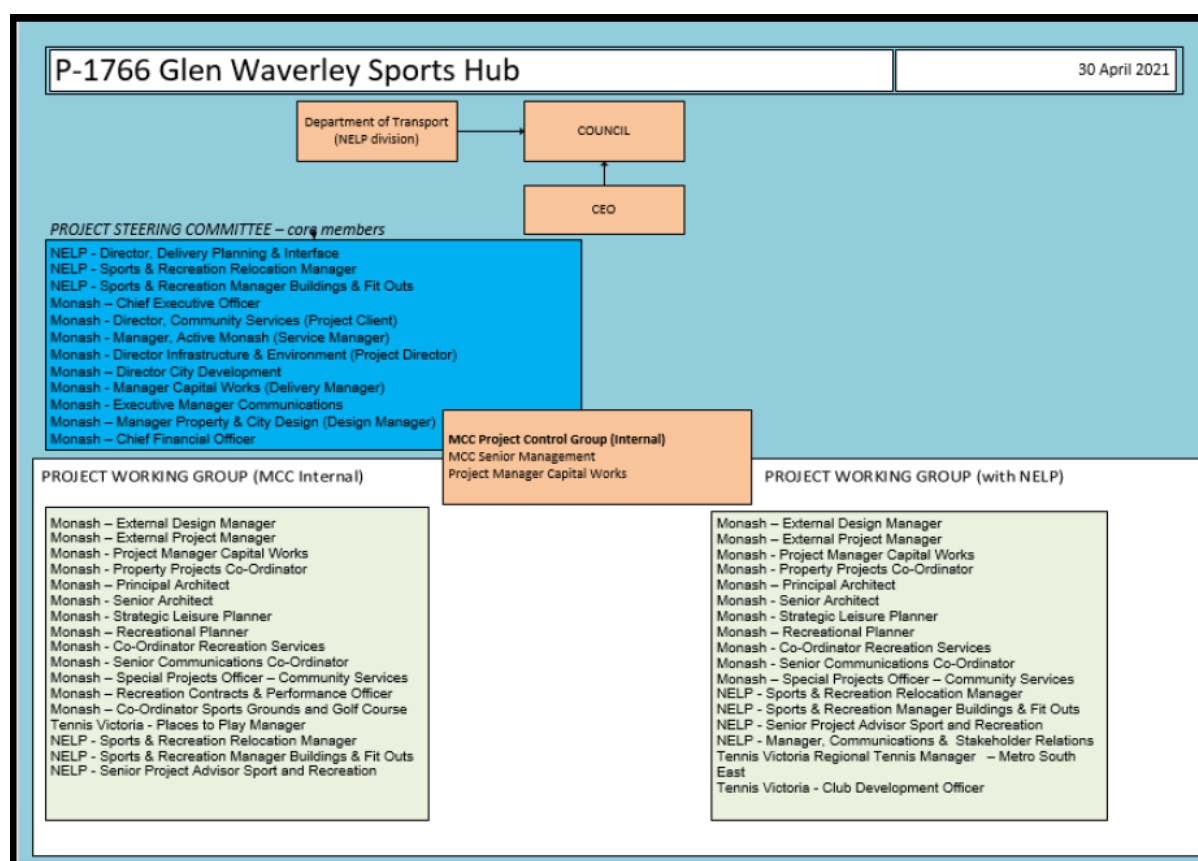
Council's Project Management Framework typically provides for a two level governance structure comprising of a Project Control Group and a Project Working Group. Due to the partnership arrangement with NELP, the Governance Structure for the Project is slightly different with the addition of an overarching Project Steering Committee (PSC) comprising of internal and external stakeholders.

The Governance Structure includes:

- An internal Project Working Group, including members representing different divisions within Council, referred to as the Project Team
- An external Project Working Group, including representatives from Council, NELP and Tennis Victoria, referred to as the Project Working Group
- A Project Control Group, comprising of senior Council representatives
- A Project Steering Committee, comprising senior representatives from Council and NELP.

The membership governance structure is depicted in Figure 4 below which also notes the various disciplines required to successfully deliver this project.

Figure 4: Glen Waverley Sports Hub Governance





## 7.2 Roles and Responsibilities

The table below lists the officer/s who have been assigned to the project team.

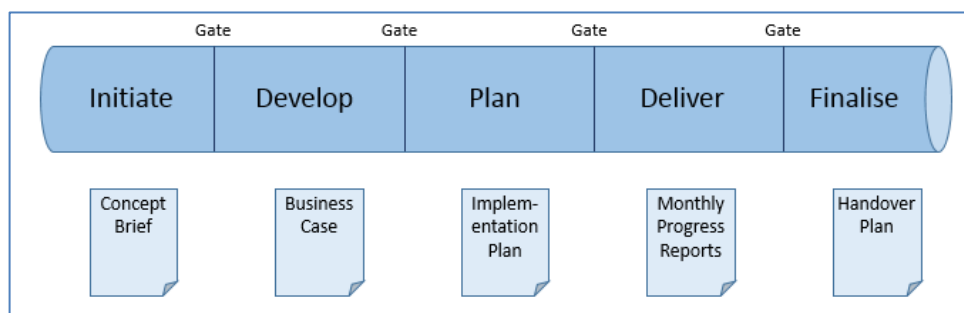
Role	Position	Officer
Client	Director Community Development	Russell Hopkins (RH)
Project Director	Director Infrastructure and Environment	Deb Cailles (DC)
Project Manager	Capital Works Building Coordinator	Shane McMahon (SM)
Delivery Manager	Manager Capital Works	Andrew Andonopoulos (AA)
Service Manager / s	Manager Active Monash	Tony Oulton (TO)
Asset Manager / s	Strategic Asset Management Coordinator	Lauren Day (LD)
Project Control Group	CEO	Dr Andi Diamond (AD)
	Director Community Services	Russell Hopkins (RH)
	Director Infrastructure and Environment	Deb Cailles (DC)
	Director City Development	Peter Panagakos (PP)
	Manager Capital Works	Andrew Andonopoulos (AA)
	Manager Active Monash	Tony Oulton (TO)
	Manager Property and City Design	Mark Gibson (MG)
	Manager Engineering	Ross Evans (RE)
	CFO	Danny Wain (DW)
	Manager Community Amenity	Greg Talbot (GT)
	Manager Communications	Jo Robertson (JR)
	Manager Horticulture Services	Lucas Skelton
Project Steering Group	Director Community Services	Russell Hopkins
	CEO City of Monash	Dr Andi Diamond
	Manager Active Monash	Tony Oulton (TO)
	Manager Capital Works	Andrew Andonopoulos (AA)
	Director Infrastructure and Environment	Deb Cailles (DC)
	Coordinator Capital Works	Shane McMahon (SM)
	NELP Senior Project Advisor Sport & Recreation	Melanie Starr (MS)
	NELP Sport & Recreation Relocation Manager	Julia Jenvey (JJ)
	NELP Commercial Manager	Joe Controneo (JC)
	NELP Senior Manager, Community Partnerships	Natalie Pearson (NP)
	Touch Projects Project Manager	Labros Vrakas (LV)
Project Team	Touch Projects Project Manager	Neill Christall (NC)
	Capital Works Building Coordinator	Shane McMahon (SM)
	Coordinator Recreation Services	Belinda Griffiths (BG)
	Strategic Leisure Planner	Jackie Grieve (JG)
	Recreation Planner	Chris McEwan (CM)

Role	Position	Officer
	Special Projects Officer	Virginia Anderson (VA) – <i>development phase only</i>
	Principal Architect	Andrew Shaw (AS)
	Senior Architect	Su-En Chng (SC)
	Coordinator Sportsground & Golf Course Maintenance	Marcus Ballard (MB)
	Consultation & Research Coordinator	Diana Bell (DB)
	Transport Engineer	Wayne Xu (WX)
	Land & Leasing Coordinator	Karen Hayes (KH)
	Project Manager, Touch Projects	Neil Christall (NC)
Project Working Group (Note: Subject matter experts may be invited to attend PWG meetings when relevant e.g. arborists etc)	Capital Works Building Coordinator	Shane McMahon (SM)
	Coordinator Recreation Services	Belinda Griffiths (BG)
	Strategic Leisure Planner	Jackie Grieve (JG)
	Recreation Planner	Chris McEwan (CM)
	Special Projects Officer	Virginia Anderson (VA) – <i>development phase only</i>
	Principal Architect	Andrew Shaw (AS)
	NELP Senior Project Advisor Sport & Recreation	Melanie Starr (MS)
	NELP Sport & Recreation Relocation Manager	Julia Jenvey (JJ)
	NELP Senior Manager, Community Partnerships	Natalie Pearson (NP)
	Tennis Victoria	Fiona Young (FY)
	Tennis Victoria	Kelly Smith (KS)
	Project Manager, Touch Projects	Neil Christall (NC)
	Department of Transport	<i>As required re Waverley &amp; Jells Rd intersection design</i>

## 8. Project Delivery

The Project will follow the pipeline established by Council's Project Management Office and shown in Figure 4 below. The Project Director and Project Client are the gatekeepers for the Project who will be required to sign-off on each stage of the Project. Each project stage serves to simplify tasks and focus effort, supporting successful delivery of the project outputs (deliverables) and achieving its ultimate outcomes.

Figure 5: Project Delivery Stages



### 8.1 Delivery Milestones

A detailed project delivery schedule has been developed, with the key delivery milestones noted in the table below.

Milestone Stage	Planned Completion Date
Consultation	May 2021
Design	March 2022
Delivery	End of 2023/early 2024
Official Opening	Early 2024

### 8.2 Acceptance Criteria

The following table describes how the stakeholders will determine if the project has been successful.

Item no	Stakeholder	Acceptance Criteria
1	Active Monash	Project completed by the end of 2023/early 2024 within budget
2	Community Services	Project delivered meets ongoing needs of community user groups and Council's service delivery levels for these user groups
3	NELP / Tennis Victoria	Project delivered to high standard with supporting infrastructure by the end of 2023/early 2024  Successful implementation of management plan as listed in item 7 of CFA.
4	Tennis Clubs	Project delivered to high standard with supporting infrastructure by the end of 2023/early 2024
5	Horticulture	Project delivered meets ongoing maintenance requirements
6	Engineering	Project delivered meets engineering requirements
7	Facilities & Infrastructure	Project finalisation stage includes sufficient handover documentation for ongoing facility maintenance
8	Local Community	Project delivered meets the expectations of the community from community consultation
9	Golf Club Committee and members	Project delivered to high standard with supporting infrastructure by end of 2023/early 2024
10	Councillors	Project delivered on time and on budget and meets the expectations of the community from community consultation

## 9. Financial Details

The Project will be delivered as a partnership between NELP and the City of Monash. The two parties have entered into a Common Funding Agreement (CFA) which outlines responsibilities and obligations of each of the parties. NELP will provide total funding of \$21 million, with the remaining \$5.7 million provided by Council.

### 9.1 Project Cost Summary

The table below shows a high-level breakdown of project costs.

#### TENNIS CENTRE - COST SUMMARY

Monash Proposal					
	Total Est. Cost	% Split (NELP: Monash)	NELP	MONASH	Total cost
<b>Pre-planning</b>					
Proposal to NELP	\$50,000	0/100		\$50,000	\$50,000
Pre-planning	\$200,000	100/0	\$200,000		\$200,000
Consultation & Engagement	\$120,000	100/0	\$120,000		\$120,000
Investigation & Preliminary Design	\$200,000	100/0	\$200,000		\$200,000
Subtotal	\$570,000		\$520,000	\$50,000	\$570,000
<b>Cost Plan</b>					
Preliminaries	\$350,000	100/0	\$350,000	\$0	\$350,000
Pavilion and plaza	\$9,100,000	80/20	\$7,280,000	\$1,820,000.0	\$9,100,000
Tennis complex	\$6,800,000	100/0	\$6,800,000	\$0	\$6,800,000
Mini golf and practice facilities	\$1,400,000	0/100	\$0	\$1,400,000	\$1,400,000
Site civil works	\$1,700,000	100/0	\$1,700,000	\$0	\$1,700,000
Car parking and drainage	\$1,200,000	100/0	\$1,200,000	\$0	\$1,200,000
Entry and intersection	\$2,500,000	100/0	\$2,500,000	\$0	\$2,500,000
Demolition/repurposing existing tennis sites	\$2,000,000	0/100	\$0	\$2,000,000	\$2,000,000
Relocation existing services	\$500,000	0/100	\$0	\$500,000	\$500,000
Contingency	\$650,000	100/0	\$650,000		
Subtotal	\$26,200,000		\$20,480,000	\$5,720,000	\$25,550,000
Total (ex GST)	\$26,770,000		\$21,000,000	\$5,770,000	\$26,770,000

### 9.2 Operational Revenue

The Glen Waverley Sports Hub will receive operating revenue from the two tenant clubs; Glen Waverley Golf Club and Glenvale Tennis Club, in addition to revenue from casual golf course fees and casual and event-based tennis court usage.

The Operator will provide services outlined in Section 10 below and will provide a guaranteed financial return to Council to off-set maintenance costs across the facility. The operation should result in a net positive return to Council, subject to confirmation via the EOI and subsequent Tender process.

The return to Council will be derived from a payment made up of any of the following:

- Fixed annual return to Council
- Fixed annual return to Council, plus % share of all profits
- Agreed percentage share of all profits returned to Council
- Fixed annual return to Council plus a capital investment on the site
- Green Fee and Court Hire revenue return to Council
- Green Fee and Court Hire revenue, plus % share of all profits
- Other proposals

A forecast operational budget to identify operational income and expenditure inclusive of all maintenance cost including utilities etc. will be completed during subsequent phases and be considerate of tenders received in response to the Management/Operations Expression of Interest (EOI) process due to conclude early 2022.

## 9.3 Fees and Charges

The *Active Monash Pricing Policy Discussion Paper* was prepared in September 2020 and sets out a pricing policy for Council's aquatic and recreation centres. The Pricing Policy is based on six principles, that incorporate Council's vision for sport and recreation participation, and include providing services and recreational opportunities that support inclusivity, equity, diversity, transparency and affordability.

The Pricing Policy proposes a tiered pricing model as shown below.

Pricing Level	Community Category	Applicable Fee
Tier 1. (Primary fee)	Adult (16 years and over)	100%
Tier 2.	Seniors Card Holder Student (current student ID card) Family group (subject to max. number) Corporate programs (subject to min. number) Council staff	Concession discount 10%
Tier 3.  Current Government issued cards	Pension Card Holder Health Care Card Holder Companion Card Holder Carer Card Holder Veteran Affairs Card Holder Child (5 to 15 years of age)	Concession discount 40%
Tier 4.	Introductory offers – target populations	Concession discount 40-100%

A review of fees and charges for similar tennis facilities has been conducted, with casual pricing for the Malvern Tennis Centre and the Pakenham Regional Tennis Centre shown below.

Case Study – Malvern Tennis Centre <i>(from City of Stonnington's website)</i>	Case Study – Pakenham Regional Tennis Centre <i>(from Cardinia Shire Council's annual budget)</i>
<b>CASUAL COURT HIRE RATES:</b>	<b>CASUAL COURT HIRE RATES:</b>
OFF PEAK (MON - FRI) 7AM - 5 PM : \$25/HR	(MON - FRI) no lights \$22.90/HR
PEAK (MON-THU) 5PM - 9PM : \$30/HR	(MON-FRI) with lights \$28.70/HR
WEEKEND (FRI, SAT, SUN) OFF PEAK (4PM - 10PM) : \$25/HR	WEEKEND (SAT, SUN) no lights \$28.70/HR
WEEKEND (SAT, SUN) PEAK (8AM - 4PM): \$30/HR	WEEKEND (SAT, SUN) with lights \$34.30/HR
WEEKEND (SAT, SUN) OFF PEAK (7AM - 8AM): \$25/HR	TOURNAMENT COURT HIRE \$43.10/HR

## 10. Operating Model

The new integrated tennis and golf facility will be Council owned and operated, with an external managing operator appointed via an EOI/tender process. The operating model will include licences for both the tenant clubs, provision of pro shop, coaching and hire services and a food service in the form of a kiosk or café. Under the model, a single commercial or not-for-profit operator will oversee and manage the tennis centre and golf course operations on behalf of Council and local clubs in accordance with Council's Vision for the Centre.

Under Council's model, the operator will be required to manage the daily operation and performance of the following three Council facilities for an initial five year period, with an opportunity to extend a further five-year period:

- Glen Waverley Golf Course (at Glen Waverley Sports Hub)
- Monash Tennis Centre (at Glen Waverley Sports Hub)
- Oakleigh Golf Course

An Expression of Interest comprising further detail on the operation and management of the Glen Waverley Sports Hub and the Oakleigh Golf Course is expected to be loaded on to Monash's e-tender portal late 2021.

### 10.1 Operating Objectives

Operation of the Glen Waverley Sports Hub and the Oakleigh Golf Club will be in line with the Active Monash Vision, *"to participate your way"*. The operator will be responsible for ensuring the venues support Active Monash's key pillars, including:

1. Welcoming & Inclusive - Feeling valued, connected and 'well' beings.
2. Quality Experiences – A place that makes us proud.
3. Celebrate Diversity – Reflective of our community.
4. Universally Accessible – Flexible, inclusive spaces that are easy to use.
5. Industry Leadership - Respected experts leading the way.
6. Affordable for All – Supportive of those who need it most.

In addition to these six key pillars, key objectives for the Monash Tennis Centre include:

- Supporting and increasing tennis participation in the local and broader regional community
- Providing a new 'home' for the Glenvale Tennis Club and supporting club access and growth
- Managing and hosting an average of 20 tournaments/events per year. Tournaments may be Tennis Victoria sanctioned and facilitated events, as well as tournaments facilitated by groups such as Tennis Seniors Victoria, Waverley District Tennis Association, etc
- Working with Tennis Victoria to provide non-club and community tennis participation growth for the Monash and broader community.

### 10.2 Management Model for Tennis Centre

The Monash Tennis Centre will operate as a commercially-managed, community-focused tennis facility that encourages all ages and all abilities participation and competition.

The Monash Tennis Centre will deliver an annual tournament program of an average of 20 tournaments/events per year over the life of the contract in consultation with Tennis Victoria (TV), Tennis Australia (TA) and the Waverley District Tennis Association (WDTA). The

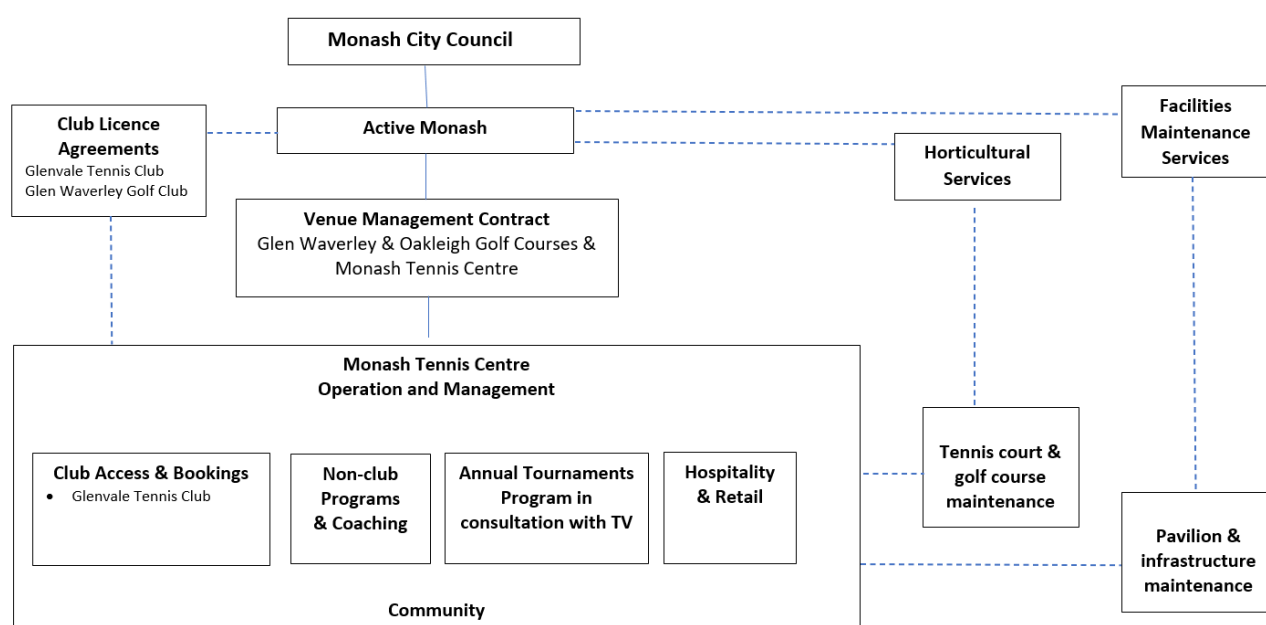
tournament program will be designed to complement the tenant club (Glenvale Tennis Club) activities and support the club's continued operation and participation in local district competitions throughout the year. Tournaments will be a mixture of single-day and multi-day events, with the view to minimising the impact to the licensee's 8 courts. Tournament types will be consistent with the sand-filled artificial grass playing surface (i.e. silver level tournaments and under).

The appointed Centre Operator will manage and work with Tennis Victoria to deliver the annual tournament program and will submit future Expression of Interest (EOI bids) to Tennis Victoria for an average of 20 tournaments annually, from a range of the events.

There are also opportunities for the Centre Operator to partner with the resident and/or other tennis clubs and associations for the delivery of tournaments, but tournament delivery will primarily be the responsibility of the Operator.

The Monash Tennis Centre will be home to Glenvale Tennis Club, with facilities onsite to cater for the club's weekly training, competition and social/casual member usage. Figure 6 shows the proposed management model for the Glen Waverley Sports Hub and Oakleigh Golf Course, with relationships between Council and tenant clubs outlined.

**Figure 6: Proposed Management Model for Monash Tennis Centre**



### 10.3 Operator Responsibilities and Opportunities

The current golf course operator is engaged by Monash City Council to manage and operate the Glen Waverley Golf Course and the Oakleigh Golf Course. The main service provision includes the collection of green fees, tee time bookings and management, performance reporting, tuition, golf programs, club co-ordination and engagement, golf retail, hospitality (limited food and beverage), marketing and course policing.

Council is responsible for maintaining, presenting and improving the golf courses, including an annual maintenance and capital works program.



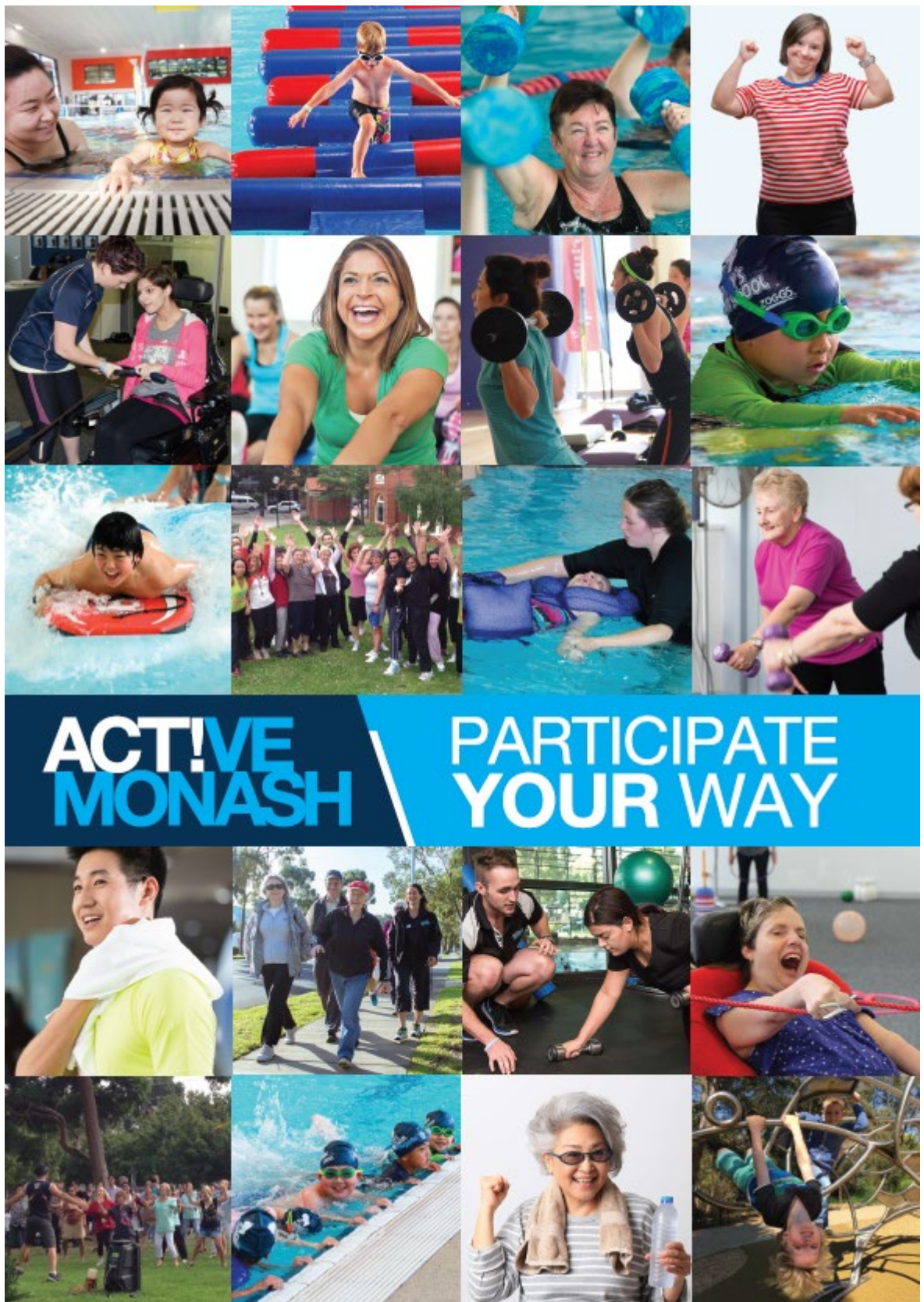
In addition to these existing responsibilities, the new operational contract will incorporate the new tennis centre and will include:

- Managing 18 ITF-standard SFAG tennis courts
- Managing, hosting and running an average of 20 Tennis Victoria accredited tennis tournaments
- Tennis and golf programs that focus on increased usage across all cohorts
- New combined pavilion with social space, café, plaza, change rooms, amenities, office space, pro shop, storage, kitchen/s (operator and clubs)
- New golf short game practise facilities (note the driving range will be removed from the site)
- Possibility of virtual golf (Capital investment opportunity)
- Plaza area for outdoor events i.e. Sunday jazz, twilight family picnics
- Pro-shop for tennis and golf
- Possible extended food and beverage offerings
- Venue membership packages that offer access across both tennis and golfing facilities

Council has prepared a Participation Plan for the facility (Appendix C), which details the performance criteria for participation. A Management Plan (Appendix D) has also been prepared, which details the operating principles for the site.

Both tenant clubs will have licences with Council which will stipulate access to social and administrative spaces within the pavilion, and for the tennis club an allocation of eight tennis courts. While the licences will be between Council and the Clubs, the Operator will manage day-to-day operations on site, as Council's delegated authority. The roles and responsibilities of the tenant clubs and the Operator will be clearly laid out in their respective agreements with Council i.e. club licence agreements and Operator's management contract.

## Appendix A – Monash Vision



## OUR COMMITMENT

Monash Council will support its community to lead healthy and fulfilling lives. We value the importance of maximising opportunities for all members of our community to participate in healthy activities and develop healthy lifestyles. Good health should be a universal right for all, regardless of age, income, gender, sexuality, ability, education or ethnic background.

## OUR BELIEF...

We believe everyone in our community has the right to participate in sport and active recreation, develop healthy lifestyles and aspire for a happier and healthier self, which is why we strive to reduce barriers to participation.

## OUR PURPOSE

To improve the health and wellbeing of our community by supporting and encouraging our community to be physically active and providing opportunities for everyone to participate in sport and active recreation.

## OUR VISION

An ACTIVE MONASH - participate your way.

## OUR PROMISE

Working to provide everyone with more flexible, accessible and localised sport and physical activity participation opportunities that enhance overall health and well-being.

## OUR VISION IS UNDERPINNED

1. Welcoming & Inclusive - Feeling valued, connected and 'well' beings.
2. Quality Experiences – A place that makes us proud.
3. Celebrate Diversity – Reflective of our community.
4. Universally Accessible – Flexible, inclusive spaces that are easy to use.
5. Industry Leadership - Respected experts leading the way.
6. Affordable for All – Supportive of those who need it most.

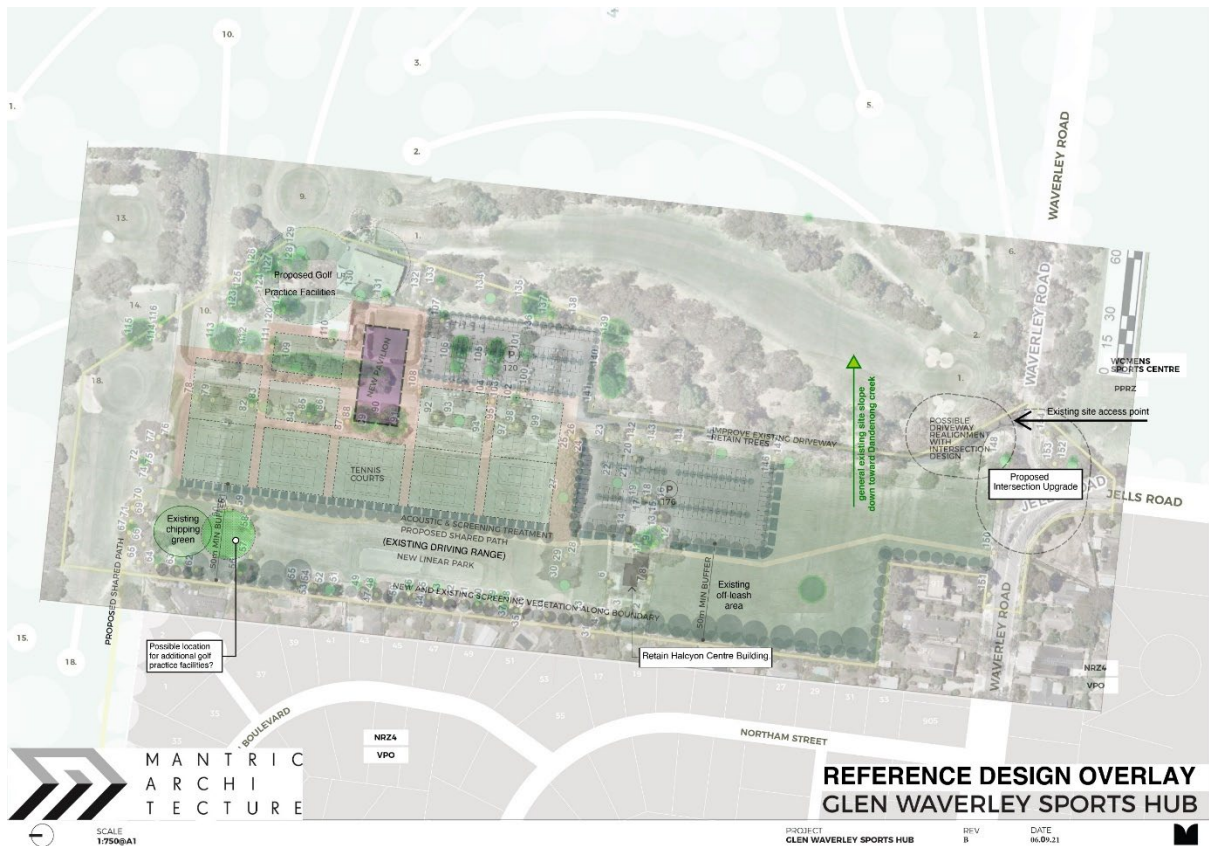
**PARTICIPATE  
YOUR WAY**



**ACTIVE  
MONASH**



## Appendix B – Reference Design



## **Appendix C – Participation Plan**

Refer EDNA Ref: [D21-163637](#)

## **Appendix D – Management Plan**

Refer EDNA Ref: [D21-163634](#)