



# CITY OF BALLARAT

## ACTIVE BALLARAT STRATEGY

COMMERCIAL IN CONFIDENCE

<b>Introduction</b>	3
Strategic Overview and Alignment with Active Victoria	3
Methodology	3
<b>Community Consultation</b>	4
<b>Vision and Strategic Pillars</b>	5
<b>Our Iconic Community and Sporting Assets</b>	6
Sport in Ballarat	7
Active Recreation in Ballarat	8
<b>Changes and Challenges</b>	9
Our Changing Population	9
An Inactive Society	10
Understanding Our Activity	11
<b>Action Plan and Strategic Framework</b>	13



Lake Wendouree

## Strategic Overview and Alignment with Active Victoria

Physical activity and open space play a vital role for the community of Ballarat. It contributes significantly to the economic and social wellbeing of residents, visitors and tourists alike.

Active Ballarat will position the City of Ballarat and surrounding areas to meet the diverse sport and recreation needs of the community. This strategy will succeed the current Recreation Strategy (2014), and will be a strategic level document that informs Council on future planning, provision, management and priorities for a diverse range of sustainable sport and recreation facilities and pursuits. The strategy will cover:

- Structured and unstructured sport;
- Infrastructure and services;
- Identified community needs, and;
- Opportunities to contribute to the overall livability, prosperity, sustainability and accountability of the City of Ballarat.

One of the key objectives of the Active Ballarat Strategy is that it aligns with the State government's plan – Active Victoria – which aims to strengthen the sport and recreation sector and participation across the state. This has been at the forefront of our thinking throughout the development of this strategy.

The overall objectives of this strategy are to:

- Establish strategic directions for the planning, provision, development and management of a diverse range of sport and recreation facilities, services and infrastructure
- Provide recommendations and strategic outcomes that address short term (1-2 years), medium term (3-4 years) and future term (5-10 years) community needs
- Identify critical policy direction for the City of Ballarat recreation processes and procedures

## Methodology

The Active Ballarat Strategy was developed through a review of existing documents and literature, a situational analysis, community consultation, and strategic workshops with City of Ballarat.

This involved the following methodology:

- Formal review and analysis of existing background documents to ensure key directions, recommendations and relevant information are incorporated into the Active Ballarat Strategy
- Identification of the current demographic profile of the City of Ballarat and forecasting of future population
- Audit and mapping of existing infrastructure, services and programs, as well as assessment of the current scope of recreation facilities and services provided by Council
- Online surveys with key stakeholders and the local community, in-depth interviews with key stakeholders, a community forum, vox pops with community and active recreation participants
- Development of a stakeholder consultation report
- Development of an issues and opportunities paper
- A series of workshops with City of Ballarat to develop the strategic framework and action plan

## What the Community is Telling Us

A variety of consultation methods have been undertaken to facilitate a high level of community engagement. This will promote an in-depth understanding of the issues and proposed directions for sport and active recreation provision in the municipality. This has included:

- 30 in-depth interviews with identified stakeholders.
- An online survey with key stakeholders (54 complete responses).
- An online survey with the broader Ballarat Community promoted through the City of Ballarat social media channels, website and the Active Ballarat MySay page (150 complete responses).
- Eight vox pops with active recreation participants.
- One Community forum with 32 key sport and recreation teams, clubs, volunteers and other stakeholders.

From the community survey, the top three most important priorities ranked by respondents are:

- Increasing participation opportunities.
- Inclusions of flexible and innovative options.
- Supporting volunteers, participants and the workforce.

Some of the additional improvement areas identified by respondents included:

- Safe spaces for recreation.
- Connectivity and linkages between existing walking and cycling paths/trails.
- Focus on engaging a broader cross-section of the community.
- Maximising the high-quality infrastructure and facilities that currently exist, and leveraging existing assets.
- Increasing opportunities to be physically active in Winter.

## Implications

From the consultation findings, the Active Ballarat Strategy must...

- Be inclusive and accessible for all of Ballarat.
- Include an innovative approach, model or study.
- Activate sport and recreation facilities at Federation University, Schools, Victoria Park, Lake Wendouree, Yarrowee River Trail, the Botanic Gardens etc.
- Reinforce that Ballarat is a great place to live, and advances our livability, activity and prosperous health.
- Elevate Victoria Park and the Showgrounds precinct and turn these into sport and recreation facility icons in Ballarat.
- Focus on developing multi-sport precincts with cafes and restaurants, soccer, cricket, equestrian, hockey, tennis. The opportunities are endless.

# VISION AND STRATEGIC PILLARS


## Vision

The Vision for Active Ballarat is:  
"Active Ballarat – Creating a movement towards a more vibrant, healthy and liveable future for our community"






## Strategic Pillars

The strategy identifies five key strategic pillars with an overarching pillar of innovation and technology. Active Ballarat has a strong focus on collaboration, and will be underpinned by working together for shared outcomes.


### Overarching Pillar

 Innovation and technology	How do we establish an innovation ecosystem where investment, technology and activity outcomes come together?
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### Top Five Strategic Pillars

 Meeting demand	How do we ensure existing infrastructure and opportunities to be active continue to service the growing population and future demand?
 Broader and more inclusive participation	How do we integrate physical activity to become a part of the local lifestyle by removing barriers and creating opportunities for all members of the community to be active?
 Additional focus on active recreation	How do we better understand active recreation participation, and enhance support of unstructured physical activity?
 Build system resilience and capacity	What support can we provide to upskill and mobilise the club network to increase and broaden club sport engagement?
 Connect investment in events, high performance and tourism	Where are there opportunities to attract major and regionally significant events that support participation pathways, tourism, and benefit the local community?

### Underpinning It All...

 Working together for shared outcomes	A collaborative approach to enhancing activity outcomes, in partnership with the community, state and national sport organisations, all levels of government, corporate organisations, NFP's and private providers
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The Active Ballarat Strategy will have a strong focus on enhancing and maximising usage of the following key activity icons across the municipality. These iconic assets hold significant value for the broader municipal, regional and state community.



## NATIONAL SPORTING ICONS

- Mars Stadium
- Ballarat Sports Events Centre (BSEC)
- Buninyong Road Cycling
- Rowing course at Lake Wendouree



## EMERGING VICTORIAN ICONS

- Morshead Park
- Eastern Oval
- Ballarat Regional Tennis Facility
- Llanberris Reserve



## COMMUNITY RECREATION ICONS

- Lake Wendouree
- Victoria Park
- Botanical Gardens
- Yarrowee River Trail
- Lake Esmond

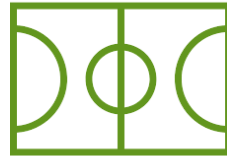
## SPORT

“Structured, competitive activity.”

It is explicitly proven that involvement in sport and active recreation makes a positive contribution to the health of the community. Increasing the rate of physical activity by 10 per cent has been estimated to reduce physical-inactivity-related deaths by 15 per cent.

- Participation in organised sport in Ballarat peaks for those aged 0-14 years, followed by those aged 15-24 years.
- However, compared to Country Victoria averages, the participation rates of 0-14 year old's in Ballarat is approximately ten per cent lower.
- Ballarat has higher sports participation by those in the 35-44 year age bracket when compared to Bendigo and Geelong.
- Participation in organised sport is lowest for people aged 65 years or above.

Out of the top 12 sports by participation, AFL is the most popular sport in Ballarat, with nearly 4,000 registered players. This is followed closely by Basketball (3,817) and Netball (2,095).



**More than 100 recreation and sporting facilities**  
(stadiums, fields, pitches, courts)



**59 outdoor sporting grounds**  
(AFL, Soccer, Cricket, Netball, Baseball, Hockey)



**1 AFL Standard Venue**  
(Mars Stadium) and **1 Regional Soccer Facility** (Morshead Park)



**1 Regional Equestrian Arena**



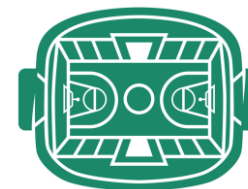
**Four indoor and 16 outdoor netball courts and four basketball courts**



**One national standard rowing course**



**54 Tennis Courts**



**One national standard Indoor Sport Stadium**



**One Table Tennis Regional Centre and one Badminton International Standard Facility**

## ACTIVE RECREATION

“Leisure time, non-competitive, physical activity”

The most popular physical activities are predominantly individual exercise activities such as:

- Walking
- Gym Workouts
- Running/Jogging
- Cycling
- Pilates and Yoga
- Swimming

### Four Key Active Recreation Figures for Ballarat

- **\$114.9 million** = Estimated total spending on active recreation in Ballarat.
- **55,859** = Number of Ballarat residents not doing enough physical activity.
- **\$48,019** (per person) = Lifetime avoided healthcare costs from making physically inactive Ballarat residents active
- **\$16.20** = The annual impact of each additional \$1 that is invested into facilities and infrastructure



**18 major parks and 149** neighbourhood parks



**Extensive shared trail network** for walking, jogging and cycling



**45km** of walking trails



**One regional indoor aquatic and leisure centre**



**Two splash parks** and four outdoor aquatic facilities



**Three** major lakes



Skate parks and skateboard facilities



BMX and mountain bike tracks



**Over 2,000ha** of public open space



## Our Changing Population

At the time of the 2016 Census, the Shire's population was approximately **103,827**.

Of the 2016 population:

- Forty-eight per cent were males and fifty-two per cent were females
- Nineteen per cent of the population were aged under 15 years and sixty-four per cent were between 15 and 64 years.
- Seventeen per cent were aged over 64 years, up from fifteen per cent at the 2011 Census.
- 1,470 people identified themselves as being of Aboriginal, Torres Strait Islander or both Aboriginal and Torres Strait Islander origin

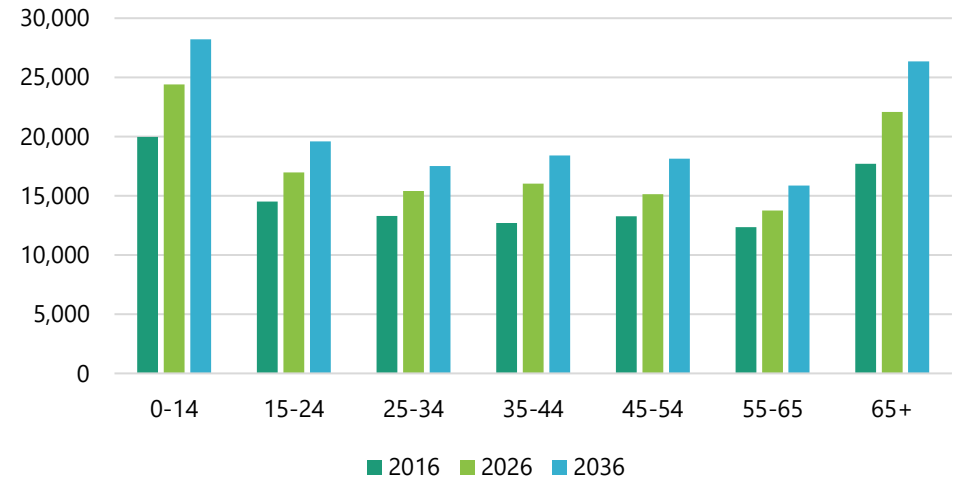
There is no doubt that Ballarat will experience notable population growth over the next 20 years.

**Between 2016 and 2036, the population is expected to grow by approximately 40,000 people**, with an additional 10,000 people added to the population every five years. In 2036, the estimated population is projected to reach 144,108.

Knowledge of how the age structure of the population is changing is essential for planning facilities and services, especially sport and recreation. There are **three key levers which influence population growth: net migration, births and deaths** (natural increase).

Ballarat residents, and the Victorian community at large is ageing. However, there will also be a youthening effect due to the increase of young families with parents who have established careers, and are likely to have young children. Demand for aged care facilities, child care, and schools will continue to increase, and planning considerations will need to ensure these services provide for future population.

**Forecast Population Change in Ballarat By Age (2016-2036)**



	0-14	15-24	25-34	35-44	45-54	55-65	65+	Total
<b>2016</b>	19,970	14,509	13,295	12,705	13,283	12,362	17,703	103,827
<b>2036</b>	28,226	19,587	17,525	18,404	18,144	15,870	26,352	144,108
% growth	41%	35%	32%	45%	37%	28%	49%	39%

## An Inactive Society

Australia is currently facing a national crisis, where fewer Australians are meeting the recommended levels of physical activity through playing sport and engaging in active recreation.

Inactivity is now the fourth largest cause of chronic conditions in Australia, and we now have some of the highest obesity rates in the world. Fifty-six percent of Australian adults (more than 10 million people) are sedentary or living low-activity lifestyles.

In our community,

- Approximately **1 in 4 Ballarat residents are classified as obese.**
- **Approximately fourteen per cent of Ballarat residents** - or 14,016 people – **do not engage in any physical activity** during the week.
- **55,859** Ballarat residents **aren't sufficiently active.**
- **Only forty-six per cent** (less than half) **of adults in Ballarat participate in physical activity 4 or more days per week.**

All aspects of the current system are currently under duress and a new approach is required. We must challenge the current status quo to bring innovation and new thinking in order to reverse the trend of inactivity across the nation.

The Active Ballarat Strategy is City of Ballarat's plan to address the decline in sport and active recreation participation levels, and to ensure a healthy, active and connected community in the future.

## HEALTH STATUS

Health Indicators	Ballarat	Bendigo	Geelong	Grampians Region	Victoria
<b>Obese</b> >=30g/m2	25.8%	26.6%	16.6%	25.0%	18.8%
<b>Sedentary</b> People reporting no physical activity during the week	2.4%	2.6%	3.4%	2.7%	3.6%
<b>Insufficiently Active</b> <150 mins or <2 sessions/wk	<b>53.8%</b>	52.0%	50.8%	50.9%	50.4%
<b>Sufficiently Active</b> ≥150 mins or ≥2 sessions/wk	<b>39.6%</b>	40.4%	41.2%	41.0%	41.4%

Source: Department of Health and Human Services, Victorian Population Health Survey 2014

# CHANGES AND CHALLENGES

## Understanding Our Activity

It is explicitly proven that involvement in sport and active recreation makes a positive contribution to the health of the community.

- Participation in organised sport in Ballarat peaks for those aged 0-14 years, followed by those aged 15-24 years.
- **However, compared to Country Victoria averages, the participation rates of 0-14 year old's in Ballarat is approximately ten per cent lower.**
- Ballarat has higher sports participation by those in the 35-44 year age bracket when compared to Bendigo and Geelong.
- Participation in organised sport is lowest for people aged 65 years or above.

Out of the top 12 sports by participation, AFL is the most popular sport in Ballarat, with nearly 4,000 registered players. This is followed closely by Basketball (3,817) and Netball (2,095).

While organised sport participation is a key indicator of activity levels within Ballarat, it is also important to consider participation in unstructured sports activities or active recreation. This may explain why swimming and sailing participation rates appear quite low in the adjacent table, as these sports are more recreation based and done for fitness or enjoyment rather than competition.

## RATES OF REGISTERED SPORT PARTICIPANTS – BY REGION

Age	Ballarat		Bendigo		Geelong		Country Vic		Victoria	
	Number	%	Number	%	Number	%	Number	%	Number	%
0-14	8,445	49.3	11,062	58.1	21,120	58.5	150,130	59.9	484,268	51.9
15-24	4,213	28.1	4,180	28.6	8,547	28.8	62,947	34.9	185,265	24.3
25-34	1,966	19.5	1,951	18.3	4,152	19.1	27,332	23.6	83,039	13.3
35-44	1,062	15.0	1,058	14.5	2,958	14.2	18,256	17.0	55,237	9.2
45-54	787	11.2	630	10.4	2,410	11.5	12,746	12.9	44,083	7.4
55-65	666	8.4	568	8.0	2,625	10.2	11,509	10.3	34,636	6.8
65+	1,119	6.3	1,037	5.3	3,736	8.4	19,880	6.6	50,840	5.2
Total	18,258	19.7	20,486	20.4	45,548	21.5	302,800	23.6	937,368	16.9

Source: Sport and Recreation Spatial

## RATES OF REGISTERED SPORT PARTICIPANTS - BALLARAT

	0-14	15-24	25-34	35-44	45-54	55-65	65+	Total
AFL	2,083	1,282	483	72	15	2	0	3,937
Basketball	1,929	1,003	490	290	94	11	0	3,817
Netball	1,042	639	277	95	34	7	1	2,095
Cricket	797	451	298	164	76	17	4	1,807
Soccer	831	364	135	52	21	2	0	1,405
Bowls	13	32	38	74	134	257	729	1,277
Golf	153	66	90	110	165	241	312	1,137
Tennis	350	172	77	155	198	84	51	1,087
Gymnastics	860	14	2	0	1	0	0	877
Hockey	94	100	58	27	14	6	0	299
Sailing	93	51	18	22	33	27	21	265
Swimming	201	39	2	2	4	12	3	263

Source: Sport and Recreation Spatial

## Understanding Our Activity

While we know many Ballarat residents receive significant benefits from participating in active recreation, **the rates of participation in active recreation are not accurately measured.** This is due to the unstructured nature of active recreation, where it is often undertaken as part of a healthy lifestyle rather than as competition where participant information is collected and monitored.

In order to understand active recreation rates in Ballarat, SBP have provided indicative estimates in the adjacent table. The active recreation participation rates have been calculated by using datasets from Ausplay and Sport and Recreation Spatial to understand organised and non-organised participation in each activity.\*

As shown adjacent, **swimming has the highest rates of active recreation participation**, as well as soccer. These activities require little equipment and lend themselves to unstructured participation. AFL and Basketball both have relatively low rates of recreational participation in comparison to organised sport participation.

A recent independent research study commissioned by Sport and Recreation Victoria found that active recreation is a larger part of Victorians physical activity than organised sport. For Victorians aged 15 years and above, it is estimated that 81% of physical recreation time is spent on active recreation.

SBP has used these benchmarks to estimate the impact of active recreation in Ballarat.

**ESTIMATED RATES OF ACTIVE RECREATION – BY ACTIVITY**

	0-14	15-24	25-34	35-44	45-54	55-65	65+	Total Active	Total Organised	Total
Walking	49	4,770	3,734	4,993	6,872	7,594	11,220	39,233	N/A	39,233
Fitness/Gym	423	9,647	5,964	4,484	4,116	3,490	5,011	33,135	N/A	33,135
Running/Jogging	1,049	6,383	2,911	2,820	2,208	899	426	16,695	N/A	16,695
Cycling	181	1,722	1,144	1,983	2,440	1,596	1,407	10,473	N/A	10,473
Bush walking	42	980	926	685	879	743	563	4,819	N/A	4,819
Yoga	89	543	806	786	811	630	603	4,268	N/A	4,268
Pilates	15	295	403	392	544	445	558	2,651	N/A	2,651
Swimming	5,951	3,581	1,899	2,091	2,378	1,898	2,011	19,809	263	20,072
Soccer	1,907	3,753	961	612	381	125	44	7,783	1,405	9,188
Tennis	796	1,500	401	419	438	370	550	4,475	4,475	8,950
Golf	-39	207	249	234	465	630	1,347	3,092	1,137	4,229
Netball	264	2,161	229	191	127	33	16	3,022	2,095	5,117
Basketball	-550	2,493	231	170	24	47	7	2,422	3,817	6,239
Cricket	209	927	204	343	245	106	59	2,093	1,807	3,900
AFL	-328	1,297	38	199	215	36	26	1,484	3,937	5,421

ACTIVE RECREATION	Victoria	Ballarat
Estimated total spending on active recreation	\$8.3 billion	\$114.9 million
Number of residents not doing enough physical activity.	2.85 million	55,859
Lifetime avoided healthcare costs from making physically inactive residents active	\$245 million (per person)	\$48,019 (per person)
The annual impact of each additional \$1 that is invested into facilities and infrastructure	-	\$16.20

\*Note: That these figures are indicative only and have been modelled based on participation data from Ausplay and Sport Spatial.

Source: Sport and Recreation Spatial. Sport Australia - AusPlay 2018, SBP Modelling

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# **ACTION PLAN**



## How do we establish an innovation ecosystem where investment, technology and activity outcomes come together?

Pillar	Strategy	Partners	Commence	Deadline	KPI/Success Metric
<b>1.1</b>	Build relationships with external universities and education institutions	Federation University, ACU, Victoria University	2019 Q3	2020 Q2	Relationship established with agreed partnership objectives
1.1.2	Target three institutions - Federation University, ACU, Victoria University	Federation University, ACU, Victoria University	2019 Q3	2020 Q2	Relationship established with agreed partnership objectives
<b>1.2</b>	Explore new business and delivery models including public/private partnership, corporate sponsorship, government, philanthropic and other NFP providers	Private providers, SRV, NFP organisations	2019 Q3	Ongoing	Minimum of 2 new funding partners identified each year
1.2.1	Develop partnerships with our business improvement and IT teams	City of Ballarat	2019 Q3	2019 Q4	Relationship established with agreed partnership objectives
1.2.2	Link in with the Smarter Cities project	City of Ballarat	2019 Q3	TBC	Develop a template outlining relationship objectives. Establish relationship with agreed partnership objectives
<b>1.3</b>	Explore digital technologies to drive community engagement, active participation and education	City of Ballarat	2020 Q1	2020 Q4	Identify a potential technology solution
1.3.1	Build on the work done with OzeBuddy to develop a "one stop shop" for sport and active recreation opportunities	OzeBuddy	2019 Q3	2020 Q2	10% growth in participants per year
<b>1.4</b>	Ensure a diverse range of communication mediums to reach all parts of the community – specifically those with poor access to technology and/or low digital literacy	City of Ballarat	2020 Q1	2020 Q4	Identify metrics for each platform to measure engagement
<b>1.5</b>	Trial a series of innovative programs and games through libraries and other civic spaces to engage the community in physical activity	City of Ballarat	2020 Q1	2020 Q4	Identify 5 new programs and pilot 2
<b>1.6</b>	Where possible, invest in facilities to improve access, safety, comfort and service levels for all of our community	City of Ballarat	2020 Q1	2021 Q4	Identify 5 new opportunities and pilot 2

## How do we ensure existing infrastructure and opportunities to be active continue to service the growing population and future demand?

Pillar	Strategy	Partners	Commence	Deadline	KPI/Success Metric
2.1	Invest in data and technologies with our partners to inform our future needs and decisions (and work across departments on data collection initiatives to enhance usability)	SSO's, NSO's, Federation University, ACU, Victoria University	2020 Q3	2021 Q3	Implement automated data collection from ground and facility bookings
2.2	Develop and nurture respectful and intercultural relationships with national, state and local sports associations and clubs	SSO's, NSO's, and local clubs	2019 Q3	2020 Q2	Relationship established with agreed partnership objectives
2.3	Continue to forecast demand with appropriate capital investment – with an emphasis on shared and multi-use facilities	City of Ballarat, SRV, State Government	2019 Q3	2020 Q3	Secure recurrent capital funding (minimum \$4.5M annually)
2.4	Develop partnerships with a range of private providers and NFP organisations	Private providers and NFP's	2020 Q1	2020 Q4	Identify 5 potential opportunities and establish 2 relationships with agreed partnership objectives
2.4.1	Expand community use opportunities across the whole municipality to engage inactive residents and community groups, including (but not limited to) dance, calisthenics, gymnastics, martial arts, futsal, yoga, pilates, Zumba, Tai Chi etc.	Local sporting clubs and active recreation groups	2019 Q3	2020 Q4	Identify 5 potential opportunities and establish 2 relationships with agreed partnership objectives
2.4.2	Explore and understand current offers and opportunities to assist in ongoing monitoring and activity metrics	City of Ballarat	2019 Q3	2020 Q4	Identify all engaged activities in Council owned/managed facilities
2.5	Focus investment on multi-purpose and “all age” friendly facilities for organised and unorganised activity (Precincts For All)	City of Ballarat	2020 Q3	2023 Q4	Develop a policy that ensures Universal Design Principles are considered in all planning and design
2.6	Embed whole-of-life costs into planning for active recreation investment and assets	City of Ballarat	2019 Q3	2020 Q3	Lead a collaborative approach (including budget allocation) across all new projects



# BROADER AND MORE INCLUSIVE PARTICIPATION

**How do we integrate physical activity to become a part of the local lifestyle by removing barriers and creating opportunities for all members of the community to be active?**

Pillar	Strategy	Partners	Commence	Deadline	KPI/Success Metric
<b>3.1</b>	Continue to invest in the Active Women and Girls Strategy, including participation and active lifestyle opportunities	City of Ballarat	2019 Q3	2021 Q4	Monitor and achieve actions set out in AWGS
3.1.1	Understand current female participation by sport	Federation University, Local sporting clubs and associations	2019 Q3	2020 Q4	Develop targets to increase female participation by sport
3.1.2	Understand current female participation in active recreation programs	Federation University, Local sporting clubs and associations	2019 Q3	2020 Q4	Develop targets to increase female participation for each activity/program
3.1.3	Improve equitable access to facilities	City of Ballarat, local sporting clubs and associations	2019 Q3	2024 Q4	Striving towards having all facilities female-friendly
<b>3.2</b>	Lead and support program delivery with inactive/disengaged/minority/ marginalised segments and groups	City of Ballarat, VicHealth, SRV, local sporting clubs and associations	2019 Q3	2020 Q3	Identify 5 potential groups and establish 2 relationships with agreed partnership objectives
3.2.1	Collaborate internally to maximise opportunities for activity conducted at off-peak times at Council facilities	City of Ballarat	2019 Q3	2020 Q3	Document current activities and identify gaps and opportunities
<b>3.3</b>	Explore capabilities of IMS Reserve Manager	City of Ballarat	2019 Q3	2020 Q1	Identify future capacity of system
3.3.1	Develop a strategically aligned community sport and recreation event calendar that showcases opportunities for all residents to be active	City of Ballarat, Visit Ballarat	2020 Q1	2021 Q1	Launch new calendar
<b>3.4</b>	Build and expand on our recent program support work for structured and unstructured physical activities	City of Ballarat, local sporting clubs and associations	2020 Q1	2021 Q1	Document current activities and identify gaps and opportunities
<b>3.5</b>	Investigate a series of 5-6 (notional) opportunities for increased incidental City of Ballarat staff activity	City of Ballarat	2019 Q3	2019 Q4	Implement 2 new internal activity initiatives





# ADDITIONAL FOCUS ON ACTIVE RECREATION

## How do we better understand active recreation participation, and enhance support of unstructured physical activity?

Pillar	Strategy	Partners	Commence	Deadline	KPI/Success Metric
4.1	Invest in data and technologies with our partners to better understand informal physical activity and active recreation participation	City of Ballarat, Federation University, ACU, Victoria University	2019 Q3	2025 Q4	Implement automated data collection and understand unstructured activity participation to inform Council investment/programming/operations
4.2	Increase investment in our iconic community recreation and sporting assets to leverage opportunities for community engagement	City of Ballarat	2019 Q3	2025 Q1	Identify 3 key iconic venues for additional investment
4.2.1	Increase investment in our public open spaces to leverage opportunities for community engagement	City of Ballarat	2019 Q3	2025 Q1	Identify 3-5 precincts across the city
4.3	Identify opportunities/events for active and passive recreation in civic spaces and the CBD	City of Ballarat	2020 Q1	2024 Q4	Identify 3-5 events across the city and implement 1 per year
4.4	Identify asset investment requirements to improve linkages, accessibility, safety and engagement with community spaces	City of Ballarat	2019 Q3	2025 Q1	Delivery of identified projects from 4.2 and 4.2.1
4.5	Create a movement, through a brand and communications strategy to enhance the profile of active recreation amongst the community	City of Ballarat	2019 Q3	2020 Q2	Increased communication of Active Ballarat messages amongst Councillors, ELT, external media and SRV
4.5.1	Increase awareness and understanding of the importance of being physically active and why investment is required in unstructured recreation	City of Ballarat	2019 Q3	2020 Q2	Increased communication of Active Ballarat messages amongst Councillors, ELT, external media and SRV
4.6	Partner with private providers to expand program and community reach	City of Ballarat, private providers	2021 Q1	2021 Q4	Activating the partnerships established in Pillar 2 2.4
4.7	Maximise existing open spaces and facilities for multi-use/multipurpose	City of Ballarat	2019 Q3	2025 Q1	Identify a minimum of four spaces/places that may be opened for multiple uses



# BUILD SYSTEM RESILIENCE AND CAPACITY

## What support can we provide to upskill and mobilise the club network to increase and broaden club sport engagement?

Pillar	Strategy	Partners	Commence	Deadline	KPI/Success Metric
5.1	Work and partner with VicSport, Sports Central and SSO's to grow volunteer sustainability	VicSport, Sports Central, SSO's	2021 Q1	2021 Q4	Increased awareness of existing volunteer resources and opportunities
5.1.1	Influence our traditional sport partners to increase accessibility to facilities	Local sporting clubs and associations	2020 Q1	Ongoing	Increase in number of community groups that use sports facilities
5.2	Provide more practical support for clubs and volunteers and link clubs with our partners to access resources and 'off the shelf' solutions	SRV, VicSport, Sports Central, SSO's	2021 Q1	2021 Q4	Develop a Fact Sheet/FAQ page that directs clubs to the best resources and support
5.3	Develop a diversity charter to ensure that clubs are addressing gender and diversity in their operations	City of Ballarat	2020 Q3	2021 Q3	Develop a Diversity Charter



# CONNECT INVESTMENT IN EVENTS, HIGH PERFORMANCE AND TOURISM

**Where are there opportunities to attract major and regionally significant events that support participation pathways, tourism, and benefit the local community?**

Pillar	Strategy	Partners	Commence	Deadline	KPI/Success Metric
6.1	Develop a national and state sport and events program across all ages and demographics	City of Ballarat	2020 Q1	2021 Q1	Increase the number of national/state events by 1 per year
6.2	Partner with Visit Ballarat to leverage opportunities for local tourism bodies	Visit Ballarat	2020 Q1	2021 Q1	Quantify the economic impact of new national/state events
6.3	Ensure any stadia/infrastructure built for state/national events leave a lasting legacy, and becomes a highly active community asset	SRV, VicSport, Sports Central, SSO's	2019 Q3	Ongoing	Identify and build one new National/State level facility
6.3.1	Understand and measure how major sporting events transition into participation outcomes for the whole community	City of Ballarat	2020 Q1	Ongoing	Measure the participation growth of sports which host national events
6.3.2	Promote grassroots participation opportunities at major events	Local sporting clubs and associations	2020 Q1	Ongoing	At least one grassroots participation activity at each event
6.4	Influence clubs to develop grassroots and community sport	Local sporting clubs and associations	2020 Q1	Ongoing	Develop criteria for all sporting clubs which includes requirement for junior teams and programs
6.5	Investigate opportunities for Ballarat to be recognised as a destination for training centres, camps, coach education and leadership, in conjunction with our venues and educational institutions	Visit Ballarat, SSOs, NSOs	2021 Q2	2023 Q2	Increase number of local elite training camps by 1 each year
6.6	Link our events, tourism, investment and infrastructure to inspire our residents to be more active	Visit Ballarat	2019 Q3	2020 Q2	Increased communication of Active Ballarat messages amongst Councillors, ELT, external media and SRV



**A collaborative approach to enhancing activity outcomes, in partnership with the community, state and national sport organisations, all levels of government, corporate organisations, NFP’s and private providers**

Pillar	Strategy	Partners	Commence	Deadline	KPI/Success Metric
7.1	Develop a functional working group across Council to assist with Implementation	City of Ballarat	2019 Q3	2019 Q4	Working groups established
7.2	Establish a regular reporting process for the working groups to monitor progress	City of Ballarat	2019 Q3	Ongoing	Regular reporting processes developed and implemented
7.3	Work with our partners to establish relationships and deliver agreed partnership objectives	SRV, VicSport, Sports Central, VicHealth, SSO's, Local sporting clubs and associations, Federation University, ACU, Victoria University, Private providers and NFP's, Visit Ballarat	2020 Q3	Ongoing	Relationships established and agreed partnership objectives delivered



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