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## Glossary of Terms used in this Document

ACTAS	Australian Capital Territory Academy of Sport
AIS	Australian Institute of Sport
ANU	Australian National University
AOC	Australian Olympic Committee
APC	Australian Paralympic Committee
ASC	Australian Sports Commission
COAG	Council of Australian Governments
NSO	National Sport Organisation
SRS	Sport and Recreation Services
SSO	State Sport Organisation
UC	University of Canberra

## Introduction

ACTIVE 2020 is a long term strategic plan for sport and active recreation in the ACT and Region. It provides a blueprint upon which sport and recreation will be nurtured and promoted over the period 2011–2020. It promotes partnerships between industry and government and investment in long term sustainable outcomes. Importantly ACTIVE 2020 allows for long term planning by sport and recreation associations in the ACT and Region.

ACTIVE 2020 takes into account the challenges and opportunities within the current operating environment, including the recommendations of the 2008 Australian sport system review (Crawford Report) and the 2009 ACT Recreation Industry Capacity Mapping Project. It also reflects the key principles of the National Sport and Active Recreation Policy Framework and the definitions it provides:

<b>ACTIVE LIVING</b>	
A way of life that integrates physical activity into daily routines and is a fundamental part of improving physical health and general wellbeing.	
<b>ACTIVE RECREATION</b>	<b>SPORT</b>
Active recreation activities are those engaged in for the purpose of relaxation, health, wellbeing or enjoyment with the primary activity requiring physical exertion, and the primary focus on human activity.	A human activity involving physical exertion and skill as the primary focus of the activity, with elements of competition where rules and patterns of behaviour governing the activity exist formally through organisations and is generally recognised as a sport.

ACTIVE 2020 also acknowledges the Recreation–Participation–Sport Continuum which recognises a continuous pathway and the benefits that flow in both directions between recreation and sport. It builds collaboration between recreation and sport systems:

**Recreation > Participation > Community Sport > Competition > Talent Development > Performance Sport**

ACTIVE 2020 recognises the importance of fostering strategic partnerships in addressing current challenges including social and environmental issues, changing demographics, pressures on our education and health systems, and the increasing cost of developing and maintaining facilities. It also acknowledges the importance of ensuring decisions are made using research to support educated planning and a sound business base for future funding.

In summary, ACTIVE 2020 aims to ensure that sport and active recreation in the Canberra region enables an enriched active national capital and that it is supported through a united system connecting and promoting the economic and social value of sport and active recreation to the health and well being of the community.



# ACTIVE 2020 within the Sport and Recreation System





## Message from the Minister

Sport and active recreation is important to Canberrans. We know this through annual statistics that tell us that the ACT consistently boasts the highest active participation levels in the nation. Supporting our participants are hundreds of organisations, thousands of volunteers, high quality community facilities and a local pride in sport and recreation achievement.

In response to a need highlighted by many organisations, the ACT Government initiated the gathering of prominent industry representatives in early 2010 to explore the development of a long term plan for sport and active recreation in the Territory. What followed has been a true collaboration between industry and government, with record numbers of local sport and recreation enthusiasts and relevant ACT Government agencies providing their input into the future priorities for local sport and recreation over the next decade.

The resultant ACTIVE 2020 Strategic Plan highlights the significant role sport and active recreation plays in the economic and social health of our community. It recognises the diversity of participation type and level, the need for associated infrastructure and greater promotion of the value of sport and recreation towards health and education. Importantly ACTIVE 2020 also connects ACT priorities to the National Sport and Active Recreation Framework which provides a clear pathway in pursuit of a high performing sport and active recreation sector.

I look forward to working with the Sport and Recreation Minister's Strategic Advisory Council on the progression of the plan and our action together making a real difference to enhance the sport and recreation experience for all Canberrans.

The ACTIVE 2020 Strategic Plan is an unprecedented opportunity!

**Andrew Barr MLA**  
**Minister for Sport and Recreation**



## Message from the ACTIVE 2020 Working Group

It is with great pleasure that we present the ACTIVE 2020 Strategic Plan. The opportunity this plan presents has engaged sport and active recreation organisations and enthusiasts, throughout the ACT – from clubs through to professional teams. It has also enjoyed the input and support of a broad cross section of ACT Government agencies.

The sport and active recreation sector includes people from all walks of life. For some it is their pastime, for others it is their vocation and for most, it is their passion. It is this passion that has been the driving force behind the informed priorities detailed in this document that will guide the future direction of sport and recreation in the ACT for much of the decade ahead.

The challenge now is to put priorities into action, aligning strategic efforts of all local organisations and capturing data to support the outputs against the plan. It is through such an approach that real connectivity for the industry will be gained and the true worth of sport and active recreation to our community will be realised.

The ACTIVE 2020 Working Group thanks all those from the industry and ACT Government who contributed their time and expertise to the development of the ACTIVE 2020 Strategic Plan. The expert facilitation of Brendan Lynch was invaluable and the administrative support provided by Sport and Recreation Services is recognised.

Let us commence the process together of enriching the Canberra community through sport and active recreation.

### **The ACTIVE 2020 Working Group**

Rebecca Kelley (Chair), Sandy Daley, Jenny McCombe, Stephen Hodge, Don Furner, Bronwyn Fagan, Mark Cartwright, Heather Reid, Gavin Macdonald, Jeff House, Neale Guthrie.

## Vision

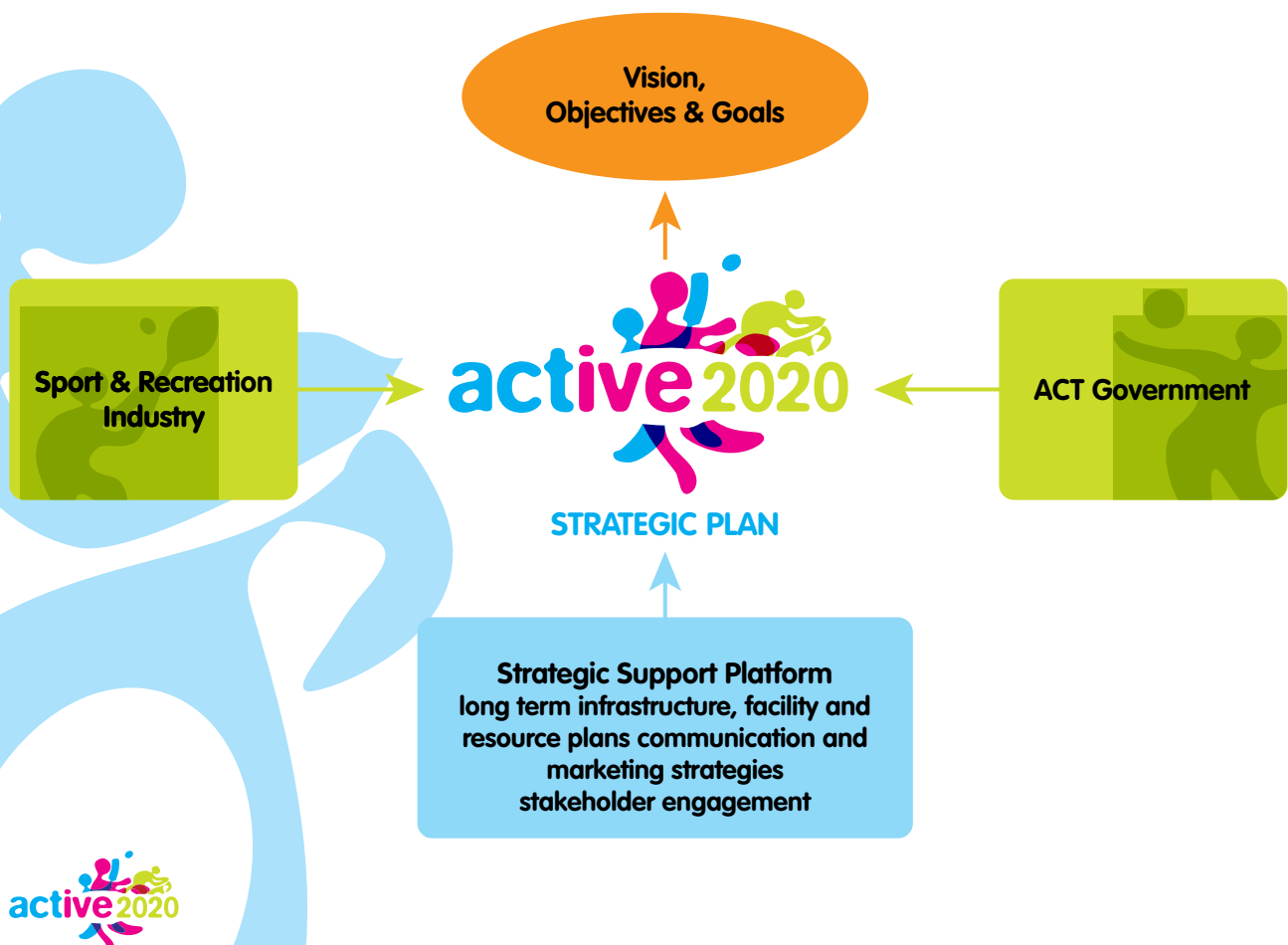
Sport and active recreation in the Canberra region enables an enriched active national capital. It is supported through a united system that connects and promotes the economic and social value of sport and recreation to the health and well being of the community.

## Strategic Framework

In providing a blueprint for the future of sport and active recreation in Canberra and the region, seven fundamental goals have been identified as the key strategic priorities upon which the industry is nurtured and promoted over the period 2011–2020:

1. Maximise community engagement (participation) in sport and active recreation
2. Greater acknowledgement and promotion of the health, education and social benefits of sport and active recreation
3. Increase capacity and capability of sport and active recreation to provide quality opportunities in the ACT
4. Maximise opportunities for outstanding individual successes
5. Maximise opportunities for sustainable outstanding team performances
6. Create Canberra's image as the "National Sporting Capital"
7. Maximise supporting infrastructure and resources

These initiatives will be supported by a strategic support platform which includes long term infrastructure, facility and resource plans; communication and marketing strategies; and ongoing stakeholder engagement. The plan will be managed, monitored and reviewed by industry and government through the establishment of the ACTIVE 2020 Monitoring Group.



## Goals

The goals of the ACTIVE 2020 Strategic Plan are:

- To increase participation in competitive, non-competitive and social sport and active recreation activities at all levels
- To provide opportunities for achieving excellence in sporting performance
- To ensure access to quality and sustainable infrastructure for the delivery of these activities

## Stakeholders

Those who this plan affects and who influence its outcomes include:

- Local sport and recreation organisations and clubs
- Local peak bodies – ACTSport, Parks and Leisure
- ACT Government
  - Sport and Recreation Services
  - Territory Venues and Events
  - ACT Planning Authority
  - Australian Capital Tourism
  - ACT Health
  - Department of Education and Training
  - Land Management and Planning
- ACT Legislative Assembly Members
- Education – schools, universities and tertiary education organisations
- Health and Community Services
- Australian Sports Commission and the Australian Institute of Sport
- National Sport Organisations and national peak bodies (AOC, APC)
- National Capital Authority
- Clubs ACT
- Canberra Business Council and the ACT Export Network

## Values

ACTIVE 2020 has been developed and will be delivered using the following values:

- Leadership from Industry and Government
- Inclusion and access to activities, programs and facilities
- Sustainability – environmentally, economically and socially
- Affordability – keeping participation within reach of the community
- Flexibility and adaptability in developing programs and using facilities
- Clear communication – regular, appropriate and two-way

## Strategic Priority 1 – Maximise community engagement

<b>Objective</b>	<b>Maximise community engagement (participation) in sport and active recreation</b>
<b>Expected Outcome</b>	<b>A more active community with access to quality facilities and sport and recreation programs</b>

### Strategic Initiatives

	<b>Strategic Initiative</b>	<b>Responsibility</b>
1.1	Develop user friendly templates for regular data collection to ensure planning is supported by research based decision making	IND, SRS
1.2	Provide and promote opportunities across the whole recreation-sport continuum based on researched need and ensuring alignment with national sport and recreation outcomes	IND, SRS, HLT
1.3	Maximise availability for facilities and inclusive programs for people to get physically active	IND, HLT
1.4	Embrace new and emerging sports and activities, as well as new versions of existing sports, based on demands of changing population demographics	IND
1.5	Ensure programs support population groups including disability, youth, indigenous, women, ageing and cultural groups	IND, SRS
1.6	Engage with Education in providing formalised school sport and physical education, and actively promote links and pathways to community clubs	IND, SRS, EDU
1.7	Improve access to sport and recreation programs and facilities for spectators, supporters and people with disabilities	IND, SRS, BUS

IND = Industry SRS = Sport & Rec Services EDU = Education HLT = Health TOU = Tourism BUS = Business

### Success Indicators

1.1	Regular data showing accurate trends in participation is collected and is supporting planning
1.2	Participation opportunities are provided based on real need
1.3	Facilities are used more creatively and competition schedules reflect actual community demand
1.4	Activities provided cater to a wider range of age groups, particularly youth
1.5	Programs are inclusive and engage identified target groups
1.6	Schools are providing formalised school sport and physical education and actively linking students to community clubs
1.7	Better access and transport to programs and events, facilities are disability and aged access friendly



## Strategic Priority 2 – Promote the benefits

<b>Objective</b>	<b>Greater promotion of the health, education and social benefits of sport and active recreation</b>
<b>Expected Outcome</b>	<b>Regular promotion of research based evidence of the benefits of sport and recreation on health, education and social inclusion; and the engagement of sport and recreation in cross sector planning</b>

### Strategic Initiatives

	<b>Strategic Initiative</b>	<b>Responsibility</b>
2.1	Promote the ACT as a 'healthy and active national capital'	IND, SRS, HLT, TOU
2.2	Gather regular research to promote the benefits of sport and recreation to health, well being, education, social inclusion and community engagement	IND, SRS, EDU, HLT
2.3	Promote workforce capability by engaging the vocational sector in training, coach, official and administrator education, volunteer management, and coaching courses in high schools	IND, SRS, EDU
2.4	Develop a parental education program to promote the benefits of sport and recreation	IND, EDU, HLT
2.5	Promote workplace sporting and active recreation activities to develop health and well being/physical activity in the workplace	IND, SRS, HLT, BUS
2.6	Align planning of programs and activities with COAG early learning framework and the outside school hours care framework	IND, SRS, EDU, HLT
2.7	Safeguard the integrity and ethics of sport and recreation	IND, SRS, EDU, BUS

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### Success Indicators

2.1	Marketing campaign and communication strategy in place promoting ACT as a 'healthy and active national capital'
2.2	Increased use of sport and active recreation to achieve wider public policy outcomes (government agencies using sport and active recreation to achieve their portfolio outcomes in conjunction with the sport and recreation portfolio)
2.3	ACT vocation sector providing relevant training courses to support sport and recreation
2.4	Parents actively engaged in supporting children participating in sport and recreation activities
2.5	Corporate sector providing regular workplace sport and recreation activities
2.6	Programs and activities support the goals of the COAG early learning framework
2.7	Sport and recreation acknowledged in society as clean, safe and ethical. Sport and recreation dealing positively with the impact of reforms to gaming and licensed clubs

## Strategic Priority 3 – Increase organisational capacity

<b>Objective</b>	<b>Increase the capacity and capability of sport and active recreation to provide quality opportunities in the ACT</b>
<b>Expected Outcome</b>	<b>Sport and recreation associations and community clubs are better managed and providing quality sustainable opportunities in the ACT</b>

### Strategic Initiatives

	<b>Strategic Initiative</b>	<b>Responsibility</b>
3.1	Assist sport and recreation associations and community clubs to build their capacity through governance training, organisational planning and education of administrators	IND, BUS
3.2	Promote cross club cooperation and coordination to provide efficiencies in resources, facilities and administration	IND
3.3	Provide effective integration of new technology to enhance the experience and broaden the appeal of sport and recreation	IND, BUS
3.4	In line with the National Sports Volunteer Strategy, ensure a more structured approach to volunteer planning and support for clubs around recruitment, definition of roles and responsibilities, retention, costs of volunteering and engaging corporate volunteers	IND, TOU, EDU
3.5	Encourage succession planning for coaches, officials and administrators to ensure an ongoing supply and pathway	IND
3.6	Develop measures to keep sport and recreation sustainable and affordable	IND, SRS, BUS
3.7	Provide sport and recreation organisations with the skills and tools to develop diverse income streams	IND, SRS, BUS

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### Success Indicators

3.1	Fewer sport and recreation associations and community clubs require emergency financial assistance (rescue measures) because they are better managed, more sustainable and are able to provide quality products and services
3.2	Greater sharing of resources providing efficiencies in program delivery and facility use
3.3	Greater use of new technology and communication in enhancing sport and recreation experience including IT systems, Twitter, Facebook, SMS
3.4	A coordinated approach to recruitment, training, management and recognition of volunteers – eg a central database of trained volunteers in place servicing sport, recreation, events and tourism
3.5	Succession planning delivering next generation of coaches and officials (measure increase in accreditations )
3.6	Creative programs in place to keep sport and recreation affordable – eg multi membership packages, family memberships, tax deductibility, carers cards etc
3.7	Sport and recreation organisations are implementing commercial development plans and generating alternate sources of income

## Strategic Priority 4 – Maximise individual success

### Objective

Maximise opportunities for outstanding individual successes

### Expected Outcome

Clear pathways, quality coaching and support services for talented athletes and coaches

### Strategic Initiatives

	Strategic Initiative	Responsibility
4.1	Confirm the role of the ACT Academy of Sport as a key centre of excellence within the national system developing local and national athletes and coaches	IND, SRS
4.2	Ensure ACT sport performance objectives are aligned with the national outcomes	IND
4.3	Ensure ACT sports provide clear talent identification and development pathways for athletes and coaches	IND
4.4	Develop strategic partnerships with universities and other tertiary institutions to form centres of excellence in sport such as the University of Canberra Sports Hub	IND, SRS, EDU
4.5	Ensure access to quality facilities, sports science, education and support services for developing athletes and coaches	IND, SRS, BUS, EDU
4.6	Promote Canberra as an quality training venue for international athletes	IND, TOU, EDU

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### Success Indicators

4.1	ACT Academy of Sport a key part of the national high performance system developing and producing an increase in the number of talented athletes selected for national teams
4.2	ACT taking a key role in national direction and local delivery
4.3	Performance pathways are integral in ACT sport organisation development plans
4.4	ACT tertiary institutions (eg UC Sports Hub) identified as centres of excellence and integral in providing sport hubs and support services, facilities and education
4.5	Cutting edge support services available to talented athletes in the ACT
4.6	More international athletes using Canberra as an alternate training venue



## Strategic Priority 5 – Sustainable team performances

### Objective

Maximise opportunities for sustainable outstanding team performances

### Expected Outcome

Well supported performance teams successfully competing at national levels

### Strategic Initiatives

	Strategic Initiative	Responsibility
5.1	Ensure a functional relationship between national league teams and ACT sports to support their performance pathway	IND
5.2	Provide cutting edge coaching, sports science, technology and support services to national league teams	IND, EDU, SRS (ACTAS)
5.3	Strengthen existing ACT teams competing in national league competitions to raise profile of Canberra and provide a sustainable pathway for athletes	IND
5.4	Facilitate a joint business approach between ACT national teams to promote efficiencies in marketing, ticketing and engaging supporter base	IND, BUS
5.5	Extend talent identification to schools, and target coaches and officials and ensure those identified have a clear pathway	IND, EDU
5.6	Promote strong strategic partnerships with the AIS, ASC, ANU, UC that ensure access to local athletes and coaches	IND, SRS, EDU
5.7	Leverage the investment in infrastructure in and by major national league teams for use by local organisations	IND, SRS

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### Success Indicators

5.1	National league teams are integral in ACT sport organisation development plans and pathways
5.2	Cutting edge support services available to national league teams in the ACT
5.3	ACT teams competing in national league competitions remain sustainable
5.4	Collaboration and cooperation between national teams increasing corporate investment and community interest and support
5.5	Structured talent identification programs in schools identifying athletes, coaches and officials
5.6	ACT national teams working in close partnership with AIS, ASC, ANU and UC
5.7	Ongoing government investment in major teams securing community building, sport development, city profiling and economic benefits



## Strategic Priority 6 – Promote a national sporting capital

### Objective

Create Canberra's image as the "National Sporting Capital"

### Expected Outcome

Canberra seen as a premium sporting destination for major events, participation and recreation festivals, and conferences

### Strategic Initiatives

	Strategic Initiative	Responsibility
6.1	Develop and promote the Canberra Sport and Recreation Brand and raise the profile of the sport and active recreation industry in the ACT and Region	IND, SRS, BUS, TOU
6.2	Ensure government's continuing investment in major teams to secure them and leverage community building, sport development, city profiling and economic benefits	SRS, IND
6.3	Promote ACT as a sporting destination for major events, conferences and development tours	IND, SRS, BUS, TOU
6.4	Enhance established ACT sporting precincts including Lyneham, Bruce, Stromlo and Manuka	IND, GOV
6.5	Explore opportunities to provide niche products and shared multi-use facilities and services such as regional centres of excellence	IND, SRS, BUS, TOU
6.6	Engage Australian Capital Tourism in joint promotional campaigns and funding submissions that demonstrate a measureable financial return to gain support of Treasury	IND, SRS, BUS, TOU
6.7	Ensure Canberra Centenary Celebrations in 2013 promote Canberra and raise the profile of the sport and recreation industry	IND, SRS, BUS, TOU
6.8	Explore export opportunities to promote Canberra as a sporting, training and recreational tourism destination	IND, SRS, BUS, TOU
6.9	Foster the development of ACT administrators ensuring their influence on boards of national organisations	IND, SRS, BUS, EDU

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### Success Indicators

6.1	The profile of sport and recreation in the ACT is raised and is recognised within and outside the Territory
6.2	Ongoing government investment in major teams leveraging community building, sport development, city profiling and economic benefits
6.3	Increase attendance and the number of major events, industry conferences and new businesses supporting sport and recreation in the ACT
6.4	Lyneham Precinct development completed and facilities at Stromlo, Bruce and Manuka enhanced
6.5	Concepts developed for niche training centres and centres of excellence in the ACT
6.6	Sport, Recreation and Tourism working closely in developing campaigns and funding proposals providing a measureable financial return to gain support of Treasury
6.7	Canberra Centenary Celebrations in 2013 include high profile national sport events, mass participation and recreation festivals, and industry conferences
6.8	Canberra recognised in Asia and the Pacific as an attractive destination for sport and recreation (measure increased visitations)

## Strategic Priority 7 – Maximise supporting infrastructure

<b>Objective</b>	<b>Provide sport and recreation facilities and supporting infrastructure that accommodate the demands of participant needs</b>
<b>Expected Outcome</b>	<b>Sport and recreation supported by a long term strategic facilities and resources plan. Facilities include indoor, outdoor, playing and training venues, school facilities, parks and waterways</b>

### Strategic Initiatives

	Strategic Initiative	Responsibility
7.1	Develop a long term strategic facilities and resources plan to support the objectives of the ACTIVE 2020 Plan including enhanced established ACT sporting precincts such as Lyneham, Bruce, Stromlo and Manuka	IND, SRS
7.2	Position Sport and Recreation Services to ensure the most appropriate alignment with the strategic direction and available resources	SRS
7.3	Identify and address environmental challenges and ensure the sport system adapts to environmental changes and is environmentally conscious and responsible	IND, SRS
7.4	Promote greater creation and use of multi sport and recreation community facilities (both indoor and outdoor) – sharing resources, management and accessibility	IND, SRS, EDU
7.5	Promote more partnering and sharing resources in program delivery, coordination and leadership	IND
7.6	Promote multi use of school facilities and allow access for clubs	IND, SRS, EDU
7.7	Ensure coordination between the portfolios of tourism, education, planning, sport and recreation	IND, SRS, BUS, TOU
7.8	Enhance local and regional partnerships between the industry, licensed clubs, business, and government to develop more privately built and managed facilities	IND, SRS, BUS
7.9	Ensure better integration and coordination of non-government provided sport and recreation assets and infrastructure with government provided assets	IND, BUS, SRS

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### Success Indicators

7.1	Long term strategic facilities and resources plan in place underpinning the objectives of the ACTIVE 2020 Plan
7.2	Sport and Recreation Services positioned within Government to provide maximum support to the industry
7.3	ACT facilities are better planned to deal with environmental conditions – eg more indoor facilities are used in the colder months; better designed outdoor facilities to suit conditions; advanced use of technology
7.4	More multi-use facilities providing efficiencies in accessibility and management
7.5	Greater sharing of resources providing efficiencies in program delivery
7.6	More school facilities used by community clubs and local programs
7.7	Better integration in planning with sport, recreation, education and tourism
7.8	More privately built and managed facilities complementing government facilities
7.9	Better integration and coordination of non-government provided sport and recreation assets and infrastructure with government provided assets



## Strategic Support Platform

The ACTIVE 2020 Strategic Plan for Sport and Active Recreation provides a blueprint for sport and active recreation over the period 2011-2020. It promotes partnerships between industry and government, and investment in long term sustainable outcomes.

ACTIVE 2020 aims to align with other social development plans, policies and resources and will provide leadership to the sport and active recreation associations in the ACT and Region to guide their long term planning.

These plans, policies and resources include:

- National Sport and Active Recreation Policy Framework 2010
- Canberra Plan: Towards Our Second Century – 2008
- Participation in Exercise, Recreation and Sport ACT – Annual Report 2008
- ACT Recreation Industry Capacity Mapping Report – 2009
- Working for a Healthier Community: The Economic Contribution of Sport and Recreation in the ACT – 2010
- Independent Sport Panel Report (Crawford) – 2009
- National Sports Volunteers Strategy
- Canberra Business Council Facilities Development Plan
- Heart Foundation Active Living policies
- COAG Early Learning Framework and the Outside School Hours Care Framework
- ACT Education Export Strategy
- UC Sports Hub planning framework
- UK Youth Sport Trust
- ACTSPORT Strategic Plan 2009-2013
- Indigenous Integration Policy 2010
- LOOK Study - 2009
- ACT Aquatics Strategy
- ACT Motorsport Strategy
- Building a Strong Foundation- a framework for promoting mental health and well being in the ACT 2009–2014
- ACT Chronic Disease Strategy
- ACT Young People’s Plan 2009–2014
- ACT Strategic Plan for Positive Ageing
- ACT Women’s Plan
- Future Directions: Towards Challenge 2014 (Policy Framework for People with Disability)

## Managing, Monitoring and Reviewing the Plan

The ACTIVE 2020 Strategic Plan and the associated success indicators will be managed and regularly monitored by the ACTIVE 2020 Monitoring Group.

The plan may be adjusted at anytime to take into account new opportunities or changing conditions affecting the industry locally and/or nationally.

An implementation strategy will accompany ACTIVE 2020 to ensure the successful implementation of the strategic plan.

A communication strategy will regularly promote the plan and reviews and updates to the plan can be viewed at [www.active2020.com](http://www.active2020.com)



## Acknowledgements

The development of ACTIVE 2020 has been a result of collaboration between the sport and active recreation industry, government and the community. We would like to thank all those who contributed to the planning process through consultations, meetings and submissions.

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- Don Furner – Canberra Raiders
- Neale Guthrie – Territory Venues and Events (Territory and Municipal Services)
- Jeff House – Clubs ACT
- Stephen Hodge – Cycling Australia Board
- Rebecca Kelley (Chair) – Sport and Recreation Services (Territory and Municipal Services)
- Gavin Macdonald – ACTSPORT
- Jenny McCombe – YMCA
- Sue Marriage – Former Director Sport and Recreation Services
- Heather Reid – Capital Football
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[www.active2020.com](http://www.active2020.com)

