



## BENDIGO STADIUM LTD STRATEGY

2023-2028





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# BENDIGO STADIUM LTD

## VISION STATEMENT

While sport is at our core, we offer so much more. Bendigo Stadium is the premier regional destination for national-level competitions and entertainment. Greater Bendigo communities are thriving as a result of the contribution we make to the local economy and community health and well-being.

Our venues are hubs for community events that foster a sense of excitement and connection. All our venues are green and vibrant spaces – connected through public transport, walking and cycling – are lively and inclusive places for local communities. We provide exceptional service and quality hospitality that brings people back again and again.

Everyone feels welcome and a part of something great at Bendigo Stadium.



## ACKNOWLEDGEMENT OF COUNTRY

We acknowledge that Bendigo Stadium Ltd is on Dja Dja Wurrung and Taungurung Country.

We would like to acknowledge and extend our appreciation for the Dja Dja Wurrung People, the Traditional Owners of the land that we work on.

We pay our respects to leaders and Elders past, present and future for they hold the memories, the traditions, the culture and the hopes of all Dja Dja Wurrung Peoples.

We express our gratitude in the sharing of this land, our sorrow for the personal, spiritual and cultural costs of that sharing and our hope that we may walk forward together in harmony and in the spirit of healing.

## STRATEGY ON A PAGE

### Purpose

We are a sports and entertainment organisation that creates opportunities for Greater Bendigo communities.

### Vision

To have vibrant places where communities thrive and people come together for sport, events and quality entertainment.

### FOCUS AREAS



#### Sporting Diversity

We provide opportunities for a diverse range of people to play a broad range of sports



#### Vibrant Community Precinct

We have a vibrant community precinct that is well connected to other venues, leaving a valued and sustainable legacy



#### Quality Entertainment

We offer a range of high-quality hospitality, events, and functions and that bring people together again and again

### FOUNDATIONS

#### ▶ Profitability & Sustainability

Our business is profitable, financially sustainable and ready to take on new opportunities

#### ▶ Passionate & Skilled People

Our staff and board are talented, well-supported and passionate about our business

#### ▶ Recognised & Valued Brand

Our communities know and value Bendigo Stadium Ltd as a premier sports and entertainment precinct



## FOCUS AREA 1

# SPORTING DIVERSITY

We provide opportunities for a diverse range of people to play a broad range of sports.

Bendigo Stadium Ltd has a long history of supporting sport in the community. Since 1976, when we started with only two basketball courts, we have undergone four major developments to cater to the growing demand for indoor sporting facilities.

Today, Bendigo Stadium is a nationally recognised venue with ten indoor multi-purpose courts and twelve outdoor netball courts. Throughout our history, we have

hosted countless community sports games and national sporting events, making Bendigo Stadium a hub of sporting activity in Greater Bendigo.

Sport is a universal language that can break down barriers, promote inclusivity, and bring people from different backgrounds together. Our focus on fostering sporting diversity recognises the importance of providing opportunities for everyone to participate in sports. This means expanding the types of sports hosted at our venue, such as bowls and e-sports, to provide opportunities for people who may not have had access to them before.

By increasing the diversity of sports on offer, we aim to create a welcoming and inclusive environment that allows more people to come together to play more sport. In addition to promoting inclusivity and social cohesion, fostering sporting diversity can also have tangible benefits for physical health and wellbeing, as well as generating economic benefits for the community.

Ultimately, our strategy to foster sporting diversity is about creating a healthier and happier Greater Bendigo community.



## FOCUS AREA 2

# VIBRANT COMMUNITY PRECINCT

We have a vibrant community precinct that is well connected to other venues, leaving a valued and sustainable legacy.

Bendigo Stadium Ltd is proud to play a key role in providing a precinct for not only community sports but also for state and national sporting events and entertainment.

There is an opportunity to provide a lasting legacy, but it requires a carefully planned and executed strategy that prioritises

the development of a vibrant, sustainable, and connected precinct that meets the needs of both the community and future visitors. To achieve this, we will develop a masterplan that will guide the development of the precinct and ensure that any assets built or developed for the games support our long-term vision.

To create a vibrant and sustainable precinct, we will advocate and partner to develop facilities that are flexible and multipurpose. These facilities will be capable of hosting a range of events, including community sport, concerts, cultural events, and functions.

This approach will ensure that the precinct remains active and financially sustainable, attracting future visitors and providing ongoing benefits to the community.

To ensure a long-lasting legacy, we are advocating for physical and operational connections from the stadium to the city.

Together, we can make the Bendigo Stadium precinct the premier regional destination for national sport and entertainment events.





## FOCUS AREA 3

# QUALITY ENTERTAINMENT

We offer a range of high-quality hospitality, events, and functions and that bring people together again and again.

Bendigo Stadium Ltd is focused on creating exceptional experiences for guests at our venues, which include high-quality hospitality, events, and functions at quality facilities. The latest expansion project at Red Energy Arena delivered a spectacular 4000-seat show court arena, which has already become a popular destination for national sports and entertainment events.

We are committed to diversifying our business by offering high-quality entertainment options that will attract a wider audience. Our goal is to reduce our reliance on gaming revenue over time by developing a more sustainable business model that serves Greater Bendigo communities. We will develop a more diverse revenue stream by increasing the number of conferences, events, and functions held at our venues.

High-quality entertainment is key to diversifying our income and creating value for the Greater Bendigo community. By providing a range of entertainment options that are accessible and enjoyable for all, we can bring people together in a positive, engaging environment.

We will establish our venue as the premier destination for business and corporate events in the region. We will do this by building strong relationships with local businesses and community organisations. Through collaboration and innovation, we can add a vibrant and dynamic entertainment venue to the Greater Bendigo scene.

We will develop and market these facilities to businesses and community organisations. Ultimately, we are dedicated to offering exceptional hospitality, events, and functions that will bring people together time and time again. Our vision is to create a thriving hub of entertainment and community engagement that will inspire and delight all who visit our venues.



## FOUNDATION A

# PROFITABILITY & SUSTAINABILITY

Bendigo Stadium Ltd is facing a critical moment in its business operations. Despite the significant role it plays in Greater Bendigo as a centre for sports and entertainment, recent building, development and social restrictions have led to a substantial debt.

With increasing community scrutiny on the ethics of gambling and the need to become more financially sustainable, the business is pivoting towards more diverse revenue streams to support the long-term sustainability of this important asset.

To achieve this, the precinct will focus on building increasing profitability and financial sustainability. The elements that support this foundation are interdependent and mutually reinforcing, indeed all elements of the strategy must be addressed to achieve our financial objectives.

Profitability is critical to the success of any business, Bendigo Stadium Ltd will focus on maximising revenue and streamlining operations to ensure that our venues are generating consistent profits. This will be supported by the three focus areas and other foundation areas, with strong efforts to support our people, develop marketing to attract a wider range of customers

and events, partner with other businesses and organisations, and expand our offerings to include new and innovative experiences that appeal to a broader audience.

This means expanding our offerings beyond gaming to increase hospitality and entertainment revenue, such as food and beverage, events, concerts, and other non-gaming activities.

Through responsible financial management, good governance and innovative strategies, Bendigo Stadium Ltd will build a sustainable business model that supports the long-term success of this important community asset.





## FOUNDATION B

# PASSIONATE & SKILLED PEOPLE

The people who work at and govern Bendigo Stadium Ltd play a critical role in its success. This is particularly true when it comes to key person succession, as having great people in key roles is essential for ensuring that the business can continue to operate effectively and achieve its goals.

At Bendigo Stadium Ltd, we recognise the importance of talent and have implemented effective governance arrangements to support our efforts in this area. We are invested in training and development programs to ensure that our people have the skills and knowledge they need to excel in their roles and drive the success of our venues.

As an employer of choice in Greater Bendigo, we are dedicated to attracting and retaining top talent in our industry. We understand that talented and engaged people are essential to achieving our

goals and delivering high-quality services to our clients. We are passionate about building a team of professionals who are committed to excellence and are ready to take on new opportunities as they arise.

Ultimately, we believe that investing in our people is critical to our success as a business. By attracting and retaining top talent, fostering a culture of excellence, and supporting key person succession, we can ensure that we are well-positioned to achieve our goals and deliver long-term value to our clients and stakeholders.



## FOUNDATION C

# RECOGNISED & VALUED BRAND

A recognised and valued brand is a strong foundation of any business, and this is particularly true for Bendigo Stadium Ltd and Bendigo Stadium. Our goal is to portray a brand that is not only well-known and respected, but that is also synonymous with quality, value, and community engagement.

A key aspect of building a recognised and valued brand is consistency. Our brand message and values must be communicated consistently across all channels, from our website and social media presence to our events and customer service interactions. By building a recognised and valued brand, we aim to position Bendigo Stadium Ltd as the preferred host for new and repeating events.

One of the key aims is for our patrons to be advocates for Bendigo Stadium Ltd. We believe that by delivering exceptional experiences and services, we can create loyal supporters who are eager to spread the word about our venues and what we offer.

Our brand must ensure that our stakeholders are aware of what Bendigo Stadium Ltd and Bendigo Stadium offer. This means engaging with the community, building strong relationships with partners and sponsors, and promoting our services and facilities to potential clients and customers.

Ultimately, our goal is to ensure that our stakeholders share the Bendigo Stadium Ltd vision and purpose. By aligning with partners and stakeholders who share our values and goals, we can create a powerful network that supports our mission and contributes to our success.





## CONTACT

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