

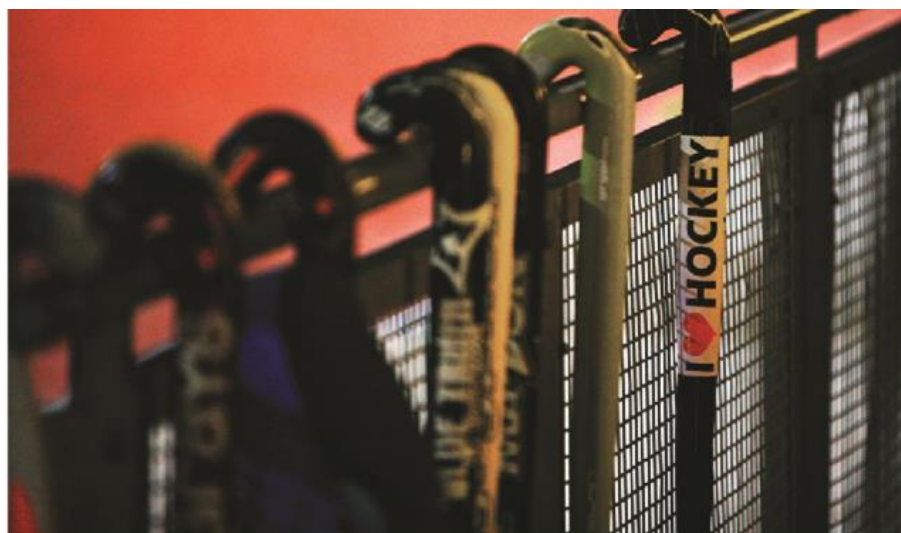
ATTACHMENTS

**Under Separate Cover
Ordinary Council Meeting**

6.00pm Tuesday 23 October 2018

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6.5 G21 Regional Hockey Strategy Draft Public Consultation
Attachment 1 DRAFT G21 Regional Hockey Strategy 4



G21 REGIONAL HOCKEY STRATEGY

AUGUST 2018





ACKNOWLEDGEMENTS

PROJECT PARTNERS

This project has been a collaborative effort of a number of partner organisations, including the Geelong Hockey Association, Hockey Victoria and the five Local Government Authorities comprising the G21 Geelong Region Alliance.

Input and advice from the Project Control Group, consisting of representatives from the above organisations has also assisted in the development of this document.

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INTRODUCTION

ABOUT THIS DOCUMENT

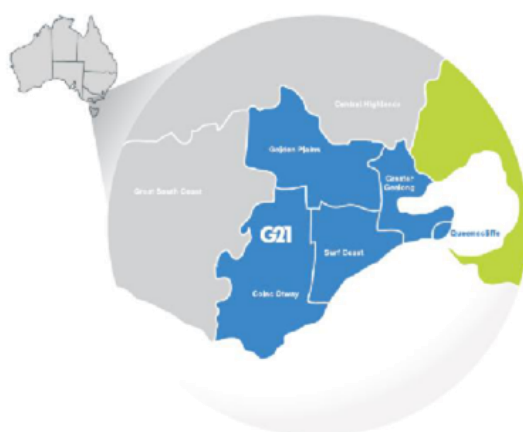
The G21 Regional Hockey Strategy has been developed to guide the overall direction and development of hockey across the G21 Region for the next 10 years.

This Strategy provides a detailed assessment of both local and regional hockey needs and focusses on the development of practical strategies that can collectively meet hockey, community and local government objectives.

The project area for the G21 Regional Hockey Strategy is inclusive of the five Local Government areas within the G21 Region - Borough of Queenscliffe, City of Greater Geelong, Colac Otway Shire, Golden Plains Shire and Surf Coast Shire. The G21 Region is located 73km South West of Melbourne CBD. The Region has a diverse mix of urban, coastal, rural and industrial areas in addition to pockets of significant development and population growth.

The G21 Region has a current population of 326,513 and covers 8972 sq. km. The Region's population is the fastest growing in Victoria, outside of Melbourne.

This Strategy investigates the issues and opportunities facing hockey on a regional scale, and draws on knowledge and resources provided by the sport and each of the five representative LGAs of the G21 Region Alliance.



The G21 Regional Hockey Strategy builds on the research, evidence and data provided in the State of Play Report developed in May 2018. Facility inspections, stakeholder consultation and planning work previously undertaken has also informed the development of strategic recommendations. These include:

- Detailed G21 hockey facility condition and compliance audit reporting (2015).
- Hockey Victoria state participation overview meetings (February 2018).
- Strategic directions from the Hockey Victoria Strategic Facilities Master Plan (identified February 2018).
- Key recommendations from the King Lloyd Reserve Master Plan (2010).
- Key recommendations from the Torquay Hockey Club Synthetic Pitch Feasibility Study assessed (February 2018).
- Geelong Hockey Association (GHA) Participant Survey distributed and results analysed (March 2018).
- Department of Education consultation – via relevant G21 schools conducted (March 2018).
- GHA Club Administrator Workshop conducted (April 2018).
- G21 Regional Hockey Strategy Participant Survey Summary Report completed (May 2018).
- Fortnightly Project Control Group (PCG) meetings.

Collation and analysis of the above information has been crucial to the development of the Strategic Framework (outlined on page 31), with key priorities and recommendations identified to guide the development of hockey in the G21 Region to 2028.

DEFINITIONS AND ABBREVIATIONS

The following definitions and abbreviated terms are used within this document.

| ABBREVIATION | DEFINITION |
|--|--|
| Strategy | References throughout this document are made to the 'Strategy'. The term 'Strategy' refers to the project as a whole. |
| LGA | Local Government Authority. |
| G21 | G21 Geelong Region Alliance – A formal alliance between the City of Greater Geelong, Shires of Surf Coast, Colac Otway and Golden Plains and Borough of Queenscliffe. |
| G21 S&R Pillar | G21 Sport and Recreation Pillar – The G21 Pillar is focused on improving the capacity of sport and recreation resources and assets across the G21 region. |
| ABS | Australian Bureau of Statistics – Statistical report on Children's Participation in Cultural and Leisure Activities, produced by the Australian Bureau of Statistics used to examine trends in football participation and to project future growth and demand. |
| Forecast.id | Forecast.id delivers population forecasts to councils across Australia and New Zealand, and forecasts how the population, age structure and household types will change between now and the future. |
| SRV | Sport and Recreation Victoria. |
| Regional Hockey Facility | In this strategy the term 'Regional Hockey Facility' refers to a facility similar to Stead Park. |
| Single or purpose built hockey pitch | In this strategy the term 'single or purpose built hockey pitch' refers to a pitch that is used for hockey only. |
| Multiuse / multipurpose hockey pitch | In this strategy the term 'multiuse' or 'multipurpose' hockey pitch refers to a pitch that is being used or will be used for other activities by compatible sports such as soccer, tennis, touch, lacrosse etc. These pitches are generally multi-lined but can still host competition games and events/tournaments. |
| Local club venue | In this strategy the term 'local club venue' refers to existing venues where local clubs are based or are using for training purposes. |
| Satellite / training / non competition venue | In this strategy the term 'satellite / training / non competition venue' refers to all hockey facilities other than Stead Park that are only being used for training purposes. These are generally smaller pitches that are not to competition standard. |
| Competition venue | In this strategy the term 'competition venue' refers to full size pitches that are being used for competition purposes i.e. Stead Park. |

EXECUTIVE SUMMARY

Hockey is a popular sport in Victoria with 21,913 players (19,273 playing members and 2,640 Hookin2hockey players). In the G21 Region the Geelong Hockey Association (GHA) is responsible for the delivery and development of the sport and its 1,131 registered participants.

There are nine local hockey clubs affiliated with the GHA, including three clubs that have formed in the past five years - Torquay Hockey Club, Hockey Bellarine and the Golden Plains Hockey Club. Despite the addition of these new clubs, registered hockey participation numbers have declined by 318 players in the past three years.

There are currently 5 hockey pitches within the G21 Region, of which three are located on Council land and two on school land. Whilst the provision of pitches meets the required pitch to population ratio of 1 : 100,000, a number of key constraints prevent more people from participating, these include:

- Travel time to venues – whilst the regional facility at Stead Park, Corio services current demand well, it is the only competition venue in the region and travel presents a barrier to participation.
- Facility capacity – a number of existing hockey pitches are the non-preferred grass surface without floodlighting.
- Access – limited access is available to hockey clubs at venues located on education land.

To address the decline in player numbers the sport and its stakeholders, including LGAs and schools, must work together to address these barriers, along with delivering more flexible and non-structured programs to enable and support future growth.

Evidence collected via local and regional stakeholder groups has provided further support for the strategic direction of hockey across G21. Groups surveyed as part of the Strategy's development identified a range of priorities and opportunities for hockey.

Upgrades to existing or the development of new facilities should be guided by the principle of shared use. Based upon this principle, the development of multi-purpose facilities for use by hockey will support a range of participation outcomes including non-structured and competition formats.

As a key growth area, planning for hockey within the G21 Region is critical to ensuring the prosperity of the sport into the future.

Achieving the vision of **building a strong, inclusive and sustainable hockey community in the G21 Region** will require support and implementation of the following key focus areas.

PARTICIPATION – increasing participation through ongoing facility development and delivery of flexible and innovative programming opportunities.

FACILITY ACCESS – increasing the capacity of and access to existing club facilities and reducing the travel time for players.

SPORT DEVELOPMENT – providing resources that assist in the efficient and effective management and governance of the sport and securing a sustainable hockey footprint in the Region.

Six strategic priority areas have been identified to guide the future development of hockey in the G21 Region over the next 10 years. Specific recommendations under each strategy are provided later in this report.

| | |
|----------------------|---|
| STRATEGIC PRIORITY 1 | Provide functional and accessible hockey facilities. |
| STRATEGIC PRIORITY 2 | Increase capacity of existing facilities and deliver new pitches to meet future demand. |
| STRATEGIC PRIORITY 3 | Increase hockey participation through improved programming. |
| STRATEGIC PRIORITY 4 | Embrace new formats that engage new participants. |
| STRATEGIC PRIORITY 5 | Adopt strategies that support the development of sustainable clubs. |
| STRATEGIC PRIORITY 6 | Promote hockey in the Region through collective marketing strategies and initiatives. |

1. Functional and accessible hockey facilities

Plan and deliver functional and accessible hockey facilities that meet the current and future needs of the sport. This includes upgrades to existing and development of new hockey facilities that provide a suite of satellite and competition standard venues.

2. Increase the capacity of existing facilities and deliver new pitches to meet future demand

Prioritising floodlighting projects and delivering new competition standard pitches will service the needs of the sport in line with the regions population growth.

3. Increase participation through improved programming

Delivering flexible and affordable hockey programs that engage existing members and attract new players will be key to reversing the current downturn in participation.

4. Embrace new formats and engage new participants

Hockey in the Region must embrace Hockey Victoria's new social hockey programs (Hockey Sixers, J-Ball and KE40) to attract new people to the game and continue to deliver Hookin2hockey in local schools.

Hockey Victoria's Strategic Plan 2017-2020 outlines the vision to diversify hockey participation opportunities to encompass new modified social hockey formats.

To reach its ambitious goal of 15,000 new or re-engaged participants by 2020, Hockey Victoria have been introducing the new social hockey formats across Victoria, both regionally and in metropolitan Melbourne. The new formats are designed so they can be delivered on both full-size hockey pitches and training pitches, reducing the travel related barriers.

More specific to the G21 region, Hockey Victoria have partnered up with Geelong Hockey Association and Surf Coast Shire to deliver J-Ball and Hockey Sixers at Stead Park and in Torquay in 2018 and 2019. It is anticipated that these new opportunities will attract additional 500 participants by the end of 2019 in the G21 region. Over the next 2-3 years, Hockey Victoria plans to introduce social hockey across each LGA in the G21 region, increasing hockey participation opportunities.

5. Implement strategies that support the development of sustainable clubs

Providing support to the GHA and affiliated clubs through the delivery of strategic planning and improved resources will ensure a sustainable hockey footprint in the G21 Region.

6. Promote hockey through collective marketing strategies and initiatives

Increasing the profile of hockey in the Region through innovative marketing strategies and the recruitment of a dedicated Hockey Victoria resource.



PROJECT CONTEXT

PROJECT METHODOLOGY

This Strategy has been delivered in five key stages and is due to be finalised and adopted by project partners by December 2018. The following diagram outlines project timelines and associated key tasks to be delivered during each stage. The project is currently in Stage 4.

STAGE ONE

Project Establishment January 2018

Project commencement, agreed project plan, timeframes and communications plan.

STAGE TWO

Situation and Supply Analysis February – March 2018

Literature review, demographic and participation analysis, facility mapping, audit data review and stakeholder consultation.

STAGE THREE

Vision, Principles and Framework March – April 2018

Governance and management benchmarking, Key Findings Report, Draft Strategy framework and vision developed.

STAGE FOUR

Strategy Development June - November 2018

Facility distribution and gap analysis, Draft Strategy development, prioritised regional and municipal action plans formulated and public exhibition of Draft Strategy.

STAGE FIVE

Final Strategy and Summary Document November – December 2018

Final G21 Regional Hockey Strategy developed and endorsed by stakeholders.

**CURRENT
PROJECT
STAGE**



PROJECT PARTNERS AND CONTRIBUTIONS

The G21 Regional Hockey Strategy has been jointly funded by the five G21 Councils and Hockey Victoria. The Hockey Victoria funding included a 50% contribution by Hockey Geelong. G21 acknowledges that the contribution by Hockey Geelong was on behalf of the nine affiliated hockey clubs, noting that the Torquay Tornados Hockey Club provided an additional contribution.

The Torquay Tornados Hockey Club have confirmed that they have no expectation regarding recommendations within the Strategy, and will not receive any recognition of their contribution.

PROJECT OUTCOMES

The following project outcomes will be delivered through the Final G21 Regional Hockey Strategy:

- Identification of infrastructure and sports development requirements highlighting participation, governance, resourcing and partnership needs.
- Clear direction and timelines regarding stakeholder responsibilities to collectively deliver initiatives to support the future growth of hockey within the Region.
- Analysis of key demographic and participation trends to guide Regional priority recommendations and the implementation plan.
- Alignment of current and future participation needs with previously conducted research and reporting to deliver a clear plan for the future.
- Detailed facility analysis and venue mapping to determine participant facility access arrangement and travel times.
- Identification of gaps and opportunities within the current hierarchy of facilities and infrastructure.

STRATEGIC DRIVERS AND CONTEXT

Hockey Victoria Facilities Master Plan (2014)

Although the G21 geographical region does not perfectly align with the Hockey Victoria West Metropolitan Zone, all G21 Clubs sit within this Zone, and are therefore classified as metropolitan clubs.

The Hockey Victoria Facilities Master Plan identified two key priorities for the development of hockey within the G21 Region:

- Development of a new synthetic pitch in Torquay.
- Facilitation of greater access to pitches at Geelong Grammar and Geelong College schools.

As a result of the above recommendations, Geelong College is utilised on an ongoing basis by two local hockey clubs (Geelong College Hockey Club and Geelong Hockey Club). The synthetic multi-purpose pitch at Geelong Grammar school is utilised by the GHA as an overflow pitch for training and junior competition purposes.

The recommendation for the development of a synthetic pitch in Torquay outlined in the Master Plan triggered the Surf Coast Council to commission the Feasibility Study (2015) to determine the viability of the development of a new pitch within the municipality.

City of Greater Geelong (CoGG) Draft Settlement Strategy (2018)

The Draft Settlement Strategy projected the overall population of the CoGG to reach 390,000 by 2036. A large proportion of this growth will be experienced in the Armstrong Creek, and Northern and Western Geelong growth areas. These three planning areas will collectively contribute an additional 110,000 residents.

Further to this, the Armstrong Creek West Precinct Structure Plan (2012) and the Armstrong Creek West Precinct Development Contributions Plan (2013) identify that the Stage 1 (Armstrong Creek, Marshall, Charlemont) development will include recreation and open space provision (with a proposed multi-use regional synthetic hockey facility planned for Armstrong Creek West). As per the Development Contributions Plan for the Armstrong Creek West Precinct, the indicative trigger for the provision of the regional active open space precinct is 4,500 dwellings.

Hockey Victoria (HV) Player and Stakeholder Research (2018)

Research conducted by La Trobe University for Hockey Victoria to understand statewide participation trends determined the following:

- 95% of participants indicated that they would be playing hockey in 12 months time.
- 86% indicated that they would still be participating in 3 years time.
- The average age of a Victorian hockey player is 38 years.
- Hockey in Victoria has a relatively even male to female participation rate of 54% to 46% respectively.
- 59% of active, current players have another family members playing the game.

Regarding HV's development and expansion of social and unstructured forms of the game such as J-Ball, Hockey Sixers and KE40, the study highlighted the following:

- 86% of active, current players indicated they would be interested in participating in a new format of hockey.
- 77% of inactive former hockey players indicated that they would be interested in playing a new format of hockey, should it be available.

King Lloyd Reserve Master Plan (2010)

King Lloyd Reserve is situated approximately three kilometres southwest of the Geelong Central Activities Area.

The reserve is approximately 6.3 hectares in size and whilst a large portion of the reserve has been formed into sports fields, there are expansive conservation zones along its eastern and south-eastern edges which have been re-vegetated to support broader environmental management objectives for the area.

King Lloyd Reserve is currently tenanted by the:

- Newtown City Hockey Club
- Murgheboluc Cricket Club
- Geelong Touch Football Association.

The aim of the Master Plan is to develop a plan that can be used to guide the future development of the reserve having regard to user and community aspirations, whilst enhancing the natural ambience and character of the park.

The key strategic directions proposed in the King Lloyd Reserve Master Plan were to:

1. Improve the overall landscape amenity and quality of the reserve by planting additional trees within the reserve and along its edges, and by corralling vehicles to defined roads and car parks. (Ongoing).
2. Convert the surface of the sports fields to warm season grasses to create a more sustainable and durable playing surface in summer, and assess the condition and efficiency of the existing automated irrigation system in the main sports field. (Done.)
3. Install a new turf table onto the main sports field. Remove the existing cricket practice nets and construct a new set of practice nets (comprising three concrete wickets with permanent netting and four turf practice wickets with temporary netting) in a location to be determined pending the availability of the land north of the reserve. (3 synthetic and 2 turf provided).
4. Install a shelter and store on the second sports field. (Not started).
5. Seal Windsor Road and install speed humps (or similar) to slow traffic, and remove car parking from around the playground to improve the safety of the entry area. (Not started).
6. Reconfigure and expand the main car park to increase the number of spaces (to 104 spaces), and form a new unsealed access road to the lower sports field and provide car parking for 15 cars. (Not started).

The Master Plan also considers the development of a synthetic hockey pitch to the north of King Lloyd Reserve. Feasibility of this project will require a detailed investigation into the future development of a synthetic hockey facility prior to any funding commitment being made.

Torquay Hockey Club Synthetic Pitch Feasibility Study (2015)

Commissioned by Surf Coast Shire, the Feasibility Study investigated the potential for the development of a floodlit pitch in Torquay and explored the existing offering of facility provision within the Region, along with participation trends and current and future needs of the club.

The following findings were delivered in the report:

- A need for an additional synthetic hockey pitch to be developed within the G21 Region in the next 5-10 years. However, demand for a synthetic multi-purpose pitch within Torquay to service the Surf Coast Shire and neighbouring Armstrong Creek could be justified within the next 3-5 years, pending continued population growth.
- Travel times to Geelong for regular training and matches creates barriers to local hockey growth within Torquay.
- Site specific investigations into potential site options for a synthetic pitch development in Torquay were conducted, with Surf Coast Secondary College being the most viable due to key partnership opportunities, location, land availability, site capacity and existing community infrastructure.
- The estimated cost for a new pitch and floodlighting at the Surf Coast Secondary College was estimated to be approximately \$1.5 - \$1.8 million.

REGIONAL AND LOCAL HOCKEY ISSUES

Sport, government and community stakeholders were engaged via workshop and survey to identify the key issues, constraints and opportunities influencing the planning, provision and growth of hockey in the G21 region.

This section of the report details the key issues and challenges facing hockey in the Region and what the sport and G21 LGAs will need to focus on to ensure hockey is well supported in the future.

The issues and challenges outlined below are both asset based and sports development related, and have informed both the strategic framework and local and regional recommendations.

Building the capacity of existing facilities

With the exception of a pitch in Torquay, the number of existing hockey pitches in the G21 region is considered adequate for the current number of players. However, the number of synthetic pitches and the infrastructure and amenities offered at these facilities is not meeting the needs of the sport, now and into the future.

Consultation with local hockey clubs identified strong support and evidence for the need to invest in the upgrade of existing hockey facilities. The key facility issues raised by clubs were a lack of suitable pitch provision (including undersized and grass pitches) and an absence of supporting infrastructure to meet the minimum standards of the sport.

A summary of existing facility issues is provided below.

Stead Park

- Operating at near of full capacity and provides limited opportunity for any additional programming.

King Lloyd Reserve

- As there is currently no synthetic surfaces appropriate for competition, any provision of floodlighting on the turf field would primarily support training at a lower level only. As per the King Lloyd Reserve Master Plan, the provision of a synthetic pitch is identified as a future opportunity to increase hockey participation. The provision of dedicated floodlighting for hockey should be incorporated into the synthetic pitch development in accordance with the Master Plan.

Geelong College

- Multi-purpose pitch with limited availability for hockey due to regular use by other school sports.
- Lack of floodlighting restricts use for hockey, limited car parking and noise issues for residents.

St Ignatius College

- Undersized (3/4) pitch restricts competition play.
- The lack of floodlighting limits venue capacity.
- No changeroom amenities.

Geelong Grammar

- Multi-purpose pitch with limited availability for hockey due to use by other school sports.

Travel a significant barrier to participation

With fewer hockey pitches within reach of the general population compared to football ovals or basketball courts, there is a general acceptance of the need to travel to play hockey. However, the constant demand on time poor parents to drive their children significant distances to play hockey is seen as a major issue to growing the game in the Region.

The G21 region has a land area of approximately 9,000 square kilometres and local hockey players are currently travelling an average of 30 minutes to participate. Just over a quarter of respondents (26%) to the online survey are travelling less than 20 minutes (return trip) to access their local hockey facility, with 21% travelling 31-40 minutes, 20% travelling 41-60 minutes and 14% traveling between 1-1.5 hours. In addition, 73 surveyed respondents highlighted the need for additional competition pitches to minimise travel time.

Increasing the capacity of existing pitches to make them more training and competition friendly, and strategically locating any new pitches will help to address these issues.

Gaps in existing hockey provision in G21

This Strategy supports the priority recommendations for hockey identified in Hockey Victoria's Facilities Master Plan 2014 - development of a new synthetic pitch in Torquay and greater access to Geelong Grammar and Geelong College pitches.

With a membership base of approximately 200 the Torquay Hockey Club have no dedicated facility and currently use Stead Park for competition purposes, and a grass oval at the Torquay Sports Precinct for training.

In 2015 a local report on the feasibility of developing a full size synthetic hockey pitch in Torquay identified demand for a synthetic multi-purpose pitch pending continued population growth. The Feasibility Study also identified travel to central Geelong pitches for regular training and match play as a key barrier to local hockey growth within Torquay.

Increase the profile and make it more affordable

Greater marketing and promotion for hockey within the Region and reducing the cost to participate are seen as critical issues working against participation growth. Addressing these constraints through the implementation of this Strategy will be a high priority for the sport.

CONSULTATION ANALYSIS AND KEY DRIVERS

To guide the development of the G21 Regional Hockey Strategy, a detailed stakeholder consultation program was undertaken. A summary of key themes and findings from the consultation are outlined below. These themes form the basis of future directions and together with the data analysis and research inform the key drivers for strategic planning.

The following stakeholder consultation activities were undertaken:

- Meetings with the Project Control Group (ongoing).
- Online Hockey Participant Survey (244 responses received). Summary of responses provided in Appendix 2.
- Club Representative Workshop.
- Hockey Victoria future directions meetings (March).
- Geelong Hockey Association consultation (ongoing).

FACILITY ACCESS

- Lack of accessible facilities within a reasonable distance (30 minutes drive one way) is a key barrier to participation.
- Support for additional facilities in key growth areas of Armstrong Creek (regional) and Torquay (local), and opportunity to develop facilities at King Lloyd Reserve.
- Support for additional satellite facilities to address current training facility access issues and reduce drive time.
- Developing partnerships with educational stakeholders to increase facility access.

EXISTING FACILITY CONDITION

- Increase the standard of existing facilities to meet the current and future needs of clubs and participants.
- Lack of suitable pitch provision (full-sized / synthetic).
- Lack of suitable, localised supporting infrastructure to meet the minimum standards of the sport.
- Investment in facility upgrades through stakeholder partnerships.

ENGAGEMENT & PARTICIPATION

- Improve existing GHA and club marketing strategies to engage new participants.
- Utilisation of social media platforms to increase the profile of hockey within the Region.
- Increasing the programming offering, with a particular focus on social hockey formats.
- Development of pathways to retain players and support the transition between junior and senior competition.

FINANCIAL CONSTRAINTS AND SUSTAINABILITY

- Current fees and charges have raised affordability issues for clubs and are not sustainable long term.
- The need to develop partnerships with local government, Hockey Victoria and Sport and Recreation Victoria to further initiatives for making hockey more affordable for participants.
- Implementation of a Club Development Officer to support ongoing club development, administration and marketing processes.





POPULATION GROWTH DRIVING DEMAND

G21 POPULATION PROJECTIONS

G21 Regional growth

The G21 Region is the fastest growing region in Victoria outside of Melbourne's metropolitan area.

The principal population centre of the Region is located in Geelong, however significant growth is expected throughout other municipalities of the G21 Region over the next 10 years.

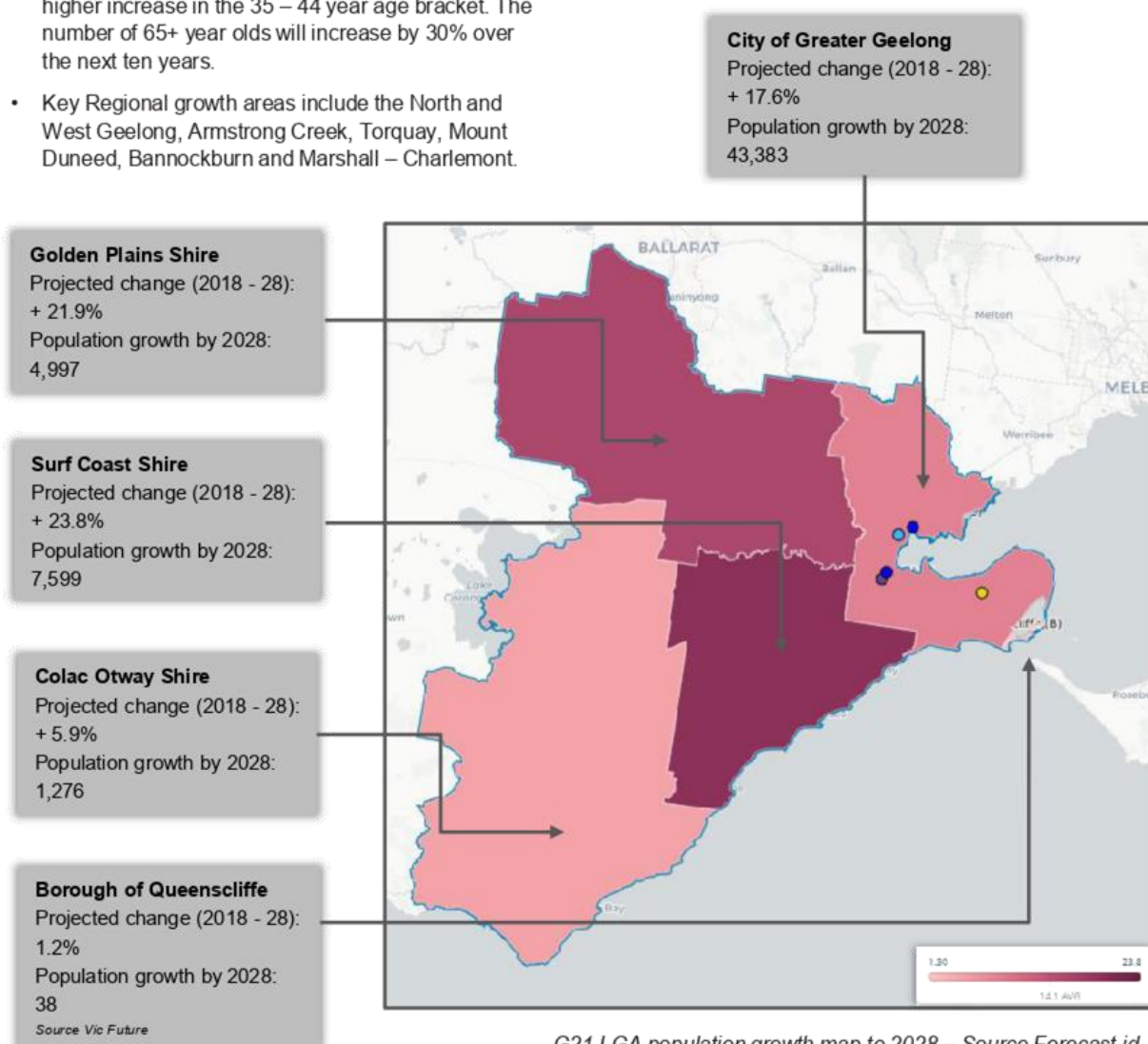
Key population projections for the G21 Region have been sourced from Forecast.id and include:

- The G21 Region currently has a population of 326,513 with a total population of approximately 383,805 expected by 2028 (+57,292 residents).
- Relatively even population growth is expected across the 0 – 64 year age cohorts, with a slightly higher increase in the 35 – 44 year age bracket. The number of 65+ year olds will increase by 30% over the next ten years.
- Key Regional growth areas include the North and West Geelong, Armstrong Creek, Torquay, Mount Duneed, Bannockburn and Marshall – Charlemont.

Demographic change

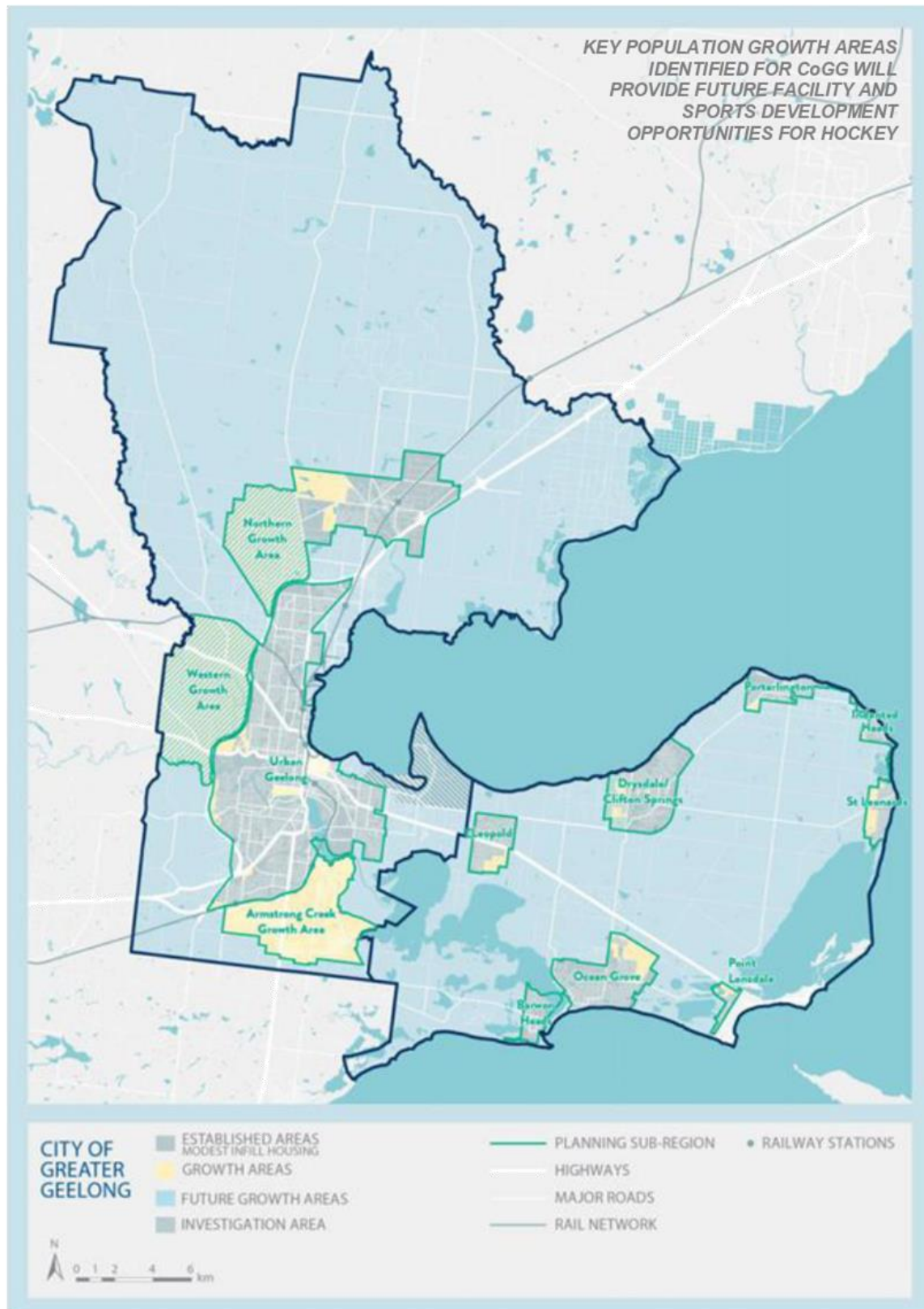
The demand for hockey and the way it is delivered will continue to change as the population of the G21 Region grows. The way in which Australians are consuming sport is evolving, with a shift toward more social and unstructured forms of play, over traditional competition formats. A key factor to increasing participation in the Region will be to plan for and improve access to facilities for casual hockey use.

The map below outlines predicted growth to 2028 for each of the five G21 LGA's.



G21 LGA population growth map to 2028 – Source Forecast.id

CoGG GROWTH AREAS



LOCALISED GROWTH

A brief overview of the G21 Region collectively and of each municipality individually is provided below. These summaries highlight key population and demographic growth over the next 10 years (to 2028) and demographics relevant to hockey within the G21 Region.

City of Greater Geelong (CoGG)

- The principal population centre of the G21 Region.
- Greatest growth (established suburbs) include:
 - Armstrong Creek +10,817 residents (+167%).
 - Mount Duneed +4,209 residents (232%).
 - Marshall - Charlemont +3,583 residents (125%).
- The Northern Geelong growth area, in Lovely Banks, is anticipated to deliver up to 18,000 new dwellings for a population of approximately 50,000 residents.
- The Western Geelong Growth Area, in Batesford, is anticipated to deliver up to 22,000 new dwellings for a population of approximately 60,000 residents.
- Greatest resident population increases expected in the 35 - 44 and the 75 - 84 age cohorts.

Surf Coast Shire (SCS)

- Torquay (including Torquay, Torquay North, Old Torquay and Torquay West) is one of the highest growth areas in the G21 Region with an additional 7,599 residents expected by 2028.
- Of this growth, the greatest age cohort increases are expected in the 70 - 84 year age bracket.

Golden Plains Shire (GPS)

- Bannockburn will experience the greatest population growth in the Golden Plains Shire to 2028, with an additional +2,300 residents (+41%).
- Relatively even growth across all age cohorts.

Colac Otway Shire (COS)

- The population within the Colac Otway Shire will increase by 1,276 to 22,924 in 2028. Colac West and Elliminyt will experience the most growth.

- The greatest growth will be experienced in the 10 - 14 year age bracket.
- Decreases are expected in the 20 - 29 and 55 - 64 age cohorts.

Borough of Queenscliffe (BoQ)

- The Borough of Queenscliffe's future population forecast suggests minimal growth between 2018 and 2028 (+38 residents).

Regional trends and observations

- Greater Geelong is the largest of Victoria's regional hubs, all of which are experiencing increasing population growth and urbanisation. This provides strong support for the development of a regional hockey facility within the proposed Armstrong Creek West Regional Sports Precinct.
- 76% of the Region's population reside within the CoGG. In 2028, CoGG is expected to still contribute this percentage of the total Regional population.
- Despite having a high percentage of older adult population, significant population growth is forecast in the age cohorts of 5-14 years and 35-44 year, suggesting younger families (and potential hockey participants) will move to new development areas such as Armstrong Creek.
- As per the table below, the total number of additional competition hockey participants expected across the Region by 2028 is +200, if the current player to population rate (penetration) of 0.35% is applied.
- In addition to the growth in competition hockey numbers, the implementation of social hockey within the region should see approximately 500 new people playing one of the new social hockey formats by the end of 2019.

| LGA | 2018 population | 2028 forecast population | Change (#) | Change (%) | Potential growth in hockey participants between 2018 and 2028 (if applying individual LGA 2018 player penetration rate) |
|-------------------------|-----------------|--------------------------|---------------|-------------|---|
| City of Greater Geelong | 247,068 | 290,450 | +43,383 | +17.6% | +152 |
| Surf Coast Shire | 31,937 | 39,536 | +7,599 | +28.9% | +27 |
| Golden Plains Shire | 22,859 | 27,856 | +4,997 | +21.9% | +17 |
| Colac Otway Shire | 21,648 | 22,924 | +1,276 | +5.9% | +4 |
| Borough of Queenscliffe | 3,001 | 3,039 | 38 | +1.2% | +0 |
| Total | 326,513 | 383,805 | 57,293 | +76% | + 200 (total competition players – 1,331 in 2028) |

Future population and potential competition player growth by LGA (does not include social players).



STATE OF PLAY - HOCKEY IN THE G21 REGION

SUMMARY OF HOCKEY IN G21

G21 HOCKEY PROVISION

The following analysis provides a summary of existing provision and participation trends across the G21 Region from 2015 – 2017.

Participation numbers are based on Hockey Victoria's affiliate member database and reference to the State of Play Report (refer Appendix 1).

5

G21 hockey venues

3

Shared school facilities

5

Synthetic grass pitches

2

Natural grass pitches



111

Hookin2Hockey Club Participants
(outside the school network)

604

Junior players (11-17 years)

416

Senior and dual registered players
(18+ years and registered at 2 or more clubs)



1,131

Total number of G21 participants
(-318 from 2015)



0.35% penetration rate
(G21 Region population divided by number of players)



1 in every 289
G21 residents play hockey



45% female
55% male
Participants



Average G21 hockey player age is 20 years



63% of participants are under 18 years of age



CURRENT FACILITY PROVISION

The G21 hockey facilities are located centrally in the Region, within the City of Greater Geelong. The Geelong Hockey Association (GHA) is the governing and administrative body for hockey within the G21 Region and utilise seven pitches across the five venues identified below. Nine local clubs occupy these facilities, with six utilising Stead Park as their home competition venue. Maps of the location of each facility in the context of the Region and the City of Greater Geelong are provided on the following page.

Stead Park - Corio

2 hybrid synthetic grass pitches
Home clubs: Corio HC, Golden Plains HC, Hockey Geelong, Kardinia HC, Saints HC and Torquay HC
Lighting provided (500 lux)

King Lloyd Reserve - Newtown

2 natural grass pitches
Home club: Newtown HC
No lighting provision
(funding to install training standard lighting is imminent)

Geelong College - Newtown

1 synthetic grass pitch
Home clubs: Geelong College HC and Geelong HC
No lighting provision

St Ignatius College - Drysdale

1 sand based synthetic grass pitch
Home club: Bellarine HC
No lighting provision

Geelong Grammar - Corio

1 synthetic grass pitch
Training / overflow venue
No home club
Lighting provided (lux level unknown)

At present, the current hockey facility offering within the G21 Region exceeds industry benchmarking for the current population, as identified in the table below.

City of Greater Geelong hockey synthetic pitch planning benchmarks are also well catered for (currently outlined as 1:100,000 per head of population - in accordance with Hockey Victoria provision guidelines).

| | |
|--|-------------------|
| G21 Region pitch to population provision ratio | 1 : 46,635 |
| City of Greater Geelong average pitch to population provision ratio | 1 : 35,295 |
| Surf Coast Shire average pitch to population provision ratio | 0 : 31,937 |
| Golden Plains Shire average pitch to population provision ratio | 0 : 22,859 |
| Colac Otway Shire average pitch to population provision ratio | 0 : 21,648 |
| Borough of Queenscliffe average pitch to population provision ratio | 0 : 2,934 |

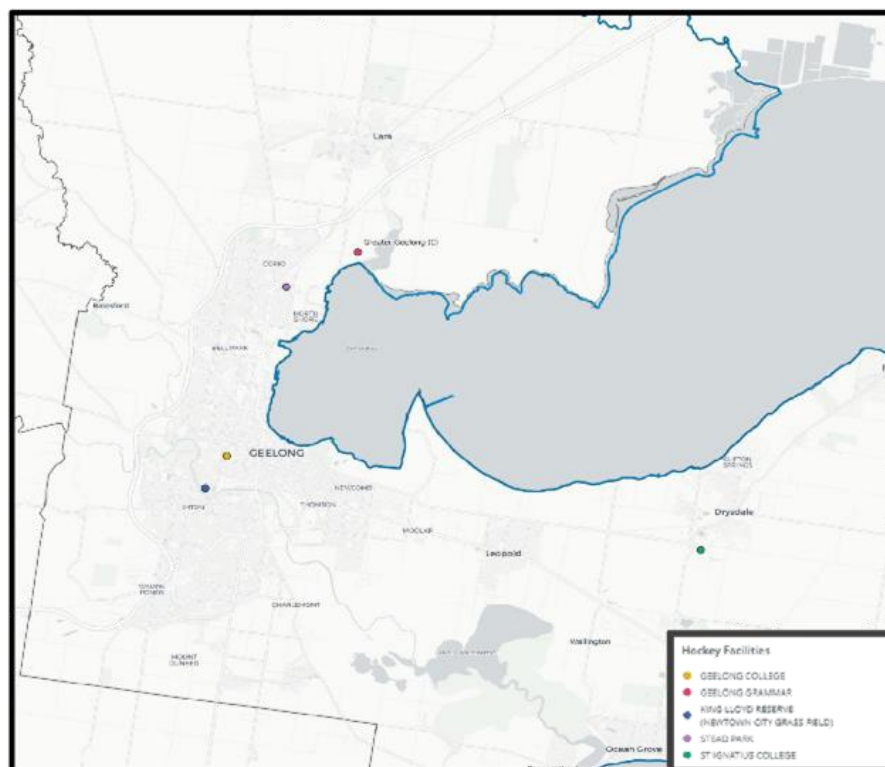
If no further hockey pitches are developed in the G21 Region to 2028, the forecast pitch to population ratio will be 1: 76,765 - which is within Hockey Victoria's recommended pitch to population guideline of 1:100,000.

Ratios should be used as a guide only as there are many other local demographic, facility quality, venue access, frequency of use and service driven demands that are not taken into account. Also for hockey, there are differences between metro and regional facilities when considering factors such as population, player catchment, travel and use.

MAPS OF CURRENT FACILITIES



Map of current hockey facilities within the context of the G21 Region.



All current hockey facilities are located within the City of Greater Geelong.

PARTICIPATION TRENDS

The table below provides an overview of GHA club membership for three years (2015 - 2017) and provides the following participation trends over that period.

- Overall, hockey player numbers in the G21 region has experienced a decline of 274 participants (-16.7%) from 2015 to 2017.
- Hockey Geelong representative teams have also declined since 2015 (-280 participants). GHA attributes this to a number of local challenges facing the sport, such as lack of available time and ease of facility access.
- It is further noted by GHA that in recent years participants have chosen to only participate in local competitions.
- Eight of the nine GHA clubs experienced a decline over the three year period (88.9% of clubs).
- Hockey Victoria advised that state-wide approximately 25% of members stop playing each year, but they also gain another 25% each year.
- Corio Hockey Club's significant decline in membership is attributed to their ability to field only one GHA team in the 2017 season, highlighting the need for the implementation of sustainable club initiatives.
- The only club to increase their membership numbers over the period was the Torquay Hockey Club (+23), despite not currently having a local training base. At present, the Club train on a shared use grass football oval and travel to Stead Park (approximately 30 minutes one way by car) for training and competition purposes.
- Six out of the nine clubs experienced a participation incline or decline of 20 players or less over the three year period.
- Several clubs indicated via the online survey that the current condition of their home facility is directly impacting the opportunity for future membership growth.

| Club | 2015 | 2016 | 2017 | Plus / Minus (#) | Plus / Minus (%) |
|-----------------------------|-------------|-------------|-------------|------------------|------------------|
| Corio Hockey Club | 53 | 50 | 7 | -46 | -86.8% |
| Geelong College Hockey Club | 83 | 64 | 68 | -15 | -18.1% |
| Geelong Hockey Club | 142 | 152 | 129 | -13 | -9.2% |
| Golden Plains Hockey Club | 80 | 70 | 75 | -5 | -6.3% |
| Hockey Bellarine | 122 | 186 | 120 | -2 | -1.6% |
| Kardinia Hockey Club | 82 | 82 | 74 | -8 | -9.8% |
| Newtown City Hockey Club | 323 | 380 | 294 | -29 | -9.0% |
| Saints Hockey Club | 115 | 160 | 72 | -43 | -37.4% |
| Torquay Hockey Club | 173 | 225 | 196 | 23 | 13.3% |
| Hockey Geelong (Rep teams) | 276 | 278 | 96 | -180 | -65.2% |
| Total | 1449 | 1647 | 1131 | -318 | -21.9% |

Hockey membership numbers by club – 2015 to 2017

KEY AREAS FOR HOCKEY PARTICIPATION

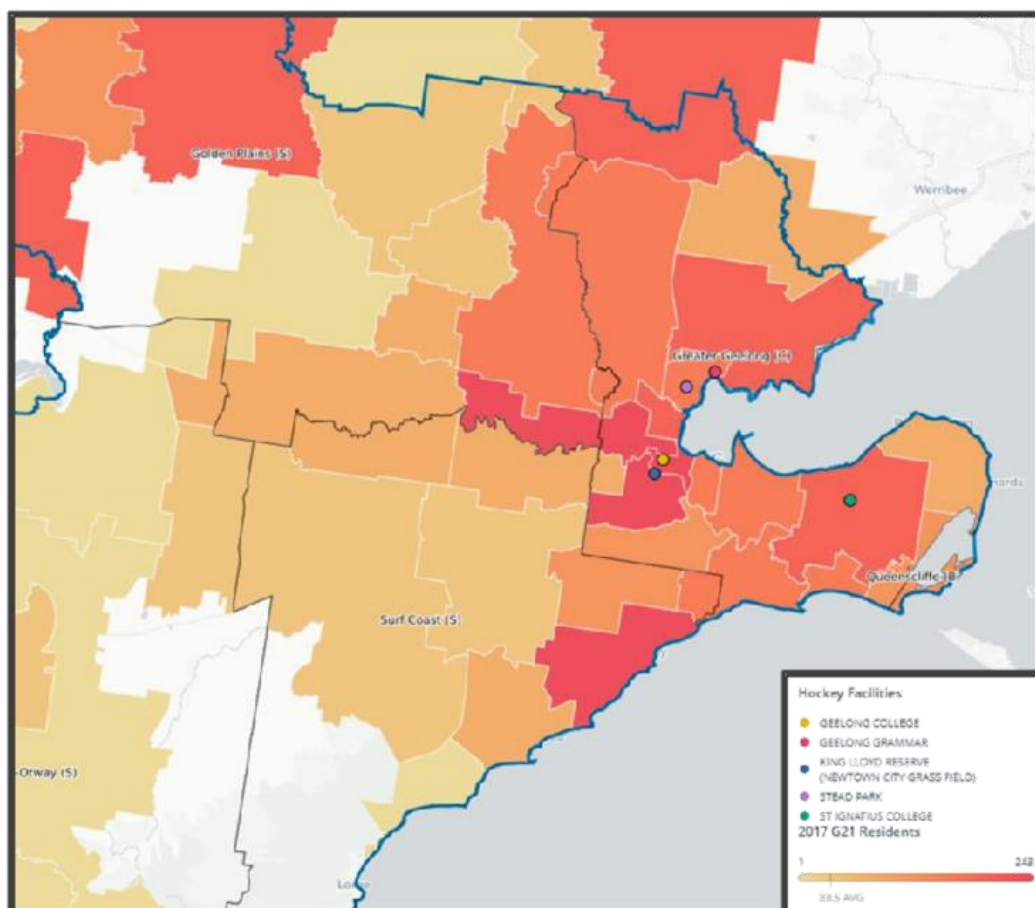
The map below provides a visual representation of current hockey players living (by post code) and playing (by home club) within the Region. The heavy red colour indicates the highest areas of hockey membership. Key participation hot spots by post code for hockey in the region include:

- **3216 - Waurin Ponds, Grovedale, Highton, Marshall, Wandana Heights and Belmont (242 players)**
- **3228 - Torquay, Bellbrae, Jan Juc and Bells Beach (154 players)**
- **3220 - Geelong, South Geelong, Newtown (148 players)**

Players living in Central Geelong have convenient access to Stead Park where all senior competition hockey in the G21 Region is currently played. These players are generally within an acceptable distance of 20 minutes or approximately 20kms (one way trip) of their facility.

Players living within postcode 3228 (Torquay and surrounds) are required to travel almost 30 minutes (30km) one way to access Stead Park. The distance to reach the second most accessible facility, St Ignatius College is approximately the same however presents even greater access issues.

G21 postcodes to the north (3351 and 3352) also have a reasonably high number of hockey participation, however these encompass multiple suburbs and townships that filter outside the G21 region. The high number of members in these areas indicate that adjacent competitions in Ballarat and surrounding areas is having minimal impact on player retention within G21.



2017 membership numbers by residential post code

The blue highlighted area shown in the map below indicates an approximate 30 minute drive time (one way) from the five CoGG hockey facilities. Approximately 92% (1,030) of G21 hockey club players live within the blue area (30 minutes drive time) of CoGG hockey facilities.

A breakdown of player travel times for the four venues with home clubs is provided below.

- 520 combined members
- A total of 60% live within a 30 minute drive of the facility.

- 294 members
- A total of 88% live within a 30 minute drive of the facility.

- 197 combined members
- A total of 87% live within a 20 minute drive of the facility.

- 120 members.
- A total of 75% live within a 30 minute drive of the facility.

G21 REGIONAL HOCKEY STRATEGY | DRAFT REPORT | AUGUST 2018



SOCIAL HOCKEY

Changes in participation driven by lifestyle choice and the demand for shorter, less structured formats of sport is driving the need for the implementation of more social formats. The Geelong Hockey Association and its clubs are encouraged to embrace this change to increase participation.

2016 AusPlay data, along with research undertaken by Hockey Victoria and La Trobe University, supports the delivery of casual forms of hockey to meet the evolving requirements of the current hockey participant.

In response Hockey Victoria, with support from VicHealth, has developed three new forms of hockey to encourage increased and new participation.



J-Ball is delivered on a small hard court (43m x 22m) making it more geographically accessible. The game is played over 3 x 10 minute quarters with modified equipment, that is provided to each participant weekly, eliminating the high competition registration fees and need to purchase equipment.

Hockey Game on Sixers

Aimed at past players who are not affiliated with a club and can participate without committing to regular training and competition, Hockey Sixers is a fast, fun, free-flowing version of hockey played on a smaller field, with 6 players on each team, making it more accessible and easier to get a team together.



KE40 is a new social cardio program aimed to increase and maintain fitness, and develop hockey skills. The program is delivered in conjunction with junior training and competition and is targeted at involving parents of existing participants.



FACILITY DEVELOPMENT

HOCKEY VICTORIA FACILITY HIERARCHY

Hockey Victoria's Strategic Facilities Master Plan (2014) proposes a hierarchy to guide the future provision of hockey facilities across the state.

Although it is recognised that there are variations and different interpretations of the hierarchy when considering existing facilities, the aim is to provide guidance for the establishment and appropriate provision levels for new facilities. It also provides stakeholders with an understanding of the minimum facility requirements for each level of the hierarchy.

According to the proposed hierarchy levels the G21 Region has one Premier Level Facility – Stead Park, which is also currently considered as the Regional Centre for hockey in the G21 region.

The remaining four hockey venues are 'club' or local level facilities despite some of them not meeting the minimum requirements for this level of facility classification. For these facilities to meet the minimum requirements for a true club level facility the following initiatives would be necessary.

King Lloyd Reserve:

- Development of a synthetic surface, floodlighting and associated infrastructure (as per the Master Plan).

St Ignatius College:

- Implementation of pitch floodlighting, upgrades to pitch playing area to full size and construction of player change facilities.

Geelong College:

- Implementation of pitch floodlighting.

Geelong Grammar:

- Introduction of a home club.

| FACILITY TYPE | STATE FACILITY | PREMIER LEAGUE FACILITY | REGIONAL FACILITY | CLUB FACILITY |
|---------------------------|---|--|---|---|
| PREFERRED SURFACE TYPE | 2 x water based synthetic | Water based or hybrid synthetic | Hybrid synthetic (capacity for use by other sports) | Sand based, hybrid or natural turf |
| LIGHTING | 1,000 to 2,000 lux | >300 lux | >250 lux | >200 lux |
| AMENITIES | Player, umpire & officials change rooms, covered team benches & media amenities | Player & officials change room, team benches | Player change rooms, team benches | Player change rooms (2), team benches |
| SUPPORTING INFRASTRUCTURE | 300 seats spectator area, electronic scoring, parking | Covered and uncovered viewing areas, scoreboard, parking | Viewing areas, scoreboard, parking (half pitch desirable) | Viewing areas, scoreboard, parking (half pitch desirable) |

HV FACILITY DEVELOPMENT FRAMEWORK

Hockey Victoria's Strategic Facilities Masterplan also includes a facilities development framework and guidelines for the future planning of hockey facilities.

These guidelines provide demand triggers for the establishment of new clubs through to the need for a two pitch facility, and are designed to assist clubs and local councils to plan for the future growth and development of hockey.

The diagram below provides an indication of where the existing G21 hockey venues sit within the development framework, recognising that all may not perfectly align.

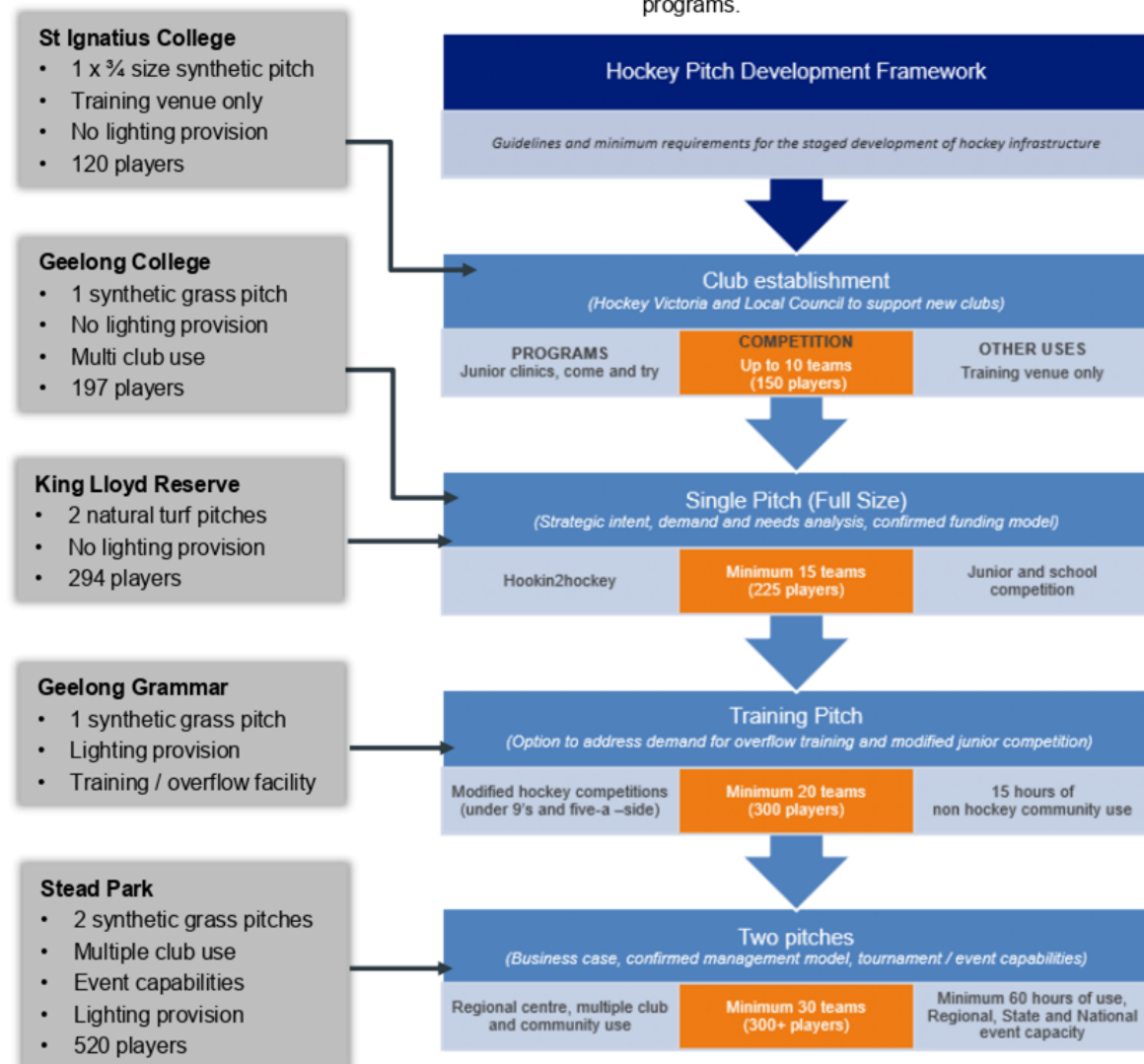
Investment in new, or the upgrade of existing pitch provision within the G21 Region should consider this development framework and aspire to achieve facility provision requirements and associated programming deliverables.

For the purposes of the G21 Regional Hockey Strategy a training pitch is considered a fenced synthetic surface that is half or quarter of the size of a regular competition pitch.

The continued growth of Hookin2hockey and the introduction of social hockey programs provides support for the future development of multi-purpose training pitches to complement competition venues. These smaller pitches are looked on favourably by Hockey Victoria as they provide safe warm up areas and a facility for under 8's and modified hockey programs.

Although Hockey Victoria does not consider grass pitches as a suitable surface for competition or training, grass is still relevant in some country areas and junior programs.

The preferred model for Hockey Victoria is to develop full size synthetic competition hockey pitches that are either single or multi-purpose (depending on levels of use), and half or quarter size pitches for training / modified programs.



OPPORTUNITIES OUTSIDE GEELONG

Further analysis of 2017 membership data identified key participation hot spots in areas outside of central Geelong that have no (or very limited) hockey provision.

The map below highlights multiple players living in established areas of Torquay, Lara, Bannockburn, Leopold, Drysdale and Ocean Grove. These areas provide an opportunity to promote hockey through the local community and school network, and provides support for increasing the capacity of local club facilities.

1. Torquay

A growing club membership base and a current lack of facilities presents an opportunity for the future development of a hockey pitch in Torquay.

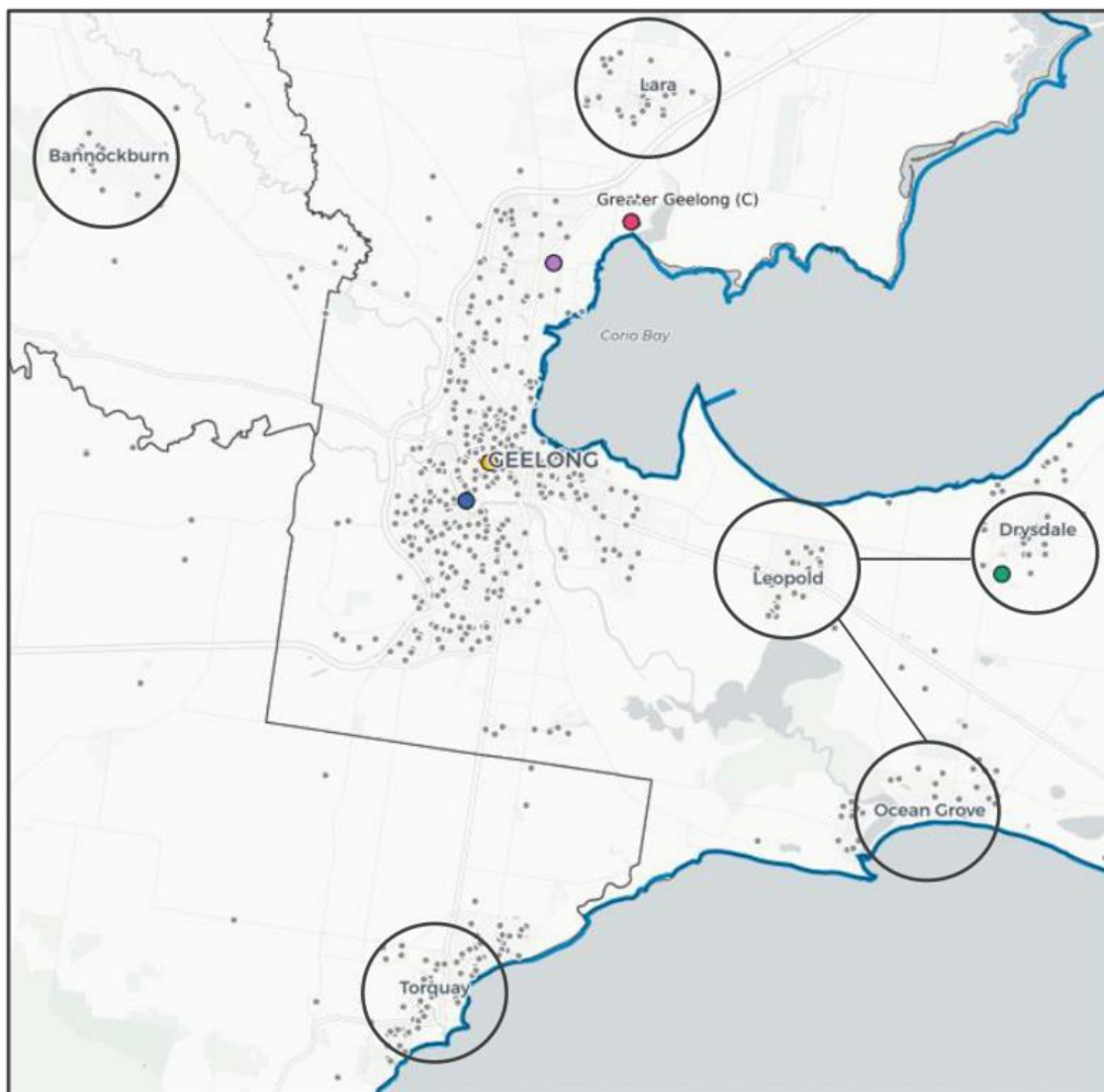
2. Drysdale / Ocean Grove / Leopold

Drysdale, Ocean Grove and Leopold collectively service a current player base of 174 and are geographical within close proximity of each other (15 minutes drive one way).

3. Bannockburn

The small number of hockey players in Bannockburn (members of the Golden Plains Hockey Club) travel a significant distance to play at Stead Park (approximately 25 minutes). With no hockey provision and forecast population growth, there is an opportunity to increase the profile of hockey in Bannockburn.

At present Golden Plains Hockey Club have limited access to a shared grass soccer pitch for junior training at the Bannockburn Recreation Precinct.



Spread of hockey participants outside central Geelong

ARMSTRONG CREEK WEST AND TORQUAY

Further analysis of the current and potential future hockey player catchment within a 10km radius of Armstrong Creek West and Torquay has been undertaken.

Proposed Armstrong Creek West Hockey Pitch (10km radius)

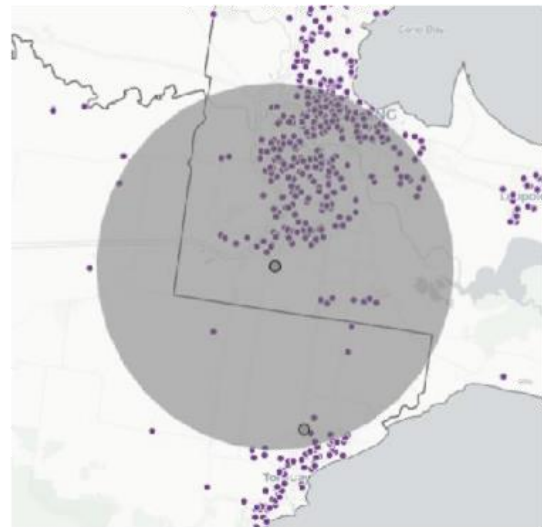
- Hockey players in 2017 – 481
- Dominant postcode - 3216 (242 players)
- Current player to resident ratio - 1:353
- Forecasted players to 2028 – 546
- Player growth 2018 to 2028 - +65 (based on current penetration rate)

CoGG has advised that the two planning areas within Armstrong Creek (Armstrong Creek-Marshall-Charlemont and Grovedale-Mount Duneed-Waurn Ponds) will reach 31,745 and 32,533 residents respectively by 2036.

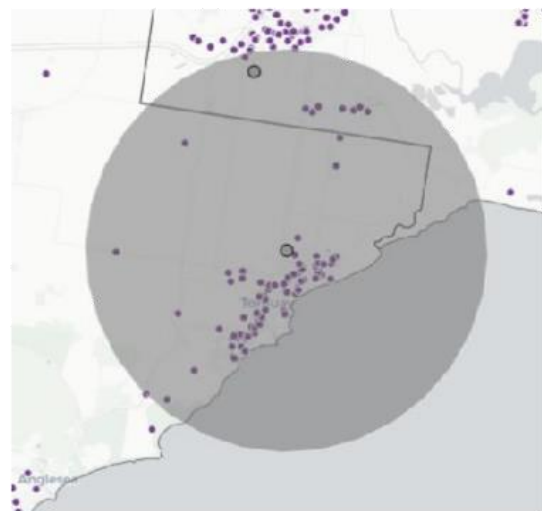
The proposed Armstrong Creek West Regional Sports Precinct (which includes a regional hockey pitch) will be triggered when development (dwellings) reach 4,500. As at August 2018 the number of dwellings was 1,130 (25% of target). The following page provide a map of current and future growth areas within CoGG.

Proposed Torquay Hockey Pitch (10km radius)

- Torquay players in 2017 – 158 (the club has previously had a total membership of approximately 223)
- Dominant postcode - 3228 (139 players)
- Current player to resident ratio - 1:136
- Forecasted players to 2028 – 204
- Player growth 2018 to 2028 - +46 (based on current penetration rate)



Players within 10km radius of proposed Armstrong Creek West hockey pitch



Players within 10km radius of proposed Torquay hockey pitch



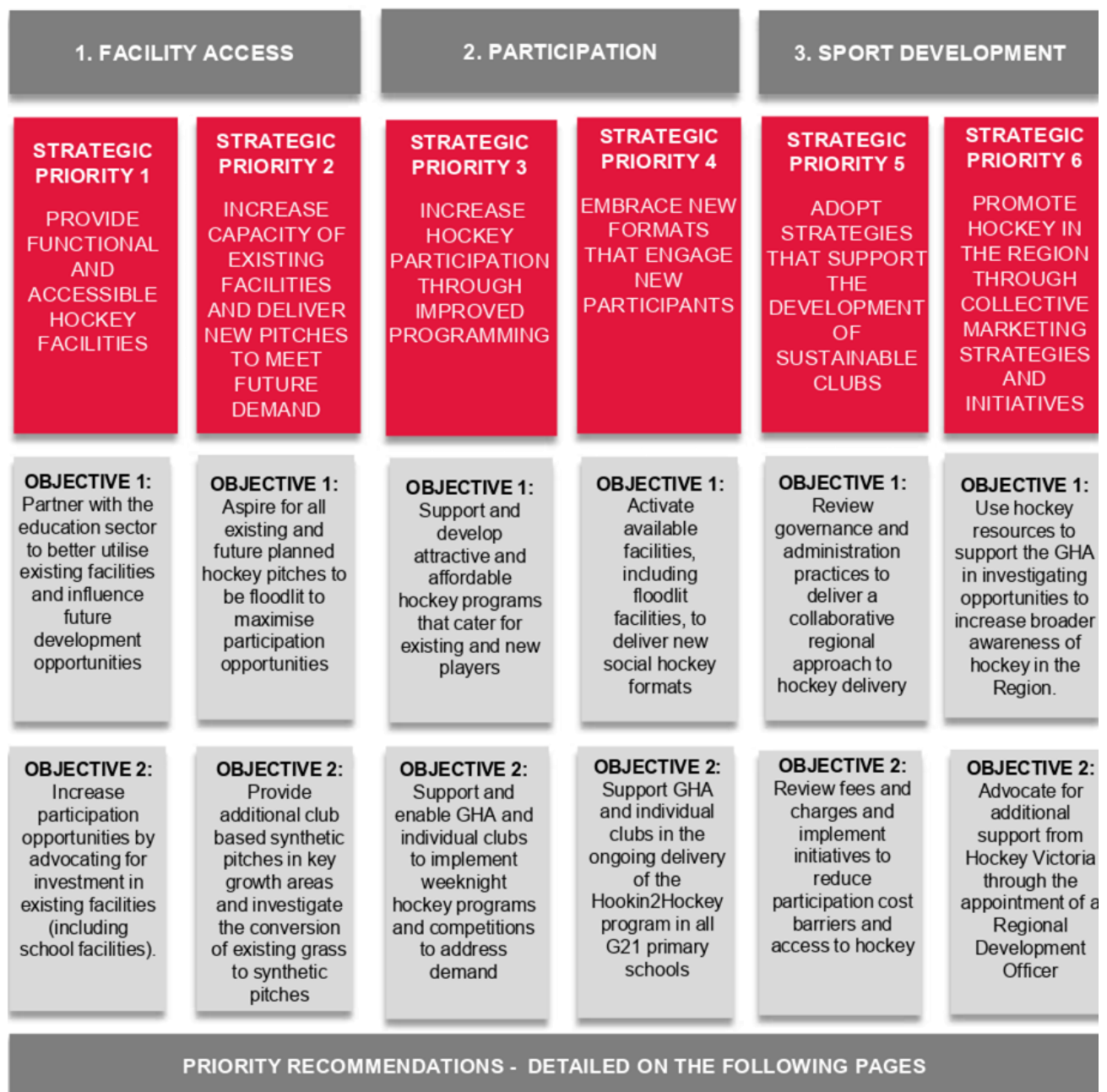


THE FRAMEWORK

The following diagram outlines the strategic framework that will guide the future provision of hockey facilities and development initiatives in the G21 Region to 2028. Six strategic priorities are supported by twelve key objectives that have led to the development of regional and local hockey recommendations.

G21 HOCKEY VISION: BUILDING A STRONG, INCLUSIVE AND SUSTAINABLE HOCKEY COMMUNITY IN THE G21 REGION

GUIDING PRINCIPLES: TO BE APPLIED TO ALL FUTURE HOCKEY PLANNING AND DEVELOPMENT PROJECTS





IMPLEMENTATION PLAN

Key project roles have been assigned to individual stakeholder groups to support the initiation, timely delivery and support of strategic directions and recommendations.

Key roles are outlined below:

Initiate

Leading, planning and scoping the range and timing of strategic directions, programs, activities and service provision.

Deliver

On the ground delivery of strategic directions, activities and services to the G21 Region hockey community.

Support

Support for program, activity and service delivery through the provision of people, skills, funding, equipment and promotion.

To ensure key actions can be achieved, ongoing collaboration between all stakeholders is essential.

Strategic directions have been allocated a level of priority based on their overall impact on the delivery and sustainability of hockey within the G21 Region.

Priority stages are outlined below.

Critical (0-1 year)

A strategic direction that has a serious impact on ongoing service delivery and, without achievement other strategic directions cannot be progressed.

High (1-2 years)

A strategic direction of high importance that underpins sports development and infrastructure improvements across the Region.

Medium (3-5 years)

Strategic direction that contributes to meeting overall Regional Strategy objectives.

Low (5-10 years)

Strategic direction that contributes to overall Regional Strategy improvement activities but do not supersede other objectives.

Ongoing

Strategic direction that will require ongoing commitment by all stakeholders.

PRIORITY 1**FACILITY ACCESS****Provide functional and accessible hockey facilities****OBJECTIVE 1**

Partner with the education sector to better utilise existing facilities and influence future development priorities

OBJECTIVE 2

Increase participation opportunities through advocating for investment in existing facilities (including school facilities)

| TASK | STRATEGIC RECOMMENDATIONS | PRIORITY | STAKEHOLDER RESPONSIBILITY | | |
|------|--|----------|--|--------------------------|---------|
| | | | INITIATE | DELIVER | SUPPORT |
| 1.1 | Negotiate improved access and use of existing school facilities at Geelong College and St Ignatius College by strengthening partnerships with the education sector. Utilise these facilities as satellite/training venues to support local demand. | Critical | Hockey Victoria (HV), Geelong Hockey Association (GHA) | GHA | Clubs |
| 1.2 | Investigate opportunities to partner with Geelong Grammar to improve site access for both competition and training purposes. Investigate joint funding opportunities to address existing pitch issues and upgrade the venue to the required standard to accommodate regular club activities. | High | GHA, HV | GHA | Clubs |
| 1.3 | Investigate opportunities to provide better facility access locally for the Golden Plains Hockey Club. Explore school partnership opportunities for satellite/training facilities within the Golden Plains Shire. | Medium | GHA, Golden Plains Shire | GHA, Golden Plains Shire | Clubs |
| 1.4 | Support local participation growth in key areas outside of central Geelong (such as Leopold and Ocean Grove) and ensure appropriate access is provided to a suitable training pitch. | Low | GHA, HV | GHA, HV | Clubs |
| 1.5 | Investigate potential shared use arrangements for overflow training opportunities for Hookin2hockey at Northern Bay Secondary College (Corio) and Trinity College (Colac). | Low | GHA, HV | GHA, HV | GHA, HV |

PRIORITY 2

FACILITY ACCESS

Increase the capacity of existing facilities and deliver new pitches to meet future demand

OBJECTIVE 1

Aspire for all existing and future planned hockey pitches to be floodlit to maximise participation opportunities

OBJECTIVE 2

Provide additional club based synthetic pitches in key growth areas and investigate the conversion from grass to synthetic

| TASK | STRATEGIC RECOMMENDATIONS | PRIORITY | STAKEHOLDER RESPONSIBILITY | | |
|------|--|----------|--|----------------------------------|-------------------------------|
| | | | INITIATE | DELIVER | SUPPORT |
| 2.1 | To accommodate the future demand for hockey ensure the proposed Regional Hockey Centre remains on the development plan for the Armstrong Creek West Regional Sports Precinct. | Critical | CoGG, HV | CoGG, HV | GHA, SRV |
| 2.2 | Following completion of a detailed business case, including a proposed funding model, seek funding for a local multipurpose synthetic competition standard hockey pitch at the Torquay Sports Precinct, in partnership with Surf Coast Secondary College. | Critical | Surf Coast Shire, HV, GHA and Torquay HC | Surf Coast Shire, Torquay HC, HV | HV, GHA, SRV |
| 2.3 | Investigate opportunities to develop a synthetic pitch on private land to the north of King Lloyd Reserve in accordance with the reserve master plan. The development of a synthetic hockey pitch and its associated infrastructure at King Lloyd Reserve will need to be supported by increased participation outcomes. | High | HV, CoGG, GHA | CoGG, GHA, HV | GHA, Newtown Hockey Club, SRV |
| 2.4 | Confirm floodlighting lux levels at Geelong Grammar and identify upgrade opportunities to meet club level (200 lux) or higher standards. | High | HV, GHA | HV, GHA | GHA |
| 2.5 | Explore options in the Golden Plains Shire for a synthetic pitch to promote training to senior level with a long term view to provide a full sized pitch subject to demand. | Medium | GPS, HV, GHA | GPS, GHA | HV, SRV |
| 2.6 | To support the growth of hockey in the Bellarine, investigate opportunities to increase the size of the pitch to competition standard at St Ignatius College and install lights. | Medium | HV, GHA | HV | GHA, SRV |
| 2.7 | Monitor participation provision ratios and population benchmarks, and identify triggers for new facility development. | Ongoing | All LGAs, HV | All LGAs, HV | GHA |

PRIORITY 3**PARTICIPATION****Increase hockey participation through improved programming****OBJECTIVE 1**

Support and develop attractive and affordable hockey programs that cater for existing and new players

OBJECTIVE 2

Support and enable the GHA and individual clubs to implement weeknight hockey programs and competitions to address demand

| TASK | STRATEGIC RECOMMENDATIONS | PRIORITY | STAKEHOLDER RESPONSIBILITY | | |
|------|--|----------|----------------------------|----------------|------------------|
| | | | INITIATE | DELIVER | SUPPORT |
| 3.1 | Review occupancy and usage arrangements at Stead Park to ensure the facility is offering fair and equitable access to all clubs, and determine any opportunities for increased use for weeknight competitions or social hockey. | Critical | GHA | GHA | HV |
| 3.2 | Explore the capacity and availability of existing multi-use venues at Geelong College and Geelong Grammar, and identify opportunities to implement weeknight programming to meet demand. | High | GHA, HV | GHA, Clubs | HV |
| 3.3 | Review the hockey player development pathway and identify strategies that minimise participant drop off and support the transition into senior competition. | Medium | HV, GHA | HV, GHA | GHA, Clubs |
| 3.4 | Engage disadvantaged and low socio-economic communities through the implementation of local 'introductory hockey programs', with a specific focus on Corio / Norlane where existing proximity to Stead Park removes travel barriers. | Low | HV, GHA | GHA, Clubs | LGAs |
| 3.5 | Investigate opportunities to host state and national level events and competitions at Stead Park to increase local interest in hockey and contribute to the local economy. | Ongoing | HV, GHA, CoGG | HV, GHA, Clubs | LGAs, G21 Pillar |

PRIORITY 4

PARTICIPATION

Embrace new formats that engage new participants

OBJECTIVE 1

Activate available facilities, including floodlit facilities, to deliver new social hockey formats

OBJECTIVE 2

Support the GHA and individual clubs in the ongoing delivery of Hookin2Hockey program in all G21 primary schools.

| TASK | STRATEGIC RECOMMENDATIONS | PRIORITY | STAKEHOLDER RESPONSIBILITY | | |
|------|---|----------|----------------------------|---------------|---------------|
| | | | INITIATE | DELIVER | SUPPORT |
| 4.1 | Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation. | Critical | HV, GHA, Clubs | HV, GHA Clubs | LGAs, Schools |
| 4.2 | Increase the number of G21 schools offering Hookin2Hockey programs (currently 110) annually by at least 5% through the establishing greater partnerships with the education sector. | Critical | HV, GHA, Clubs | HV, GHA | GHA |



PRIORITY 5**SPORT DEVELOPMENT**

Adopt strategies that support the development of sustainable hockey clubs

OBJECTIVE 1

Review governance and administration practices to deliver a collaborative regional approach to hockey delivery

OBJECTIVE 2

Review fees and charges and implement initiatives to reduce participation cost barriers and access to hockey

| TASK | STRATEGIC RECOMMENDATIONS | PRIORITY | STAKEHOLDER RESPONSIBILITY | | |
|------|---|----------|----------------------------|----------------|----------------------|
| | | | INITIATE | DELIVER | SUPPORT |
| 5.1 | Support GHA to develop a business plan, to be delivered in conjunction with the regional strategy, that provides clear organisational and operational directions for the association, its clubs and facility owners. | Critical | HV, GHA | HV, GHA | Relevant LGAs, Clubs |
| 5.2 | Review the structure of hockey in the Region and identify preferred management and operational models and joint use agreements for proposed new pitch developments in Torquay and Armstrong Creek West, that will enable facility and participation growth. | High | HV, GHA, Clubs | HV, GHA, Clubs | Relevant LGAs |
| 5.3 | Hockey Victoria to review affiliation fees to ensure entitlements are reflective of the level of support provided. GHA and clubs to conduct a review process to ensure fees align with club financial sustainability strategies. | High | GHA, Clubs | GHA, Clubs | HV |

PRIORITY 6**SPORT DEVELOPMENT**

Promote hockey in the Region through collective marketing strategies and initiatives

OBJECTIVE 1

Use LGA resources to support the GHA in investigating opportunities to increase broader awareness of hockey in the Region

OBJECTIVE 2

Advocate for additional support from Hockey Victoria through the appointment of a Regional Development Officer

| TASK | STRATEGIC RECOMMENDATIONS | PRIORITY | STAKEHOLDER RESPONSIBILITY | | |
|------|--|----------|----------------------------|----------------|----------------|
| | | | INITIATE | DELIVER | SUPPORT |
| 6.1 | Increase the level of support from Hockey Victoria through the appointment of a G21 Regional Club Development Officer. Explore joint funding models for supporting this position. | Critical | GHA | HV, GHA | Clubs |
| 6.2 | Develop strategies and initiatives in collaboration with clubs to attract and maintain new participants, acknowledging national sporting trends of providing more non-traditional, unstructured and social forms of participation. | High | HV, GHA | HV, GHA, Clubs | SRV, VicHealth |
| 6.3 | Develop and foster partnerships with other compatible synthetic based sports such as tennis, soccer (training), gridiron, touch rugby and lacrosse to support increased multi / shared use models, and leverage relationships to engage new participant markets. | Medium | GHA, LGAs | GHA | LGAs, Clubs |

MUNICIPAL PRIORITIES – CITY OF GREATER GEELONG

The following recommendations from Priority's 1 – 6 are relevant to the City of Greater Geelong catchment. Please refer to the item in the priority tables to understand the stakeholder responsibilities for each recommendation.

| Priority area | Strategic recommendation |
|-------------------------------------|--|
| Facility Access (1.2 - High) | Investigate opportunities to partner with Geelong Grammar to improve site access for both competition and training purposes. Investigate joint funding opportunities to address existing pitch issues and upgrade the venue to the required standard to accommodate regular club activities. |
| Facility Access (2.1 - Critical) | To accommodate the future demand for hockey ensure the proposed Regional Hockey Centre remains on the development plan for the Armstrong Creek West Regional Sports Precinct. |
| Facility Access (2.3 - High) | Investigate opportunities to develop a synthetic pitch on private land to the north of King Lloyd Reserve in accordance with the reserve master plan. The development of a synthetic hockey pitch and its associated infrastructure at King Lloyd Reserve will need to be supported by increased participation outcomes. |
| Facility Access (2.7 - Ongoing) | Monitor participation provision ratios and population benchmarks, and identify triggers for new facility development. |
| Participation (3.4 - Low) | Engage disadvantaged and low socio-economic communities through the implementation of local 'introductory hockey programs', with a specific focus on Corio / Norlane where existing proximity to Stead Park removes travel barriers. |
| Participation (3.5 - Ongoing) | Investigate opportunities to host state and national level events and competitions at Stead Park to increase local interest in hockey and contribute to the local economy. |
| Participation (4.1 - Critical) | Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation. |

MUNICIPAL PRIORITIES – SURF COAST SHIRE

The following recommendations from Priority's 1 – 6 are relevant to the Surf Coast Shire catchment. Please refer to the item in the priority tables to understand the stakeholder responsibilities for each recommendation .

| Priority area | Strategic recommendation |
|-------------------------------------|---|
| Facility Access (2.2 - Critical) | Following completion of a detailed business case, including a proposed funding model, seek funding for a local multipurpose synthetic competition standard hockey pitch at the Torquay Sports Precinct, in partnership with Surf Coast Secondary College. |
| Facility Access (2.7 - Ongoing) | Monitor participation provision ratios and population benchmarks, and identify triggers for new facility development. |
| Participation (4.1 - Critical) | Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation. |

MUNICIPAL PRIORITIES – GOLDEN PLAINS SHIRE

The following recommendations from Priority's 1 – 6 are relevant to the Golden Plains Shire catchment. Please refer to the item in the priority tables to understand the stakeholder responsibilities for each recommendation .

| Priority area | Strategic recommendation |
|------------------------------------|---|
| Facility Access (1.3 - Medium) | Investigate opportunities to provide better facility access locally for the Golden Plains Hockey Club. Explore school partnership opportunities for satellite/training facilities within the Golden Plains Shire. |
| Facility Access (2.5 - Medium) | Explore options in the Golden Plains Shire for a synthetic pitch to promote training to senior level with a long term view to provide a full sized pitch subject to demand. |
| Facility Access (2.7 - Ongoing) | Monitor participation provision ratios and population benchmarks, and identify triggers for new facility development. |
| Participation (4.1 - Critical) | Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation. |

MUNICIPAL PRIORITIES – COLAC OTWAY SHIRE

The following recommendations from Priority's 1 – 6 are relevant to the Colac Otway Shire catchment. Please refer to the item in the priority tables to understand the stakeholder responsibilities for each recommendation.

| Priority area | Strategic recommendation |
|------------------------------------|---|
| Facility Access (1.5 – Low) | Investigate potential shared use arrangements for overflow training opportunities for Hookin2hockey at Northern Bay Secondary College (Corio) and Trinity College (Colac). |
| Facility Access (2.7 – Ongoing) | Monitor participation provision ratios and population benchmarks, and identify triggers for new facility development. |
| Participation (4.1 – Critical) | Support clubs to deliver social and unstructured forms of hockey to their members and the wider community. Explore funding opportunities to support activity delivery and facilitation. |



FUNDING AND INVESTMENT

Hockey is a sport that has always made significant financial contributions towards facilities. The sport and local clubs take their responsibility for the ongoing maintenance and replacement of pitch surfaces very seriously and invest heavily in facilities.

The Geelong Hockey Association makes a significant contribution to capital, renewal and maintenance costs of the Stead Park facility. The GHA contributed \$250,000 (13%) to the construction cost of the second pitch, fund renewal of the pitch surfaces (estimated at around \$400,000 each) and contribute approximately \$3,000 per year to the maintenance of the pitch surfaces.

Due to the significant cost to replace a synthetic hockey pitch (approximately \$500,000) clubs develop sinking funds to ensure pitches can be immediately replaced when they reach end of life. Hockey Victoria requests that Premier League clubs have a facilities replacement strategy and strongly encourage clubs to negotiate better deals with land owners.

However, this self funding model is challenging for some clubs as the cost of surface replacement continues to rise. Some clubs are unable to raise the funds and rely on the support of state and local government. Investment into synthetic pitches not only needs a funding model for development, but also a strategy and defined responsibilities for renewal and maintenance.

New hockey pitches cost approximately \$1.5m to \$1.8m and generally rely on a range of funding partners to support delivery. Sport and Recreation Victoria's Major Facilities Funding program provides grants of up to \$800,000 for sub-regional and regional sports facilities. This funding opportunity may be suitable when considering a number of diverse funding opportunities for Armstrong Creek West but may not meet the criteria for funding of local level facilities including a proposal for a multiuse synthetic pitch in Torquay.

Development of hockey infrastructure at King Lloyd Reserve will need to be supported by significant investment and demonstrated participation outcomes. Acquiring private land for the development of a synthetic hockey pitch will be a matter for the City of Greater Geelong to consider.

The financial cost of implementing the recommendations outlined in this Strategy has not been determined, however it is critical that key stakeholders, as well as potential funding providers adopt a coordinated approach to the scoping and delivery of these recommendations and recognise the need for multiple funding partners.

Collaboration between Hockey Victoria, GHA and G21 LGAs will be essential to delivering strategic priorities and advocating for funding via election commitments.



APPENDICES

APPENDIX 1

STATEMENT REGARDING THE STATE OF PLAY REPORT

The strategic directions and recommendations in the G21 Regional Hockey Strategy was informed by the State of Play Report developed in May 2018.

The purpose of the State of Play Report was to collate and confirm the accuracy of all research and stakeholder consultation findings, and to present the preliminary directions for PCG approval.

It should be noted that the State of Play Report is considered an internal document only and has been superseded by the development of the G21 Regional Hockey Strategy.

APPENDIX 2

G21 REGIONAL HOCKEY STRATEGY PARTICIPANT SURVEY SUMMARY REPORT - APRIL 2018

KEY SURVEY FINDINGS

The G21 Hockey Survey was distributed to G21 players and officials by Hockey Victoria and the Geelong Hockey Association and was open from 3rd April – 1st May 2018.

Various questions were skipped by respondents, making individual question analysis vary depending on the response rate.

Key highlights from the survey are grouped below in relevant themes.

STRATEGIC PRIORITIES

Respondents highlighted the following as the key focus / priority areas for the G21 Hockey Strategy:

- The need for additional grounds within the Region to minimise facility access travel time (73 responses).
- Reducing the fees / costs associated with participating (46 responses).
- Additional programming opportunities / coaches (35 responses).

PARTICIPATION

- 58% of surveyed respondents attributed their connection with hockey as a direct result of an immediate family member already playing the game.

MOTIVATION

- Almost 40% of respondents identified their motivation to stay connected to hockey was a result of an immediate family members involvement in the game.
- Introduction to hockey through the Hookin2Hockey program was also cited as a significant motivator for hockey participation.

ACCESS AND PROGRAMMING

- 90% of respondents play the majority of their hockey at Stead Park, with 80% also identifying this ground at their main training facility.
- Just over a quarter of respondents (26%) travel less than 20 minutes (return trip) to access their local hockey facility, with 14% of respondents traveling between 1-1.5 hour.
- 22% of respondents (31 responses) highlighted the need for additional weeknight programming opportunities.
- 60% of respondents were aware of Hockey Victoria's social game formats, with only 16% of respondents confirming their interest in participating.
- In regard to the number of days respondents accessed their local hockey facility, the highest response was 'twice per week in the winter season'.

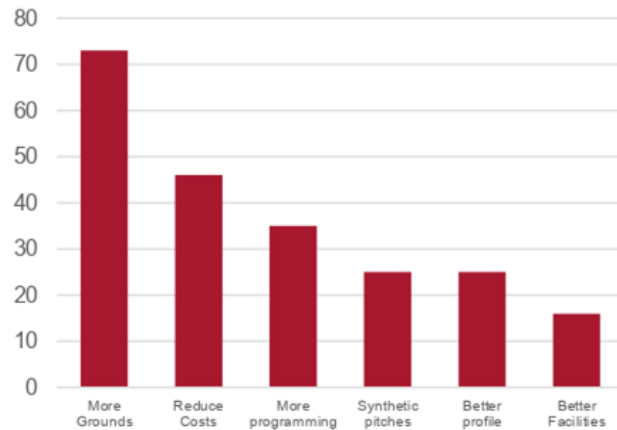
DEMOGRAPHICS

- 244 respondents completed the survey. Of these, 205 (70%) were current players or parents of current players. The remaining 30% were completed by former players or club administrators.
- All nine G21 clubs provided at least one response to the survey, and all but one Hockey Geelong competition grade was represented (Under 8's Summer Competition).
- Almost half of all respondents were over the age of 41 years.
- 76% of surveyed respondents reside within the City of Greater Geelong.
- Almost half of all respondents (46%) identified local facility access as having a direct influence on the level of local involvement.
- Over a quarter of respondents (28%) stated their involvement with hockey exceeded 10 years.
- Over half of surveyed respondents (54%) stated "increasing the profile of hockey within the Region" as key to increasing participation.

STRATEGIC PRIORITIES

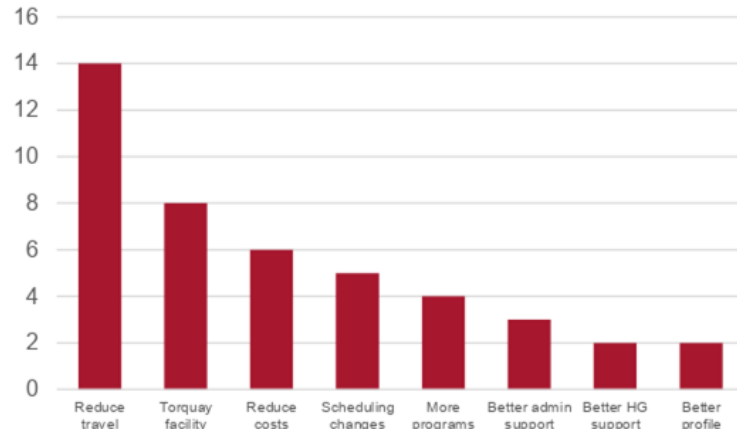
- ▶ 172 respondents identified their top 3 priorities for the Strategy. Of those responses, the following trends were identified:
 - ▶ The need for additional grounds within the region to minimise facility access travel time was identified 73 times.
 - ▶ Reducing the fees / costs associated participating was cited 46 times.
 - ▶ Additional programming / coaches was identified 35 times by respondents.
 - ▶ Other key trends highlighted were: Conversion of all pitches to a synthetic surface, increasing the profile of hockey within the region and provision of better quality facilities.
- ▶ Respondents were given the opportunity to provide up to three key priorities.

Top 3 Priorities for Strategy



- ▶ Respondents were given the opportunity to provide general commentary in regards to G21 Hockey Strategy development, with 57 answers being provided.
- ▶ Of the details supplied, key trends were identified as:
 - ▶ Additional pitches / facilities required to minimise travel time. 24% (14 responses) identified this as a key consideration for the Strategy.
 - ▶ 8 respondents (14%) highlighted the need for the Strategy to explore the provision of a new hockey facility in Torquay.
 - ▶ 6 respondents identified the cost of participating / high fees as a key issue hampering hockey participation across the region.

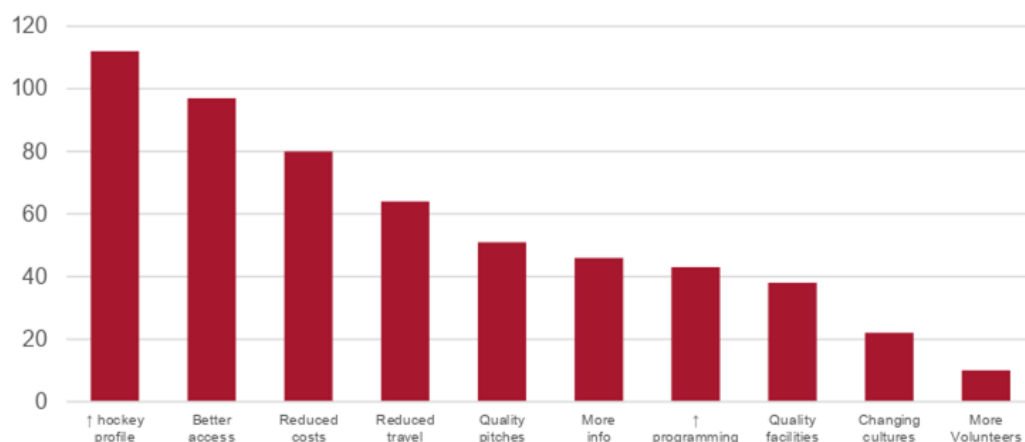
Additional Strategy commentary



INCREASING PARTICIPATION

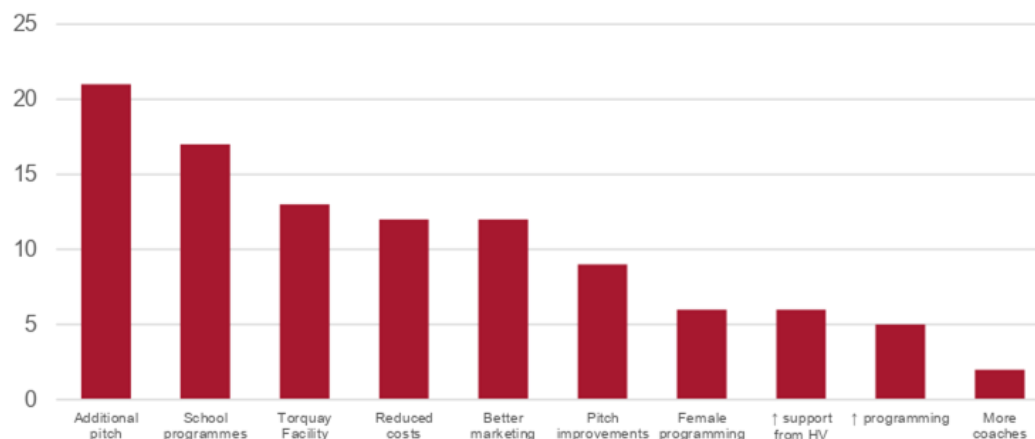
- ▶ The key to increasing hockey participation indicated by the 206 respondents were identified as:
 - ▶ “Increasing the profile of hockey within the region (54%)
 - ▶ “Greater access to playing / training fields” (47%)
 - ▶ “Decreased costs associated with playing hockey” (39%)
- ▶ Respondents were given the opportunity to provide up to three key answers.

Key to increasing hockey participation



- ▶ An additional opportunity was offered to respondents to provide commentary in regards to increasing hockey participation through free text.
- ▶ A total of 115 responses were collected, highlighted the following key themes:
 - ▶ Provision for an additional ground (21 responses) received 18% of total question responses.
 - ▶ Additional hockey programming in schools (17 responses) received 15% of all question answers.
 - ▶ Provision for an a synthetic pitch in Torquay was highlighted by 13 respondents (11%).
 - ▶ Greater marketing and promotion for hockey within the Region and reduction of costs associated with participating both received 12 responses respectively, accounting for 10% of all responses each.

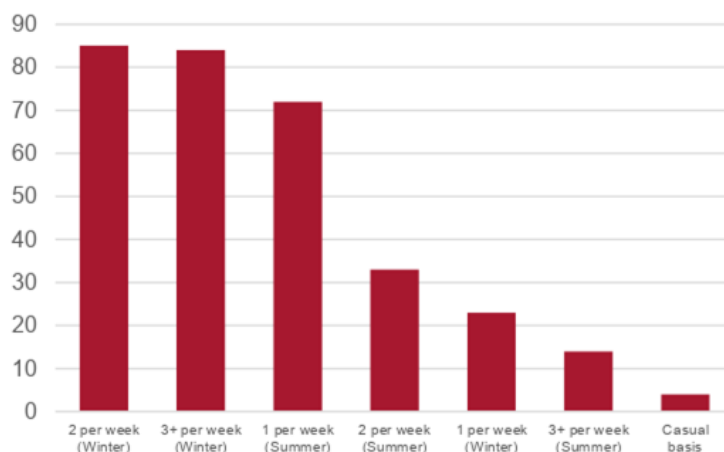
Increasing hockey participation



FACILITY ACCESS

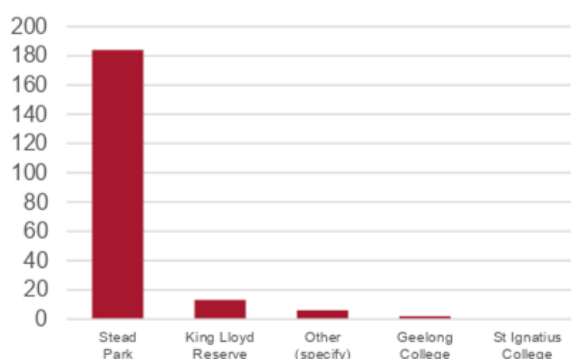
- ▶ 206 respondents answered this question, providing a total of 317 responses (up to two per person).
- ▶ Of the 317 responses, 85 identified using a hockey facility twice per week in winter, with 84 stating their average as three times per week.
- ▶ In summer, 35% of respondents identified using their facility once per week (72 responses).

Respondent avg hockey facility usage



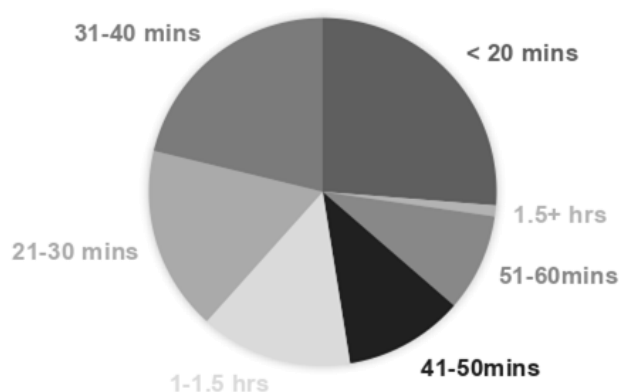
- ▶ As expected, Stead Park accounted for the majority of hockey participation with 184 / 205 responses selecting this facility as playing majority of their hockey (90%).
- ▶ King Lloyd Reserve was the second most commonly used venue with 13 responses.
- ▶ Of the 205 responses provided for the most prominent training facility, Stead Park accounted for 80% of responses.
- ▶ Followed by 'Other' (19 responses). 8 of these identified the Torquay Football Field as their training venue, and 3 identified Ballarat.

Facility where respondents play majority of their hockey



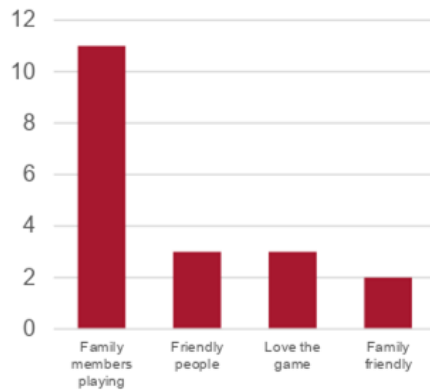
- ▶ The second most common drive time was identified as 31 - 40 minutes, accounting for 21% of all responses.
- ▶ 14% of respondents (18 / 206) travel between 1 - 1.5 hours to access their local facility.

Travel time to access local facility (return)



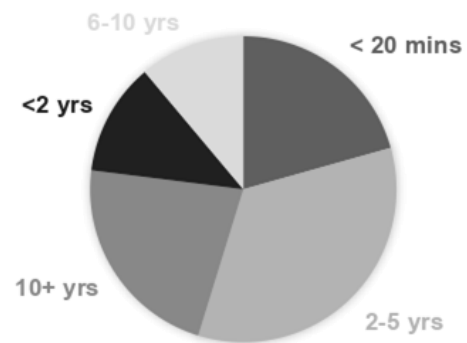
MOTIVATION

Main reason for staying connected to hockey



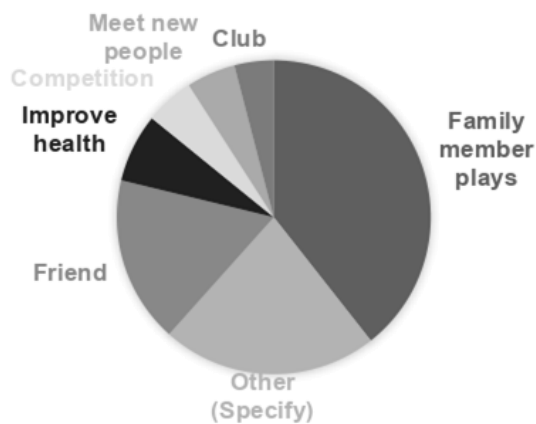
- ▶ Only 19 of the respondents provided an answer to this question.
- ▶ Of the 96 responses, 58% attributed their connection with hockey as a direct result of an immediate family member already playing the game.

Time involved in hockey within the G21 region



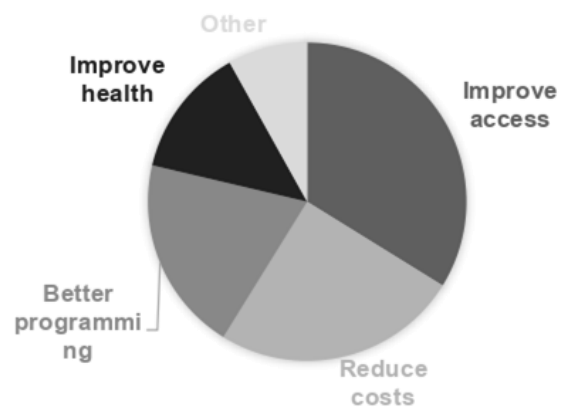
- ▶ Of the 206 respondents to provide an answer, 43% have been involved in hockey in the G21 region for 2 - 5 years.
- ▶ Over a quarter of respondents (28%) have been involved in hockey for 10+ years.
- ▶ 38 respondents skipped this question.

Initial motivation to play hockey



- ▶ Of the 206 respondents providing an answer to this question, almost 40% identified an imminent family member playing hockey as the initial motivator to participating.
- ▶ Of the 'Other' (22%) responses, 16 outlined the Hookin2Hockey program through their school as the initial motivator for their participation in hockey.

Methods to increase involvement in local hockey

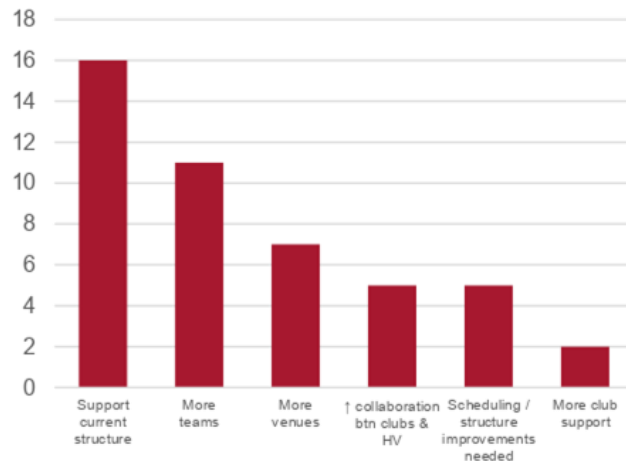


- ▶ Almost half of all respondents (46%) identified local facility access as having a direct influence on the level of local hockey involvement.
- ▶ Reducing costs associated with participating in hockey was identified as another key influence to increasing involvement in hockey.

ACCESS AND PROGRAMMING

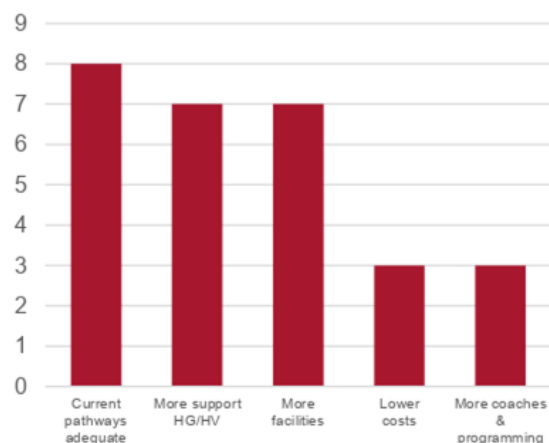
- ▶ Key themes as a result of a free text question posed regarding the current format of competition structures identified the following:
 - ▶ 16 respondents support existing competition structure
 - ▶ 11 respondents identified the need for additional teams within G21 competitions
 - ▶ Additional venues to support increases in participation.
 - ▶ A total of 73 responses were provided to this question. A total response rate of 35% completion.

Feedback on current structures



- ▶ 65 respondents provided feedback regarding current junior development pathways. Of those responses, the following trends were identified:
 - ▶ 8 respondents stated that existing pathways are good / adequate (12% of all responses).
 - ▶ 7 respondents identified the need for an additional facility within the region to foster growth, with a further 7 identifying a need for greater support from Hockey Geelong and Hockey Victoria (11% of all responses respectively).
 - ▶ As a free text commentary question, common trends in answer responses were more difficult to establish.

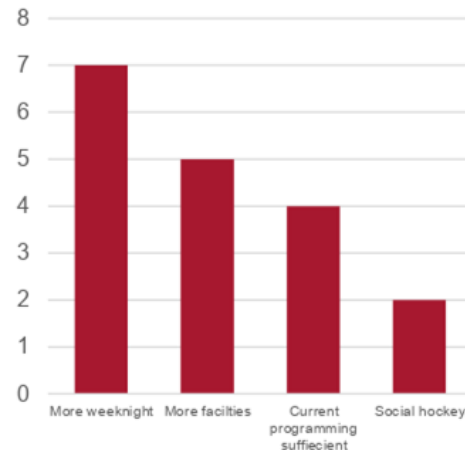
Junior development pathways



ACCESS AND PROGRAMMING

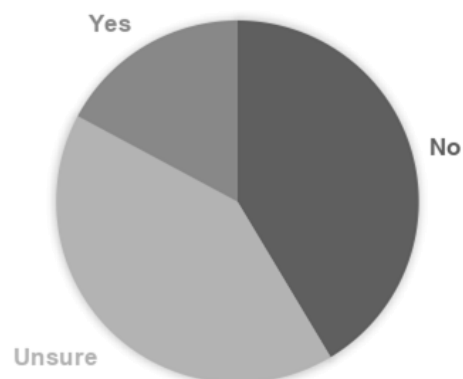
- ▶ 31 respondents provided feedback in regard to programming opportunities currently being offered within the G21 region. Of those responses, the following trends were identified:
 - ▶ 7 respondents highlighted the need for additional weeknight programming (22% of all responses).
 - ▶ 5 respondents identified the need for an additional facility within the region to conduct additional programming (16% of all responses).
 - ▶ 4 respondents stated that the current programming offering is sufficient.

Current programming opportunities



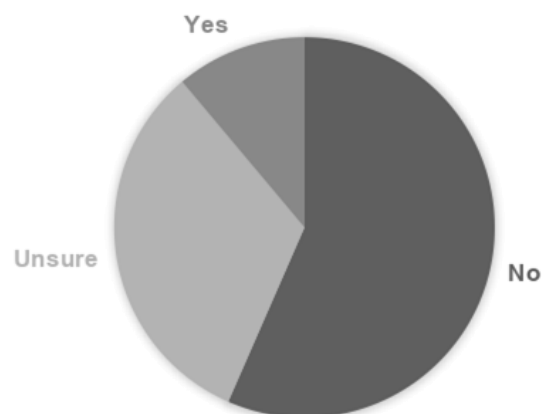
- ▶ 206 respondents provided an answer identifying their interest in participating in social hockey.
- ▶ 85 respondents stated they were unsure if they would participate in social hockey (41% of all responses).
- ▶ 85 respondents also stated that they would not participate in social hockey (41% of all responses).
- ▶ 36 respondents (18%) said they would participate in a social hockey format if offered locally.

Interest in participating in social hockey

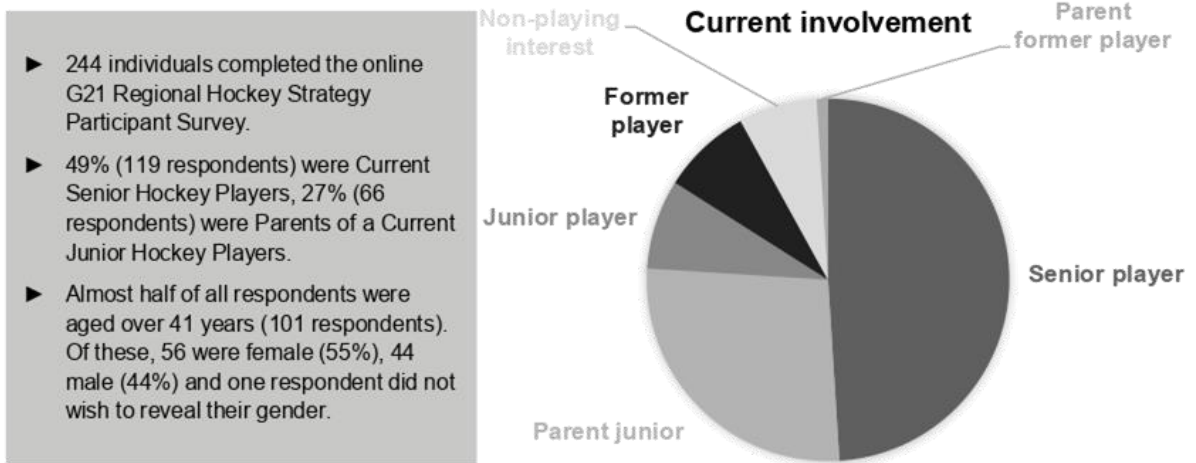


- ▶ 115 respondents stated that they would not participate in social hockey instead of regular training sessions (56%).
- ▶ 66 respondents stated that they were unsure as to whether they would participate in social hockey instead of their regular training sessions (32%).
- ▶ 23 respondents identified their support for social hockey participation over regular training sessions (11%).

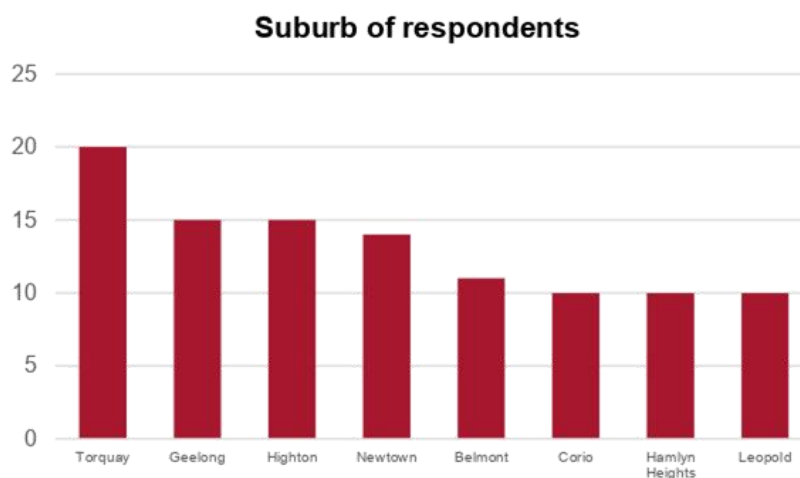
Participation in social hockey instead of regular training



DEMOGRAPHICS

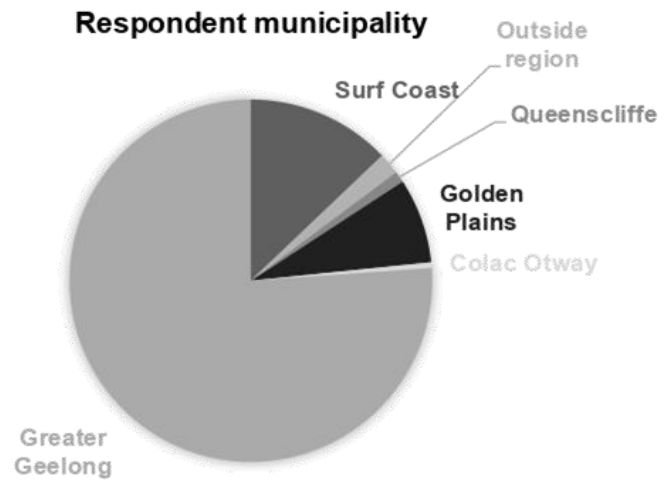


- Of the 206 individuals that supplied suburb information, 10% (20 respondents) were residents of Torquay, 21% (44 respondents) were residents of Geelong, Highton and Newtown.
- 4 respondents live outside of the G21 region with 2 residing in Ballarat and 1 in Richmond.



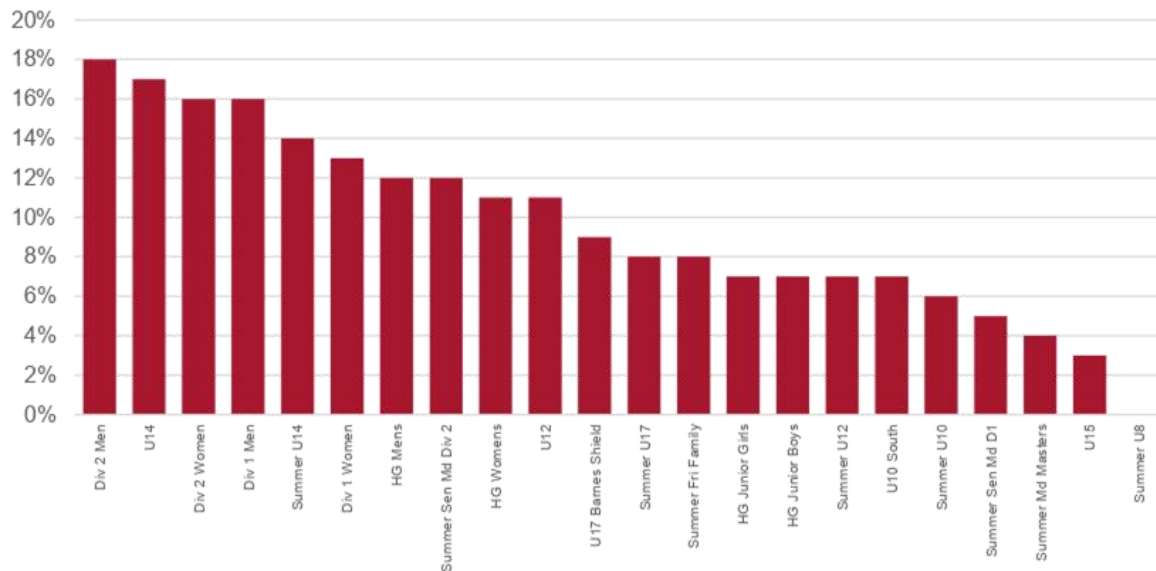
DEMOGRAPHICS

- Of the 206 respondents that provided residential suburb information, 160 (77%) reside within the City of Greater Geelong.
- Almost 2% of all respondents reside outside of the G21 region (4 individuals).



- Of 206 individuals that provided information regarding their current competition grade:
 - 18% of respondents (37) compete in Division 2 Men's
 - 17% play Under 14's
 - And 16% compete in Division 1 Women and Division 1 Men's respectively.
- The only grade to have not had a representative respondent was the Summer Under 8's competition.

Current competition grade





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