

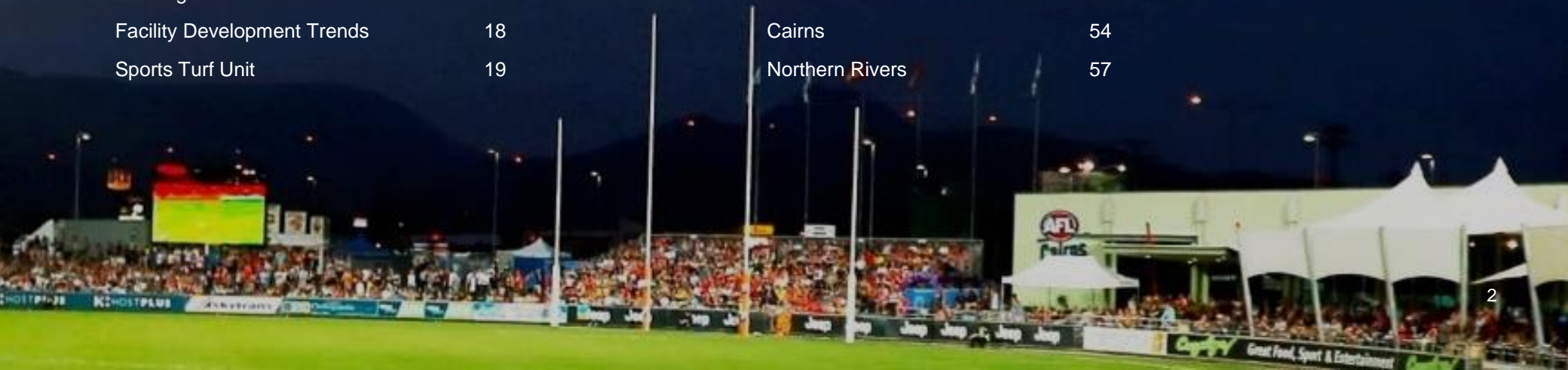


AFL Queensland Facilities Plan 2020-2025



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WELCOME FROM THE CEO

Our goal at AFL Queensland is simple. We want to be the most progressive, inclusive and accessible sport for Queenslanders of all ages.

Each weekend, thousands of players, parents, volunteers, coaches and umpires descend on clubs from Ballina to Port Douglas to Mt Isa to compete, support and enjoy our great Australian game.

In a world of digital disruption, football clubs are one constant that bring people together and they remain an important institution for the social cohesion of many local communities across this great State.

Our need to deliver fit-for-purpose facilities is driven by ongoing participation growth and the changing profile of participation, however, providing safe, accessible and welcoming facilities will also keep our players and officials engaged in the game into the future.

Australian Football has been played in Queensland since 1866, yet the State remains one of the Games most competitive markets in terms of player attraction, retention and the delivery of facilities to ensure the Game is inclusive and accessible to all.

Queensland's sheer size and decentralised population makes each region unique and our team remains focused on working with key stakeholders including Clubs, Councils and Government across the state to deliver accessible and appropriate facilities to ensure everyone can enjoy the sport.

AFL continues to grow in popularity across Queensland, with 2019 participation numbers reaching a record high of 277,703. This represents an increase of 54% in total participation (community, Auskick and school programs) over the past five years.

As we strive to be Queensland's most progressive and accessible team sport, we now have more than 116,725 women and girls participating in programs and competitions, 42% of our total participation base, a result of which our community football network can be very proud.

Community club football competitions reached a record 31,841 players for the first time, all regional leagues now have youth girls and senior women's competitions and throughout 2019, 7,088 female players participated in 258 community football club teams – 17 more teams than in 2018.

Our growth in the education space continues and remains a key focus area.

Last year, 602 school teams participated in our state-wide Q-Schools Cup competition and more than 51,076 primary and secondary students participated in structured school competitions. For the first time, Australian Football, is now an official sport in the Associated Independent College (AIC) system.

The emergence of the COVID-19 pandemic in early 2020 has presented the most significant challenge to community health and the AFL industry in recent history.

Like the wider community, the AFL is playing its role to address the impact of COVID-19. As such, the health and well-being of fans, players, umpires, officials, partners, volunteers, and communities has been our number one priority.

To support Government's containment approach, in 2020, the AFL postponed elite competitions and all Community Football, State Leagues, Talent Programs, School Programs and Auskick across Australia until the lifting of restrictions.

The State Facilities Plan 2020 – 2025 has been developed through analysing a range of data collected annually by the AFL and builds upon the foundation set through the AFL Queensland Facilities Plan 2014 – 2020.

I look forward to working with our key stakeholders across the State to keep growing the game and delivering the facilities required to make AFL the most progressive, accessible and inclusive sport in Queensland.

Dean Warren
Chief Executive Officer



INTRODUCTION



AFL participation in Queensland has experienced unprecedented growth in the last decade, with new opportunities to play AFL available in most metropolitan and regional centres across the state.

In 2014, the first AFL Queensland Facilities Plan was developed to ensure that AFL clubs would have the infrastructure required to support ongoing participation growth and the broadening reach of the game.

The Plan set out the vision to further grow the sport across Queensland and the NSW Northern Rivers region by setting strategic directions for facility development, understanding the needs of the AFL community and advocating for infrastructure upgrades that provide new opportunities to participate.

Since the development of the AFL Queensland Facilities Plan 2014-2020, AFL Queensland have supported the delivery of a significant number of projects across the state, through both direct funding and partnership approaches.

AFL Queensland have also developed a greater understanding of the requirements of the AFL community through annual auditing of community facilities and increased engagement with stakeholders, including clubs, government and schools.

The increased collection and analysis of data relating to facility development provides AFL Queensland with the foundation to determine infrastructure priorities for the next five years and beyond.

The AFL Queensland Facilities Plan 2020-2025 is centred on the analysis and interpretation of data, coupled with consultation with key stakeholders.

The five-year timeframe of the Plan ensures that all recommendations are actionable within the short-to-medium term. From a planning perspective, analysis of trends extends beyond the five-year timeframe to ensure that projects delivered by 2025 are focused on the long-term future of community participation.

The Plan is aligned to the AFL Queensland Strategic Plan, in which facility development is listed as a key strategic priority.

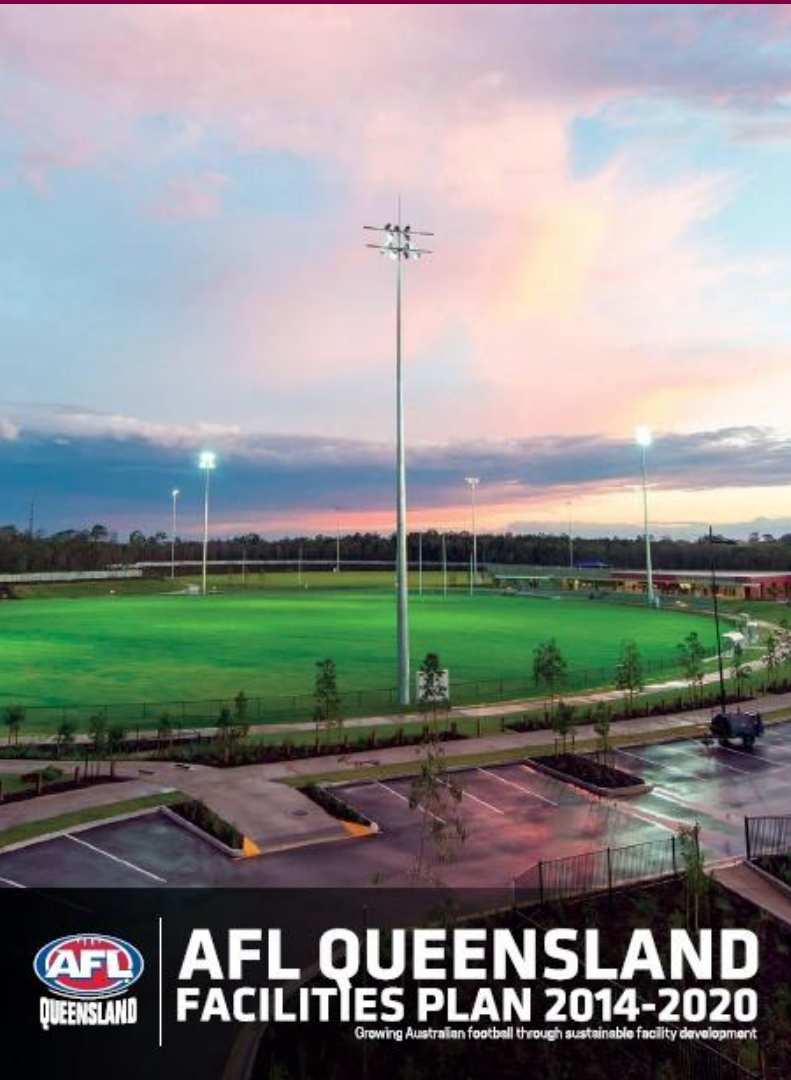
The Plan will act as a foundational document for AFL Queensland, encouraging all staff, volunteers, key stakeholders and partners to strive to deliver the best facilities for the AFL community.

The Plan is structured in two distinct sections:

1. State-wide data identifies the key trends and directions impacting football in Queensland, and delivers the strategic framework for future facility development
2. Regional Summaries provide analysis of participation and facility data, and establish the strategic priorities for each region

AFL QUEENSLAND FACILITIES PLAN 2014-2020

The AFL Queensland Facilities Plan 2014-2020 provided strategic direction to ensure that AFL clubs and leagues in Queensland have the infrastructure required to continue to grow participation and expand AFL engagement across the state.



The Plan focused on the rapidly changing community football landscape, with four facility planning priorities considered vital to the success of football in Queensland.

Facility Planning and Securing Ovals

Ensuring access to facilities that support existing participation and planning for new facilities in areas of population and participation growth is vital for AFL Queensland.

The Plan outlined the need for additional facilities in growing LGAs to cater for participation and population growth forecasts.

Facility Management

With many clubs holding long-term leases over their facilities, it is vital for clubs and volunteers to have the knowledge and skills required to support facility development and maintenance.

AFL Queensland engages with club volunteers to ensure appropriate facility maintenance regimes are in place so clubs are best placed to meet their long-term lease requirements.

Providing Targeted Support for Facility Improvements

AFL Queensland has provided targeted assistance for facility development projects since the delivery of the Plan, including assistance with grant applications, advice on preferred suppliers and contractors, turf management expertise, facility design assistance to ensure projects meet standards and regulations, and advice on environmentally sustainable facility design.

Driving Capital Investment in Facilities

The Plan targeted AFL Queensland investment of \$5 million into facility improvements.

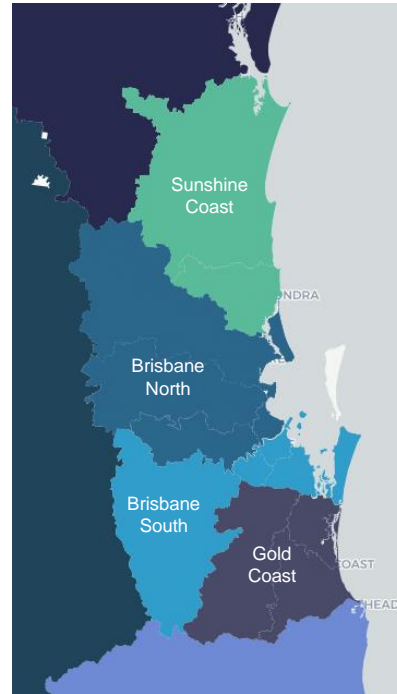
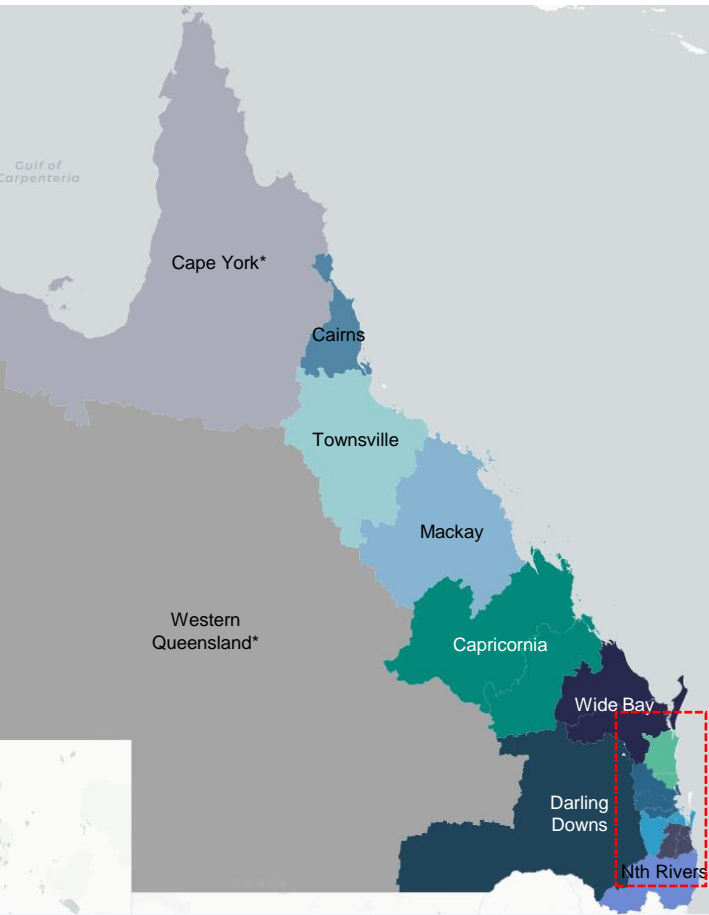
Since 2014, seed funding from the Australian Football Facilities Fund (AFFF) has assisted with the delivery of 94 projects worth approximately \$45 million across Queensland.

The AFL Queensland Facilities Plan 2020-2025 will build on the legacy of this Plan and capitalise on the strong partnerships it has fostered.

OUR REGIONS

AFL Queensland Development Regions align to key participation and population centres across the state.

The facility development implications for South-East Queensland and Regional Queensland vary significantly due to changing demographics and growing communities. This Plan provides a summary for each region, outlining the participation and population trends, facility provision, development opportunities and strategic priorities.



REGION		LGAS
South East Queensland	Brisbane North	Brisbane, Moreton Bay, Somerset
	Brisbane South	Brisbane, Ipswich, Redland, Logan
	Gold Coast	Gold Coast, Logan, Scenic Rim
	Sunshine Coast	Sunshine Coast, Noosa, Gympie
Regional Queensland	Darling Downs	Toowoomba, Goondiwindi, Lockyer Valley, South Burnett, Southern Downs, Western Downs
	Wide Bay	Bundaberg Regional, Fraser Coast, North Burnett
	Capricornia	Rockhampton, Gladstone, Livingstone, Central Highlands
	Mackay	Mackay, Isaac, Whitsunday
	Townsville	Townsville City, Charters Towers, Hinchinbrook, Burdekin
	Cairns	Cairns Regional, Cassowary Coast, Douglas, Cape York
	Western QLD	Mount Isa*
	Cape York	Cairns*
	Northern Rivers	Byron, Ballina, Lismore, Richmond Valley, Tweed

*Single venue in region



THE STATE OF PLAY

PARTICIPATION TRENDS

AFL participation in Queensland is continuing to experience strong growth, with participation across all segments increasing between 2014 and 2019.

TOTAL PARTICIPATION

Total participation has grown by 54% since 2014, with female participation experiencing growth of 331% over the last five seasons. Female participants now account for 42% of total participation (2019 season). This level of growth is the result of targeted investment by AFL Queensland to grow the game across the state.

Total participation consists of club, Auskick and school competitions and programs. Of these participation categories, engagement in school competitions and programs comprises the majority of participant numbers, with 77% of total participation occurring within schools in 2019 (212,823).

School competitions and programs provide an introduction to AFL for many students and drives conversion into club participation.

Outside of school competitions and programs, participation in 2019 consisted of club competitions accounting for 11.5% (31,841), Auskick 10.5% (29,331) and AFL 9s 1% (3,708) of total participation.

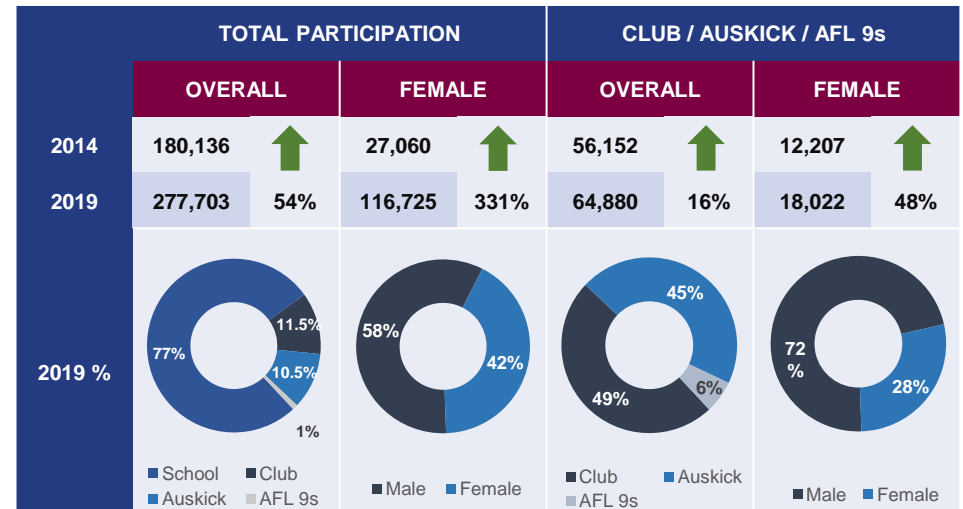


CLUB / AUSKICK PARTICIPATION

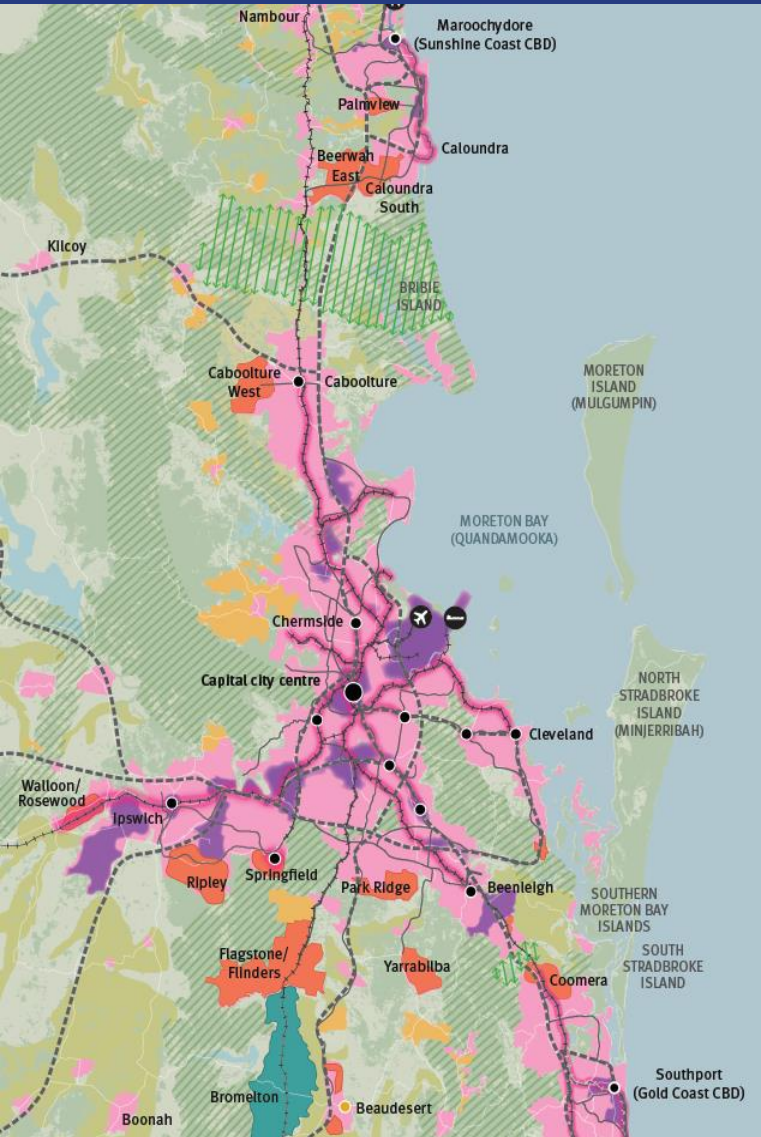
For the purpose of this Plan, the planning focus relates to facilities for club competition, Auskick and AFL 9s participation categories, as these formats generally require the use of public sporting infrastructure.

In these participation formats, there has been strong growth across the board, with participation increasing by 16% between 2014-2019. This growth trend has been reflected in male/female and junior/senior cohorts, with male participation up by 6.6%, female participation up by 48%, junior participation (5-19 year old's) up by 5.9% and senior participation (20-39 year old's) up by 52%.

While South East Queensland has experienced significant growth across all participation segments, Regional Queensland has experienced lower levels of growth in traditional participation segments (male 3.1%, junior 1.1%) and high growth in emerging participation segments (female 44.4%, senior 59.6%).



QUEENSLAND'S GROWING POPULATION



	QUEENSLAND			SE QUEENSLAND		
	TOTAL	5-19 Y/O	20-39 Y/O	TOTAL	5-19 Y/O	20-39 Y/O
2021	5.25M	1.02M	1.41M	3.59M	688K	993K
2031	6.24M	1.18M	1.61M	4.35M	813K	1.16M
GROWTH	19%	16%	14%	21%	18%	17%

QUEENSLAND: A STATE OF GROWTH

Queensland has experienced significant population growth in recent years, with residential development corridors expected to continue to drive population growth for the next 10 years and beyond.

Growth corridors in South-East Queensland account for the majority of anticipated population growth, with new communities emerging on the residential fringes of Brisbane, Gold Coast and Sunshine Coast.

Major expansion areas in the Gold Coast, Logan, Ipswich, Moreton Bay and Sunshine Coast municipalities (indicated in red on the adjacent map) make up the majority of new residential growth within South-East Queensland.

Population forecasts for Queensland estimate a 19% increase in population over the next decade, with the key AFL participation age cohorts of 5-19 year old's (junior) and 20-39 year old's (senior) growing by 16% and 14% respectively. Forecast growth is even greater for South-East Queensland, with 21% overall growth, and 5-19 year old's (18%) and 20-39 year old's (17%) growing significantly.

WHAT DOES THIS MEAN FOR AFL FACILITIES?

Population growth provides an expanding market to engage with football as participants, officials, volunteers and fans.

Population growth presents both infrastructure opportunities and challenges. New communities require infrastructure that supports healthy lifestyles and reflects the demand for the various sports and activities available to these communities.

Multi-sport facilities have become the preferred model for local and state government investment as they drive increased usage and health benefits for the community.

Communities that are increasing in population density experience different challenges, with the amount of open space available for new facilities being limited. Unlocking capacity in the existing facility network through the shared use of facilities and partnerships with schools and education institutions is becoming increasingly important.

Queensland's growing population provides an opportunity for AFL to expand it's reach, but the planning and delivery of facilities to harness this growth will be vital.

Source: Shaping SEQ: SEQ Regional Plan 2017

FACILITY HIERARCHY

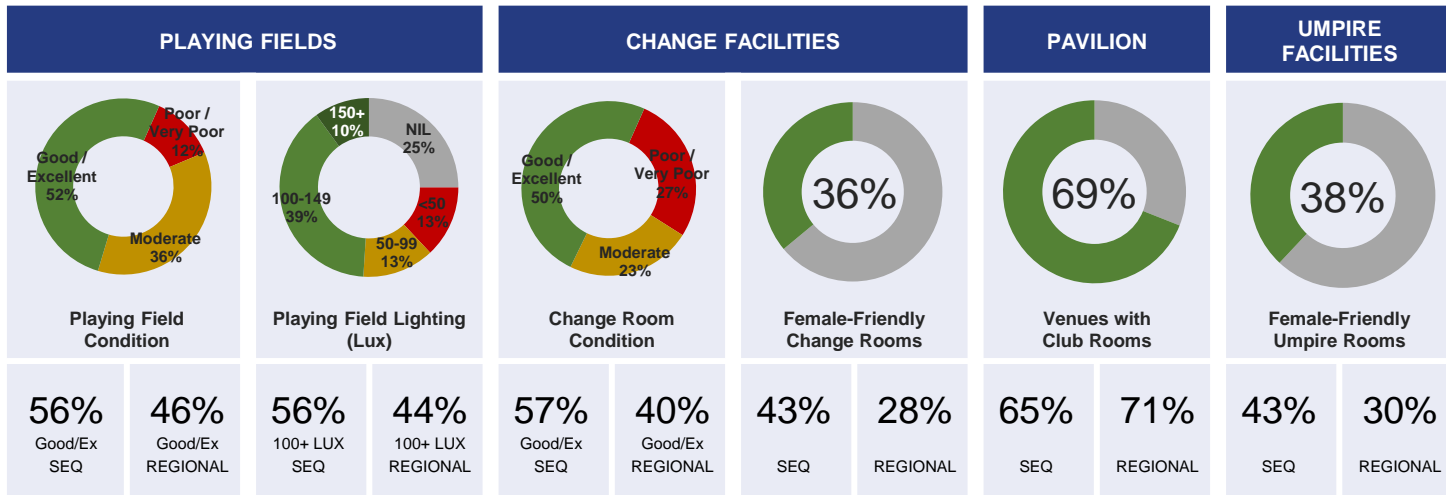
The AFL Facility Hierarchy classifies facilities into five levels based on the purpose and provision of facilities to service football activity. The Facility Hierarchy plays an important role in ensuring that the level of facility provision matches the level and type of use. For the purpose of this Plan, facilities are generally rated against the local facility classification.

HIERARCHY LEVEL	DESCRIPTION	EXAMPLES	NO. OF SITES
ELITE	Elite level facilities provide match day venues for regular AFL seasonal fixtures and other major events. These venues are generally major stadiums, with playing facilities suitable for AFL competition, as well as grandstand seating and amenities for spectators, lighting to support the televised broadcast of night matches and facilities to support commercial operations and media.	The Gabba, Metricon Stadium	2
STATE	State level facilities primarily service State leagues and elite underage competitions and are seen as second tier competition facilities. These facilities are also used for competition finals as they are maintained to a showcase level, offering a higher standard of amenities with perimeter fencing and the capacity to cater for larger crowds.	Maroochydore Multisports Complex, Fankhauser Reserve	14
REGIONAL	Regional level facilities service a collection of suburbs, townships or geographic areas within a municipality (or across municipal borders) and often cater for more than one code or activity. These facilities ideally have perimeter fencing to restrict vehicle and pedestrian access, amenities with capacity to host finals and representative games and have oval surface quality maintained to a high standard.	Moreton Bay Regional Sports Park, Riverway, Sir Bruce Small Park	13
LOCAL	Local facilities are designed to cater for local level competition within individual suburbs, townships, or municipalities and are usually also the 'home' of a seasonal club. Facilities and playing surfaces are provided to home and away competition standard only. However, local leagues should aspire to get local facilities used for finals to regional level standards.	Limestone Park, CJ Greenfield Sports Complex	101
REMOTE	Like local level facilities, remote grounds cater for local level competition held in remote communities. Provision at these grounds is generally a dirt playing field with no or limited player, official or spectator amenities. At times, investment has been made at these venues to provide lighting to a level that supports night competition structures. Provision of night competition lighting addresses player welfare concerns in warmer climates.	-	0
JUNIOR / SCHOOL	Junior/School facilities are used for the introductory forms of Australian Football such as Auskick, junior or school competitions and act as overflow training venues. Generally facility provision expectations are limited to oval size and condition and access outcomes are generally driven by negotiations with individual schools.	Somerset College, Belmont State School, Fernvale Sports Park	23

THE STATE OF FACILITIES

While Australian football is established in the sporting landscape across Queensland, its reach continues to expand into both new and existing communities. Existing facilities are under pressure to cater for current and future demand, with high participant-to-oval ratios creating facility capacity challenges in many locations. Access to AFL facilities must continue to grow to allow for ongoing sustainable participation growth.

151 NO. OF SITES		189 NO. OF PLAYING FIELDS		126 NO. OF CHANGE FACILITIES		277 NO. OF CHANGE ROOMS		108 NO. OF PAVILIONS		109 NO. OF UMPIRE FACILITIES	
79 SEQ	72 REGIONAL	109 SEQ	80 REGIONAL	66 SEQ	60 REGIONAL	153 SEQ	124 REGIONAL	58 SEQ	50 REGIONAL	62 SEQ	47 REGIONAL



FACILITY INVENTORY HIGHLIGHTS

58% of the playing fields used for community football are located in South-East Queensland.

The condition of facilities are generally better in South-East Queensland than in regional areas, with a higher proportion of playing fields (56% SEQ / 46% Regional) and change facilities (57% SEQ / 40% Regional) being in good or excellent condition.

Facilities in regional areas are falling behind in relation to providing facilities for women and girls, with only 28% deemed female-friendly.

Only 6% of change rooms in the Townsville region were deemed female-friendly. Wide Bay was the next lowest with 19%, followed by Gold Coast with 24%. The Brisbane North region was the highest with 58%.

The Brisbane South region has the highest provision ratio, with 432 participants per oval. The Mackay region has the lowest, with 167 participants per oval.

PLAYING FIELD PROVISION RATIOS	OVAL : POPULATION		OVAL : PARTICIPANT	
	1:27,000 QLD	1:34,000 SEQ	1:343 QLD	1:405 SEQ
	1:18,000 REGIONAL		1:259 REGIONAL	

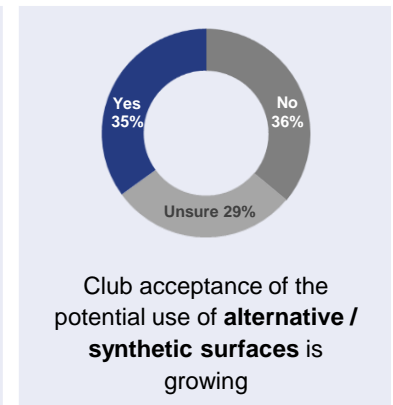
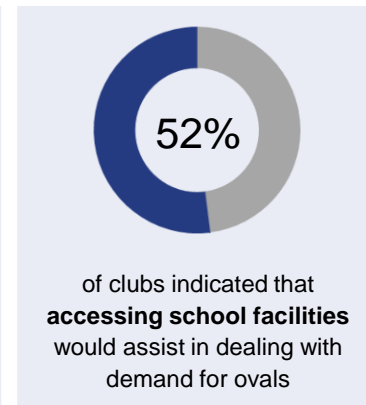
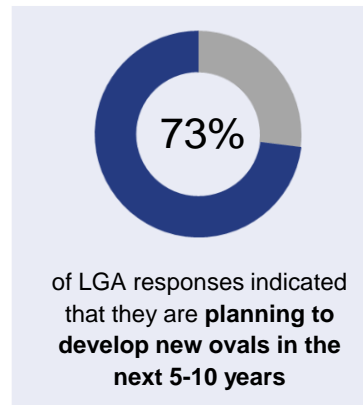
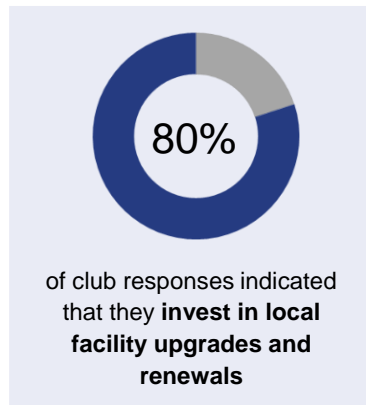
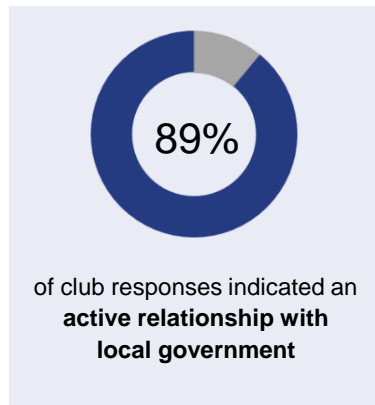
STAKEHOLDER SURVEYS

AFL Queensland surveyed stakeholders in late 2019 to understand local facility issues. 172 club surveys, 18 league/region surveys and 34 local government survey responses were received, providing valuable insights into the football infrastructure issues facing local administrators across the state. Survey responses are referred to throughout each of the region summaries and provide valuable context to the results of facility audits.

The top 3 barriers to investment identified by LGAs are:	The top 3 methods of prioritising projects for local government is:	The top 3 issues that clubs want support from AFL Queensland on are:
1 Limited external funding	1 Strategic / capital planning	1 Funding support & advice
2 Limited LGA funding	2 External funding opportunities	2 Liaising with local government
3 Balancing the interests of sports	3 Participation outcomes	3 Club development

Facility Issues Identified by Clubs and LGAs

	CLUB SURVEY			LGA SURVEY		
	QLD	SEQ	REGIONAL	QLD	SEQ	REGIONAL
Responses	172	131	41	34	14	20
No 1 issue	Player change rooms	Player change rooms	Player change rooms	Player change rooms	Player change rooms	Player change rooms
No 2 issue	Playing lights	Not enough ovals (pre)	Playing lights	Oval surface issues	Playing lights	Oval surface issues
No 3 issue	Oval surface issues	Oval surface issues	Oval surface issues	Playing lights	Training lights	Playing lights



ENGAGING QUEENSLAND'S AFL FANS

The Brisbane Lions and Gold Coast Suns play a vital role in engaging Queenslanders as fans of Australian football and growing the exposure of the game to communities across the state. Queensland's two AFL clubs engage fans in a range of ways via at-match experiences, community programs, live broadcasts, media and digital platforms.



28,521

MEMBERS

339,665

MATCH ATTENDANCE

↑ 48%

YOY ATTENDANCE GROWTH
SINCE 2017

10,156,063

2019 BROADCAST
AUDIENCE

↑ 35%

BROADCAST AUDIENCE
GROWTH SINCE 2018

322,500

SOCIAL MEDIA FOLLOWERS

 **↑ 31%**

#1 INSTAGRAM GROWTH
IN AFL IN 2019



15,300

MEMBERS

↑ 10%

YOY MEMBERSHIP GROWTH
(ALL-TIME RECORD)

57,000

ENGAGED FANS

300,000

AVG BROADCAST
AUDIENCE PER GAME

↑ 50%

YOY AVG BROADCAST
AUDIENCE GROWTH

237,170

SOCIAL MEDIA FOLLOWERS

 **↑ 10%**

YOY INSTAGRAM GROWTH

AN INVESTMENT IN ACTIVE COMMUNITIES

Participation in football increases the health of communities across Queensland. While improvements in physical health associated with active participation are well established, the increased social connection, mental health and well-being outcomes associated with AFL participation are becoming more important than ever before.

Research into the value of community football conducted by Latrobe University indicated that every dollar invested into a community football club returns \$4.40 in social value.

Quantifying social value provides a tangible measure for the benefits provided by community football, but the impact that football clubs are having on their local communities is far reaching.

Examples of community benefits identified in the Value of a Community Football Club study include:

- Football clubs being three times more useful for developing social networks than work, education and other community group networks
- Individuals associated with a football club having a greater level of self-reported well-being at every age group
- For every player, football clubs reach 10 people in their community, generating increased social connectedness and civic pride

Football clubs are playing an increasingly important role in connecting communities as electronic forms of communication and entertainment are increasing isolation and social disconnection.

Football clubs encourage social inclusion through participation and volunteering, and build resilient communities with strong social networks.

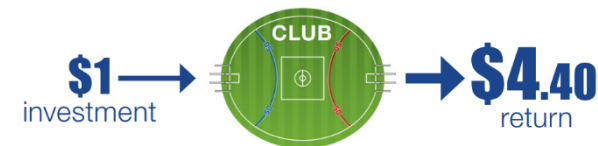
Community football clubs have also become a setting for social change, embracing participants of all genders, cultures and abilities.

The success of broadening engagement in football is evidenced in the numbers – 331% growth in total female participation and 48% growth in female participants in club competitions and programs has now made female participation in Australian football mainstream.

Football clubs have become places to promote active lifestyle and foster relationships, with the outcome being healthier, happier and more connected communities.



For every \$1 spent on a community football club, there is at least \$4.40 return in social value.





FACILITY DEVELOPMENT

AFL FACILITY DEVELOPMENT RESOURCES

The AFL leads the community sport industry in providing resources to support community facility development. The AFL Preferred Facility Guidelines and the Australian Football Facilities Fund support clubs, schools and government partners to design and deliver facilities that contribute to the health of the game.



AFL Preferred Facility Guidelines

The AFL Preferred Facility Guidelines outline the infrastructure required at state, regional, local, school and remote facility levels.

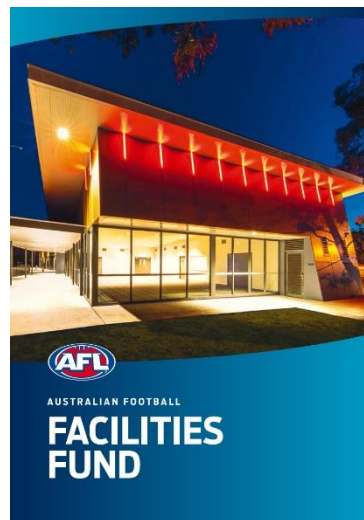
Guidance on playing fields, lighting, pavilions, change facilities and supporting infrastructure is included in the Guidelines, providing a holistic guide for the design and development of football facilities.

As the AFL participation landscape continues to change, the Guidelines are updated to encourage the adoption of new innovations in facility design.

The Guidelines establish the community expectation of facility provision, including facility dimensions, standard facility components and performance requirements.

Guidance on facility layout and functionality, and advice on inclusive design is also provided to ensure that football facilities cater for the entire community and deliver value for funding partners.

The AFL Preferred Facility Guidelines establish the facility benchmarks at each level of the hierarchy.



Australian Football Facilities Fund

The Australian Football Facilities Fund (AFFF) assists clubs and leagues to secure financial support from project partners towards the development of welcoming, accessible, fit-for-purpose football facilities that support our growing game's strategic priorities.

The objectives of the AFFF are:

- Maximise the carrying capacity of existing venues and the quality/functionality of their supporting infrastructure
- Develop new and increased carrying capacity through the construction of new ovals, especially in growing communities
- Provide inclusive and accessible facilities that cater for the diversity of participants, particularly female participants, who wish to participate in our game
- Develop venues to support the game's complete talent pathway, umpiring, landmark heritage sites and people working and volunteering within the game
- Enable planning and project partnerships to form with a range of government and non-government bodies to improve the quantity, quality and welcoming venue network for Australian Football

FUNDING FRAMEWORK

Community facility development projects are delivered through partnerships consisting of a range of stakeholders and funding contributors.

The funding framework outlines the primary sources of funding for local facility projects.

All levels of government provide facility development funding opportunities. Federal and State Governments provide funding via targeted grant programs that aim to increase participation and access to sport and recreation activities.

Local Government are the primary asset owner and manager for the majority of community sporting facilities and provide a range of funding opportunities through grants, capital works programs and operating subsidies.

AFL Queensland supports strategically important community facility projects via the Australian Football Facilities Fund. AFL Queensland has invested heavily into facility projects and has successfully attracted significant partner funding for local facilities.

Contributions from a range of local sources are vital to progressing facility projects, often acting as seed funding that attracts additional investment from funding partners.

Partnerships between sport, community and government stakeholders will continue to be vital in delivering the facilities needed to continue increasing AFL participation.

Federal Government

State Government

Local Government

AFL Queensland

Local Contributions

Funding opportunities are available via local grants, sponsorship, foundations, donations, fundraising activities and club contributions

The **Australian Football Facilities Fund** supports the development of welcoming, accessible, fit-for-purpose football facilities that support AFL Queensland's strategic priorities

Local Government Authorities fund community sport infrastructure development through **grant programs** and **council-managed capital works**

The Queensland Government's **Activate** program will provide \$40 million for community facility development between 2019 and 2022

Activate!
Queensland
2019-2022

Sport Australia's **Move It AUS Community Sport Infrastructure** program funds community sport infrastructure projects that support greater community participation in sport and physical activity

SPORT
2030

PARTICIPATION
PERFORMANCE
INTEGRITY
INDUSTRY

FACILITY DEVELOPMENT TRENDS

The AFL Queensland Facilities Plan 2014-2020 identified environmental sustainability, changes in society, new participation formats, improvements in technology and a greater focus on preventative health as key changes in the community football landscape. Developments in facility design and construction are embracing change and providing opportunities to engage a broader cross-section of the community.



Inclusive Change Facilities

Change facility design has improved to provide spaces that support all participants and officials. The AFL Preferred Facility Guidelines provide guidance on inclusive design for community facilities, including the provision of private spaces to shower and change, replacing urinals with toilet cubicles and improvements to safety and security.

While the growth in female participation has accelerated the need to rethink change facility design, the provision of inclusive change facilities benefits all users.



Modular Building Construction

Growing participation is putting pressure on existing facilities and increasing the need to find new venues. The emergence of modular building construction provides an opportunity to deliver new change and pavilion facilities in a timely and cost effective manner, while still meeting AFL and government design standards.

Modular construction provides opportunities to expand existing building footprints to cater for growth, as well as increasing options for new venues to be established efficiently.



Synthetic and Hybrid Playing Surfaces

Synthetic and hybrid playing surfaces have become a viable option to increase facility capacity, particularly in areas of high facility use and limited green space availability. Established metropolitan centres are generally good candidates for the use of synthetic surfaces, as they can cater for up to three times the use of natural turf.

AFL and Cricket Australia have an established synthetic surfaces program that outlines the technical requirements for synthetic playing fields.



Environmental Sustainability

Improvements in facility design are allowing more efficient use of resources and decreasing environmental impacts. Water re-use systems, drought tolerant turf, LED sportslighting and solar panels are now becoming standard components within community football facilities.

Ongoing improvements to the environmentally sustainable design of AFL facilities will be vital in managing the ongoing impacts that climate change will have on community football.

AFL QUEENSLAND SPORTS TURF UNIT

AFL Queensland's Sports Turf Unit was established in 2005 to improve playing surfaces at AFL clubs across South-East Queensland. Since its establishment, operations have expanded from servicing one Brisbane-based club to a team of five dedicated turf specialists (four FTE and one apprentice) now servicing over 20 locations across South-East Queensland.

The Sports Turf Unit provides a range of specialised turf management services:

- Playing field maintenance, including mowing, weeding and routine maintenance
- Project management of field renovations and irrigation design and installation
- Seasonal works including line marking and goal post installation

The Sports Turf Unit provides industry expertise and dedicated resources that remove pressure on volunteers to maintain their fields and increase the overall quality and carrying capacity of facilities.

Since 2005, the Sports Turf Unit has built a strong reputation in the turf industry, with Councils and State Government seeking their guidance and assistance in scoping turf projects, delivering renovations and managing turf-related works.

AFL Queensland's proactive approach to managing turf is an investment into community football facilities that leads to higher facility use, increased sustainability of local football clubs and ultimately supports ongoing growth in community football participation.





STRATEGIC FRAMEWORK



STRATEGIC DIRECTIONS

The strategic directions in this document establish the drivers for football facility development in Queensland over the next five years. The directions under each of these strategic themes provides the basis for the Strategic Framework on page 22.

STRATEGIC THEME	Queensland's population is growing and the provision of facilities for new communities is required	Increased facility capacity is required to cater for existing participants and future growth	AFL facilities need to be flexible and provide an environment to support all participants	Increasing the sustainability of facilities is vital for the future of community football	The progression from Auskick to AFL must be supported by appropriate infrastructure
	Queensland's population will grow by 19% by 2031, with South-East Queensland to grow by 21%	Existing facilities are under pressure, with 343 participants per playing field (405 in SE QLD)	48% growth in club-based female participation has created the need for more flexible on-field and off-field facilities	Financial sustainability and access to funding opportunities are identified by clubs, leagues and LGAs as being vital to improving facilities (via survey responses)	Integration between community, talent and elite venues to develop tomorrow's AFL and AFLW stars
	Population in South-East Queensland to grow by more than 760,000 people to 4.35 million by 2031	Participation continues to grow in both new and established communities, with total participation growing by 54% and club-based participation growing by 16% over the last 5 years	Shared use of facilities is challenging the traditional design of community football infrastructure	The ability to minimise the use of resources and impact on the environment can be achieved through environmentally sustainable design	Regional pathway venues play an important role in connecting the football community locally and across the state
	New communities are being built throughout growth corridors in South-East Queensland, requiring the establishment of new facilities	Shortages of grounds (pre and in-season) have been identified by clubs as barriers to participation (via survey responses)	Community expectations relating to the quality, security and accessibility of community sports facilities is increasing over time	Club sustainability and community engagement are fundamental to the future of community football	Appropriate infrastructure is required for both AFL and AFLW talent development pathways

STRATEGIC FRAMEWORK

The Strategic Framework for AFL facilities in Queensland provides the foundation for the next five years of facility development. It identifies five pillars to guide decision-making on investment into projects and engagement with partners. All strategic priorities within this Plan align with one or more pillar within the Strategic Framework.

STRATEGIC INFRASTRUCTURE OBJECTIVES					
PILLARS	Planning for Growth	Growing Facility Capacity	Flexible and Inclusive Facilities	Sustainability	Pathways
GOALS	Ensure that growing communities are provided with high quality AFL facilities	Increase the capacity of existing facilities to grow participation	Provide environments that encourage everyone to participate in AFL	Develop environmentally, financially and socially sustainable facilities	Connecting local participants to talent pathways
PRIORITIES	<p>Planning for and delivering new facilities in growing communities</p> <p>Facility network planning in population growth areas</p> <p>Collaborate with all levels of government to align with planning priorities</p>	<p>Improve the carrying capacity of playing fields</p> <p>Light up AFL facilities</p> <p>Partnerships with schools and education institutions</p> <p>Shared use of facilities and co-location with compatible sports</p> <p>Synthetic / hybrid playing surfaces</p>	<p>Inclusive change facilities that cater for all participants</p> <p>Accessible buildings and supporting infrastructure</p> <p>Welcoming environments for participants, officials, volunteers and spectators</p> <p>Facilities that support participation in a range of settings</p>	<p>Environmentally sustainable facilities</p> <p>Social and community infrastructure</p> <p>Facilities that support volunteers and officials</p> <p>Multi-user groups and tenancy arrangements</p>	<p>Infrastructure that supports talent identification and development</p> <p>Event-ready facilities</p>




REGION SUMMARIES



OVERVIEW

BRISBANE NORTH

The Brisbane North Region is one of the primary growth areas for AFL participation, with established clubs and competitions, strong participation and population growth, and high levels of engagement in AFL programs. Brisbane North is the highest AFL participation region in the state, with 120% growth in total participation since 2014. While there are new connections emerging in the north of the region, growing capacity through the existing facility network will be vital to ensure that ongoing participation growth is supported.



POPULATION FORECAST

2014	1,076,000
2017	1,241,000
2021-25 GROWTH	15.1%

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The Region Summaries section provides the regional context, data analysis and strategic priorities for each AFL Queensland Development Region.

Each Region Summary consists of three sections:

1. Region Overview

The region overview includes a description of the region, population growth and a region context map. This section provides high-level context of the region to set the scene for the data analysis and strategic priorities outlined in the subsequent sections of the Region Summary.

BRISBANE NORTH

PARTICIPATION

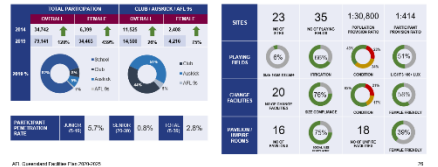
Total participation in the Brisbane North region has shown strong growth since 2014, up from 120% to 120%. Female participation has shown consistent growth during the period increasing by 100%.

Club AFL participation of 1,880 in the largest of any year, with 25% growth since 2014. This was made possible through the strong growth in 2019, with 20% increase in participation over the period. This was supported by strong growth in 2018, with 15% increase in participation over the period. This was supported by strong growth in 2017, with 10% increase in participation over the period. This was supported by strong growth in 2016, with 5% increase in participation over the period. This was supported by strong growth in 2015, with 5% increase in participation over the period.

FACILITY PROVISION

AFL Queensland participation and strategic priorities in the Brisbane North region to ensure the quality and capacity of the facility network to support ongoing growth.

While the Brisbane North region currently has a surplus of facilities, the region is expected to experience a significant increase in demand for facilities in the future. This is due to the region's strong population growth and the need for new facilities to support the growing participation. The region is expected to experience a significant increase in demand for facilities in the future. This is due to the region's strong population growth and the need for new facilities to support the growing participation.



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2. Participation and Facility Data Analysis

This section examines the participation trends over the five-year period between 2014 and 2019, as well as the analysis of facility provision and condition data captured during the 2019 AFL facility audit.

The participation analysis includes total participation (including school programs), as well club participation which consists of club competition, AFL 9s and Auskick programs.

The facility audit data analysis includes key facility component provision, provision ratios, condition and compliance against key facility component standards.

BRISBANE NORTH

KEY PROJECT: CAROLURU WEST

Plans with Brisbane City Council and project development to secure the delivery of a new AFL facility in the Brisbane North region.

FACILITY DEVELOPMENT OPPORTUNITIES

Targeted investment in club and competition facilities in the Brisbane North region to support ongoing participation and strategic priorities.

STRATEGIC PRIORITIES

Investment in club and competition facilities in the Brisbane North region to support ongoing participation and strategic priorities.

PROVISION RATIO

2,800 - 3,100	20%	9 Ovals
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3. Facility Development Opportunities and Priorities

This section outlines facility development opportunities based on data analysis and examination of trends in each region. This section also outlines the strategic priorities for each region and priority projects that contribute to achieving the strategic priorities.

The strategic priorities for each region align to the strategic framework outlined on page 22.

The priority projects identified for each region represent the priorities at the time of publication and may change over time. AFL Queensland will review the Plan periodically and may update priority projects as facility needs emerge.



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