ARMSTRONG CREEK
Sports Development Plan

STRATEGIES AND ACTIONS
FINAL REPORT | MAY 2013
Armstrong Creek Sports Development Plan

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### Volume 2

The Armstrong Creek Sports Development Plan – Strategies and Actions is the second of two key documents produced for this project.

Volume 1 | Issues and Opportunities Paper
Volume 2 | Strategy and Action Plan
EXECUTIVE SUMMARY

The Armstrong Creek Sports Development Plan

Building sport in Armstrong Creek from the ground up

Armstrong Creek is one of the largest strategic planning projects ever undertaken by the City of Greater Geelong.

The area has been planned to be an active and healthy community. The Sports Development Plan outlines how sport and associated partners can make a positive contribution towards delivering an active and healthy community.

Sport in Geelong is an essential part of its culture and is highly valued by the existing community. Commitment to supporting sport in Geelong is also evidenced through a range of municipal and regional planning studies, development of infrastructure of regional, state, national and international quality, the attraction of large scale events and the establishment of Sports House within Simonds Stadium.

The Armstrong Creek Sports Development Plan seeks to build on this historical commitment and grow the City’s involvement in sport to progress and develop its new communities. It also showcases the ability of the City to continually stimulate interest across the G21 Region and link key projects, initiatives and industry stakeholders.

With substantial infrastructure planned for the Armstrong Creek development area and significant population growth projected, a Sports Development Plan is required to facilitate the establishment and sustainable delivery of sport for the emerging community.

In effect, the Armstrong Creek Sports Development Plan identifies the best way(s) to make sport work and function within the defined infrastructure framework developed. It focuses on ensuring the delivery of sport right from the start in order to engage the local community in the establishment of sport and its future growth and development.

Historically, sports development has not rated highly in the establishment of new communities compared to the urgency surrounding the provision of essential infrastructure.

However, the rapid growth of new communities drives the need to focus on early planning for the delivery of sport and recreation facilities and to provide appropriate specialised sports development resources to engage with sport and communities early in the planning stages.

Sport development strategies that are developed for communities and not with communities are less likely to succeed.
History has shown that what might work perfectly in one community or what has worked for decades in others may prove ineffectual in new communities like Armstrong Creek.

If Armstrong Creek fails to consider the changes, needs and priorities of sport, achieving Armstrong Creek’s vision of an active and healthy community will be more difficult to ‘retro-fit’ than if it was delivered as the community builds. Developing new sporting clubs and engagement of local people in their establishment is one of the critical elements to ensuring local ownership, generating new behaviours and creating social inclusion right from the outset.

A key focus of the Armstrong Creek Sports Development Plan is to set the criteria and a framework for the birthing of new sporting clubs within each key Recreation reserve throughout the development area.

Armstrong Creek provides new opportunities for growth and engagement and is not viewed by government stakeholders as an opportunity to resolve existing local sport development, club congestion and diminishing catchment issues that have surfaced across Geelong in recent years.

The development of shared club administration, governance and management models have the capacity to set the ‘ground rules’ for club development and activity provision and to capitalise on securing wider support and a strategic approach for sport and community engagement, beyond the needs of any individual sport.

Should this process fail through resourcing restrictions and limitations or from a limited focus from sport, government and community stakeholders, Armstrong Creek runs the risk of becoming another new community that falls into previous habits and will be a lost opportunity to the sport, recreation, health and community sector, and a lost opportunity to the City of Greater Geelong and the G21 Region.

In addition to lost opportunities, failure to act on and successfully implement the Armstrong Creek Sports Development Plan will likely lead to the slow engagement and inhibited growth of local sports participation and physical activity, significantly restrict the consistent delivery of programs and activities (leading to ad-hoc development) and ultimately fail to attract the ongoing connectivity, support and ownership of key stakeholders in an exciting new initiative.

Through the preparation of this Plan a number of critical challenges have been identified for the future development of sport in Armstrong Creek. The key challenge being that it is a lot harder, and therefore less appealing, to deliver on sports development objectives than deliver on tangible infrastructure projects. Sports development is also harder to measure and harder to attract funds and resources for. However, the successful delivery of sports development initiatives has the ability to deliver more significant social, economic and participation (sport and community) benefits than any single infrastructure project.
The Armstrong Creek Sports Development Plan identifies **four simplistic, but critical objectives**. These objectives form the basis of its strategic framework.

1. Establishing and then growing participation.
2. Identifying the right people and delivering effectively through partnerships.
3. Creating viable clubs, programs and facilities.
4. Appropriately resourcing delivery.

In meeting these objectives, four priority areas have been established under the Armstrong Creek Sports Development Plan Framework to guide the direction of sport: **Participation, Management, People and Delivery**. Key aims, strategies, triggers and targets for each of these priority areas are provided within this report.

In addition to meeting objectives and delivering via priority areas, **five critical success criteria for the Plan have been identified**. The success of their delivery will ultimately determine the growth, development and sustainability of sport throughout Armstrong Creek.

1. Provision of dedicated staffing resources and Sports Development Officer.
2. Securing of investment and partnership commitment.
3. Delivery of infrastructure to meet residential demand.
4. Engagement and commitment of schools involvement in sport.
5. Connection of Armstrong Creek to existing sporting systems, structures and programs.

The Armstrong Creek Sports Development Plan has considered a range of sports development models and growth area initiatives and its flexible and strategic responses to common issues will allow the Plan to adapt to local circumstances as they and the local Armstrong Creek community grows.

The Plan’s adaptability is underpinned through its **initiate, activate and sustain** framework. This approach allows actions to commence at key milestones that may be triggered in any local area, rather than wait for static timelines to be reached, which are often influenced by external factors beyond Council and sporting stakeholder control.

Ensuring the sustainability of sport requires not only financial and human resource investment, but a focus on integration with local structures and existing programs. Using the experience of partner organisations and stakeholders, tapping into local expertise and providing dedicated resources are critical to the successful delivery of the Plan.

Integration of key strategies and actions into existing stakeholder policies, processes and stakeholder priorities will assist in achieving long-term commitment and accountability to implementation. Continuous improvement will also be delivered through regular monitoring and evaluation programs in order to assess impacts and respond to necessary changes in demand and delivery methods.

Delivering an holistic approach for the long-term development of sport, or any common planning project, is often advised but difficult to implement. The Armstrong Creek Sports Development Plan sets realistic aims with achievable targets that focus on building momentum as Armstrong Creek grows.
The Armstrong Creek Sports Development Plan can also be applied to other growth areas across the municipality and is designed to work in with Council’s existing processes and networks. **Other key areas include Lara, Fyansford, Highton, Leopold, Clifton Springs, Ocean Grove and Point Lonsdale.**

The sport development agenda is still largely determined by stakeholder priorities and needs. Ensuring the sustainability of sports development in new communities requires not only a strong focus on financial stability but more effort to imbed such programs and initiatives into local structures and existing local practices.

**The Armstrong Creek Sports Development Plan encourages and promotes sport, physical activity social interaction, health and wellbeing and community participation.**

In lieu of an existing community the Sports Development Plan creates a road map for sport provision and delivery, and a model that will lead growth area development in sport.

To date, engagement of key sporting organisations, leagues and associations has resulted in commitments towards resourcing program development and delivery in Armstrong Creek, and refocussing of human resources to support sport and club growth and prioritising new initiatives to be tested and piloted within Greater Geelong Region.

Of key importance in moving forward will be the ability of all project stakeholders to capitalise on the momentum generated through this Plan and to utilise the benefits of current timing and proposed resources to drive the development of sport now and into the future.

In ensuring that the Armstrong Creek Sports Development Plan remains current, relevant and leads the future direction of sports development in all new communities, the following overarching principles have been developed to support stakeholders when planning, developing and delivering on the Armstrong Creek Sports Development Plan vision and objectives and in making sport work in Armstrong Creek.

- Commitment and accountability
- Integration and alignment
- Clear delineation
- Targeted
- Leadership and innovation
- Continuous development and improvement.
2,500ha
Total land area of Armstrong Creek.
Distance to Melbourne: 90km South West
Distance to Geelong: 10km South

30,000
Residents projected to live in Armstrong Creek by 2031.

22,000
Residential dwellings projected and jobs created across the development area.
Project scope

With substantial infrastructure planning already in place for the Armstrong Creek development area, a Sports Development Plan is now required to facilitate the establishment and sustainable delivery of sport for the emerging community.

In effect, this Plan identifies the best way(s) to make sport work and function within the defined infrastructure framework developed.

To achieve this, the Armstrong Creek Sports Development Plan:

- Analyses best practice sports development models of growth area communities.
- Provides a strategic approach for providing and delivering sport.
- Has facilitated collaboration between state, regional and local sporting associations and leagues.
- Identifies how sport contributes to social, health and well-being outcomes.

The scope of the Armstrong Creek Sports Development Plan has focused on engagement with the five most participated outdoor sports in the Greater Geelong region (through contact with each sport’s State Body and Regional Leagues and Associations), and through key state level policy makers and advocates for sport in Victoria.

Key project partners include:

- AFL Victoria
- Cricket Victoria
- Netball Victoria
- Football Federation Victoria
- Tennis Victoria
- Sport & Recreation Victoria
- VicHealth
- Vicsport.

Individual State Sporting Organisations play a lead role in their sports’ development, support and delivery. Vicsport play a key role as an advocate and voice for all sports (in addition to the five above), VicHealth are a key driver and promoter of health and physical activity, and Sport and Recreation Victoria are a key funding partner and policy maker for sport and sporting infrastructure.

The collective input and guidance on sports development from key project partners is highly valued and is essential in the successful delivery of this project.

Critical to the outcomes of the Sports Development Plan is its focus on sport development and delivery within the proposed Armstrong Creek infrastructure network to be provided.

The Sports Development Plan does not identify new infrastructure needs and it does not investigate the sport specific facility requirements of individual sports.
Access to open space is considered extremely important to new residents. Land purchasers have indicated that they are likely to utilise open space and playing fields on average 2-3 times per week.

<table>
<thead>
<tr>
<th>Facilities</th>
<th>Count</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AFL / Cricket Ovals</td>
<td>15</td>
<td>(Across up to 8 locations).</td>
</tr>
<tr>
<td>Soccer Pitches</td>
<td>10</td>
<td>(Across up to 6 locations, including 2 regional locations).</td>
</tr>
<tr>
<td>Tennis Courts</td>
<td>36</td>
<td>(Across 2 regional locations).</td>
</tr>
<tr>
<td>Indoor Aquatic and Leisure Centre</td>
<td>1</td>
<td>(At 1 location).</td>
</tr>
<tr>
<td>Soccer Pitches</td>
<td>6</td>
<td>(Across 3 club facilities).</td>
</tr>
<tr>
<td>Tennis Courts</td>
<td>22</td>
<td>(Across 1 association centre and multiple football – netball locations).</td>
</tr>
<tr>
<td>Hockey Fields</td>
<td>2</td>
<td>(At 1 club facility).</td>
</tr>
<tr>
<td>Netball Courts</td>
<td>1</td>
<td>(Across 1 association centre and multiple football – netball locations).</td>
</tr>
<tr>
<td>Indoor Aquatic and Leisure Centre</td>
<td>2-3</td>
<td>(At 1 location).</td>
</tr>
<tr>
<td>Soccer Pitches</td>
<td>1</td>
<td>(Across 3 club facilities).</td>
</tr>
<tr>
<td>Tennis Courts</td>
<td>4</td>
<td>(Across 1 association centre and multiple football – netball locations).</td>
</tr>
</tbody>
</table>
Project stakeholder framework

The Armstrong Creek Sports Development Plan provides a robust governance and management structure to ensure strong representation from state, regional and local stakeholders through Plan development and subsequent implementation phases.

The following diagram visually represents the management structure followed for the project.

See Figure 1: Project Management Structure below.

Key Stakeholders

- Informed and briefed on the progress of the Armstrong Creek Sports Development Plan.

Project Reference Group (PRG)

- Provided input, direction and feedback into the project at key stages and milestones.

Project Steering Group (PSG)

- Provided technical advice and input throughout project development.

Project Control Group (PCG)

- Provided high level strategic direction on key issues and opportunities and involvement in the approval of all project reports.

Project Consultants (IESLP)

- Strategy development and delivery.

Figure 1: Project Management Structure

Project consultation program

In developing the Armstrong Creek Sports Development Plan, the following stakeholder consultation activities were conducted.

- Project inception and ongoing project meetings with the Project Control Group (PCG).
- Individual meetings with State Sporting Organisation representatives from AFL Victoria, Cricket Victoria, Football Federation Victoria, Netball Victoria and Tennis Victoria (in December 2011).
- Individual meetings with Vicsport, VicHealth, DEECD and Surf Coast Shire representatives (between December 2011 and March 2012).
- Presentation and workshop with Project Reference Group (PRG) representatives from local and regional sports associations and leagues (in March 2012).
- Conducted an Armstrong Creek land purchaser survey to assess buyer demographics, sport provision preferences and desire and interest levels in sports delivery in the developing community (122 completed responses received in June 2012).
- Preparation and presentation of Volume 1 - Issues and Opportunities Paper to PCG, PSG, PRG and other key stakeholders (between June and July 2012).
- Preparation and presentation of Volume 2 - Draft Strategies and Actions to PCG, PSG, PRG and other key stakeholders (between January and February 2013 – refer Attachment 2 for feedback summary).
- Council review and subsequent Public Exhibition of Volumes 1 and 2 (between April and May 2013 – refer Attachment 3 for feedback summary).
- Preparation and issuing of four project newsletters to all stakeholders (in November 2011, March 2012, May 2012 and October 2012).
Sports development defined

For the purpose of the Armstrong Creek Sports Development Plan, the following statement is used as a collective definition for sports development:

‘Sports development is a process whereby effective opportunities, processes, systems and structures are set up to enable and encourage people in all or particular groups and areas to take part in sport for recreation or to improve their performance to whatever level they desire’ (Collins 1995).

insideEDGE further believes that sports development is also as much about people and connecting communities.

Armstrong Creek

Armstrong Creek has been strategically planned to be an active, healthy community.

It is one of the largest strategic planning projects ever undertaken by the City of Greater Geelong and at full build-out, will provide for up to 22,000 dwellings and more than 60,000 residents, and cater for more than 22,000 jobs.

A comprehensive network of sport and recreation facilities are planned across the seven residential, industrial and employment precincts, designed to encourage and promote sport, physical activity, social interaction, health and well-being and community participation.

Vision

Armstrong Creek is designated in the Geelong Municipal Strategic Statement (MSS) as the ‘primary growth corridor for the future urban growth of Geelong’.

Armstrong Creek will be a master planned community that enables the early design and inclusion of key community facilities and infrastructure to sustain a future residential, commercial and industrial community.

The vision for Armstrong Creek is: ‘a residential development that meets the highest standards of sustainable living’.

Location

Armstrong Creek is located approximately 90km south-west of Melbourne and 10km south of the Geelong City Centre.

The Armstrong Creek growth area is described as the land south of the railway line at Grovedale and Marshall.

Armstrong Creek spans 2,500 hectares and will be well connected to the expanding Geelong suburbs to the north and north-west, Torquay and the Surf Coast to the south and the Bellarine Peninsula to the east.

See Figure 2 and 3: Armstrong Creek Location Map and Precinct Map.
KEY FINDINGS
The following key project findings, challenges and critical impacts have driven the focus for the Armstrong Creek Sports Development Plan.

- Local population growth, demand and preferences for sport will determine the likely need and timing of activity and infrastructure development.
- Demographic and buyer profile analysis indicates there is likely to be a significant demand for sport, leisure and recreation provision locally and immediately (based on land purchaser desires to build soon after settlement).
- The market and methods for sport are changing and new participation models are being developed for a comprehensive range of markets (including social, casual and competitions formats).
- There is a strong focus by sport on modified programs and participation opportunities that link directly into junior development programs and player pathways.
- Armstrong Creek should not be seen as an easy victory for solving existing local issues of sport, club congestion, diminishing catchments and facility limitations.
- All sports have identified the need to develop a presence within Armstrong Creek that links with existing competition, participation programs and league/association structures.
- Birthing and growing new shared sporting club models that engage with local Armstrong Creek residents and communities is a desired outcome.
- Successful shared sporting club models can only be achieved through the right mix of sporting codes with shared vision and goals.
- Attracting experienced and knowledgeable administrators into new clubs in new communities may be difficult, particularly early on in Armstrong Creek’s development.
- Education and training is a key component of sports development and it is fundamental to the implementation of viable sports and clubs, particularly at the local level.
- Infrastructure in Armstrong Creek is planned to predominately cater for the local to regional sporting market and will be developed to a standard that is capable of integrating into existing local, district and regional sporting competitions.
- Sports development is significantly enhanced in new communities when schools are engaged and committed to supporting initiatives.
- The health benefits of playing and participating in sport and physical activity are widely known, but it’s the social aspect of these activities that are arguably just as important.
- Community capacity building and social capital are the pillars of any healthy, well connected community. Sporting clubs, infrastructure and the provision of informal recreation and leisure activities are essential ingredients for a vibrant and active community.
- Alignment between sport, government and community objectives is critical to the success of sporting activity provision, delivery and resourcing.
- Historically, growth areas start planning sport development post community establishment, which leads into “issues to address” rather than setting positive initiatives from the start.
- Historically growth areas have struggled with providing staff and resources to implement sports development plans and initiatives and to deliver the required levels of service to their emerging communities.
- Historically Local and State Government have provided a focus on infrastructure development regarding local sport, which has led to limited sport development implementation in the G21 Region.
- Community sport relies heavily on the hard work and commitment of its volunteers. The on-field activity is sometimes secondary to the importance of club volunteers who are driven by a sense of purpose and a goal of making a positive contribution to the overall success of their club.
- Failure to successfully implement the Armstrong Creek Sports Development Plan will significantly impact growth of sports participation, create ad-hoc development and lead to a lack of local ownership and delivery.
87% of new land purchaser surveyed indicated they 'would be interested in becoming involved in any new sporting club or group established in Armstrong Creek.

85% of initial land purchasers indicated that they are currently involved in an Australian Rules Football, Cricket, Netball, Tennis or Soccer club.
ARMSTRONG CREEK SPORTS DEVELOPMENT FRAMEWORK

The role of sport and sports development in new communities

The provision of sport and recreation activities, programs and infrastructure in new communities is vital to providing for the long-term health and social connection of the local community.

In addition to serving as a ‘broker’ to new residents and promoting social interaction, sport and recreation activities and their supporting infrastructure (including facilities, programs, operators and facilitators) also serve to promote a sense of place and belonging where people are engaged, recognised, active and well connected.

The Australian Sports Commission’s Australian Sport: The pathway to success report (2010/11) provides a strong basis for the future focus of sports development at the local level. The report identifies that:

In order to reinvigorate engagement in sport amongst our community and to regain our competitive edge, we need to do things differently. We need to place a strategic focus on collaboration, reform and investment across the entire sporting pathway – from the grassroots up.

It is well known that the key strength of sport is its ability to bring people and communities together and unite them through a common purpose and goal. Sport reflects culture, connectedness and social change and when delivered correctly, is a key ingredient of a healthy and productive local community.

At the local level, sport in Armstrong Creek provides the opportunity to unite the community - a community that will share a range of needs, preferences and priorities, as well as a common desire to understand and become involved in their local environment.

In uniting the local community through sport, the Armstrong Creek Sports Development Framework builds on the findings, issues, implications and opportunities highlighted in the Issues and Opportunities Paper (Volume 1) and identifies:

○ A role and vision to lead sport development in Armstrong Creek.

○ Key objectives that inform future strategy and action planning.

○ Development principles that guide implementation and delivery actions.
Vision for sport in Armstrong Creek

Armstrong Creek’s vision of a vibrant and connected community is underpinned through the Armstrong Creek Sports Development Plan’s vision of live strong, be strong, play strong - Armstrong Creek.

This vision captures the essence of sports development and community planning and is represented by the following outcomes:

**Be strong:**
Viable and sustainable sporting clubs and groups that are underpinned by robust governance and delivery models and principles.

**Play strong:**
Strong sense of community participation and involvement in sport with well-connected partnerships and pathways.

**Armstrong Creek:**
A vibrant, healthy, physically active and connected community.

Vision linkages

The vision for Armstrong Creek also builds on:

- The Victorian Government’s objective of supporting ‘more people, more active, more often’;

- The G21 Sport and Recreation Pillar vision of ‘G21 communities are engaged, active and connected through sport and recreation’, and

- The City of Greater Geelong’s vision of being ‘the best place to live’.
Key objectives for sports development in Armstrong Creek

In the establishment of sport and associated development initiatives in Armstrong Creek, the following key objectives will provide the basis to achieve and deliver the vision for the Armstrong Creek Sports Development Plan:

1. Establishing and then growing participation.
2. Identifying the right people and delivering effectively through partnerships.
3. Creating viable clubs, programs and facilities.
4. Appropriately resourcing delivery.

Development principles for sport in Armstrong Creek

The following overarching principles are provided to support stakeholders when planning, developing and delivering on the Armstrong Creek Sports Development Plan vision and objectives and in making sport work in Armstrong Creek.

Commitment and accountability
Commitment to Sports Development Plan vision and objectives by all stakeholders and partners and accountability for resourcing its delivery and implementation.

Integration and alignment
Alignment of stakeholder policies and priorities within Armstrong Creek and support for the integration of local pathways and activities into existing structures and sporting systems.

Clear delineation
Clear delineation of stakeholder and partner roles and clear delineation of delivery responsibilities.

Targeted
Targeted focus on programs and initiatives that can be delivered and that are relevant to the Armstrong Creek community.

Leadership and innovation
Lead the piloting and testing of new programs and initiatives and create an environment amongst partners that supports bravery, innovation and testing traditional methods.

Continuous development and improvement
Continue to seek improvement in service levels and be responsive to the changes in, and development of the Armstrong Creek community as it grows rapidly and continue to monitor and evaluate sports development outcomes.

Alignment with stakeholder policy

Armstrong Creek Sports Development Plan objectives also align with common sport, government and community stakeholder objectives regarding planning, delivery and resourcing sport.

In particular, the following common alignments will be delivered through Sports Development Plan implementation:

- Increase participation in sport and physical activity
- Deliver sport to targeted population sectors
- Create effective pathways for players, administrators, coaches and officials
- Deliver initiatives in partnership
- Increase the capacity of volunteers, local workforce and clubs
- Collect and respond to data and information
- Engage with local communities.
Armstrong Creek Sports Development framework

The following Sports Development Framework visually represents the role, vision, objectives and underpinning principles for sports development in Armstrong Creek.

**ROLE**
Building Sport in Armstrong Creek from the Ground Up...

**VISION**

**BE STRONG**

**PLAY STRONG**

**ARMSTRONG CREEK**

**OBJECTIVES**

1. Establishing and then growing participation.
2. Identifying the right people and delivering effectively through partnerships.
3. Creating viable clubs, programs and facilities.
4. Appropriately resourcing delivery.

**UNDERPINNING PRINCIPLES**
Stakeholders

A vast number of organisations and stakeholders make up the Australian sporting sector, most of which have some level of involvement or influence over the creation and delivery of sport in local communities.

The Armstrong Creek Sports Development Plan groups sector stakeholders into three key categories in order to separate and identify the primary role and function that each will need to play through the implementation of the Armstrong Creek Sports Development Plan:

1. **Sport**: Includes National and State Sporting Organisations, Vicsport, Leagues, Associations and Clubs, sports academies and local providers of sport.


3. **Community**: Includes Leisure Networks, schools, community organisations, program deliverers and Armstrong Creek residents and developers.

Figure 4 following visually represents the connection and relationships between stakeholder groups as they relate to the Armstrong Creek Sports Development Plan.

A summary of the overall role of stakeholders in sport as well as their core role in the delivery of the Armstrong Creek Sports Development Plan is outlined in the Resourcing and Implementation section of this report (refer page 32).

Ongoing commitment

The City of Greater Geelong wish to acknowledge the considerable support and historical investment made into the municipality by government partners, dedicated clubs, associations and supporters over the years.

It is now important to continue to strengthen these partnerships and build on the existing successes in order to take a strategic approach to developing sport in Armstrong Creek from the ground up.
Armstrong Creek Stakeholder Framework

Figure 4: Armstrong Creek Stakeholder Framework
For a full list of key stakeholders and corresponding acronyms please refer to page 48 - Attachment 1 | Consultation List.
Priority areas

As Armstrong Creek grows, so does the need to commence sports and infrastructure development from the start in each local community. The structures are similar, the facilities and programs are similar, the triggers are similar, but the local community changes every time.

The Issues and Opportunities Paper (Volume 1) identified four key priority areas for sports development in Armstrong Creek.

These four priority areas were identified as having the most significant influence and impact on the planning, development and delivery of sport across Armstrong Creek.

Participation

A priority for Armstrong Creek is to ensure the right mix of programs are planned and delivered for the local community, and to balance development, competition and participation needs.

Management

A priority for Armstrong Creek is understanding the needs of the local community and to match them with the requirements of sport, in addition to delivering quality infrastructure and managing it in a welcoming, shared and flexible way.

People

A priority for Armstrong Creek is to understand the local community, who they are (now and in the future) and how they will connect with sport in the local area.

Delivery

A priority for Armstrong Creek is to secure sport, government and community resources, align objectives, integrate existing systems and access enough resources (financial and human) to create a sustainable sports development model for the local community.

Sports Development Process Cycle

Activating sport in newly developing communities is different to working with existing and established communities. Initially there are fewer facilities, opportunities and people and no historical connection of residents to clubs and activity providers.

New communities are constantly growing, changing and evolving as new estates, developments and land releases come online. Area growth is also dependent on market demand and forces, economic climate and political decision making and often timelines fluctuate based on these external factors.

This creates challenges in establishing a sports development model based around a static timeline.

As such, the Armstrong Creek Sports Development Plan recognises and uses a Sport Development Process Cycle that creates a progressive model based on triggers within each localised area, focusing on initiating, activating and sustaining sport in every location across Armstrong Creek.
90% Of new land purchasers believe that living within close proximity to a recreation facility is essential.

70% Of land purchasers are currently living locally within the Greater Geelong region.

90% Of land purchasers indicated they are employed full time as professionals, managers or administrators.
Objective | Establishing and then growing participation across Armstrong Creek.

Strategic Direction
Community and resident participation in sport and recreation activities is a key priority for Armstrong Creek.

Sport, government and community stakeholders from the local to national level have an aligned objective to provide opportunities for sport and physical activity and more specifically, to enable and support more people to be more active more often.

Sport has a focus on creating opportunities for their individual players, members and participants. The focus of sports’ has evolved over time and has been subject to community, social and environmental change. The market for sport continues to change and new participation models are being developed to cater for a broader range of participants.

Ensuring the right mix and blend of programs and activities are delivered is essential to growing participation in Armstrong Creek.

The Armstrong Creek model for sport and recreation participation will follow a two-stream approach, being (a) Recreation pathway and (b) Talented player pathway. This allows participants to enter the participation market at their chosen level and continue to play to a level that meets their ability and/or expectations.

The strategic approach of firstly initiating interest in sport and associated activities to meet community demand will be the first step in generating sport and recreation participation within Armstrong Creek. From there the focus will shift towards activating participation within sporting clubs and through regular activities and programs, and then sustaining participation through retaining participants and transitioning them into higher level competition and into coaching and officiating opportunities and life-long involvement.

Appropriate levels of training, education and qualified personnel to support participation initiation and growth will also need to be developed.

The nature and timing of participation programs and activities will need to be flexible in order to accommodate new resident influx and continuous population growth.

The process of initiating, activating and sustaining will be an ongoing process that will need to be implemented across all new residential estates and precincts as they evolve and grow. In order to create viable programs and connect them with appropriate levels of facility provision, participation processes will need to be aligned with recreation reserve master planning and with DEECD planning for schools and associated community facilities.

This will ensure that activity delivery provides connection between local people, local clubs and local schools.

Refer to Figure 5 for visual representation of the proposed sports participation pathway for Armstrong Creek.
<table>
<thead>
<tr>
<th>PARTICIPATION</th>
<th>INITIATE</th>
<th>ACTIVATE</th>
<th>SUSTAIN</th>
</tr>
</thead>
<tbody>
<tr>
<td>AIM</td>
<td>Plan and create entry level points for local sport participation in Armstrong Creek</td>
<td>Promote and deliver a range of participation opportunities for Armstrong Creek residents to access</td>
<td>Provide pathways for player development and life-long involvement in sport</td>
</tr>
</tbody>
</table>
| STRATEGIC RESPONSE | o Resident contacts database  
| | o Ongoing demographic review  
| | o Promote local opportunities  
| | o Community Sport and Family Days  
| | o Modified sports programs  
| | o Sport in school curriculum | o Come-and-Try Days  
| | o Local competition involvement  
| | o Coaching programs  
| | o School and club partnerships  
| | o Inter-school sport competitions  
| | o Promote programs | o Competition and participation pathways  
| | o Academy of Sport (regional and state) involvement  
| | o New sports and activities  
| | o Youth coach and officials  
| | o Training and education  
| | o Events and showcase matches |
| TRIGGERS | o Minimum market of 500 residents (in each new estate/area)  
| | o An established recreation reserve or available open space | o An established sporting club  
| | | o An established school | o Teams entered into League and Association competition |
| TARGETS | o 100% of Armstrong Creek households provided with information on local sporting opportunities  
| | o Annual review of local area demographics to identify trends and priorities  
| | o Annual Community Sport and Family Days conducted  
| | o Auskick, MLC Tennis Hot Shots, Small Sided Football, Mlo In2Cricket and NetSetGO! programs established at each sporting club  
| | o 80% of the Armstrong Creek community engaged in age appropriate entry level activities  
| | o DEECD adoption of school sport into curriculum development | o Seasonal Come-and-Try Days delivered for AFL, Cricket, Netball, Tennis and Soccer  
| | | o Qualified coaches in each sport at established sporting clubs  
| | | o AFL, Cricket, Tennis, Netball and Soccer teams entered into League and Association competition  
| | | o Each Armstrong Creek School participating in inter-school sport in at least 2 sports | o Alignment of sport participation programs and their promotion between local, regional and state stakeholders  
| | o At least 1 Armstrong Creek resident representing the region in each sport  
| | o At least 1 major sporting event and 1 showcase match conducted at Armstrong Creek venues annually  
| | o 100% of Armstrong Creek clubs enrolled in regional or sport specific training and education programs  
| | o Come and Try Days introduced for 1 new sport (beyond AFL, Cricket, Netball, Soccer and Tennis) within Armstrong Creek as demand emerges |
2 | MANAGEMENT

Objective | Creating viable clubs, programs and facilities

Strategic Direction

Delivery of quality infrastructure and sustainable clubs, and managing them in a welcoming, shared and flexible way is a key priority for Armstrong Creek.

Rapid growth drives the need to focus on early planning for the delivery of sport and recreation facilities and the need to match them with the right mix of sports and activities. Community infrastructure, particularly sporting infrastructure, is often slow to be developed in growth areas, creating unmet expectations by the local community and missed opportunities for sports development.

The Sports Development Plan focuses on maximising the planned infrastructure within Armstrong Creek (as outlined in the March 2009 adopted Armstrong Creek Integrated Delivery Plan) through the creation of new multi-sport clubs that will service local community needs.

The City of Greater Geelong has the opportunity through greenfield site development to provide quality facilities under new governance models that have not been traditionally applied in previous development areas.

Sporting clubs will be established from the ground-up in Armstrong Creek and take preference over the relocation of existing clubs into Armstrong Creek. New clubs will adopt and promote shared, welcoming and family friendly principles and policies. Clubs and facilities will also support healthier sporting environments that are safe, inclusive and equitable, and that welcome, involve and value everyone in sport.

‘Birthing’ a new sporting club provides opportunities to influence the management, role and function of a new club and their status within the community. New clubs provide new opportunities, new ideas, new people and new connections and can give local communities a sense of pride, responsibility and ownership, while avoiding historical club cultures and the creation of super clubs and their subsequent cannibalisation of other existing clubs.

The focus on strategic approach to facility and club planning and management (as opposed to solely focussing on operational elements) will firstly be to develop a consistent club management model (new club specification) that considers the needs of sports collectively, the financial viability of facility operations and the connection of clubs to activity provision and participation outcomes.

In establishing new sporting clubs across Armstrong Creek, significant support will be required from key stakeholders, including the provision of new club funding. This will enable consistency across Recreation Reserve sites, introduce a range of sports, and provide an opportunity to refine and improve models as new sites and facilities come online over time. Models for major regional sport specific hubs in Armstrong Creek will require Council and SSO’s to negotiate and determine the best management outcomes for sports and the community.

Activating club operations will require emphasis on training and educating local administrators and volunteers. New clubs may not initially attract experienced administrators to them and knowledge and experience will need to form part of club and facility management processes, all underpinned by sound business planning principles.

Sustaining club and facility management will require ongoing monitoring of club operations, including the success, range and growth of activity delivery, the health of local and regional partnerships, the financial contribution made by clubs back into facilities and the involvement of local people in the ongoing management of clubs. Engagement in formalised leadership and club mentoring programs will also contribute to continuous improvement of clubs and their people.

A key success criteria for establishing and managing healthy, welcoming and sustainable sporting clubs and facilities in Armstrong Creek will be the connection to existing tools, resources and support mechanisms. Using key stakeholder knowledge and programs and sport specific planning, management and mentoring tools will increase the ongoing management performance of clubs and facilities and make a positive contribution to improving sporting club culture and delivery throughout Armstrong Creek.
<table>
<thead>
<tr>
<th>MANAGEMENT</th>
<th>INITIATE</th>
<th>ACTIVATE</th>
<th>SUSTAIN</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AIM</strong></td>
<td>Plan and model shared sporting clubs for Armstrong Creek</td>
<td>Assist sporting clubs to deliver a range of sporting activities that meet local community needs</td>
<td>Provide monitoring and resource support to enable clubs to grow and maximise use of Armstrong Creek facilities</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>STRATEGIC RESPONSE</strong></th>
<th>New club specification</th>
<th>Partner engagement</th>
<th>Leadership mentoring program</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Leader identification</td>
<td>Volunteer training and education</td>
<td>Club development</td>
</tr>
<tr>
<td></td>
<td>Reserve and facility design</td>
<td>Links to existing programs</td>
<td>Program involvement</td>
</tr>
<tr>
<td></td>
<td>Establishment grants</td>
<td>Marketing and promotion</td>
<td>Strategic partnerships</td>
</tr>
<tr>
<td></td>
<td>Incentive for new clubs</td>
<td>Business planning (inc. sponsorship and management standards)</td>
<td>Asset renewal</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>TRIGGERS</strong></th>
<th>Recreation Reserve master plan completed</th>
<th>An established sporting club facility</th>
<th>Multiple sports operating at clubs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Commencement of at least 1 formal sporting activity</td>
<td>Local school engaged in formal program(s)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>TARGETS</strong></th>
<th>Club specification for all Armstrong Creek clubs established</th>
<th>Sport specific, COGG and school partnerships established at each sporting club</th>
<th>Annual review and updating of club business plans</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Club management agreements aligned to COGG Cost of Sport outcomes</td>
<td>100% of clubs operating to a 3-year business plan</td>
<td>Sports mentors identified for each sport delivered in Armstrong Creek</td>
</tr>
<tr>
<td></td>
<td>$1,500 New Club Establishment Grants approved per club</td>
<td>100% of clubs enrolled in Club HELP</td>
<td>100% of clubs with a bar secured Level 2 Good Sports accreditation</td>
</tr>
<tr>
<td></td>
<td>Seasonal sporting leaders information evenings conducted in each Precinct</td>
<td>100% of clubs adopted and operating with healthy, welcoming and inclusive principles and policies</td>
<td>100% of clubs engaged in COGG, Leisure Networks or SSO development program(s)</td>
</tr>
<tr>
<td></td>
<td>Minimum of 1 local sporting leader identified for each sport annually</td>
<td>100% of clubs with a bar / serving alcohol to secure Level 0 Good Sports accreditation</td>
<td>Minimum of 1 strategic partnership established for each club (e.g. TAFE, Diversitat, YMCA camp, SEDA)</td>
</tr>
<tr>
<td></td>
<td>East Precinct District Sporting Reserve Master Plan completed to guide future shared club development and planning</td>
<td>100% of clubs with a bar secured Level 1 Good Sports accreditation</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>100% of clubs affiliated with respective peak bodies</td>
<td></td>
</tr>
</tbody>
</table>
3 | PEOPLE

Objective | Identifying the right people and delivering effectively through partnerships

**Strategic Direction**

**Understanding the local community, who they are (now and in the future) and how they will connect with sport in the local area is a priority for Armstrong Creek.**

The Armstrong Creek community will grow and develop over time and is projected to cater for 30,000 residents by 2031. Through the rapid growth and development of new communities it will be critical for Council and stakeholders to continually monitor population growth and the associated demographic influences within each local area. It will be these influences and differences in local communities that will ultimately drive the demand for specific sporting activities and programs.

The health benefits of participating in sport and physical activity are widely known, but the social aspects of these activities that are arguably just as important. Community capacity building and social capital are the pillars of any healthy, well connected community.

The strategic direction of growing local clubs in Armstrong Creek has a significant impact on people and the capacity of local communities to sustain themselves. The availability of experienced administrators, coaches and officials may not initially exist within Armstrong Creek, which requires a comprehensive training and education response through the Sports Development Plan.

The key to developing sport across Armstrong Creek will be the ability to identify, attract and encourage local people to become engaged in local clubs and in the delivery of programs and initiatives. By understanding the local community, building contacts and providing information to new residents, stakeholders will be better placed to work with local residents on developing sport.

Initiating programs, promotional activities and community involvement in growth areas is a challenge and dedicated resources are required, firstly to prioritise and coordinate implementation tasks, and secondly to build trust with people and cohesion in delivery.

A key strategic response to these challenges in Armstrong Creek will be the appointment of a Sports Development Officer (SDO) that will focus on connecting sport, government and community stakeholders across the City of Greater Geelong’s growth areas, including Armstrong Creek. This broader focus creates efficiencies in delivering for all growth area communities that will be experiencing the same challenges and requirements in initiating, activating and then sustaining sport in their local area.

A core role of the Growth Areas SDO will be to engage with and coordinate partner involvement in program establishment and delivery. They will work directly with SSO’s, developer staff, parents, residents, clubs, schools and internal and external government organisations to develop and grow sport across Armstrong Creek and to ensure consistent delivery of sports development objectives.

Three key initiatives to sustaining ongoing involvement of people and partners through the life of the Sports Development Plan and beyond are:

(a) ensuring formalised partner commitment and engagement in existing regional, state, national and local developer programs and initiatives;

(b) developing and adopting clear roles and responsibilities for individual and partner involvement (refer to Implementation Section for definition of stakeholder roles and responsibilities in Sports Development Plan delivery), and

(c) recognising input and valued contributions at all levels and creating succession plans that encourage youth and parent involvement and lead to life-long involvement in sport.
<table>
<thead>
<tr>
<th>PEOPLE</th>
<th>INITIATE</th>
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<tbody>
<tr>
<td>AIM</td>
<td>Identify individuals and partners to become involved in the local development of sport</td>
<td>Engage individuals and partners in every level of sport across Armstrong Creek</td>
<td>Recognise individuals and partner involvement and encourage new people to contribute to local Armstrong Creek sport</td>
</tr>
<tr>
<td>STRATEGIC RESPONSE</td>
<td>o Sports Development Officer (SDO) o New purchaser information o Build local contacts (inc. social media) o Stakeholder map o Promote opportunities</td>
<td>o Partner commitment o Parental involvement o Skill development o Community survey o School Ambassador Program</td>
<td>o Partnership expansion o Succession planning o Volunteer recognition</td>
</tr>
<tr>
<td>TRIGGERS</td>
<td>o House or land purchase</td>
<td>o An established sporting club, school or associated program</td>
<td>o Ongoing – sustaining people is continuous</td>
</tr>
<tr>
<td>TARGETS</td>
<td>o Secure financial investment to fund SDO o Secure SSO and partner resources to support SDO work plan delivery o Appointment of a Greater Geelong growth areas SDO o MOU established between Council and Developer Community Development staff o New land purchaser and resident pack to include information on sport development and participation opportunities o Local skills gap analysis, contacts database and stakeholder map completed for each local area o 1 individual identified for each sport (per local area, club and/or recreation reserve) to help drive sport</td>
<td>o Formal partnership agreement between each of the 5 SSO’s and SDO in place o Annual increase in formally accredited coaches, officials and administrators at each Armstrong Creek club o Annual survey conducted to Armstrong Creek residents o Formal involvement of each school in sport specific School Ambassador Programs o Engagement of school partners and other providers (e.g. SEDA Active After School) in activity delivery</td>
<td>o Engagement of G21 Pillars, Leisure Networks, Government, SSO’s and other supporters in development and recognition programs o Links established to regional, state and national volunteer programs and strategies o Increase the number of targeted professional development opportunities for volunteers o Monitor, retain and build on accredited coach, official and administrator numbers o Partnerships expanded beyond sport (e.g. community, health, commercial, education) o Continued increase (in number) and diversification of formal partnerships</td>
</tr>
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</table>
Strategic Direction

Securing sport, government and community resources, aligning objectives, integrating existing systems and accessing enough resources (financial and human) to create a sustainable sports development model for the local community is a priority for Armstrong Creek.

The delivery of the Armstrong Creek Sports Development Plan is fundamentally about establishing partner relationships and matching local, state and national objectives for sport with government and community priorities. At any one point it is possible to identify common goals and objectives for sports development and align the objectives of key stakeholders to deliver on actions and priorities.

However, in the environment in which sport operates there are always a number of ‘game changers’ that will impact and influence the priorities of sports development. Government focus (and funding priorities) changes regularly at local, state and federal level, new programs and initiatives are introduced by sports and social change in local communities impacts the demand and desire to engage in different types of sport and physical activity.

It is critical that the Armstrong Creek Sports Development Plan succeeds political and stakeholder change and that it stands alone beyond individual organisational and stakeholder directions and capacity and drives community involvement rather than is a product of it. The Plan must also bridge identified gaps in stakeholder capacity, funding restrictions and requirements and one-off program initiatives.

The key focus of delivering the Armstrong Creek Sports Development Plan is to create local and partner ownership of outcomes and build long-term local support and involvement of stakeholders and community members in action delivery.

In strategically responding to sport development in Armstrong Creek it is important to recognise that sport development programs and initiatives alone to not lead to wider community and cultural change, there must be integration with broader programs that connect to service common goals (increasing physical activity and improving health and well-being for example, or generating economic benefit within the local area).

Pilot programs and shared partner investment and delivery are key initiatives for activating the delivery of sports development locally, as is utilising established tools and resources to support key stakeholders.

The funding and resource mix for the Sports Development Plan will require government, sport, community, developer and local commercial resources – financial and human. Sustaining funding and human resource commitments in the medium to long-term will require annual budget commitments and formal integration of Sports Development Plan strategies and actions into existing partner work plans and systems, as well as aligning them with individual and regional organisation objectives,

Generating shared accountability across all stakeholders through implementation is the only viable way to retain commitment to, and momentum in the delivery of actions.

To ensure all areas of Armstrong Creek can continue to meet local needs, project partners will need to continually monitor the impact of delivery on the local community and continue to evaluate successes through formal evaluation.

Structures, staff and partners involved in Sports Development Plan implementation will also need to be flexible in order to be able respond to evaluation outcomes and changing community needs as Armstrong Creek grows and develops.
<table>
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<tr>
<th>DELIVERY</th>
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<th>ACTIVATE</th>
<th>SUSTAIN</th>
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</thead>
<tbody>
<tr>
<td>AIM</td>
<td>Identify core needs, partner objectives and available resourcing and funding opportunities</td>
<td>Secure shared investment, commitment and accountability for delivery</td>
<td>Review performance and achievements and respond to changing needs</td>
</tr>
<tr>
<td>STRATEGIC RESPONSE</td>
<td>○ Market analysis ○ Common goals and values ○ Alignment of objectives ○ Create resource plan ○ Identify investment opportunities</td>
<td>○ Shared partner investment ○ Deliver initiatives in partnership ○ Pilot programs ○ Shared accountability ○ Promote Armstrong Creek brand ○ Tools and resources ○ Communicate through SDO</td>
<td>○ Monitoring and review of the Plan ○ Measure impact of delivery ○ Best practice case studies ○ Respond to change ○ Maintaining service levels ○ Create new support options</td>
</tr>
<tr>
<td>TRIGGERS</td>
<td>○ Precinct Structure Plan adoption ○ Change in political or stakeholder focus</td>
<td>○ Release of funding opportunities (likely to happen anywhere, anytime)</td>
<td>○ Annual review of Sports Development Plan</td>
</tr>
<tr>
<td>TARGETS</td>
<td>○ Adoption of clear common stakeholder goals and values ○ Annual review of local area demographics and market for sport to identify trends and changes ○ Sports Development Plan implementation budget established ○ Input into Development Contributions Plans (DCP) ○ Annual review of government funding initiatives and programs</td>
<td>○ SDO to participate in Regional and State-wide growth area initiatives ○ Approval of Development Contributions Plans (DCP) ○ Minimum of 50% of Sports Development Plan investment secured from project partners ○ Minimum 1 pilot program initiated in Armstrong Creek every three years ○ Summary Sports Development Plan promoted to sport, government and community stakeholders ○ Sports House and Leisure Networks engaged to promote available tools and resources ○ Armstrong Creek Sports Development actions adopted in CoGG staff, SSO and partner work plans</td>
<td>○ Annual review of achievements and impacts of implementation and promote to partners (State of Play) ○ Annual update of Sports Development Plan actions and priorities ○ Minimum of 1 best practice case study regarding Armstrong Creek promoted to partners and the industry annually ○ Armstrong Creek Sports Development actions integrated into annual CoGG, SSO and partner budgets ○ Promote Armstrong Creek at relevant industry forums ○ Engagement of Armstrong Creek framework into other COGG growth areas.</td>
</tr>
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</table>
1,100+
Australian football clubs are now active across Victoria (2012).

3,000+
Games played every weekend during the football season across Victoria (2012).
STAKEHOLDER IMPLEMENTATION

The Armstrong Creek Sports Development Plan has considered a range of sports development models and growth area initiatives and its flexible and strategic responses to common issues will allow the Plan to adapt to local circumstances as they and the local Armstrong Creek community grows.

The Plan’s adaptability is underpinned through its initiate, activate and sustain framework. This approach allows actions to commence at key milestones that may be triggered in any local area, rather than wait for static timelines to be reached, which are often influenced by external factors beyond Council and sporting stakeholder control.

Ensuring the sustainability of sport requires not only financial and human resource investment, but a focus on integration with local structures and existing programs. Using the experience of partner organisations and stakeholders, tapping into local expertise and providing dedicated resources are critical to the successful delivery of the Plan.

Integration of key strategies and actions into existing stakeholder policies, processes and stakeholder priorities will assist in achieving long-term commitment and accountability to implementation. Continuous improvement will also be delivered through regular monitoring and evaluation programs in order to assess impacts and respond to necessary changes in demand and delivery methods.

Delivering an holistic approach for the long-term development of sport, or any common planning project, is often advised but difficult to implement. The Armstrong Creek Sports Development Plan sets realistic aims with achievable targets that focus on building momentum as Armstrong Creek grows and develops.

A summary of the overall roles and responsibilities of Armstrong Creek Sports Development Plan stakeholders has been outlined in the following pages.

Providing the tiered structure for stakeholder roles and responsibilities enables the Sports Development Plan and its owners to prioritise partnership development and focus on attracting people and resources in the right areas and at the right time. It also supports focussed stakeholder involvement and distribution of roles, responsibilities and resources to better align with organisational core business and workforce capacity.

The Armstrong Creek Sports Development Plan groups sector stakeholders into three key categories in order to separate and identify the primary role and function that each will need to play through the implementation of the Armstrong Creek Sports Development Plan:

1. **Sport**: Includes National and State Sporting Organisations, VicSport, Leagues, Associations and Clubs, sports academies and local providers of sport.


3. **Community**: Includes Leisure Networks, schools, community organisations, program deliverers and Armstrong Creek residents and developers.
Sporting stakeholder roles and responsibilities

National Sporting Organisations (NSOs)
100+ organisations nationally

Core role in sport
Lead the national direction for sport, set national governance, develop commercial opportunities, initiate and deliver events, support national teams and manage workforce development programs and accreditation (e.g. coaching and officiating). Key focus areas include: increasing participation, international success, strong national competitions and strong pathway structures.

Core role in Armstrong Creek
Support the implementation of sports participation programs, the strengthening of pathways from grassroots to high performance and providing guidance on workforce accreditation opportunities and requirements.

State Sporting Organisations (SSO’s)
79+ in Victoria

Core role in sport
Implement NSO policy, programs and initiatives, manage state-wide governance, local affiliations and partnerships, and develop and deliver relevant strategic priorities for the sport. Key focus areas include: growing participation in all forms, targeted program development and delivery, development of player pathways and improving of capacity of clubs, coaches and officials.

Core role in Armstrong Creek
Facilitate and lead the implementation of local sports participation programs, initiatives and new club development and provide resources to support them. Guide relationship building between government and community stakeholders, provide strategic advice on sport specific trends and issues and assist local stakeholders to access advice and funding to grow their capacity to manage and deliver sport.

Develop regional development staff responsibilities and formalised work plans that identify Armstrong Creek as a state level priority.

Leagues and Associations
Those operating throughout the Greater Geelong and Barwon region, including School Sports Associations 21+ in the G21 Region

Core role in sport
Deliver NSO and SSO sporting policy, programs and initiatives, coordinate geographical participation opportunities, administer localised competition and (in some cases) manage facilities. Key focus areas include: supporting active participation through local memberships, clubs and competition opportunities, including officiating and administration.

Core role in Armstrong Creek
Manage local competitions to include Armstrong Creek clubs, support the creation of player and officials pathways, support club development initiatives and continue to promote sport across the Greater Geelong Region.

Maintain flexibility in competition structures and programs in order to maximise the opportunity for Armstrong Creek clubs and sports to grow.

Sporting clubs
Those to be newly formed in Armstrong Creek
Anticipated to be 20+ in Armstrong Creek at build out.

Core role in sport
Deliver NSO, SSO and League and Association policy, programs and initiatives within local communities. Attract, support and retain individuals and volunteers within the sporting club environment and provide a range of sport participation and social opportunities.

Core role in Armstrong Creek
Once initiated and activated, sporting clubs within Armstrong Creek will provide a range of formal and unstructured sporting opportunities, deliver training and competition activities, promote sport locally to residents and schools, manage local sporting club grounds, facilities and stakeholder relationships and offer opportunities to become involved in sport through participating, coaching, officiating and administering.

Sports clubs will also provide social and networking opportunities and promote sport as a way in which to engage within Armstrong Creek.
Barwon Sports Academy

Core role in sport

Provide pathways for aspiring athletes to reach higher goals at State and National levels through development programs and sharing information, ideas and experiences. Identify, support and further develop the sports related skills, personal abilities and health and wellbeing of talented athletes in the Barwon region. Key focus areas include: partnership delivery with state and local sporting bodies and local service providers, provision of relevant advice, services and programs for athletes and their coaches and monitoring of related outcomes.

Core role in Armstrong Creek

Support and assist the progression and growth of regional player and talent development pathways throughout Armstrong Creek, promote the awareness of local programs and competitions and assist sporting stakeholders to improve the quality of local competition and skills development.

Vicsport

Core role in sport

Lead the sport, active recreation and associated health agendas and represent the needs and concerns of over 170 member groups to Government, associated statutory authorities, relevant business and private enterprises and other stakeholders with an interest in promoting sport and active recreation.

Core role in Armstrong Creek

Support the planning, development and advocacy for sport and recreation program development, resourcing and partnership facilitation for all sports in Armstrong Creek.

Support sport, government and community stakeholders through policy, research and organisational capacity building to deliver on the core objectives of the Sports Development Plan. Partner with G21 Region to build and advocate a case for sustainable Armstrong Creek Sports Development Plan funding.

Actively support the involvement and introduction of all sports within Armstrong Creek planning and development, particularly those sports that have not been included within the Sports Development Plan project steering and reference group.
Government stakeholder roles and responsibilities

Federal Government
Department of Regional Australia, Local Government, Arts and Sport, Australian Sports Commission (ASC)

Core role in sport
Policy development, national direction setting and funding allocation for sport and supporting alignment and capacity building within the Australian sporting sector. Key focus areas include: increased participation, international success, strong national competitions and policy creation.

Core role in Armstrong Creek
Support the implementation of participation activities and in meeting whole of government objectives, including outcomes across health, education, social inclusion and community development.

Support actions that increase sports participation and strengthen pathways from grassroots to high performance.

Victorian Government
Department of Planning and Community Development (Sport and Recreation Victoria, Regional Development Victoria and Planning Building and Heritage), Department of Education and Early Childhood Development and Department of Human Services.

Core role in sport
Policy development and state-wide direction setting for sport and recreation, and associated planning, community, education, regional and health policy and outcomes.

More specifically DPCD has a central role in managing Victoria’s growth and development and building stronger communities. SRV is the lead agency in delivering on Victorian Government sport and recreation policy and has a focus on: community facility improvement, targeted participation programs, athlete performance and results and sporting event attraction and delivery.

Core role in Armstrong Creek
Support the development and capacity building of community sporting clubs and facilities throughout Armstrong Creek and support the allocation of sustainable resources to deliver on Sports Development Plan actions and partner objectives.

VicHealth
Core role in sport
VicHealth builds the capabilities of organisations, communities and individuals in ways that (a) change social, economic, cultural and physical environments to improve health for all Victorians, and (b) strengthen the understanding and skills of individuals in ways that support their efforts to achieve and maintain health. Key focus areas related to sport include: assisting to build a strong sector that is able to address contemporary community concerns and lead innovation to promote health, in addition to supporting activity designed to address a range of health issues.

Core role in Armstrong Creek
Provide advice and support regarding the development of sporting clubs and structures that foster good health and support the role of sport in strengthening communities across Armstrong Creek. Provide specific advice based on the experiences from the Healthy Sporting Environments program and how this relates to the establishment of new clubs.

G21 Region Alliance
Sport and Recreation Pillar
Core role in sport
Formal alliance of government, business and community organisations. The G21 Sport and Recreation Pillar supports the coordinated regional development of sport and recreation, primarily through the G21 Regional Sports Development Plan and Regional Infrastructure Plan. Key focus areas include: making the Greater Geelong Region Australia’s most active region by fostering active participation and improving sport and recreation assets (human, physical and natural).

Core role in Armstrong Creek
Continue to monitor the implementation of the G21 Regional Sports Development Plan and ensure ongoing alignment of action delivery with Armstrong Creek Sports Development Plan (where there is regional benefit).

Promote the Armstrong Creek Sports Development Plan through formal G21 structures, integrate regionally significant actions and assist in representing Armstrong Creek within broader G21 funding initiatives and acquisition where sport and recreation provides a pivotal role or outcome.
City of Greater Geelong

Core role in sport

Increase value and involvement in sport through the delivery of sport specific participation, infrastructure, governance and planning initiatives. Support high-level sport through the provision of venues of regional, state and national significance and support the attraction of major sporting events. Contribute to building a strong regional sporting sector through the development of Sports House at Simonds Stadium.

The City of Greater Geelong views its role as a regional, state and national leader in supporting sporting initiatives that drive community and economic development and that promote Geelong and the G21 Region as a market leader and as a destination of choice to live, work and play.

Core role in Armstrong Creek

Drive and facilitate a coordinated local and regional approach to Armstrong Creek Sports Development Plan delivery and provide support and resources to initiate, foster and expand stakeholder partnerships to assist in implementation activities.

Appoint and manage the work plan and deliverables of the Geelong growth Areas Sports Development Officer (SDO) and link key SDO initiatives and outputs to Council priorities, reporting mechanisms and organisational integration.

Facilitate the maximisation of existing municipal and regional resources to support the delivery of the Armstrong Creek Sports Development Plan, as well as the use of new Armstrong Creek facilities.

Monitor Armstrong Creek growth and development and manage the identified trigger points in order to facilitate the continued roll-out of the Armstrong Creek Sports Development Plan, and ensure key timelines and community expectations are being met.

Promote opportunities for participation in Armstrong Creek to and through sport and community stakeholders.
Community stakeholder roles and responsibilities

Regional Sports Assembly
Leisure Networks

Core role in sport
Promote and strengthen community sport, recreation and health opportunities for all people across the Barwon Region. Key focus areas include: Supporting people with disabilities, building organisational and individual capacity, delivery of sport, recreation and physical activity related programs, and develop partnerships and networks with government, community groups, SSO’s, local clubs, and public and private sectors.

Core role in Armstrong Creek
Support the initiation, growth and development of Armstrong Creek sporting clubs, promote the importance of developing local school, club and sporting links, support clubs in the development of healthy, safe and inclusive environments, promote and deliver regional participation and program opportunities and facilitate the provision of targeted clubs support through the Club Help program into Armstrong Creek.

Schools
10 Primary and 5 Secondary schools expected to be in Armstrong Creek at build out.

Core role in sport
Support the health and physical activity of students, introduce sport and physical education into the school curriculum and create opportunities to participate and integrate into external sporting structures and pathways (e.g. clubs and competitions).

Core role in Armstrong Creek
The key entry level point into sport for local children within Armstrong Creek, support the delivery of local programs (in and outside school curriculum), manage relationships with local clubs, Leagues and Associations and SSO’s and government, and promote local sporting opportunities to students and parents.

Sport Education Development Australia
AFL, Cricket and Multi Sport (currently based at Simmonds Stadium, Richmond Oval and Leisuretime Centre respectively)

Core role in sport
The SEDA curriculum focuses on practical hands-on education with direct links to the industry. Students at SEDA complete Year 11 and 12, and gain nationally recognised VET qualifications.

SEDA students have an understanding of sport, working toward qualifications in education and sport. The role of these students is to assist their SSO to promote and develop the game in their region.

Core role in Armstrong Creek
Assist in the delivery of community programs and participation activities, and work with Council, sporting clubs and schools to support the promotion and delivery of SSO and League and Association programs.

Community organisations and local providers
For example private academies, tennis coaches, Diversitat, YMCA

Core role in sport
Deliver targeted programs and initiatives to fulfil participation, social and individual financial outcomes.

Core role in Armstrong Creek
Provide support to sport, government and other community partners to deliver targeted programs and activities across Armstrong Creek. Where required, fill gaps in sporting club and League and Association programs and deliver sporting activities directly to Armstrong Creek residents.

Armstrong Creek Developers

Core role in sport
Provide agreed levels of sport and recreation facilities and amenities and assist government stakeholders to create engaged and functional communities.

Core role in Armstrong Creek
Provide current information to City of Greater Geelong on buyers and their requirements and preferences for facilities, amenities and services related to sport. Where a mutual benefit is derived, provide community development staff to engage directly with Armstrong Creek residents and support sport, government and community stakeholders to deliver on the Armstrong Creek Sports Development Plan.
Partnership requirements

With the vast range of stakeholders that contribute to meeting sport, government and community objectives throughout the Greater Geelong region, there is high need to refine stakeholder roles, focus on core services and delivery priorities, and avoid activity duplication and subsequent resource overlap.

In order to successfully implement and deliver the Armstrong Creek Sports Development Plan, key stakeholders will need to work together, share resources and support a range of their own and other organisation’s objectives to achieve the priorities set-out in this Plan.

Seeking complete alignment of all partner and organisation objectives will simply not be possible across Armstrong Creek. However, significant benefits and achievements can be delivered where stakeholders can focus on aligning policy and combining resources.

True partnerships are built from meeting shared objectives and obtaining mutual benefits, of which there are many outlined within the Sports Development Plan. Through partnership creation and management, the following key principles should be maintained through the delivery of sports development partnership activities:

- Formalisation of roles and responsibilities into documented partnership agreement(s)
- Commitments, resources and expectations clearly outlined and adopted by all partners
- Integration of Armstrong Creek Sports Development Plan actions and outcomes into broader organisational plans
- Key partner personnel to have authority and decision making capacity within partnership management
- Connectivity and coordination of all partner outcomes managed via the nominated Greater Geelong Growth Areas Sports Development Officer

Funding requirements

Attracting $454,000 worth of financial support over three years, in addition to human and operational resource commitments, from project partners will be essential to the successful implementation of the Sports Development Plan.

Financial resources will be primarily driven via the City of Greater Geelong as the project champion, and with local residents being the main beneficiaries of implemented activities. However, sport, government and community stakeholders collectively will be encouraged to invest in specific projects, pilot programs, support initiatives and in co-funding and supporting local investment.

The outcomes and success of sports development initiatives are closely linked to the success and timing of community and sporting infrastructure development. In order to realise the full potential of sports development outcomes, funding partners and drivers of infrastructure provision must also fully commit to the delivery of facilities on the ground to service sport and sporting activities.

Each action within the Activation Plan has a budget estimate attached for the purposes of highlighting the necessary funding levels required to successfully and fully implement Sports Development Plan actions.

By committing to the Armstrong Creek Sports Development Plan, project partners and stakeholders will be expected to provide funds (within their organisation’s capacity) towards key actions where they, or their clients, customers or constituents will benefit most or where there are identified savings or existing relationships that will allow activities to be implemented at a reduced cost (if engaged by individual project partners directly).

All partners are encouraged to review their existing and forecasted budgets and through adoption of the Armstrong Creek Sports Development Plan into strategic and operational plans, allocate funding specifically to action implementation. Support efforts will go some way to achieving success, but without the commitment of financial resources to initiating new ideas, the success of the Sports Development Plan will remain limited.
Critical Action

The resourcing, appointment and support of a Geelong Growth Areas Sports Development Officer (SDO) underpins the successful implementation of the Armstrong Creek Sports Development Plan.
Geelong Growth Areas

Sport Development Officer

A critical requirement of the Sports Development Plan is to provide resources in order to drive key actions and focus on priority delivery outcomes.

Without dedicated human resources, it is unlikely that the full extent of the Sports Development Plan will be realised. Benchmarking of growth areas through this project indicated that without the necessary resources to support newly developing communities, the establishment and growth of sport is likely to be uncoordinated and Councils are often playing ‘catch up’ in meeting basic community and sporting organisation expectations.

In most other growth area cases, existing Sports Development Officers are limited in their time allocation, available budgets and expectations to deliver beyond the scope of their primary role. The structure proposed for Armstrong Creek will need to avoid these limitations and be funded and supported to provide the best possible opportunity to make sport work across the growth area.

Initially, prior to the construction and habitation of houses and the development of community facilities including Recreation Reserves and Schools, the Sports Development Officer position could provide for a 0.5 FTE in the 2014/15 financial year until such time as residents move in and facilities and schools come online.

From the 2015/16 year onwards, a fully committed role would need to be supported and aligned with growth area residential and population growth and in-line with the roll-out of planned community, sport and recreation infrastructure.

The position could sit within the Greater Geelong City Council Sport and Recreation unit, but consideration may be given to cost and role sharing with other project partners. Ongoing collaborative support and partnerships linkages developed with State Sporting Organisations, Leagues and Associations and other government and community organisations will be a key focus to ensure maximum value can be generated.

Core functions

The Sport Development Officer position is required to drive the implementation of the Armstrong Creek Sports Development Plan.

The position is considered an intermediate role within the sport and recreation industry and will require a candidate with extensive relationship building skills and ability.

The role will deliver on the strategic planning for, and roll-out of Sports Development Plan initiatives. The role requires a forward planning focus as opposed to supporting the day-to-day work carried out by local clubs.

The following provides an overview of the key responsibilities and the core skills and personal attributes required to fulfil the role.

Key responsibilities

- Stakeholder coordination and management
- Program planning and facilitation
- Contract negotiation
- Club education and training
- Governance and administration development
- Marketing and promotion
- Funding acquisition and resource management

Core skills and personal attributes

- Minimum 5-years experience in sport, government and/or education sector(s)
- Understanding of sport, government and community organisations and structures, ideally at state and regional levels
- Exceptional communication and interpersonal skills
- Strong planning, organisational and time management skills
- Motivated and energetic, creative, pro-active and persistent approach.
Managing through game changing scenarios

Sport operates in an environment where there are a number of ‘game changers’ that will impact and influence the priorities of programming, resourcing and infrastructure development.

Government focus and funding priorities change regularly at local, state and federal level, staff and volunteers move on, new national programs and initiatives are introduced and local communities change and grow based on economic climate, developer capacity and social conditions.

In order to succeed through change, monitoring and evaluation and adaptation must be built into delivery mechanisms, and strategic responses to changing needs implemented.

It is critical that the Armstrong Creek Sports Development Plan succeeds political and stakeholder change and that it stands alone beyond individual organisational directions and capacity and it drives stakeholder involvement and investment, rather than being a product of it.

Commitment to the Armstrong Creek Sports Development Plan principles and framework will assist in maintaining focus and the continued implementation of priority actions.

Organisational integration

The ongoing sustainability and resourcing of sports development in Armstrong Creek will rely heavily on the integration of Armstrong Creek planning and delivery into existing City of Greater Geelong and partner organisational operations.

Following the initial establishment and initiation phases of the Sports Development Plan, Armstrong Creek must aim to become integrated within Council’s planning and management, decision making and delivery responsibilities.[1]

Appropriate service levels for sport and recreation planning, club development, community liaison, grant funding, capital works, infrastructure maintenance programs and other related education, community development, transport and retail services must be provided and maintained into the future.

Integration and connectivity with Council’s existing internal staffing and resourcing will also be essential to avoid duplication between position roles and responsibilities and avoid confusing overlaps of service provision.

Once integration has been achieved, the Armstrong Creek Sports Development Framework and it’s principles can be adopted and applied across other City of Greater Geelong growth areas and new communities.

[1] Integration of the Sports Development Plan and its principles into Council’s sport and recreation, open space, asset management, municipal health and wellbeing and other aligned planning processes will assist with achieving long-term commitment and implementation.
Monitoring and review

The success of the Sports Development Plan should be measured by achievement of its documented outcomes with assessment of actions conducted annually.

Periodical process cycle reviews of Sports Development Plan priority areas, strategic directions and triggers and realignment with changing community and sporting needs and industry trends will form a key measure and ingredient of success. In addition, review of priorities against new and changing government priorities (at all levels of government) and focus areas will also need to be undertaken as required to ensure continued alignment.

Consistent monitoring of participation, community and economic indicators will also provide clear measures for determining the quality and impact that sport has (or is likely to have) on the Armstrong Creek community over time.

Engaging with experienced program review and evaluation partners (such as VicHealth) will be critical to measuring performance and outcomes and in tailoring evaluation programs to provide an industry baseline and framework for Victorian (and Australia wide) growth areas to assess and identify a desired level of investment and partnership commitment to sports development, and its establishment and ongoing delivery in new communities.

The consequences of inaction

The Armstrong Creek Sports Development Plan provides many opportunities to change and improve the way sport is delivered for and within new communities.

Should this process fail through resourcing restrictions and limitations, or from a limited focus from sport, government and community stakeholders, Armstrong Creek runs the risk of becoming another new community that falls into previous habits and will be a lost opportunity to the sport, recreation, health and community sector, and a lost opportunity to the City of Greater Geelong and the G21 Region into the future.

In addition to lost opportunities, failure to act on and successfully implement the Armstrong Creek Sports Development Plan, particularly the employment of a Sports Development Officer (SDO), is likely to lead to the following significant consequences for future administrators, community development workers and Council budgets respectively.

- **Slow engagement and inhibited growth of local sports participation and physical activity**, leading to decreased social and health benefits and outcomes
- **Restricted and inconsistent delivery of programs and activities**, leading to ad-hoc development, duplication of effort and constant reprioritisation to suit external influences, and
- **Ultimately failure to attract the ongoing connectivity, support and ownership of key stakeholders**, leading to limited commitment and the eventual phasing out of sports development within an area that thrives on sport.

Monitoring and review
The implementation of the Armstrong Creek Sports Development Plan has been broken into two critical components, the Activation Plan and the Work Plan.

**Activation Plan**

The Activation Plan relates to the pre-initiation phase of the Armstrong Creek Sports Development Plan and its purpose is to set in motion and take immediate steps towards establishing the optimal operating environment in order to successfully rollout the Plan.

Specific initiating, facilitating, delivering and supporting roles of stakeholders are provided within the detailed Activation Plan following.

The Activation Plan is intended to have a lifecycle of 18 to 24 months, however, this will be dependent upon timeframes involving organisational planning, funding cycles and partner capacities.

**Work Plan**

The Work Plan relates to a detailed action plan that will be delivered in line with the initiate, activate and sustain framework. The Work Plan is operations and delivery focused and will be developed in line with Activation Plan outcomes and driven by stakeholders based on their capacity and commitment to delivering all facets of the Sports Development Plan.

A detailed Work Plan will be developed by the appointed Sports Development Officer in conjunction with project partners.

The Work Plan will form the basis of the Sports Development Officer’s core role and responsibilities and provides a consistent approach to how the Sports Development Officer’s related tasks will be accomplished, a timeline for completion and cost projections for implementation.
Proposed actions have been allocated a level of priority based on their relative impact on delivering the desired outcomes for sport in Armstrong Creek. A description of each priority level is provided below:

**Mandatory**
Required by legislation or regulation.

**Critical**
Relating to risk mitigation or safety or an item that has a serious impact on service delivery.

**High**
Important action that underpins sports development in Armstrong Creek.

**Medium**
Action that contributes to meeting overall Sports Development Plan objectives.

**Low**
Action that contributes to overall sports development improvement activities.

**Ongoing**
Action that will require an ongoing commitment of sport, government or community stakeholders.

It should be acknowledged that priorities can change and are based on available funding and resource priorities ‘at the time’. The presentation of new or unknown opportunities or changes in community demands can also alter priorities.

The following stakeholder acronyms have been used in subsequent action plans to identify stakeholders involved at key stages of Action Plan delivery.

- **Community** – Local Armstrong Creek residents and wider City of Greater Geelong residents.
- **COGG** – City of Greater Geelong
- **SDO** – Sports Development Officer
- **G21** – G21 Regional Alliance
- **SSO** – State Sporting Organisation
- **SRV** – Sport and Recreation Victoria
- **DEECD** – Department of Education and Early Childhood Development
- **VicHealth** – VicHealth
- **Vicsport** – Vicsport
- **LN** – Leisure Networks
- **BSA** – Barwon Sports Academy
- **Leagues & Associations** – Local and regional sporting leagues and associations
- **Developers** – Armstrong Creek Land Developers
- **Consultants** – Independent industry professionals
- **Growth Area LGA’s** – Local Government Authorities experiencing significant population growth
- **All Stakeholders** – All stakeholders identified
- **Nill** – No specific stakeholder identified

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### Stakeholder Roles

- **Initiator**
  Planning, scoping and strategic direction setting.

- **Facilitator**
  Managing stakeholders and activity coordination.

- **Deliverer**
  On the ground activity delivery.

- **Supporter**
  Supporting and assisting Plan delivery.

### Action

Outlines specific task to deliver sport development objectives in Armstrong Creek.

### Priority

Identifies relative impact on delivering (or not delivering) the Plan.

### Predecessor

Identifies essential prerequisite actions.

### Resources

Likely financial resources required to deliver action.

### Funding Sources

Potential sources of funding to assist action delivery.
# Participation – Activation plan

## Objective
Establishing and then growing participation across Armstrong Creek.

<table>
<thead>
<tr>
<th>ACTION</th>
<th>PRIORITY</th>
<th>PREDECESSOR</th>
<th>STAKEHOLDER ROLES</th>
<th>RESOURCES</th>
<th>FUNDING SOURCES</th>
</tr>
</thead>
<tbody>
<tr>
<td>**1.1</td>
<td>Develop and maintain resident and land purchaser contacts database**</td>
<td>HIGH</td>
<td>SDO appointment</td>
<td>Developers</td>
<td>COGG (Sport &amp; Recreation), COGG (Corporate Services)</td>
</tr>
<tr>
<td>**1.2</td>
<td>Conduct detailed impact analysis of resident and land purchaser demographics**</td>
<td>HIGH</td>
<td>1.1</td>
<td>COGG (Sport &amp; Recreation), COGG (Sport &amp; Recreation)</td>
<td>Consultant</td>
</tr>
<tr>
<td>**1.3</td>
<td>Finalise planning for the East Precinct District Sports Reserve Master Plan**</td>
<td>HIGH</td>
<td>None</td>
<td>COGG (Sport &amp; Recreation), Consultants</td>
<td>COGG (Sport &amp; Recreation)</td>
</tr>
<tr>
<td>**1.4</td>
<td>Conduct strategic partner information and planning sessions and identify priority Armstrong Creek activities, programs and school curriculum requirements**</td>
<td>HIGH</td>
<td>1.1, 1.2, 1.3, 3.3 SDO appointment</td>
<td>COGG (Sport &amp; Recreation), Consultants</td>
<td>COGG (Sport &amp; Recreation)</td>
</tr>
<tr>
<td>**1.5</td>
<td>Develop structured sport-by-sport activity plans and pathway structures**</td>
<td>HIGH</td>
<td>1.4, 3.3 SDO appointment</td>
<td>COGG (Sport &amp; Recreation), SRV, Vicsport</td>
<td>SSOs</td>
</tr>
<tr>
<td>**1.6</td>
<td>Develop promotional information for distribution to residents and land purchasers**</td>
<td>MEDIUM</td>
<td>1.1, 1.2, 1.3, 1.4, 1.5, 3.3</td>
<td>COGG (Sport &amp; Recreation), COGG (Communications &amp; Marketing), COGG (Sport &amp; Recreation, Community Services), Developers</td>
<td>SSOs</td>
</tr>
</tbody>
</table>
# Management – Activation Plan

## Objective | Creating viable clubs, programs and facilities

<table>
<thead>
<tr>
<th>ACTION</th>
<th>PRIORITY</th>
<th>PREDECESSOR</th>
<th>STAKEHOLDER ROLES</th>
<th>RESOURCES</th>
<th>FUNDING SOURCES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2.1</strong> Document shared club model case studies and success criteria for future promotion</td>
<td>MEDIUM</td>
<td>3.3 SDO appointment</td>
<td>COGG (Sport &amp; Recreation)</td>
<td>COGG (Sport &amp; Recreation)</td>
<td>COGG (Sport &amp; Recreation)</td>
</tr>
<tr>
<td><strong>2.2</strong> Develop a new club specification, creation checklist, business and operational plan for new Armstrong Creek clubs (incl. action and marketing plan)</td>
<td>MEDIUM</td>
<td>2.1, 3.3 SDO appointment</td>
<td>COGG (SDO)</td>
<td>COGG (SDO)</td>
<td>COGG (SDO), SSOs, Consultant</td>
</tr>
<tr>
<td><strong>2.3</strong> Advocate for the development of a new club establishment grant program</td>
<td>MEDIUM</td>
<td>2.1, 2.2, 3.3 SDO appointment</td>
<td>G21</td>
<td>SRV</td>
<td>SRV</td>
</tr>
<tr>
<td><strong>2.4</strong> Initiate sport information and expression of interest evenings to engage new Armstrong Creek residents</td>
<td>MEDIUM</td>
<td>1.1, 1.2, 3.3 SDO appointment</td>
<td>COGG (SDO)</td>
<td>COGG (SDO)</td>
<td>COGG (Sport &amp; Recreation), Developers</td>
</tr>
</tbody>
</table>
## People – Activation Plan

### Objective
Identifying the right people and delivering effectively through partnerships

<table>
<thead>
<tr>
<th>ACTION</th>
<th>PRIORITY</th>
<th>PREDECESSOR</th>
<th>STAKEHOLDER ROLES</th>
<th>RESOURCES</th>
<th>FUNDING SOURCES</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 │ For the purpose of guiding the Activation Plan phase, establish a Sports Development Reference Group.</td>
<td>HIGH</td>
<td>None</td>
<td>COGG (Sport &amp; Recreation)</td>
<td>COGG (Sport &amp; Recreation)</td>
<td>ALL Stakeholders</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>COGG (Sport &amp; Recreation)</td>
<td>ALL Stakeholders</td>
<td>ALL Stakeholders</td>
</tr>
<tr>
<td>3.2 │ Develop a position description and business case for the role of Sports Development Officer (SDO) to work in collaboration with key partners</td>
<td>CRITICAL</td>
<td>3.1</td>
<td>COGG (Sport &amp; Recreation)</td>
<td>COGG (Corporate Services)</td>
<td>COGG (Sport &amp; Recreation)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>COGG (Sport &amp; Recreation)</td>
<td>COGG (Corporate Services)</td>
<td>COGG (Sport &amp; Recreation)</td>
</tr>
<tr>
<td>3.3 │ Advertise and appoint SDO under an initial 3 year service contract</td>
<td>CRITICAL</td>
<td>3.1, 3.2</td>
<td>COGG (Sport &amp; Recreation)</td>
<td>COGG (Corporate Services)</td>
<td>COGG (Corporate Services)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>COGG (Sport &amp; Recreation)</td>
<td>COGG (Corporate Services)</td>
<td>COGG (Sport &amp; Recreation)</td>
</tr>
<tr>
<td>3.4 │ Develop detailed SDO work plan, KPI’s and relationship priorities</td>
<td>HIGH</td>
<td>3.1, 3.2, 3.3</td>
<td>COGG (Sport &amp; Recreation)</td>
<td>COGG (Sport &amp; Recreation)</td>
<td>COGG (Sport &amp; Recreation)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>SDO appointment</td>
<td>COGG (Sport &amp; Recreation)</td>
<td>COGG (Sport &amp; Recreation)</td>
<td>COGG (Sport &amp; Recreation)</td>
</tr>
<tr>
<td>3.5 │ Develop Memorandum Of Understanding (MOU) between COGG (SDO) and Armstrong Creek developers regarding roles, functions and support mechanisms</td>
<td>MEDIUM</td>
<td>3.4</td>
<td>COGG (SDO)</td>
<td>COGG (SDO)</td>
<td>COGG (SDO), Developers</td>
</tr>
<tr>
<td>3.6 │ Develop New land purchaser and resident welcome pack including information on sport participation opportunities</td>
<td>LOW</td>
<td>1.6, 3.5</td>
<td>COGG (SDO)</td>
<td>COGG (Communications &amp; Marketing)</td>
<td>COGG (Sport &amp; Recreation and Community Services), Developers</td>
</tr>
</tbody>
</table>
## Delivery – Activation Plan

**Objective | Appropriately resourcing delivery**

<table>
<thead>
<tr>
<th>ACTION</th>
<th>PRIORITY</th>
<th>PREDECESSOR</th>
<th>STAKEHOLDER ROLES</th>
<th>RESOURCES</th>
<th>FUNDING SOURCES</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Create a recognisable brand for the Armstrong Creek Development Program and associated clubs and initiatives</td>
<td>LOW</td>
<td>3.1</td>
<td>COGG (Sport &amp; Recreation), COGG (Communications &amp; Marketing)</td>
<td>COGG (Communications &amp; Marketing)</td>
</tr>
<tr>
<td>4.2</td>
<td>Adopt the Armstrong Creek Sports Development Framework and principles into COGG organisational planning and budgets</td>
<td>CRITICAL</td>
<td>4.1</td>
<td>COGG (Sport &amp; Recreation)</td>
<td>ALL Stakeholders</td>
</tr>
<tr>
<td>4.3</td>
<td>Promote the documented Armstrong Creek Sports Development Framework with COGG to external stakeholders and across the industry</td>
<td>HIGH</td>
<td>4.1, 4.2 Supported by 3.3 SDO appointment</td>
<td>COGG (Sport &amp; Recreation)</td>
<td>COGG (Sport &amp; Recreation), COGG (SDO), Consultants</td>
</tr>
<tr>
<td>4.4</td>
<td>Adopt the Armstrong Creek Sports Development Framework, principles and resource requirements into stakeholder work plans and budgets</td>
<td>HIGH</td>
<td>4.1, 4.2, 4.3</td>
<td>Individual stakeholders</td>
<td>Individual stakeholders</td>
</tr>
<tr>
<td>4.5</td>
<td>Review current budgets and grant programs and identify key investment opportunities for Armstrong Creek Sports Development Plan implementation</td>
<td>HIGH</td>
<td>4.1, 4.2, 4.3, 4.4</td>
<td>COGG (Sport &amp; Recreation)</td>
<td>COGG (Sport &amp; Recreation), COGG (SDO)</td>
</tr>
<tr>
<td>4.6</td>
<td>Develop a monitoring and evaluation framework for the Sports Development Plan and evaluate SDO function &amp; Activation Plan outcomes</td>
<td>LOW</td>
<td>3.3, 4.2, 4.4 SDO appointment</td>
<td>COGG (Sport &amp; Recreation)</td>
<td>Consultant</td>
</tr>
</tbody>
</table>
### Activation Plan – Summary of action and financial priorities

<table>
<thead>
<tr>
<th>ACTION PRIORITY LEVEL</th>
<th>SDO Appointment</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>TOTAL ESTIMATED RESOURCES REQUIRED</th>
</tr>
</thead>
<tbody>
<tr>
<td>MANDATORY</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Required by legislation or regulation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CRITICAL</td>
<td>$41,000</td>
<td>$83,000</td>
<td>$83,000</td>
<td>$83,000</td>
<td>$290,000</td>
</tr>
<tr>
<td>Relates to risk mitigation or safety or an item that has a serious impact on service delivery</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HIGH</td>
<td>$0</td>
<td>$35,000</td>
<td>$0</td>
<td>$0</td>
<td>$35,000</td>
</tr>
<tr>
<td>Important action that underpins sports development in Armstrong Creek</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MEDIUM</td>
<td>$0</td>
<td>$33,000</td>
<td>$18,000</td>
<td>$13,000</td>
<td>$64,000</td>
</tr>
<tr>
<td>Action that contributes to meeting overall Sports Development Plan objectives</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LOW</td>
<td>$0</td>
<td>$15,000</td>
<td>$0</td>
<td>$50,000</td>
<td>$65,000</td>
</tr>
<tr>
<td>Action that contributes to overall sports development improvement activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ESTIMATED YEAR-ON-YEAR RESOURCES</td>
<td>$41,000</td>
<td>$166,000</td>
<td>$101,000</td>
<td>$146,000</td>
<td>$454,000</td>
</tr>
</tbody>
</table>
$454,000

Financial support required over three years, in addition to human and operational resource commitments, from project partners will be essential to the successful implementation of the Armstrong Creek Sports Development Plan.
CONSULTATION LIST
ATTACHMENT 1

Government stakeholders
The following government departments, agencies and organisations were consulted in the preparation of the Armstrong Creek Sports Development Plan.

- City of Greater Geelong (Councillors Mitchell and Richards)
- City of Greater Geelong (Sport & Recreation) (COGG)
- Department of Planning and Community Development (DPCD) - Sport and Recreation Victoria (SRV)
- Department of Education and Early Childhood Development (DEECD)
- VicHealth
- G21 Regional Alliance (G21)
- Surf Coast Shire (Adjoining LGA)
- City of Casey (Growth Area LGA)
- City of Wyndham (Growth Area LGA)
- City of Melton (Growth Area LGA)
- City of Whittlesea (Growth Area LGA)
- Cardinia Shire (Growth Area LGA)

Sport stakeholders
The following organisations were consulted in the preparation of the Armstrong Creek Sports Development Plan.

- Vicsport
- AFL Victoria (SSO)
- Cricket Victoria (SSO)
- Football Federation Victoria (SSO)
- Netball Victoria (SSO)
- Tennis Victoria (SSO)
- Tennis Australia (NSO)
- Barwon Sports Academy (BSA)

Regional Leagues and Associations
The following organisations were consulted in the preparation of the Armstrong Creek Sports Development Plan.

- Football & Netball Geelong (League / Association)
- Geelong & District Football League
- Geelong Football Umpires League
- Geelong Football League Netball Association (Leagues & Association)
- Bellarine Football League Netball Association
- Tennis Geelong
- Geelong Lawn Tennis Club
- Geelong Cricket Association
- Barwon Cricket Association
- Geelong Bowls Region
- Hockey Geelong
- Victorian Country Football League (now AFL Victoria)

Community stakeholders
The following organisations were consulted in the preparation of the Armstrong Creek Sports Development Plan.

- Leisure Networks (LN)
- Sport Education Development Australia (SEDA)
- Newlands – Warralily Developers (Developers)
- Armstrong Creek Developers (Developers)
SUMMARY OF STAKEHOLDER FEEDBACK

ATTACHMENT 2

Summary of stakeholder feedback on Draft Sports Development Plan is provided on page 53.

RESPONSE TO PUBLIC EXHIBITION

ATTACHMENT 3

Response to public exhibition of Sports Development Plan is provided on page 57.
## Attachment 2 – Summary of stakeholder feedback on Draft Sports Development Plan

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<th>Strategy response</th>
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<tr>
<td><strong>Leisure Networks</strong></td>
<td>General support for the preparation and direction of the Sports Development Plan, its overall objectives and the importance of securing additional human resources to deliver on the Plan. Some concern expressed regarding the potential for overlapping of resource allocation and funding of the Sports Development Plan with other existing regional needs. Desire expressed for CoGG and Leisure Networks to form a closer partnership relationship that brings together SDO work and assists in delivering for growth area development through the implementation of existing projects, programs and initiatives (e.g. Healthy Sporting Environments, ClubHELP and club development training and education). Feedback and clarification of Leisure Networks role and capacity to support sports development initiatives provided. This is particularly relevant given the limited implementation success of the previous G21 Regional Sports Development Plan prepared in 2006.</td>
<td>Scope around the appointment and specific roles of the proposed SDO broadened to identify the most appropriate staff appointment and accommodation model and adjustments made to the role to focus on the more strategic nature of coordination and management, with less focus on the day-to-day and operational work that may overlap with existing Leisure Networks programs and activities. Linkages to core Leisure Networks projects and programs is already a focus of the Sports Development Plan. Information on role clarification used to guide implementation planning and reporting.</td>
<td>Document updated and comments reflected within the publicly exhibited version of the Sports Development Plan.</td>
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<td><strong>Leisure Networks</strong></td>
<td>General support for the preparation and direction of the Sports Development Plan, its overall objectives and the importance of securing additional human resources to deliver on the Plan. Some concern expressed regarding the potential for overlapping of resource allocation and funding of the Sports Development Plan with other existing regional needs. Suggestions and recommendations regarding the potential integration of the proposed Sports Development Officer (SDO) with the regional work being undertaken by Leisure Networks and the G21 regarding resources and personnel for sports development work.</td>
<td>Scope around the appointment and specific roles of the proposed SDO broadened to identify the most appropriate staff appointment and accommodation model and adjustments made to the role to focus on the more strategic nature of coordination and management, with less focus on the day-to-day and operational work that may overlap with existing Leisure Networks programs and activities. Linkages to core Leisure Networks projects and programs is already a focus of the Sports Development Plan. Information on role clarification used to guide implementation planning and reporting.</td>
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<td><strong>Sport Education Development Australia (SEDA)</strong></td>
<td>Feedback and clarification of SEDA’s role and capacity to support sports development initiatives provided, including the introduction of the Multi-Sport (Netball and Football) Program to the Geelong area. The role of SEDA students relevant to the Sports Development Plan will be to assist their relevant State Sporting Organisation to promote and develop the game in their Region and where possible, work with CoGG and schools to support program promotion and delivery.</td>
<td>No change to strategic response required and information used to guide implementation planning and reporting.</td>
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<td><strong>Cricket Victoria</strong></td>
<td>General support provided regarding the concept of partnership working and development between sports and Local and State Government for the betterment of sport within the Region. Interest expressed in the Sports Development Officer (SDO) position and a desire to understand the scope and reporting lines more and how Cricket may be able to link in with the SDO. Cricket Victoria outlined a number of existing staffing positions that could assist in sports development initiatives within Armstrong Creek, including a Regional Cricket Manager and Participation Growth Leader. Cricket Victoria also have access to local sports development students that may be able to play a role in program delivery throughout Armstrong Creek. Cricket Victoria would prefer to align sports development initiatives with their current national programs including Milo in2CRICKET, Milo T20 Blast Schools Program, Milo in2CRICKET Skills Program and T20 Blast Clubs Program.</td>
<td>Scope around the appointment and specific roles and funding of the proposed SDO were refined with a stronger emphasis placed on linkages with existing regional personnel. Connecting existing sports programs and initiatives is already a focus of the Sports Development Plan.</td>
<td>Document updated and comments reflected within the publicly exhibited version of the Sports Development Plan.</td>
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<td><strong>AFL Victoria</strong></td>
<td>Positive support expressed on bringing the project and its complex issues together and for providing a good framework for alignment with AFL Victoria’s structural reform processes. Interest and positive support expressed in the Sports Development Officer (SDO) position and a desire to understand the scope and reporting lines more and how AFL may be able to link in with the SDO. Reinforcement of a number of key initiatives that are a focus for AFL Victoria, including the Auskick program, supporting pilot schemes, working with schools and in meeting relevant facility standards and requirements. Suggestion made to update ‘trigger points’ to better reflect population numbers and growth, as opposed to household numbers.</td>
<td>Connecting existing sports programs and initiatives is already a focus of the Sports Development Plan. Triggers updated in the Priority Areas section of the Sports Development Plan to reflect ‘head of population’ triggers.</td>
<td>Document updated and comments reflected within the publicly exhibited version of the Sports Development Plan.</td>
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<td><strong>Tennis Australia</strong></td>
<td>Positive support expressed on the overall concept, principles and objectives of the Sports Development Plan.</td>
<td>No change to strategic direction, however comments regarding leasing and facility management will require consideration on a tennis site-by-site basis as infrastructure is planned.</td>
<td>No document changes required.</td>
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<td>Adam Cheyne, Places to Play</td>
<td>A range of issues and considerations raised regarding the future management and leasing of tennis venues across Armstrong Creek (of which there 2 regional facilities proposed). Commentary provided regarding reaching mutually beneficial outcomes for tennis operators and ensuring that long-term tenure, acceptance of commercial coaching and equitable fee structures can be assured to enable the growth and delivery of tennis.</td>
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<td>Project Coordinator</td>
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<td>Inclusion of Tennis Australia and Tennis Victoria in early CoGG planning of these venues should be considered.</td>
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<td>7th February 2013</td>
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<td><strong>Tennis Victoria</strong></td>
<td>General support provided for the Sports Development Officer (SDO) position and a desire to understand the scope and reporting lines more and how Tennis and its Regional Community Tennis Officer(s) may be able to link in with the SDO.</td>
<td>Scope around the appointment and specific roles and funding of the proposed SDO were refined with a stronger emphasis placed on linkages with existing regional personnel.</td>
<td>Document updated and comments reflected within the publicly exhibited version of the Sports Development Plan.</td>
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<tr>
<td>Ken Jacobs</td>
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<td>11th February 2013</td>
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<td><strong>Netball Victoria</strong></td>
<td>General support provided for the preparation of the Sports Development Plan and its concepts, including partnership working and development between State Sporting Organisations and Local and State Government. Opportunities identified for the alignment of Netball Victoria’s Regional Development Manager program and a commitment expressed to the appointment and deployment of regional staff and resources to the Barwon Region, with a particular focus on developing Netball in Armstrong Creek.</td>
<td>No change to strategic response required and information used to guide implementation planning and reporting.</td>
<td>No document changes required.</td>
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<td>Leonie Gibson, Acting General</td>
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<td>Manager – Game Development and</td>
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<tr>
<td>Stakeholder Relations</td>
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<td>13th February 2013</td>
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<td>VicHealth</td>
<td>Positive support expressed on the overall concept, principles and objectives of the Sports Development Plan and its progress to date. Desire to understand how the proposed Sports Development Officer position may link to health promotion outcomes and existing VicHealth programs and initiatives in the Region was expressed. VicHealth provided a very detailed summary of feedback, including general comments, specific feedback and updated page-by-page edits to better reflect VicHealth’s position, programs and capacity to support the implementation of the Sports Development Plan. Overall, comments reflected the need to identify and include more connectivity between the sports and health sectors and ensure that existing pilot projects and programs continue to be linked with Armstrong Creek and existing partners, such as Leisure Networks.</td>
<td>A range of changes and edits were undertaken to reflect VicHealth feedback, with particular attention provided around the inclusion of specific existing programs and initiatives and including monitoring and evaluation feedback already undertaken. Suggested changes to Priority Area triggers and targets (as they related to VicHealth) were updated, and VicHealth’s core role and support capacity across the implementation of the Sports Development Plan clarified.</td>
<td>Document updated and comments reflected within the publicly exhibited version of the Sports Development Plan.</td>
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| Football Federation Victoria  
María Berry, Government Relations Manager  
6th May 2013 | Recognition of Armstrong Creek as a significant area of growth and appreciative of the City of Greater Geelong for including FFV and the sport of football (soccer) within the consultation process.  
Support expressed for the identified objectives of the Sports Development Plan, its principles and the framework established.  
Support expressed for the appointment of a Growth Areas Sports Development Officer and a desire expressed by FFV to work closely with the appointed person to develop opportunities for the sport in the future.  
Connection to FFV regional staff, resources and programs has also been extended to the City of Greater Geelong and the proposed Sports Development Officer.  
FFV are conscious of the challenges and demands of all sports and the need to manage multiple sports and their objectives, and acknowledge that the proposed Sports Development Officer will assist in this process. | No strategy response required. | No document changes required. |
| Basketball Geelong  
Andrew Scotford, Chief Executive Officer  
22nd April 2013 | Question from Basketball Geelong regarding the omission of Basketball as one of the key sports in the Armstrong Creek Sports Development Plan.  
Basketball Geelong stated that Basketball is the 2nd most participated sport across the G21 Region. | Indoor Sports in Armstrong Creek are not being directly considered as part of the Armstrong Creek Sports Development Plan. The focus is on outdoor sports and the local, district and regional sporting club network.  
The CoGG Indoor Sports Facility Strategy (currently in progress) has been scoped to consider Indoor Sports in Armstrong Creek and this is considered the most appropriate planning process relevant to basketball and other related Indoor Sports. | No document changes required. |
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<td>Hockey Victoria</td>
<td>Question from Hockey Victoria regarding the planned hockey infrastructure for Armstrong Creek (being 2 full-size pitches) and the timing of these developments and their potential impacts on the second pitch currently being developed at Stead Park in Norlane.</td>
<td>Hockey Victoria informed of the potential build-out timeframe for Armstrong Creek and that detailed planning beyond the East Precinct District Sports Reserve has not been conducted. Hockey Victoria will be included in any future detailed infrastructure planning conducted by CoGG.</td>
<td>No document changes required.</td>
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<td>Andrew Skillem, Chief Operating Officer</td>
<td>30th April 2013</td>
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