

2022-2030

QUEENSLAND RUGBY LEAGUE

# INFRASTRUCTURE STRATEGY



# QUEENSLAND RUGBY LEAGUE RESPECTS AND HONOURS **THE TRADITIONAL CUSTODIANS OF THE LAND** AND PAY OUR RESPECTS TO THEIR ELDERS PAST, PRESENT AND FUTURE.

We acknowledge the stories, traditions and living cultures of Aboriginal and Torres Strait Islander peoples on the lands we meet, gather and play on.



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## › MESSAGE FROM THE CEO

# I AM EXCITED TO PRESENT THE QUEENSLAND RUGBY LEAGUE'S INFRASTRUCTURE STRATEGY 2022-2030 ("QRLIS")

Rugby league in Queensland continues to experience positive growth across many participation sectors, particularly women's and girl's rugby league, which has doubled to almost 8,000 registered female participants over the last 4 years.

From the very beginnings of this project, the project working group identified the need to develop a strategy which aligns investment with participant and stakeholder requirements, as well as the QRL's vision for the future. It is crucial the QRL and its partners invest in the infrastructure to support growth like this, which is at the very essence of why this strategy is pivotal for the game moving forward.

The release of the QRLIS reinforces the QRL's commitment to both people and places as we strive to grow the game across the state and provide the best experience, service, and support to our communities. This Strategy will provide stakeholders across the State the confidence to increase and allocate their investments in rugby league infrastructure, ensuring clubs and leagues can provide the best possible opportunities for more people of all ages, genders, cultural backgrounds, and abilities to participate in the game they love.

The release of the QRLIS is the culmination of a significant project and follows consultation with key stakeholders across Queensland communities to assist the QRL in identifying key long-term infrastructure objectives and to create a clear blueprint for future rugby league facilities across our State.

Queensland Rugby League could not have delivered the QRLIS without the support and contributions of these stakeholders, including local community clubs and leagues, local councils, and representatives of the Queensland government.

The QRL would also like to acknowledge and thank The Gemba Group, one of Australia's leading sport and entertainment consultancies, for their support and hard work in understanding the current community infrastructure landscape and defining the QRLIS.

The entire QRL team, from the Board of Directors to community rugby league staff across the state, look forward to implementing the QRLIS, and are excited about the outcomes it will deliver for all Queenslanders over the next decade.

**Rohan Sawyer**  
Chief Executive Officer



# EXECUTIVE SUMMARY



# KEY ASPECTS OF THE STRATEGY ARE OUTLINED BELOW:

## 1 SIGNIFICANT STAKEHOLDER CONSULTATION UNDERTAKEN TO INFORM THIS STRATEGY, SUPPORTED BY DATA ANALYSIS

- Consultation with representative of all QRL regions including local Councils
- Widespread support for a state-wide QRL Rugby League Community Infrastructure Strategy
- Internal QRL Consultation
- Participation and infrastructure data analysed
- Consultation with Queensland Government including Department of Tourism, Innovation and Sport.

## 2 CHANGING COMMUNITY, CULTURAL AND ENVIRONMENTAL FACTORS ARE IMPACTING RUGBY LEAGUE INFRASTRUCTURE DEMANDS

- Increasing demand for night time participation
- Increasing female, CALD and all-abilities participation
- Increasing competition for public green space
- Increasing incidence of environmental disasters
- Increasing competition for leisure time amongst participants
- Council desire to see sports facilities utilised year-round and shared by multiple sports
- Increasing sophistication and competition from other sports for limited available funding
- Government desire to see public spaces (e.g. schools) utilised on a more regular basis

## 3 FIVE BROAD STRATEGIC DIRECTIONS FOR THE FUTURE OF RUGBY LEAGUE INFRASTRUCTURE IN QUEENSLAND HAVE BEEN DEFINED

- Infrastructure across all levels and tiers needs to be sustainable and fit for purpose in an increasingly dynamic environment
- Queensland's population is growing and the provision of Rugby League infrastructure needs to align
- Participation from non-traditional segments is a key source of growth and needs to be supported
- Credible talent pathways across all of Queensland are critical for the future pipeline of elite-level talent
- Community clubs need greater support to secure external infrastructure funding

## 4 A REFRESHED INFRASTRUCTURE STRATEGY HAS BEEN DEFINED WITH FIVE STRATEGIC PILLARS TO ADDRESS THE KEY STRATEGIC DIRECTIONS

- Sustainably Maintain Existing Capacity
- Create Additional Capacity
- Inclusive Facilities
- Credible Talent Pathways
- Funding and Investment Support

## 5 9 'FEATURE' COMMUNITY INFRASTRUCTURE PROJECTS AND 12 'PRIORITY' PROJECTS HAVE BEEN IDENTIFIED

- A total of 22 'Feature' and 'Priority Projects'
- Total project value of approx. \$26 million
- Projects spread across all three regions
- Projects targeting across a range of strategic pillars
- All of these to receive additional support from QRL

## 6 THE STRATEGY WILL BE REALISED ACROSS THREE HORIZONS OVER THE NEXT EIGHT YEARS: ESTABLISH/STRENGTHEN/MATURE

- A high-level implementation plan for Horizon 1 (Years 1-3) has been defined
- Internal QRL resources will need to be mobilised to support the delivery of the Strategy
- Stakeholder groups need to work together to realise the Strategy, all with different roles to play
- Community clubs will be the primary driver of the local infrastructure agenda
- All levels of Government have a significant role in working with the QRL and community clubs to deliver the Strategy



# INTRODUCTION



# WHAT IS THE QRL INFRASTRUCTURE STRATEGY?

The **QRL Infrastructure Strategy** sets out Queensland's **major Rugby League infrastructure priorities for collective support and investment** that will **sustain and grow the game in Queensland** and meet the ever-changing needs of Queensland's Rugby League community.

The Infrastructure Strategy establishes a **consistent framework to guide future infrastructure investment** to ensure the long-term interests of the game in Queensland are maintained and enhanced.

## KEY COMPONENTS OF THE QRL INFRASTRUCTURE STRATEGY

**INFRASTRUCTURE  
PRIORITIES AND  
FOCUS AREAS**

**INFRASTRUCTURE  
INVESTMENT  
FRAMEWORK**

**'FEATURE' AND  
PRIORITY PROJECTS  
FOR INVESTMENT**





# KEY INPUTS INTO THE INFRASTRUCTURE STRATEGY

The Strategy has been developed based on a range of inputs, including data-driven analysis and input from key stakeholder groups!



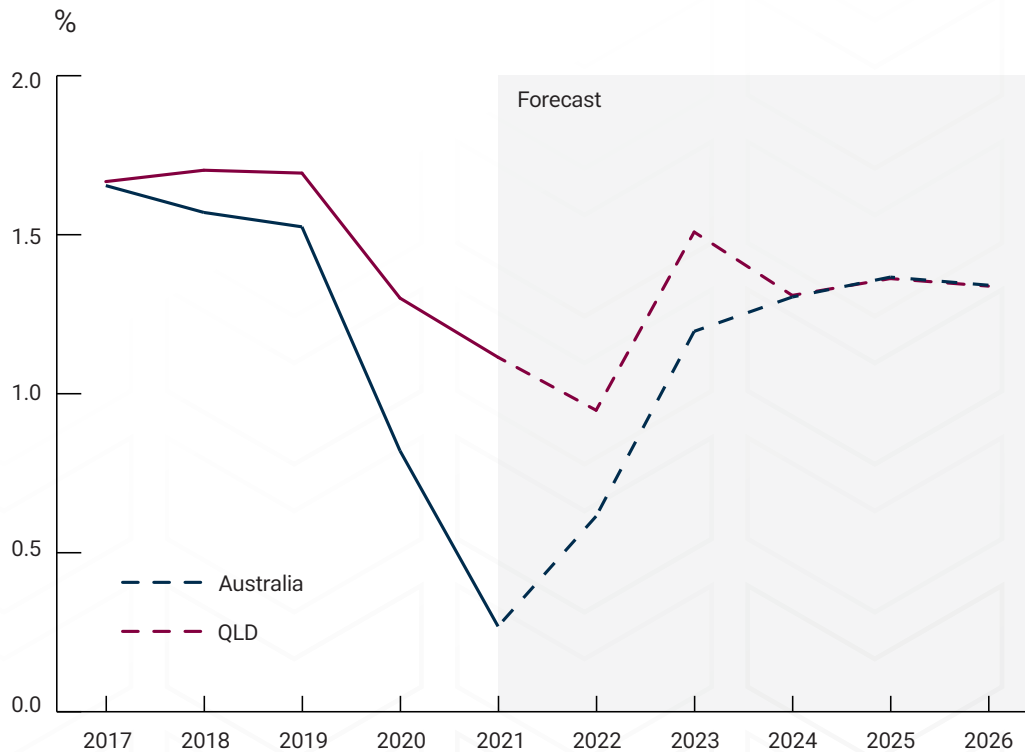
# THE STATE OF RUGBY LEAGUE IN QUEENSLAND



## QUEENSLAND'S POPULATION GROWTH IS OUTPACING AUSTRALIA'S NATIONAL POPULATION GROWTH, AND IS AUSTRALIA'S FASTEST GROWING STATE

### ANNUAL POPULATION GROWTH RATE

(2017-2026, AUSTRALIAN BUREAU OF STATISTICS)



### KEY INSIGHTS

- Queensland has experienced continued population growth, even during the COVID-19 pandemic – positive growth forecast to continue over the next five years
- It has continually outpaced the national growth rate since 2017 (1.5% p.a. vs 1.0% p.a.) and is expected to be above the national average until 2024
- In the 2020-21 period, a significant component of QLD's population growth was from interstate migration (~40,000 persons)
- **QLD's growing population is expected to drive increased demand and place more pressure on existing Rugby League infrastructure**



SOURCE: AUSTRALIAN BUREAU OF STATISTICS (SEPT. 2021) '3101.0 NATIONAL, STATE AND TERRITORY POPULATION – TABLE 4.0' (ACCESSED APRIL 2022); AUSTRALIAN GOVERNMENT: CENTRE FOR POPULATION PROJECTIONS – BUDGET 2022-23: STATE PROJECTIONS (ACCESSED APRIL 2022); GEMBA STRATEGY ANALYSIS (2022).

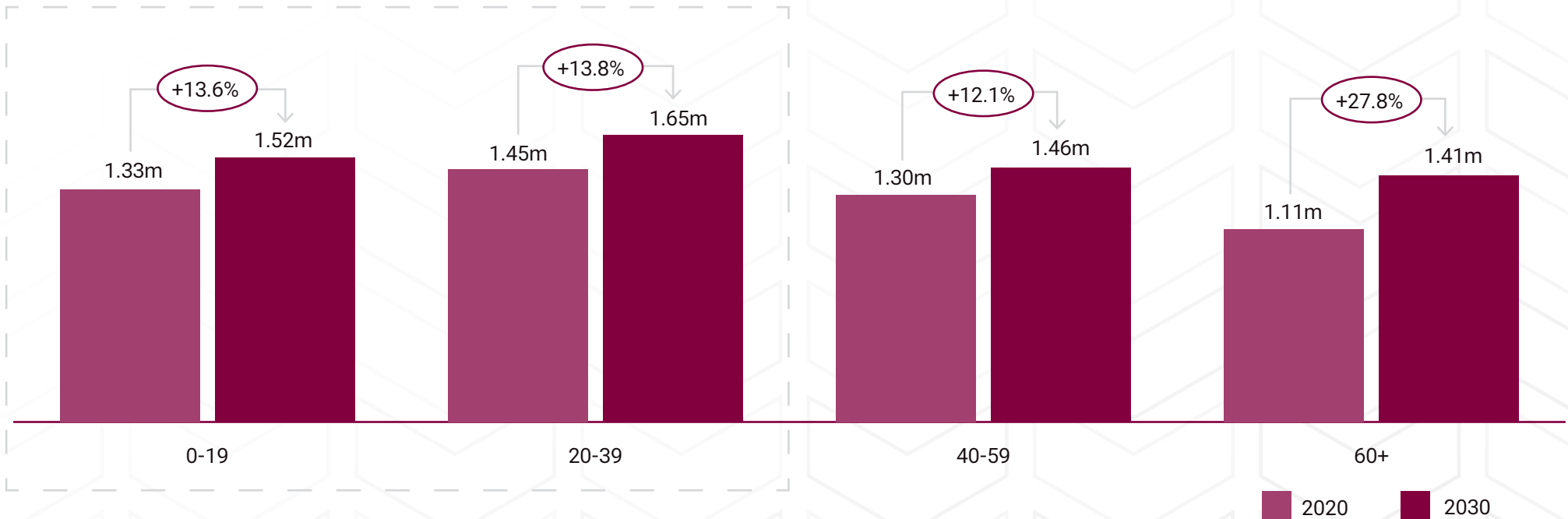
## KEY AGE GROUPS OF RUGBY LEAGUE PARTICIPANTS ARE FORECAST TO CONTINUE TO GROW OVER THE NEXT 10 YEARS

### QUEENSLAND POPULATION FORECASTS BY AGE GROUP

(2020-2030, AUSTRALIAN BUREAU OF STATISTICS)

#### KEY INSIGHTS

- The growing population within these age groups are expected to place increased demand and pressure on Rugby League infrastructure in Queensland



SOURCE: AUSTRALIAN BUREAU OF STATISTICS (SEPT. 2021) '3222.0 POPULATION PROJECTIONS, AUSTRALIA - TABLE B3' (ACCESSED APRIL 2022); GEMBA STRATEGY ANALYSIS (2022).

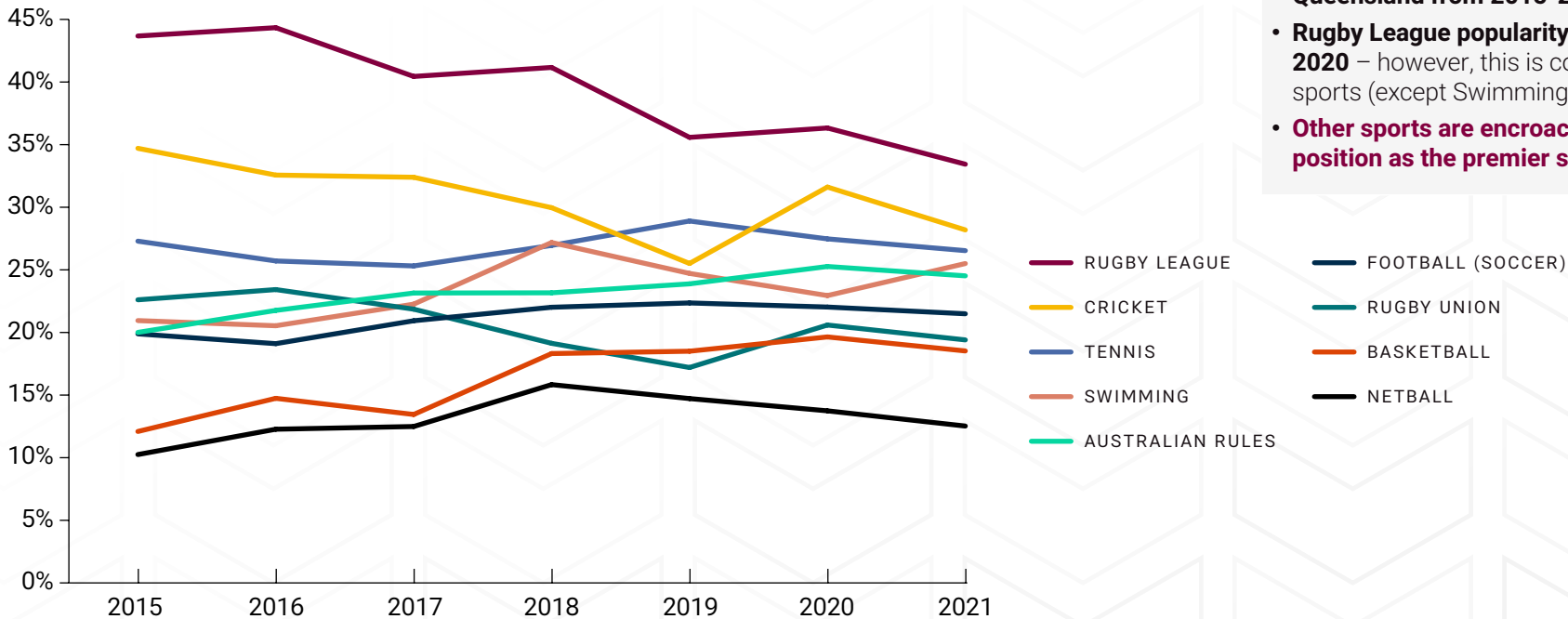
## › RUGBY LEAGUE IN QLD

# RUGBY LEAGUE CONTINUES TO BE THE MOST POPULAR SPORT IN QUEENSLAND, BUT IS FACING INCREASING COMPETITION FROM OTHER SPORTS

### QUEENSLAND SPORTS PASSION

(% OF QUEENSLAND POPULATION WHO ARE 'FANATICS', 2015-2021, GEMBA INSIGHTS PROGRAM)

% OF QUEENSLAND POPULATION



### KEY INSIGHTS

- Rugby League has been the **most popular sport in Queensland from 2015-2021**
- **Rugby League popularity has declined since 2020** – however, this is consistent across all sports (except Swimming)
- **Other sports are encroaching on Rugby League's position as the premier sport in Queensland**



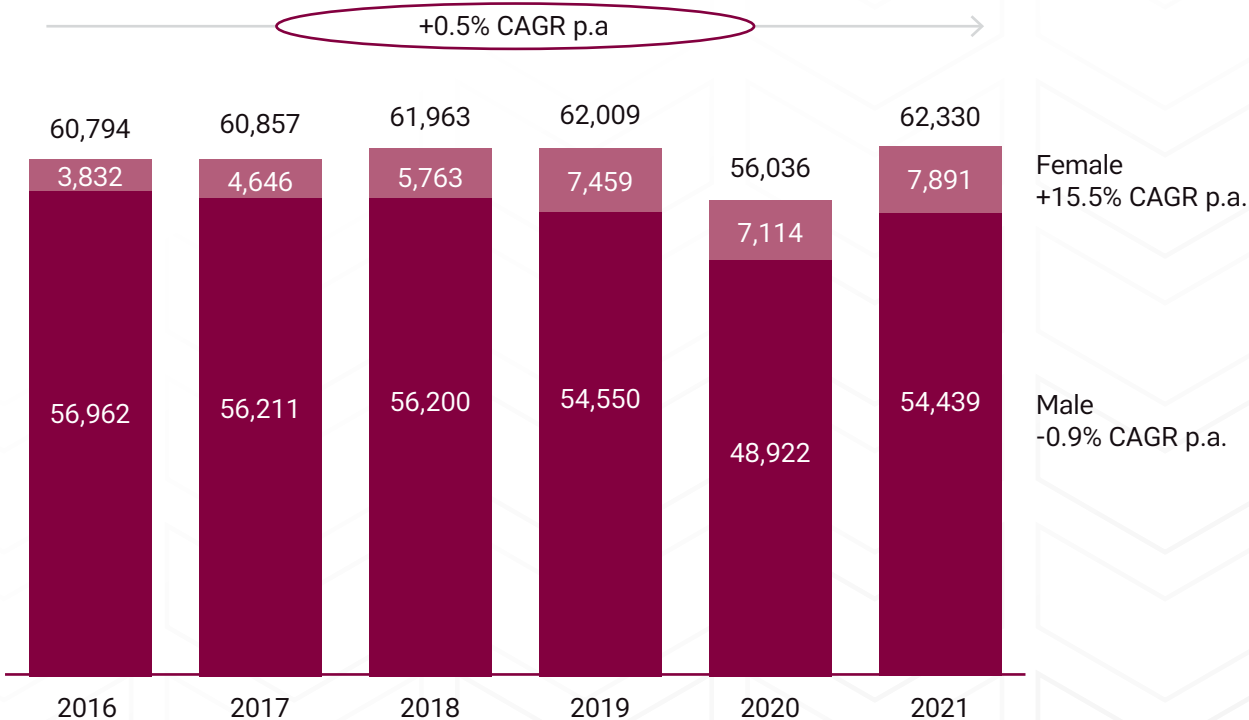
NOTE: GEMBA DEFINES 'FANATIC' AS A 4 OR 5 OUT OF 5. SOURCE: GEMBA INSIGHTS PROGRAM (2021); GEMBA STRATEGY ANALYSIS (2022).

## › RUGBY LEAGUE IN QLD

# PARTICIPATION IN RUGBY LEAGUE ACROSS QUEENSLAND IS AT THE HIGHEST LEVELS IN SIX YEARS DESPITE A DIP IN 2020 DUE TO COVID-19

### QUEENSLAND RUGBY LEAGUE PARTICIPATION

(# OF PLAYERS REGISTERED AT A QUEENSLAND CLUB, 2017-2021, QRL ANNUAL REPORTS)



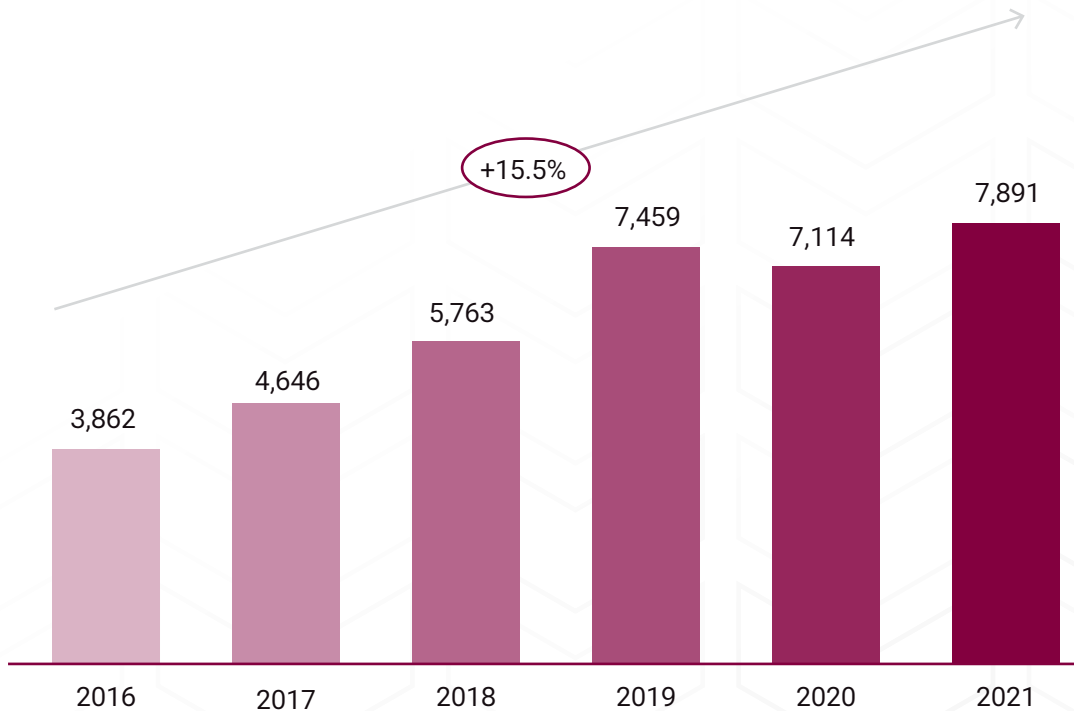
### KEY INSIGHTS

- Rugby League participation has been **steadily growing since 2016** (+0.5% CAGR p.a.)
- There was a **significant drop in participation for 2020** due to the onset of the COVID-19 pandemic
- However, **participation rebounded strongly in 2021** to reach the highest levels since 2016 (62,330 registered players)
- **Participation in 2022 has surpassed 2021 levels**, with strong growth in both junior participation and female participation
- **A growing base of participants will place more pressure on existing Rugby League infrastructure**



## › RUGBY LEAGUE IN QLD

### FEMALE RUGBY LEAGUE PARTICIPATION IN QUEENSLAND HAS GROWN BY OVER 15% P.A. TO MORE THAN DOUBLE SINCE 2016



#### KEY INSIGHTS

- Female participation has grown faster than the overall Rugby League participation, including male participation
- Female Rugby League participation is at record highs in Queensland (7,891 participants in 2021), with participation more than doubling since 2016
- Female participants now make up **13% of all Rugby League participants** in Queensland (2021)
- Female participants are an important part of the game and need to be better supported to ensure long-term growth

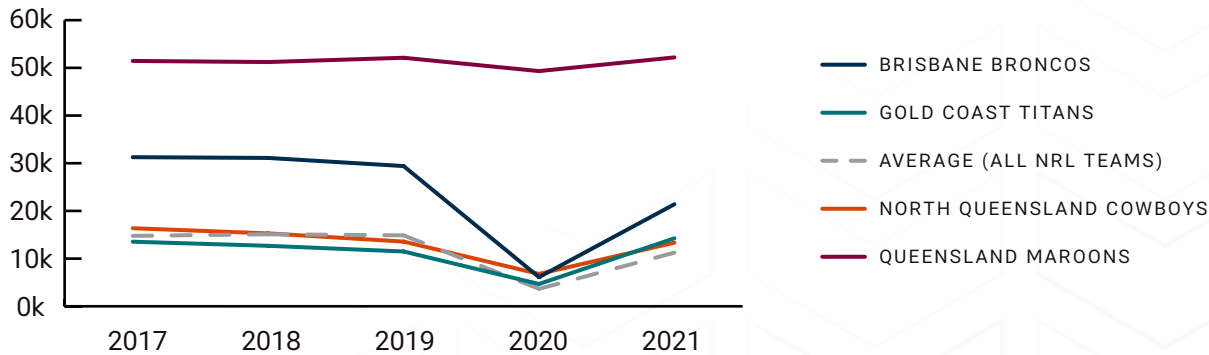


## › RUGBY LEAGUE IN QLD

# RUGBY LEAGUE FAN ENGAGEMENT (PHYSICAL AND DIGITAL) ACROSS QLD HAS REBOUNDED TO ALMOST PRE-COVID LEVELS

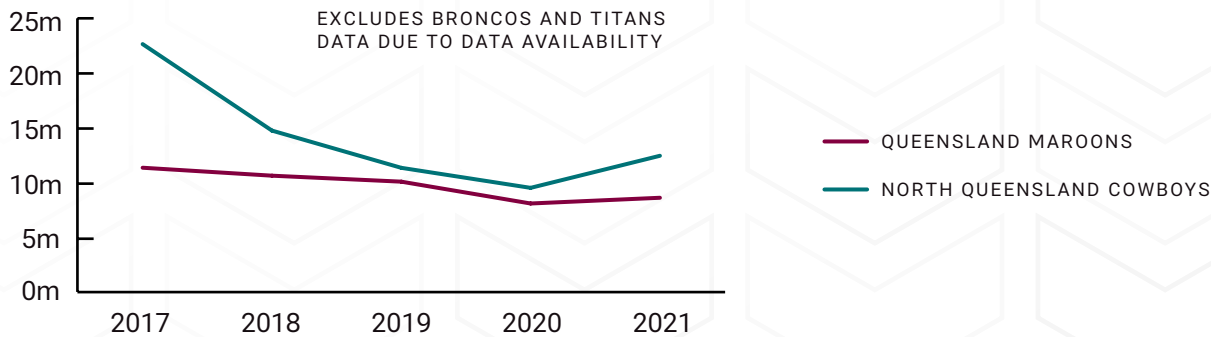
## NRL TEAM HOME MATCH ATTENDANCE

(ATTENDEES, 2017-2021, GEMBA INSIGHTS PROGRAM)



## CUMULATIVE TV VIEWERSHIP

(ATTENDEES, 2017-2021, GEMBA INSIGHTS PROGRAM)



### KEY INSIGHTS

- Fan engagement experienced a decline in 2020, likely due to the onset of the COVID-19 pandemic
- Key engagement metrics, such as home match attendance and TV viewership have **rebounded to pre-COVID levels in 2021**
- **Strong fan engagement will typically drive future growth in Rugby League interest, passion and participation**



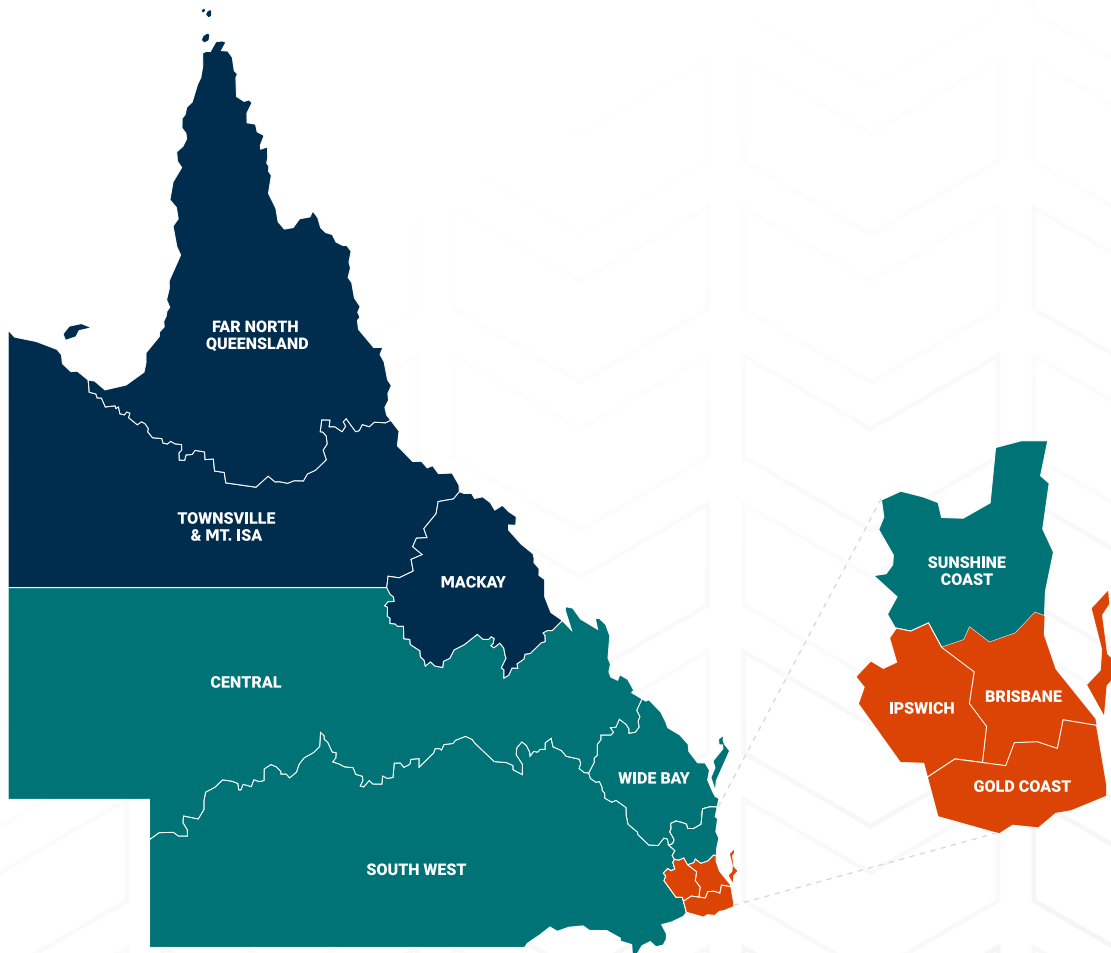
SOURCE: GEMBA INSIGHTS PROGRAM (2015-2019); GEMBA MARKET DATA (2015-2021); QUEENSLAND RUGBY LEAGUE 2021 DATA - HISTORICAL TV RATINGS & CRLFL PROVIDED DATA; GEMBA STRATEGY ANALYSIS (2022).



## › RUGBY LEAGUE IN QLD

# RUGBY LEAGUE PARTICIPATION IS CONCENTRATED IN THE SOUTH EAST AND CENTRAL REGIONS, THE NORTHERN REGION IS MORE GEOGRAPHICALLY DIVERSE

### QRL'S OPERATING AREAS



#### NORTHERN QLD

- 14,400 Rugby League participants (2021)
- 422 match officials
- 3,840 volunteers
- 97 clubs and communities

#### CENTRAL QLD

- 20,700 Rugby League participants (2021)
- 708 match officials
- 4,703 volunteers
- 159 clubs and communities

#### SOUTH-EAST QLD

- 26,900 Rugby League participants (2021)
- 722 match officials
- 6,860 volunteers
- 86 clubs and communities



## › RUGBY LEAGUE IN QLD

# PARTICIPATION COULD GROW BY UP TO 17%, EQUIVALENT TO 10K PARTICIPANTS AND 620 TEAMS BY 2031 PLACING SIGNIFICANT PRESSURE ON EXISTING FACILITIES

## QUEENSLAND RUGBY LEAGUE PARTICIPATION FORECASTS

	OPERATING AREA	PARTICIPANTS IN 2021	POPULATION IN 2021	PENETRATION RATE IN 2021	2031 FORECAST POPULATION	2031 FORECAST PARTICIPANTS	FORECAST CHANGE	PROJECTED ADDITIONAL TEAMS <sup>2</sup>
NORTHERN	FAR NORTH QLD	5,000	298,300	1.7%	338,500	5,600	+600 / +12%	+35 TEAMS
	TOWNSVILLE & MT ISA	5,700	313,500	1.8%	355,600	6,500	+800 / +14%	+47 TEAMS
	MACKAY	3,700	123,600	3.0%	139,200	4,200	+500 / +14%	+29 TEAMS
CENTRAL	CENTRAL QLD	6,100	166,900	3.7%	183,700	6,700	+600 / +10%	+35 TEAMS
	WIDE BAY	2,900	176,300	1.7%	193,100	3,200	+300 / +10%	+17 TEAMS
	SUNSHINE COAST	5,200	567,800	0.9%	675,000	6,200	+1,000 / +19%	+58 TEAMS
	SOUTH WEST	6,500	388,100	1.9%	362,300	7,000	+500 / +8%	+29 TEAMS
SOUTH-EAST	BRISBANE	16,100	2,263,800	0.7%	3,019,100	18,600	+2,500 / +16%	+147 TEAMS
	IPSWICH	4,300	318,200	1.3%	496,000	6,600	+2,300 / +53%	+135 TEAMS
	GOLD COAST	6,500	695,100	0.9%	854,800	8,000	+1,500 / +23%	+88 TEAMS
	<b>TOTALS</b>	<b>62,000</b>	<b>5,261,600</b>	<b>1.2%</b>	<b>6,617,300</b>	<b>72,600</b>	<b>+10,600 / +17%</b>	<b>+620 TEAMS</b>



NOTES: 1. FIGURES ROUNDED TO CLOSEST 100. 2. BASED ON 17 PARTICIPANTS PER TEAM. 3. PLEASE SEE THE APPENDIX FOR THE LGA TO OPERATING REGION MAPPING. SOURCE: QUEENSLAND GOVERNMENT STATISTICIAN'S OFFICE - 2016-2041 POPULATION PROJECTIONS (2019); GEMBA STRATEGY ANALYSIS (2022).

# THE SOCIAL VALUE OF RUGBY LEAGUE

RUGBY LEAGUE CONTRIBUTES SIGNIFICANT SOCIAL VALUE TO QUEENSLAND'S COMMUNITIES

## COMMUNITY AND SOCIAL

- **Builds and strengthens community networks**, especially in regional and remote communities

## HEALTH AND WELLBEING

- **Improves physical health** through regular exercise and physical activity
- **Improves mental wellbeing** through regular physical activity and social interaction

## PLATFORM FOR SOCIAL ISSUES

- **Provides a platform** to increase awareness of social issues and drive societal change

## EDUCATION AND EMPLOYMENT

- **Provides employment opportunities** and pathways for those in the ecosystem
- **Provides opportunities to develop confidence, leadership skills and integrity**

## INCLUSION AND EMPOWERMENT

- Provides disadvantaged communities with broader opportunities
- **Enhances social inclusion** through stronger community networks and bonds

SECURING THE FUTURE OF RUGBY LEAGUE IN QUEENSLAND WILL ENSURE THE ONGOING REALISATION OF SOCIAL AND COMMUNITY BENEFITS



# RUGBY LEAGUE INFRASTRUCTURE IN QUEENSLAND



# FIVE TIERS OF INFRASTRUCTURE AND FACILITIES EXIST

## QUEENSLAND RUGBY LEAGUE INFRASTRUCTURE HIERARCHY

Not all Rugby League venues and facilities within each Tier are fully compliant with these elements

CLASSIFICATION	DESCRIPTION
<b>TIER 1</b> ELITE	<p>Elite level facilities that provide match day venues for regular NRL seasonal fixtures and other major events. Usually major stadiums, with playing facilities suitable for NRL competition, as well as grandstand seating, amenities for spectators, lighting to support televised broadcast and facilities to support commercial operations and media.</p> <p><b>These facilities are managed by the NRL and State Government – not within the scope of the QRL Infrastructure Strategy</b></p>
<b>TIER 2</b> STATE	<p>State level facilities primarily service the QRL state league and elite underage competitions - also used for competition finals. These are maintained to a showcase level, offering a higher standard of amenities for players and spectators. Often of suitable standard to be used for NRL pre-season and occasional premiership season games.</p>
<b>TIER 3</b> REGIONAL	<p>Service a collection of suburbs, townships or geographic areas. Has adequate lighting on multiple playing surfaces to support night competition and participation.</p>
<b>TIER 4</b> LOCAL	<p>Caters for local level competition within individual suburbs, townships or municipalities – usually ‘home’ of a seasonal club. Facilities and playing surfaces are provided to home and away competition standard only.</p>
<b>TIER 5</b> COMMUNITY & REMOTE	<p>Supports local level competition in remote communities, with basic player, official and spectator amenities.</p>



1. THIS IS AN INITIAL CLASSIFICATION OF RUGBY LEAGUE VENUES BASED ON 2021 QRL RUGBY LEAGUE CLUBS AND VENUES DATA. 2. INCLUDES RUGBY LEAGUE VENUES WITH INSUFFICIENT INFORMATION TO CLASSIFY. SOURCE: 2021 QRL RUGBY LEAGUE CLUBS AND VENUES DATA (2021); GEMBA STRATEGY ANALYSIS (2022).

# EACH TIER HAS A SPECIFIC SET OF GUIDELINES

## INFRASTRUCTURE HIERARCHY GUIDELINES – KEY ELEMENTS

The detailed guidelines will also establish environmental sustainability expectations for each infrastructure tier

CLASSIFICATION	PLAYING SURFACE	FIELD LIGHTING	PLAYING AMENITIES	SPECTATOR AMENITIES
<b>TIER 1</b>	<b>MANAGED BY THE NRL AND STATE GOVERNMENTS</b>			
<b>TIER 2 STATE</b>	<b>AS PER TIER 3, PLUS:</b> <ul style="list-style-type: none"> <li>• Cambered playing surface</li> <li>• 5m clearance to any perimeter fencing</li> <li>• Good surface and subsurface drainage</li> </ul>	<ul style="list-style-type: none"> <li>• Lighting to support night competition and training (200/100 lux)</li> <li>• Lux reading to be reviewed annually with submission required</li> </ul>	<b>AS PER TIER 3, PLUS:</b> <ul style="list-style-type: none"> <li>• 2 coaches boxes</li> <li>• Referee room (male and female cubicles)</li> <li>• Drug testing room</li> <li>• Match Official Coach room</li> <li>• Media/Broadcast commentary box</li> </ul>	<b>AS PER TIER 3, PLUS:</b> <ul style="list-style-type: none"> <li>• Broadcast facilities</li> <li>• Separate canteen and bar facilities</li> <li>• Fixed and adequate car parking</li> </ul>
<b>TIER 3 REGIONAL</b>	<b>AS PER TIER 4, PLUS:</b> <ul style="list-style-type: none"> <li>• Medium surface and subsurface drainage</li> </ul>	<ul style="list-style-type: none"> <li>• Lighting to support night competition and training:                             <ul style="list-style-type: none"> <li>• New: (200/100 lux)</li> <li>• Existing: (100/50 lux)</li> </ul> </li> </ul>	<b>AS PER TIER 4, PLUS:</b> <ul style="list-style-type: none"> <li>• 3 or more international fields</li> <li>• 4-6 male and female changerooms, or unisex</li> <li>• Referee room (male and female amenities)</li> </ul>	<b>AS PER TIER 4, PLUS:</b> <ul style="list-style-type: none"> <li>• Covered bench tiered seating</li> <li>• Canteen facilities</li> <li>• Disability access and toilet facilities with four cubicles for each and multiple wash basins</li> </ul>
<b>TIER 4 LOCAL</b>	<b>AS PER TIER 5, PLUS:</b> <ul style="list-style-type: none"> <li>• No obvious undulations</li> </ul>	<ul style="list-style-type: none"> <li>• Lighting to support night competition and training:                             <ul style="list-style-type: none"> <li>• New: (200/100 lux)</li> <li>• Existing: (100/50 lux)</li> </ul> </li> </ul>	<b>AS PER TIER 5, PLUS:</b> <ul style="list-style-type: none"> <li>• 2 international field and one warm up area</li> <li>• 2-4 male and female changerooms, or unisex</li> <li>• Elevated fixed broadcast platform for main field</li> <li>• Covered seating for benches</li> <li>• Scoreboard with digital timer</li> </ul>	<b>AS PER TIER 5, PLUS:</b> <ul style="list-style-type: none"> <li>• Covered bench seating</li> <li>• Perimeter fencing if possible</li> <li>• Disability access and toilet facilities with two cubicles for each and multiple wash basins</li> <li>• Adequate car parking spaces</li> </ul>
<b>TIER 5 COMMUNITY &amp; REMOTE</b>	<ul style="list-style-type: none"> <li>• 3-5m clearance to any perimeter</li> <li>• Even turf coverage</li> <li>• Medium surface and subsurface drainage</li> </ul>	<ul style="list-style-type: none"> <li>• No field lighting</li> <li>• (Any field lighting must be minimum 100/50 lux)</li> </ul>	<ul style="list-style-type: none"> <li>• Single field</li> <li>• Minimum two changerooms</li> <li>• 1x Medical/doctor room</li> <li>• Referee room</li> </ul>	<ul style="list-style-type: none"> <li>• Disability access and toilet facilities</li> <li>• Ambulance access to field</li> <li>• PA system</li> </ul>



1. THIS IS AN INITIAL CLASSIFICATION OF RUGBY LEAGUE VENUES BASED ON 2021 QRL RUGBY LEAGUE CLUBS AND VENUES DATA. 2. INCLUDES RUGBY LEAGUE VENUES WITH INSUFFICIENT INFORMATION TO CLASSIFY. SOURCE: 2021 QRL RUGBY LEAGUE CLUBS AND VENUES DATA (2021); GEMBA STRATEGY ANALYSIS (2022).

# EXISTING RUGBY LEAGUE INFRASTRUCTURE

Queensland has 265 Rugby League venues with 520 playing surfaces, of which most are in the Local tier

RUGBY LEAGUE VENUES	NORTH	CENTRAL	S/E	TOTAL
	61	119	85	<b>265</b>

PLAYING SURFACES	NORTH	CENTRAL	S/E	TOTAL
	126	207	187	<b>520</b>

PLAYING SURFACES (PER PARTICIPANT)	NORTH	CENTRAL	S/E	TOTAL
	1:114	1:100	1:143	<b>1:119</b>

TIER	NORTH	CENTRAL	S/E	TOTAL
ELITE	1	0	2	<b>3</b>
STATE	3	2	8	<b>13</b>
REGIONAL	4	7	8	<b>19</b>
LOCAL	45	105	60	<b>210</b>
COUNTRY	8	5	7	<b>20<sup>1</sup></b>



## HIGHLIGHTS

- Average of 1.96 surfaces per Rugby League venue
- Most State tier facilities are in the South-East region (62% of State facilities)
- **28% of venues do not have any lighting** – this is concentrated in the North and Central regions
- Most Rugby League venues are managed by Local Government (78%) – but often includes **a strong reliance on volunteers and club officials to manage venues**
- **Only a quarter (26%) of venues have some form of external perimeter fencing** – this inhibits their crowd control ability and ability to raise admission revenue



1. INCLUDES RUGBY LEAGUE VENUES WITH INSUFFICIENT INFORMATION TO CLASSIFY. 2. PLAYING SURFACES WITH LIGHTING. 3. VENUES WITH ANY FORM OF FENCING. SOURCE: 2021 QRL RUGBY LEAGUE CLUBS AND VENUES DATA (2021); QRL CLUB HEALTH CHECK DATA (2022); GEMBA STRATEGY ANALYSIS (2022).

## › RUGBY LEAGUE IN QLD

### EACH QRL OPERATING AREA HAS A DIFFERENT SUPPLY OF RUGBY LEAGUE VENUES AND PLAYING SURFACES

#### EXISTING RUGBY LEAGUE INFRASTRUCTURE – BREAKDOWN ACROSS QRL OPERATING AREAS

	OPERATING AREA	VENUES	INCLUSIVE FACILITIES	PLAYING SURFACES	PLAYING SURFACES WITH LIGHTING	PARTICIPANT TO VENUE RATIO	PARTICIPANT TO SURFACE RATIO
NORTHERN	FAR NORTH QLD	28	1	55	30	179	91
	TOWNSVILLE & MT ISA	22	1	42	30	259	135
	MACKAY	11	1	29	18	336	128
CENTRAL	CENTRAL QLD	28	0	53	34	218	115
	WIDE BAY	29	1	48	32	100	60
	SUNSHINE COAST	17	1	41	32	306	127
	SOUTH WEST	45	0	65	50	144	100
SOUTH-EAST	BRISBANE	55	0	106	85	293	152
	IPSWICH	14	0	33	25	307	130
	GOLD COAST	16	0	48	39	406	135
	<b>TOTALS</b>	<b>265</b>	<b>5</b>	<b>520</b>	<b>375</b>	<b>233</b>	<b>119</b>



1. INCLUSIVE IS DEFINED AS FEMALE OR UNISEX CHANGEROOMS THROUGH QRL CLUB HEALTH CHECK DATA. SOURCE: 2021 QRL RUGBY LEAGUE CLUBS AND VENUES DATA (2021); QRL CLUB HEALTH CHECK DATA (2022); GEMBA STRATEGY ANALYSIS (2022).



# CHANGING COMMUNITY, CULTURAL AND ENVIRONMENTAL FACTORS ARE IMPACTING RUGBY LEAGUE INFRASTRUCTURE DEMANDS ACROSS QLD

## KEY TRENDS INFLUENCING RUGBY LEAGUE INFRASTRUCTURE DEMAND (1/2)



### INCREASING DEMAND FOR NIGHT TIME PARTICIPATION

- There is an increasing demand for night time Rugby League participation
- This is being driven by growing participation, limited greenspace and facilities and weather conditions in summer months

ENSURING THERE IS ADEQUATE LIGHTING COVERAGE ACROSS QLD'S RUGBY LEAGUE INFRASTRUCTURE NETWORK IS NEEDED TO UNLOCK ADDITIONAL CAPACITY IN THE EXISTING SUPPLY



### INCREASING FEMALE, CALD AND ALL-ABILITIES PARTICIPATION

- Non-traditional participant segments (both players and match officials) continue to grow
- Female participation in Rugby League has experienced strong growth
- Rugby League participants from CALD (culturally and linguistically diverse) backgrounds and of all-abilities are also increasing

EXISTING FACILITIES NEED TO BE ADJUSTED/ UPGRADED TO ACCOMMODATE ALL PARTICIPANTS, ESPECIALLY THOSE IN GROWTH CORRIDORS FOR THESE SEGMENTS



### INCREASING COMPETITION FOR PUBLIC GREEN SPACE AND INVESTMENT

- Availability of greenspace is becoming more limited as multiple groups compete for the same space (i.e.. Sports clubs, schools, community facilities)
- Governments have appetite to invest in sports infrastructure (2032 Olympic Games), but is looking for wide-spanning solutions to meet the broad needs of the communities they serve

CO-LOCATING AND PARTNERING WITH OTHER PARTIES WILL BE A KEY FOCUS OF GOVERNMENT INVESTMENT AS IT SEEKS TO MAXIMISE COMMUNITY GREENSPACE INFRASTRUCTURE IN A TIGHT MARKET



### INCREASING INCIDENCE OF ENVIRONMENTAL DISASTERS

- Environmental disasters (e.g. floods) are placing increasing pressure on existing Rugby League infrastructure
- Extreme weather conditions (e.g. heat) are also limiting the types of Rugby League infrastructure that are appropriate for upgrade and renewal projects (e.g. synthetic fields)
- Establish mitigation plans for environmental impacts

THE ENVIRONMENTAL RESILIENCY OF EXISTING FACILITIES NEEDS TO BE REVIEWED IN HIGH-RISK AREAS, AND FUTURE PROJECTS NEED TO CONSIDER THIS IN THE DESIGN



# CHANGING COMMUNITY, CULTURAL AND ENVIRONMENTAL FACTORS ARE IMPACTING RUGBY LEAGUE INFRASTRUCTURE DEMANDS ACROSS QLD

## KEY TRENDS INFLUENCING RUGBY LEAGUE INFRASTRUCTURE DEMAND (2/2)



### INCREASING COMPETITION FOR LEISURE TIME AMONGST PLAYERS, CLUB OFFICIALS AND VOLUNTEERS

- Potential Rugby League participants are increasingly faced with a broader range of leisure activities that they can participate in, beyond Rugby League
- Growing regulatory requirements on volunteers and club officials means supporting the delivery on local and community Rugby League competitions and activities is becoming less attractive

DELIVERING AN EXCEPTIONAL EXPERIENCE AND PROPOSITION TO RUGBY LEAGUE PLAYERS, CLUB OFFICIALS AND VOLUNTEERS WILL BE CRITICAL TO MAINTAINING THE ECOSYSTEM REQUIRED TO DELIVER RUGBY LEAGUE ACTIVITIES



### COUNCIL AND GOVERNMENT DESIRE TO SEE SPORTS FACILITIES UTILISED YEAR ROUND AND SHARED BY MULTIPLE SPORTS

- Councils and government have a growing preference to address and target multiple community sectors through funding grants
- Year round usage and utilisation of any new facilities is also a focus for funding partners as they seek to maximise usage and value for money

ACCEPTING THE NEED TO SHARE FACILITIES AND FINDING THE RIGHT PARTNERS FOR CO-LOCATION WILL BE A CRITICAL SUCCESS FACTOR



### INCREASING SOPHISTICATION AND COMPETITION FROM OTHER SPORTS FOR LIMITED AVAILABLE FUNDING

- Other sports are dedicating significant effort into infrastructure and facilities funding – this includes setting a clear strategic direction for the sport, and providing necessary support to seek and secure funding
- For example, the AFL has led the way in this space for many years
- This becomes increasingly critical moving forward as construction and development costs place increasing strain on the “benefit/impact equation” for recreational and sports infrastructure

QRL NEEDS TO ENSURE IT DOES NOT FALL BEHIND ITS FUNDING COMPETITORS IN AN INCREASINGLY CONSTRAINED INFRASTRUCTURE AND FACILITIES FUNDING ENVIRONMENT



# COMMUNITY CLUBS AND LOCAL COUNCILS HAVE HIGHLIGHTED KEY DEFICIENCIES AND CHALLENGES IN EXISTING RUGBY LEAGUE INFRASTRUCTURE

## INFRASTRUCTURE DEFICIENCIES AND CHALLENGES



### LIMITED RESOURCES TO MAINTAIN AND UPKEEP CRITICAL INFRASTRUCTURE

- Community clubs are under increasing financial and resourcing constraints
- Maintenance and upkeep of playing surfaces and other infrastructure is critical, but is becoming increasingly difficult
- This is exacerbated in regional and remote communities, where there are very limited numbers of volunteers to maintain playing surfaces

COMMUNITY CLUBS NEED GREATER SUPPORT TO MAINTAIN THEIR PLAYING SURFACES TO ENSURE THE SUPPLY OF RUGBY LEAGUE INFRASTRUCTURE REMAINS FIT FOR PURPOSE



### DIFFICULT TO ACCESS AND SECURE INVESTMENT FUNDING

- Community clubs struggle to identify and leverage infrastructure funding opportunities
- Appetite for infrastructure investment exists across all levels of government, but it is currently not being fully leveraged
- Increasing competition from other sports
- No central QRL Infrastructure Fund to assist with funding

ADDITIONAL RESOURCES AND SUPPORT NEED TO BE PROVIDED TO COMMUNITY CLUBS TO IMPROVE AWARENESS AND CAPABILITY TO ACCESS AVAILABLE FUNDING OPPORTUNITIES



### INADEQUATE CROWD CONTROL, BROADCAST AND SPECTATOR AMENITIES

- Small scale Rugby League facilities lack adequate broadcast, crowd control and spectator amenities
- These aspects of infrastructure are often viewed as 'ancillary' but are critical to ensuring safe venues and ongoing financial health of local clubs through admission fees from spectators and sponsorship opportunities

INFRASTRUCTURE INVESTMENT ALSO NEEDS TO ENCOMPASS THE AMENITIES SURROUNDING THE CORE PLAYING SURFACE



### LACK OF INFRASTRUCTURE GUIDANCE TO INFORM FUTURE INVESTMENT

- Community clubs and local councils do not know where to invest as there are no QRL infrastructure guidelines nor a list of key infrastructure priorities
- This inhibits investment decision making and inconsistent infrastructure and facilities across Queensland

CLEAR INFRASTRUCTURE PRIORITIES, GUIDELINES AND STANDARDS WILL PROVIDE A 'TARGET STATE' TO INFORM FUNDING AND INVESTMENT DECISIONS AT COMMUNITY CLUBS AND LOCAL COUNCILS



# QRL'S INFRASTRUCTURE STRATEGY



# FIVE BROAD STRATEGIC DIRECTIONS FOR THE FUTURE OF RUGBY LEAGUE INFRASTRUCTURE IN QUEENSLAND HAVE BEEN DEFINED

## STRATEGIC DIRECTIONS

<b>INFRASTRUCTURE ACROSS ALL LEVELS AND TIERS NEEDS TO BE SUSTAINABLE AND FIT FOR PURPOSE IN AN INCREASINGLY DYNAMIC ENVIRONMENT</b>	<b>QUEENSLAND'S POPULATION IS GROWING AND THE PROVISION OF RUGBY LEAGUE INFRASTRUCTURE NEEDS TO ALIGN WITH THIS</b>	<b>PARTICIPATION FROM NON-TRADITIONAL SEGMENTS IS A KEY SOURCE OF GROWTH AND NEEDS TO BE ADEQUATELY SUPPORTED</b>	<b>CREDIBLE TALENT PATHWAYS ACROSS ALL OF QUEENSLAND ARE CRITICAL FOR THE FUTURE PIPELINE OF ELITE-LEVEL TALENT</b>	<b>COMMUNITY CLUBS NEED GREATER SUPPORT TO SECURE EXTERNAL INFRASTRUCTURE FUNDING</b>
<ul style="list-style-type: none"> <li>• 60% of venues have playing surfaces below 'satisfactory' quality</li> <li>• 28% of surfaces do not have any surface lighting</li> <li>• Financial sustainability of Rugby League facilities is increasingly strained</li> <li>• Environmental sustainability and resilience is also becoming more important as the incidence of environmental shocks increases</li> </ul>	<ul style="list-style-type: none"> <li>• QLD's population growth has outpaced the national average</li> <li>• Population and participation growth is forecast to continue across all regions</li> <li>• Many regions do not have the infrastructure capacity to support this growth</li> <li>• Future infrastructure needs to be flexible in order to attract necessary investment funding</li> </ul>	<ul style="list-style-type: none"> <li>• Female participation has more than doubled since 2016</li> <li>• Participation in non-traditional segments, including CALD, is also growing</li> <li>• Rugby League facilities need to be inclusive and cater for the different needs of all participants, not just traditional cohorts</li> </ul>	<ul style="list-style-type: none"> <li>• Talent pathways that support development across all levels of competition is critical</li> <li>• Quality infrastructure is needed across all levels to support QRL's pathway models, especially in traditional talent feeder zones</li> </ul>	<ul style="list-style-type: none"> <li>• Community clubs have limited influence to secure infrastructure investment from external partners (e.g. government)</li> <li>• Other sports have established dedicated resources to identify funding opportunities, assist in scope definition and craft compelling funding bids</li> <li>• There is increasing competition for sports infrastructure funding</li> </ul>

**THESE FIVE STRATEGIC DIRECTIONS HAVE BEEN DEFINED BASED ON THE KEY FINDINGS IN THE PREVIOUS TWO CHAPTERS OF THIS REPORT AND HAVE DIRECTLY INFORMED THE STRATEGIC FOCUS AREAS OF QRL'S INFRASTRUCTURE STRATEGY**



## › INFRASTRUCTURE STRATEGY

# A REFRESHED QRL INFRASTRUCTURE STRATEGY HAS BEEN DEFINED WITH FIVE STRATEGIC PILLARS TO ADDRESS THE KEY STRATEGIC DIRECTIONS

## QRL'S INFRASTRUCTURE STRATEGY (2022-2030)

<b>VISION:</b>	<b>ENABLE CONTINUED GROWTH IN RUGBY LEAGUE PARTICIPATION IN QUEENSLAND AT ALL LEVELS THROUGH FIT FOR PURPOSE INFRASTRUCTURE AND FACILITIES</b>				
<b>PRIORITIES:</b>	<b>SUSTAINABLY MAINTAIN EXISTING CAPACITY</b>	<b>CREATE ADDITIONAL CAPACITY</b>	<b>INCLUSIVE FACILITIES</b>	<b>CREDIBLE TALENT PATHWAYS</b>	<b>FUNDING AND INVESTMENT SUPPORT</b>
<b>INITIATIVES:</b>	<ol style="list-style-type: none"> <li>1. Review infrastructure network to identify major gaps between demand and capacity</li> <li>2. Renew infrastructure network to address capacity gaps and to align with infrastructure guidelines</li> <li>3. Educate administrators and clubs on sustainable facility management and maintenance</li> </ol>	<ol style="list-style-type: none"> <li>1. Define Rugby League capacity in key growth corridors and where existing capacity is insufficient to meet demand</li> <li>2. Partner with other sports and government for 'greenfield' projects</li> <li>3. Expand capacity of existing facilities and public spaces, including schools</li> </ol>	<ol style="list-style-type: none"> <li>1. Establish baseline inclusive facility requirements</li> <li>2. Mandate all new QRL supported developments must include gender neutral (or female) facilities</li> <li>3. Establish the 'Inclusive Facilities Fund' (IFF) as a catalyst for community investment</li> </ol>	<ol style="list-style-type: none"> <li>1. Ensure a credible supply of appropriate infrastructure across all competition levels</li> <li>2. Fit for purpose facilities in major participation areas for talent pathway teams</li> <li>3. Develop a Centre of Excellence at QSAC to support development and pathways</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop detailed preferred infrastructure guidelines and criteria</li> <li>2. Establish central QRL resources (incl. People, guidelines and templates) to support infrastructure and funding</li> <li>3. Engage with government at all levels to secure additional investment funding</li> <li>4. Appoint 'Infrastructure Champions' for each major operating region</li> </ol>
<b>METRICS:</b>	# OF GUIDELINE COMPLIANT VENUES AND # OF RENEWAL PROJECTS DELIVERED	# OF NEW VENUES/FACILITIES	% OF VENUES WITH GENDER NEUTRAL FACILITIES AND \$ IN GRANTS FROM IFF	% OF PARTICIPANTS IN QLD WITHIN 400KM OF A REGIONAL LEVEL FACILITY	# OF CO-FUNDED PROJECTS IN EACH QRL REGION



# QUEENSLAND'S EXISTING INFRASTRUCTURE NEEDS TO BE RENEWED IN-LINE WITH AGREED GUIDELINES TO SUSTAINABLY MAINTAIN EXISTING PLAYING CAPACITY

## SUSTAINABLY MAINTAIN EXISTING CAPACITY – KEY INITIATIVES

1.1 REVIEW INFRASTRUCTURE NETWORK TO IDENTIFY MAJOR GAPS BETWEEN DEMAND AND CAPACITY	1.2 RENEW INFRASTRUCTURE NETWORK TO ADDRESS CAPACITY GAPS AND TO ALIGN WITH INFRASTRUCTURE GUIDELINES	1.3 EDUCATE ADMINISTRATORS AND CLUBS ON SUSTAINABLE FACILITY MANAGEMENT AND MAINTENANCE
<p><b>RATIONALE</b></p> <ul style="list-style-type: none"> <li>• Sets a benchmark and standard for community clubs to strive towards achieving or maintaining</li> <li>• Provides government at all levels with a point of reference to assess and prioritise Rugby League infrastructure projects, based on gap analysis against preferred guidelines</li> </ul>	<p><b>RATIONALE</b></p> <ul style="list-style-type: none"> <li>• Facility audit health checks have already been conducted in 2022 to establish a foundational understanding of the current infrastructure network</li> <li>• However, these may not be aligned with the latest QRL infrastructure guidelines (see 1.1)</li> </ul>	<p><b>RATIONALE</b></p> <ul style="list-style-type: none"> <li>• Educate administrators and clubs on how to have minimal, neutral or positive impact on the environment</li> </ul>
<p><b>KEY ACTIVITIES</b></p> <ol style="list-style-type: none"> <li>1. Finalise infrastructure hierarchy tiers, including the key characteristics of each tier</li> <li>2. Develop detailed criteria and guidelines for each of the hierarchy tiers</li> <li>3. Socialise with QRL stakeholders/community clubs to capture input and feedback</li> <li>4. Finalise the guidelines and criteria and publicly announce</li> </ol>	<p><b>KEY ACTIVITIES</b></p> <ol style="list-style-type: none"> <li>1. Compare existing state of facilities (audit health check data) against updated infrastructure hierarchy guidelines</li> <li>2. Identify information gaps and seek further information from the relevant clubs/venue management</li> <li>3. Review infrastructure within each operating area to identify gaps and weaknesses</li> <li>4. Develop a pipeline of projects to address these gaps and weaknesses, identify priority renewal projects over 2 - 3 years and support the funding delivery of these projects (see Chapter 5)</li> </ol>	<p><b>KEY ACTIVITIES</b></p> <ol style="list-style-type: none"> <li>1. Conduct sustainability analysis and energy efficiency audit</li> <li>2. Educate clubs and leagues on preventative maintenance of equipment</li> <li>3. Educate clubs and leagues on recycling opportunities for assets and consumables</li> <li>4. Engage energy efficient and eco-friendly suppliers for club requirements</li> </ol>



# EXPANDING QUEENSLAND'S RUGBY LEAGUE INFRASTRUCTURE WILL BE CRITICAL IN SUPPORTING CONTINUED GROWTH ACROSS THE STATE

## CREATE ADDITIONAL CAPACITY – KEY INITIATIVES

2.1 DEFINE RUGBY LEAGUE CAPACITY IN KEY GROWTH CORRIDORS AND WHERE EXISTING CAPACITY IS INSUFFICIENT FOR DEMAND	2.2 PARTNER WITH OTHER SPORTS AND GOVERNMENT FOR 'GREENFIELD' PROJECTS	2.3 EXPAND THE CAPACITY OF EXISTING FACILITIES AND PUBLIC SPACES, INCLUDING SCHOOLS
<p><b>RATIONALE</b></p> <ul style="list-style-type: none"> <li>• Growth corridors represent incremental population that could be Rugby League participants</li> <li>• There are existing areas where current infrastructure is insufficient to meet demand</li> <li>• Growing infrastructure in these areas will encourage participation, establishing Rugby League's presence in new areas</li> </ul>	<p><b>RATIONALE</b></p> <ul style="list-style-type: none"> <li>• Governments of all levels are increasingly seeking greater 'bang for their buck' from sports and recreational investment</li> <li>• Declining greenspace availability is also forcing many sports and activities to share facilities and venues</li> </ul>	<p><b>RATIONALE</b></p> <ul style="list-style-type: none"> <li>• Population and Rugby League participation is forecast to increase in all operating areas</li> <li>• Growing the capacity of existing facilities will be needed (alongside new facilities) to be able to support this growth</li> </ul>
<p><b>KEY ACTIVITIES</b></p> <ol style="list-style-type: none"> <li>1. Identify key growth corridors and areas of insufficient capacity to prioritise based on participation potential</li> <li>2. Engage with local governments and land developers to identify infrastructure opportunities</li> </ol>	<p><b>KEY ACTIVITIES</b></p> <ol style="list-style-type: none"> <li>1. Conduct a review of potential partners and identify 'high alignment' partners</li> <li>2. Engage with schools to identify alignment areas &amp; infrastructure development opportunities</li> <li>3. Establish partnerships with governing bodies (or individual deliverers) of potential partners to understand how to partner for mutual success</li> <li>4. Incorporate co-location into future priority projects in line with agreed partnerships</li> </ol>	<p><b>KEY ACTIVITIES</b></p> <ol style="list-style-type: none"> <li>1. Identify existing facilities that have potential for expansion in participation (e.g. no lights, no female changerooms) in-line with growing demand areas</li> <li>2. Engage with various funding partners to secure funding and investment to support the associated projects</li> </ol>





# INCLUSIVE FACILITIES WILL BE A PRIORITY FOR FUTURE RUGBY LEAGUE INFRASTRUCTURE PROJECTS AND INVESTMENTS

## INCLUSIVE FACILITIES – KEY INITIATIVES

3.1 ESTABLISH BASELINE INCLUSIVE FACILITY REQUIREMENTS	3.2 MANDATE ALL NEW QRL SUPPORTED DEVELOPMENTS MUST INCLUDE GENDER NEUTRAL (OR FEMALE) FACILITIES	3.3 ESTABLISH AN 'INCLUSIVE FACILITIES FUND' AS A CATALYST FOR COMMUNITY INVESTMENT
<p><b>RATIONALE</b></p> <ul style="list-style-type: none"> <li>Rugby League infrastructure needs to be inclusive to cater for growing participant segments (e.g. females, CALD, all abilities)</li> <li>QRL stands to 'miss out' on the growth in these segments if it does not move to better support them</li> </ul>	<p><b>RATIONALE</b></p> <ul style="list-style-type: none"> <li>Establishing a mandate across all new projects to ensure this is not neglected during project scoping and design</li> <li>A public mandate also positions QRL as a leader in this space, positioning it well for future funding opportunities</li> </ul>	<p><b>RATIONALE</b></p> <ul style="list-style-type: none"> <li>Many facilities are only lacking inclusive participant facilities, rather than wholesale redevelopment/ upgrades</li> <li>Establishing a merit-based fund for these types of projects (where external funding cannot be secured) will help ensure these investments are made across QLD</li> </ul>
<p><b>KEY ACTIVITIES</b></p> <ol style="list-style-type: none"> <li>Define 'inclusive facilities' guidelines to guide future infrastructure projects</li> <li>Socialise these guidelines with key stakeholders to generate buy-in</li> </ol>	<p><b>KEY ACTIVITIES</b></p> <ol style="list-style-type: none"> <li>Announce the mandate for all QRL supported developments</li> <li>Develop a consistent QRL design for gender neutral (or female) change facilities for players and officials for all new developments</li> <li>Circulate guidelines to community clubs and local councils to guide future design</li> </ol>	<p><b>KEY ACTIVITIES</b></p> <ol style="list-style-type: none"> <li>Quantify the gap in inclusive facilities across the Rugby League network</li> <li>Estimate the number of projects that would not be a priority for external funding partners</li> <li>Secure funding (internal or external) to address this gap over the next 3 years</li> </ol>



# RUGBY LEAGUE INFRASTRUCTURE NEEDS TO SUPPORT CREDIBLE TALENT PATHWAYS TO ENSURE THE LONG-TERM SUCCESS OF RUGBY LEAGUE

## CREDIBLE TALENT PATHWAYS – KEY INITIATIVES

4.1 ENSURE A CREDIBLE SUPPLY OF APPROPRIATE INFRASTRUCTURE ACROSS ALL COMPETITION LEVELS	4.2 FIT FOR PURPOSE FACILITIES AND ACCESS TO THOSE FACILITIES IN MAJOR PARTICIPATION AREAS FOR TALENT PATHWAY TEAMS	4.3 DEVELOP A CENTRE OF EXCELLENCE AT QSAC TO SUPPORT DEVELOPMENT AND PATHWAYS
<p><b>RATIONALE</b></p> <ul style="list-style-type: none"> <li>• Select appropriate facilities to provide talent pathway access (not all Rugby League facilities should require this).</li> <li>• Talented athletes should be provided every opportunity to optimise their Rugby League playing career</li> </ul>	<p><b>RATIONALE</b></p> <ul style="list-style-type: none"> <li>• Each Operating Area should have a regional level facility that services their talent pathway</li> <li>• Talented athletes should be provided every opportunity to optimise their Rugby League playing career</li> </ul>	<p><b>RATIONALE</b></p> <ul style="list-style-type: none"> <li>• A Centre of Excellence is a multisport approach to the utilisation of resources and assets at the Queensland Academy of Sports</li> <li>• This facility will provide the highest level of administration, player, officials, and coaching excellence in Rugby League to support QLD's communities to continue to grow the game</li> </ul>
<p><b>KEY ACTIVITIES</b></p> <ol style="list-style-type: none"> <li>1. Understand talent pathway facility requirements across each operating area</li> <li>2. Ensure access to existing facilities for talent pathway teams</li> <li>3. Ensure access to new facilities for talent pathway teams</li> <li>4. Ensure talent pathway outcomes are considered for all new infrastructure projects</li> </ol>	<p><b>KEY ACTIVITIES</b></p> <ol style="list-style-type: none"> <li>1. Develop preferred location for regional level facilities in all operating areas that will service talent pathway participants and teams</li> <li>2. Develop preferred facility guidelines for these facilities</li> <li>3. Liaise with Local and State Government to develop funding program</li> <li>4. Ensure appropriate tenure arrangements are negotiated to deliver access for talent pathway teams and other Rugby League users.</li> </ol>	<p><b>KEY ACTIVITIES</b></p> <ol style="list-style-type: none"> <li>1. Feasibility and scoping ongoing with Queensland Government, Stadiums Queensland and QSAC</li> <li>2. The QRL will work with State and Federal Government to secure funding for the project, estimated \$35 million project budget</li> </ol>



# ADDITIONAL FUNDING AND INVESTMENT SUPPORT WILL BE PROVIDED TO COMMUNITY RUGBY LEAGUE CLUBS ACROSS QUEENSLAND

## FUNDING AND INVESTMENT SUPPORT – KEY INITIATIVES

5.1 DEVELOP DETAILED PREFERRED INFRASTRUCTURE GUIDELINES AND CRITERIA	5.2 ESTABLISH CENTRAL QRL RESOURCES (INCL. PEOPLE AND TEMPLATES) TO SUPPORT INFRASTRUCTURE AND FUNDING	5.3 ENGAGE WITH GOVERNMENT TO SECURE ADDITIONAL INVESTMENT FUNDING	5.4 APPOINT 'INFRASTRUCTURE CHAMPIONS' FOR EACH MAJOR OPERATING REGION
<p><b>RATIONALE</b></p> <ul style="list-style-type: none"> <li>• Sets a benchmark and standard for community clubs to strive towards achieving or maintaining</li> <li>• Provides government at all levels with a point of reference to assess and prioritise Rugby League infrastructure projects, based on gap analysis against preferred guidelines</li> </ul>	<p><b>RATIONALE</b></p> <ul style="list-style-type: none"> <li>• Community clubs often lack the capability and time to adequately identify and secure investment funding</li> <li>• Centralised support, including people and templates, will address this gap and ensure there is a baseline level of capability across QRL's 10 operating areas</li> </ul>	<p><b>RATIONALE</b></p> <ul style="list-style-type: none"> <li>• Other sports have established dedicated teams to engage with government to advocate for infrastructure funding</li> <li>• QRL needs to ensure it remains in touch with its competitors and 'top of mind' in sport infrastructure funding decisions</li> </ul>	<p><b>RATIONALE</b></p> <ul style="list-style-type: none"> <li>• It is important for the QRL to be accountable for the delivery of the Infrastructure Strategy and the 'feature'/priority projects</li> <li>• 'Infrastructure Champions' for each operating region will be appointed to support this responsibility, with KPIs associated with the delivery of the Strategy</li> </ul>
<p><b>KEY ACTIVITIES</b></p> <ol style="list-style-type: none"> <li>1. Finalise the infrastructure hierarchy tiers, including the key characteristics of each tier</li> <li>2. Develop detailed criteria and guidelines for each of the hierarchy tiers</li> <li>3. Socialise with QRL stakeholders and community clubs to capture input and feedback</li> <li>4. Finalise the guidelines and criteria and publicly announce</li> </ol>	<p><b>KEY ACTIVITIES</b></p> <ol style="list-style-type: none"> <li>1. Establish resources that are responsible for providing expertise/ networks and otherwise supporting infrastructure funding bids/activities</li> <li>2. Develop a set of standard funding documents and other templates for the team and community clubs</li> <li>3. Promote these resources to be used by community clubs to support future funding bids</li> </ol>	<p><b>KEY ACTIVITIES</b></p> <ol style="list-style-type: none"> <li>1. Align government relations role (likely within the new central infrastructure resources; see 5.2)</li> <li>2. Present QRL's Infrastructure Strategy to government to generate buy in and raise priority projects</li> <li>3. Maintain ongoing engagement with government at all levels.</li> </ol>	<p><b>KEY ACTIVITIES</b></p> <ol style="list-style-type: none"> <li>1. Appoint one 'Infrastructure Champion' for each operating region</li> <li>2. Define KPIs associated with supporting the delivery of the QRLIS</li> <li>3. Establish a recurring statewide Infrastructure meeting cadence to monitor delivery, grow the networks of relationships and pass on advice and lessons learned</li> </ol>



# QUEENSLAND'S **'FEATURE' & PRIORITY** INFRASTRUCTURE PROJECTS



## › FEATURE & PRIORITY PROJECTS

# FUTURE INVESTMENT INTO INFRASTRUCTURE WILL BE PRIORITISED BASED ON A COMMON FRAMEWORK BASED ON KEY PILLARS OF THE STRATEGY (1/2)

## INFRASTRUCTURE INVESTMENT FRAMEWORK

KEY	SUB ELEMENTS
<b>GENERAL</b>	Is there a significant gap between the quality of the existing facilities vs. other facilities in the area/region?
	How many participants does this facility currently support?
	How has the state and quality of the existing infrastructure impacted participation?
	How does the existing infrastructure at this site compare to the infrastructure of competitor sports in the local area?
	Are there other Rugby League infrastructure projects competing for the same local or state government funding?
	Is there a natural upcoming funding cycle (e.g. local, state, federal election) that could be aligned with this project?
	Does the local council support this project? Where does it rank on their priority list?
	Has the maximum local funding support been obtained?
	How does funding this Rugby League project impact the funding of other planned Rugby League projects?
	Has acceptable tenure at the site been secured post project development?

THE INFRASTRUCTURE INVESTMENT FRAMEWORK WILL BE REVIEWED AND UPDATED ON A RECURRING BASIS TO RECALIBRATE QRL'S INFRASTRUCTURE PRIORITIES AND PRIORITISE FUTURE PROJECT SUBMISSIONS, INCLUDING THE SPECIFIC SUB ELEMENTS



## › FEATURE & PRIORITY PROJECTS

# FUTURE INVESTMENT INTO INFRASTRUCTURE WILL BE PRIORITISED BASED ON A COMMON FRAMEWORK BASED ON KEY PILLARS OF THE STRATEGY (2/2)

## INFRASTRUCTURE INVESTMENT FRAMEWORK

KEY	SUB ELEMENTS
SUSTAINABLY MAINTAIN EXISTING CAPACITY	Will this project make the venue/facility more compliant with the preferred facility guidelines?
	Is this project critical to ensuring the ongoing usage of the facilities? (i.e.. is a 'must have' or a 'nice to have')
	Will this project improve the financial sustainability of the facility/venue/club (incl. revenue opportunities, lower maintenance costs etc.)?
CREATE ADDITIONAL CAPACITY	Will this project grow the playing Rugby League playing capacity in the area?
	Does this project involve partnering or co-locating with other organisations/sports?
	Does this project seek to expand the capacity of existing facilities (e.g. lighting to enable night participation) or build a new greenfield facility?
INCLUSIVE FACILITIES	Does this project seek to improve the inclusivity of Rugby League (i.e.. female participation, CALD participation, accessibility)?
	Does this project include gender neutral facilities?
CREDIBLE TALENT PATHWAYS	Does this project address multiple Rugby League competition levels?
	Does this project service a key area of the talent pathway?
<p><b>THE INFRASTRUCTURE INVESTMENT FRAMEWORK WILL BE USED ON A RECURRING BASIS TO RECALIBRATE QRL'S INFRASTRUCTURE PRIORITIES &amp; PRIORITISE FUTURE PROJECT SUBMISSIONS – THE SPECIFIC SUB ELEMENTS WILL NEED TO BE REVIEWED AND REVISED ON A RECURRING BASIS</b></p>	



## › FEATURE & PRIORITY PROJECTS

### **‘FEATURE’ PROJECTS WILL HAVE THE DIRECT SUPPORT OF THE QRL, WITH DEDICATED RESOURCES TO SECURE THE NECESSARY CO-INVESTMENT**

#### **INFRASTRUCTURE PROJECT PRIORITISATION**

##### **FEATURE**

- Receives public **QRL ‘Feature’ project designation** – clear signal to Federal, State and Local Governments
- **Dedicated QRL resources and project team** to oversee funding partner engagement, business case development and funding bid submission (if needed)
- QRL will lead **advocacy** for funding at the relevant levels of government
- **QRL commits to providing all of these projects with co-investment to support and broaden funding bid**

##### **PRIORITY**

- Receives **public QRL ‘Priority’ project designation**
- **Some QRL resourcing** to support with partner engagement, business case development and funding bid submission (if needed)
- For greenfield priority projects, QRL will lead engagement with local government to grow Rugby League
- For priority projects at established facilities, community clubs and leagues will lead engagement with local government with QRL guidance and support – QRL will play an increased role if State or Federal government funding is required
- QRL to provide **co-investment to some projects** where co-investment funding partners cannot be secured



## › FEATURE & PRIORITY PROJECTS

# 9 'FEATURE' INFRASTRUCTURE PROJECTS HAVE BEEN IDENTIFIED ALONGSIDE 13 'PRIORITY' PROJECTS

## PRIORITISED INFRASTRUCTURE PROJECTS

		STRATEGIC ALIGNMENT				STRATEGIC ALIGNMENT				
		'FEATURE'				PRIORITY				
		1	2	3	4	1	2	3	4	
NORTHERN	ALEC INCH OVAL, MT ISA	X		X		PETERSEN PARK, FNQ		X	X	
						PEGGY BANFIELD OVAL, TOWNSVILLE	X		X	
	JONES PARK, FNQ	X		X	X	WANDERERS SPORTING VENUE, MACKAY	X		X	
						THEO HANSEN OVAL, MACKAY	X		X	
CENTRAL	RUGBY PARK, CENTRAL QLD	X	X	X	X	ELIZABETH PARK, CENTRAL QLD	X			
	ESKDALE PARK, WIDE BAY	X		X	X	EASTERN SUBURBS RUGBY LEAGUE, WIDE BAY	X		X	
	CABOOLTURE RUGBY LEAGUE, SUNSHINE COAST	X	X	X		NIRIMBA RUGBY LEAGUE FACILITY, SUNSHINE COAST		X	X	X
SOUTH-EAST	WESTERN CLYDESDALES TRAINING FACILITIES		X		X	ROMA CITIES RUGBY LEAGUE, SOUTH WEST	X			
						BRIGHTON ROOSTERS, BRISBANE	X		X	
	WEST BRISBANE JUNIORS PURTELL PARK	X				REDLANDS COAST REGIONAL SPORT AND RECREATION PRECINCT, MOUNT COTTON		X	X	
						HAMMEL PARK, BEENLEIGH	X	X	X	
	PIZZEY PARK, GOLD COAST	X	X	X	X	HAYES OVAL, HARRISVILLE		X	X	
	IRON BARK PARK, IPSWICH		X	X			X	X	X	
										X

LEGEND	1	2	3	4
	MAINTAIN EXISTING CAPACITY	CREATE ADDITIONAL CAPACITY	INCLUSIVE FACILITIES	CREDIBLE TALENT PATHWAYS



SOURCE: INPUT FROM QRL AREA MANAGERS (2022); CONSULTATION WITH QRL (2022); GEMBA STRATEGY ANALYSIS (2022).



## › FEATURE & PRIORITY PROJECTS

### THE TWO 'FEATURE' PROJECTS IN THE NORTHERN REGION ARE PRIMARILY FOCUSED ON MAINTAINING EXISTING CAPACITY AND INCLUSIVE FACILITIES

#### 'FEATURE' PROJECTS – NORTHERN REGION

	EXISTING CONDITION	FIELDS	LIGHTS	BUILDINGS	PARTICIPANTS IMPACTED	STRATEGIC PILLAR
<b>ALEC INCH OVAL, MT ISA</b>	Badly in need of a facilities upgrade. Current facility quality impacting on ability to attract new players.	Renovating the 2 full size Rugby League Fields with underground irrigation	Lighting across two fields requires an upgrade to the electricity grid to support lighting upgrade  No other lit field in Mt Isa	<ul style="list-style-type: none"> <li>4 x New Dressing Rooms with player toilets and showers</li> <li>Female and Male Toilets (with disability access)</li> <li>2 x Referee Dressing Rooms (Male and Female)</li> <li>New canteen area</li> <li>New covered grandstand including disabled seating and pathways</li> </ul>	<ul style="list-style-type: none"> <li>901 Male players</li> <li>273 Female Players</li> <li>12 Officials</li> <li>137 Volunteers</li> </ul>	<div style="background-color: #800040; color: white; text-align: center; padding: 2px;">1</div> <div style="background-color: #800040; color: white; text-align: center; padding: 2px;">3</div>
<b>JONES PARK FNQ</b>		N/A	Requires lighting upgrade on one field	<ul style="list-style-type: none"> <li>4 x New Dressing Rooms with player toilets and showers</li> <li>Female and Male Toilets with disability access</li> <li>2 x Referee Dressing Rooms (Male and Female)</li> <li>New canteen area</li> <li>New covered grandstand including disabled seating and pathways</li> </ul>	<ul style="list-style-type: none"> <li>3,326 Male players</li> <li>472 Female Players</li> <li>86 Officials</li> <li>928 Volunteers</li> </ul>	<div style="background-color: #800040; color: white; text-align: center; padding: 2px;">1</div> <div style="background-color: #800040; color: white; text-align: center; padding: 2px;">3</div> <div style="background-color: #800040; color: white; text-align: center; padding: 2px;">4</div>

<b>LEGEND</b>	1	MAINTAIN EXISTING CAPACITY
	2	CREATE ADDITIONAL CAPACITY
	3	INCLUSIVE FACILITIES
	4	CREDIBLE TALENT PATHWAYS



## › FEATURE & PRIORITY PROJECTS

# THE CENTRAL REGION'S 'FEATURE' PROJECTS ARE SPREAD ACROSS THE FOUR STRATEGIC PILLARS (2/2)

## 'FEATURE' PROJECTS – CENTRAL REGION

	EXISTING CONDITION	FIELDS	LIGHTS	BUILDINGS	PARTICIPANTS IMPACTED	STRATEGIC PILLAR
<b>RUGBY PARK, ROCKHAMPTON</b>	Rugby Park Rockhampton currently has two high-standard Rugby League/Union fields. Field 1 has substandard lighting and Field 2 has no lighting at all. There is a lack of female/unisex complaint dressing rooms, and are maintained by Rockhampton Grammar.	Additional field surfacing and upgrade supported by capital investments by school venue partner	New LED Lighting on two fields	<ul style="list-style-type: none"> <li>4 x New Dressing Rooms with player toilets and showers</li> <li>Female and Male Toilets with disability access</li> <li>2 x Referee Dressing Rooms (Male and Female)</li> <li>New canteen area</li> <li>New covered grandstand including disabled seating and pathways</li> </ul>	<ul style="list-style-type: none"> <li>1,701 Male players (juniors)</li> <li>204 Female Players (juniors)</li> <li>461 Male players (seniors)</li> <li>111 Female Players (seniors)</li> <li>177 Coaches</li> <li>520 Volunteers</li> </ul>	<div style="background-color: #4a2020; color: white; text-align: center; padding: 2px;">1</div> <div style="background-color: #6a3d4a; color: white; text-align: center; padding: 2px;">2</div> <div style="background-color: #8a5666; color: white; text-align: center; padding: 2px;">3</div> <div style="background-color: #a6667a; color: white; text-align: center; padding: 2px;">4</div>
<b>ESKDALE PARK, MARYBOROUGH</b>	<p>Eskdale Park is the home of Rugby League in the Maryborough/ Fraser Coast area but is badly in need of a facilities upgrade.</p> <p>With the addition of three female teams in the Fraser Coast and 10 female teams throughout the region, the facility upgrade is needed to support the growth of community rugby league for future years to come.</p>	Renovating Field 2 with underground irrigation and new turf	New LED Lighting on two fields	<ul style="list-style-type: none"> <li>4 – 6 x New Dressing Rooms with player toilets and showers</li> <li>2 x Referee Dressing Rooms Male and Female</li> <li>Female and Male Toilets with disability access</li> <li>New canteen area</li> <li>New covered grandstand incl disabled seating and pathways</li> <li>New PA and Score Board</li> </ul>	<ul style="list-style-type: none"> <li>1727 male players</li> <li>211 female players</li> <li>1000+ school participants</li> <li>100 RISE participants</li> <li>Wide Bay Bulls 16/18 male and 19 female teams</li> </ul>	<div style="background-color: #4a2020; color: white; text-align: center; padding: 2px;">1</div> <div style="background-color: #6a3d4a; color: white; text-align: center; padding: 2px;">3</div> <div style="background-color: #8a5666; color: white; text-align: center; padding: 2px;">4</div>

<b>LEGEND</b>	1	MAINTAIN EXISTING CAPACITY
	2	CREATE ADDITIONAL CAPACITY
	3	INCLUSIVE FACILITIES
	4	CREDIBLE TALENT PATHWAYS



## › FEATURE & PRIORITY PROJECTS

### THE CENTRAL REGION'S 'FEATURE' PROJECTS ARE SPREAD ACROSS THE FOUR STRATEGIC PILLARS (1/2)

#### 'FEATURE' PROJECTS – CENTRAL REGION

	EXISTING CONDITION	FIELDS	LIGHTS	BUILDINGS	PARTICIPANTS IMPACTED	STRATEGIC PILLAR
<b>CABOOLTURE RUGBY LEAGUE, CABOOLTURE (CABOOLTURE WEST, FUTURE DEVELOPMENT)</b>	<p>Caboolture Rugby League, both Juniors and Seniors have combined 700 plus members with only 2.5 fields. The club is located in a growing region where with the right facilities, they have an opportunity to facilitate increased participation in rugby league.</p>	<p>Up to five new fields required across the Caboolture Central and Caboolture West region</p>	<p>New LED Lighting on up to five fields across the Caboolture Central and Caboolture West region</p>	<p>Upgrade club house at Centenary Lakes facility.</p> <ul style="list-style-type: none"> <li>• 4 x New Dressing Rooms with player toilets and showers</li> <li>• Female and Male Toilets with disability access</li> <li>• 2 x Referee Dressing Rooms (Male and Female)</li> <li>• New canteen area</li> <li>• New covered grandstand including disabled seating and pathways</li> </ul>	<ul style="list-style-type: none"> <li>• 546 Males players</li> <li>• 159 Female players</li> <li>• 56 Coaches</li> <li>• 110 Volunteers</li> </ul>	<p>1</p> <p>2</p> <p>3</p>
<b>WESTERN CLYDESDALES TRAINING FACILITIES, TOOWOOMBA</b>	<p>Harristown SHS and St Mary's College are two Secondary High Schools located in Toowoomba, that enjoy high-standard sporting facilities suitable for a Rugby League Club. The only missing infrastructure at both locations is field lighting.</p>	<p>N/A</p>	<p>New LED Lighting on two fields</p>	<p>N/A</p>	<ul style="list-style-type: none"> <li>• 140 Clydesdales Male Players</li> <li>• 70 Clydesdales Female Players</li> <li>• 300 RISE Program Participants</li> <li>• 100 Bulldogs Academy Participants</li> <li>• 2,000 School Rugby League Participants</li> <li>• 100 TRL Participants</li> <li>• 40 TRLRA Participants</li> </ul>	<p>2</p> <p>4</p>

LEGEND	1	MAINTAIN EXISTING CAPACITY
	2	CREATE ADDITIONAL CAPACITY
	3	INCLUSIVE FACILITIES
	4	CREDIBLE TALENT PATHWAYS



## › FEATURE & PRIORITY PROJECTS

# THE SOUTH EAST REGION'S 'FEATURE' PROJECTS ARE FOCUSED ON BOTH MAINTAINING AND INCREASING CAPACITY (1/2)

### 'FEATURE' PROJECTS – SOUTH EAST REGION

	EXISTING CONDITION	FIELDS	LIGHTS	BUILDINGS	PARTICIPANTS IMPACTED	STRATEGIC PILLAR
<b>WEST BRISBANE JUNIORS PURTELL PARK, BRISBANE</b>	Purtell Park is a Brisbane City Council facility located in NW Brisbane. Existing conditions not conducive to growing the club and retaining players and volunteers and there are safety issues due to the poor quality of facilities for members and visitors.	N/A	LED Lighting Upgrade on fields	<ul style="list-style-type: none"> <li>Complete construction of new clubhouse facility</li> <li>Fit out canteen</li> <li>Commitment by Federal government</li> </ul>	<ul style="list-style-type: none"> <li>317 Male and Female players</li> <li>23 Officials</li> <li>80 Volunteers</li> </ul>	1
<b>PIZZEY PARK, GOLD COAST</b>	Pizzey Park is a multi-use recreation park used by thousands every week. There is increasing pressure on these facilities given the significant population growth the Gold Coast region is experiencing.	<ul style="list-style-type: none"> <li>1 x additional field</li> <li>Flood mitigation</li> </ul>	Lighting towers	<ul style="list-style-type: none"> <li>Upgrade of existing facilities, including toilets and inclusive amenities</li> </ul>	<ul style="list-style-type: none"> <li>940 Male players</li> <li>130 Female Players</li> <li>00 Coaches</li> <li>163 Volunteers</li> </ul>	1 2 3 4

LEGEND	1	MAINTAIN EXISTING CAPACITY
	2	CREATE ADDITIONAL CAPACITY
	3	INCLUSIVE FACILITIES
	4	CREDIBLE TALENT PATHWAYS



## › FEATURE & PRIORITY PROJECTS

### THE SOUTH EAST REGION'S 'FEATURE' PROJECTS ARE FOCUSED ON BOTH MAINTAINING AND INCREASING CAPACITY (2/2)

#### 'FEATURE' PROJECTS – SOUTH EAST REGION

	EXISTING CONDITION	FIELDS	LIGHTS	BUILDINGS	PARTICIPANTS IMPACTED	STRATEGIC PILLAR
<b>IRON BARK PARK, RIPLEY</b>	Iron Bark Park is opening stage two of a new facility featuring potentially two new rugby league fields (one may be on a cricket field). There is no permanent built form on site to support the new field, save for modular changerooms, toilets and meeting room.	N/A	New LED on two No. Fields	<ul style="list-style-type: none"> <li>• 4 x New Dressing Rooms with player toilets and showers</li> <li>• Female and Male Toilets (with disability access)</li> <li>• 2 x Referee Dressing Rooms (Male and Female)</li> <li>• New canteen area in clubhouse</li> <li>• New covered grandstand incl disabled seating and pathways</li> </ul>	<ul style="list-style-type: none"> <li>• 279 Male players</li> <li>• 94 Female Players</li> <li>• 30 Coaches</li> <li>• 33 Volunteers</li> <li>• 41 Trainers</li> </ul>	<div style="background-color: #800040; color: white; text-align: center; padding: 2px;">2</div> <div style="background-color: #800040; color: white; text-align: center; padding: 2px;">3</div>

<b>LEGEND</b>	1	MAINTAIN EXISTING CAPACITY
	2	CREATE ADDITIONAL CAPACITY
	3	INCLUSIVE FACILITIES
	4	CREDIBLE TALENT PATHWAYS



## › FEATURE & PRIORITY PROJECTS

# PRIORITY PROJECTS

THE 12 'PRIORITY' PROJECTS ARE SPREAD OUT ACROSS THE THREE OPERATING REGIONS

	PRIORITY	FIELDS	LIGHTS	BUILDINGS	1	2	3	4
NORTHERN	PETERSEN PARK, FNQ	YES	YES	-		X	X	
	PEGGY BANFIELD OVAL, TOWNSVILLE	-	YES	YES	X		X	
	WANDERERS SPORTING VENUE, MACKAY	YES	YES	YES	X		X	
	THEO HANSEN OVAL, MACKAY	YES	YES	YES	X		X	
CENTRAL	ELIZABETH PARK, CENTRAL QLD	-	YES	-	X			
	EASTERN SUBURBS RUGBY LEAGUE, WIDE BAY	-	-	YES	X		X	
	NIRIMBA RUGBY LEAGUE FACILITY, SUNSHINE COAST	YES	YES	YES		X	X	X
	ROMA CITIES RUGBY LEAGUE, SOUTH WEST	-	YES	-	X			
SOUTH-EAST	BRIGHTON ROOSTERS, BRISBANE	YES	YES	YES	X		X	
	REDLANDS COAST REGIONAL SPORT AND RECREATION PRECINCT, MOUNT COTTON	YES	YES	YES		X	X	
	HAMMEL PARK, BEENLEIGH	-	YES	YES	X	X	X	
	HAYES OVAL, HARRISVALE	YES	YES	-		X	X	
	FERNBROOKE OVALS, IPSWICH	YES	YES	YES		X	X	X

LEGEND	1	2	3	4
	1	2	3	4
	MAINTAIN EXISTING CAPACITY	CREATE ADDITIONAL CAPACITY	INCLUSIVE FACILITIES	CREDIBLE TALENT PATHWAYS



## › FEATURE & PRIORITY PROJECTS

### THERE ARE THREE ADDITIONAL PROJECTS THAT ARE IMPORTANT TO THE QRL WHERE QRL PLAYS A SUPPORT ROLE, BUT WILL NOT BE THE KEY DELIVERY DRIVER

#### THE QRL AND LOCAL RUGBY LEAGUE WILL SUPPORT THESE PROJECTS WHERE POSSIBLE

##### TOOWOOMBA REGIONAL SPORTS PRECINCT, CHARLTON

- The Toowoomba Regional Council has plans to build a massive 135h (15 fields, four ovals, dressing room facilities, clubhouse, canteen facilities) for multi-purpose sporting use.
- Rugby League will support this development to ensure adequate supply of fit for purpose infrastructure to support the expected population growth in the area.
- **This project is already in-train and has support from the Queensland State Government and the Toowoomba Regional Council. Given this progress, the QRL will not be a key delivery driver for this project but will provide in-principle support and input where requested.**

##### MACKAY STADIUM PRECINCT REDEVELOPMENT

- Mackay Regional Council plans to develop the stadium precinct to reflect the success and growth of community sport across Mackay.
- Rugby League Mackay grounds can accommodate all activity in the Mackay region, including junior/senior local clubs, school competitions and provide a training venue for the Statewide Competitions club, the Mackay Cutters.
- Upgrades to the dressing sheds, female facilities, car park and canteen facilities are priorities to continue to lead the way in male/female participation, All Abilities and School competitions.
- **This project is already in-train and has support from the Mackay Regional Council. Given this progress, the QRL will not be a key delivery driver for this project but will provide in-principle support and input where requested.**

##### BROWNE PARK, ROCKHAMPTON

- The Management of Browne Park Incorporated has plans to redevelop Browne Park in Rockhampton to allow the facility to host larger regional events and concerts.
- The redevelopment will also increase its ability to host NRL trials and competition games as well as providing a better experience for those attending statewide competition games on a regular basis.
- **This project is already in-train and has a State Government commitment of \$25 million. The QRL will not be a key delivery driver for this project but will provide in-principle support and input where requested.**



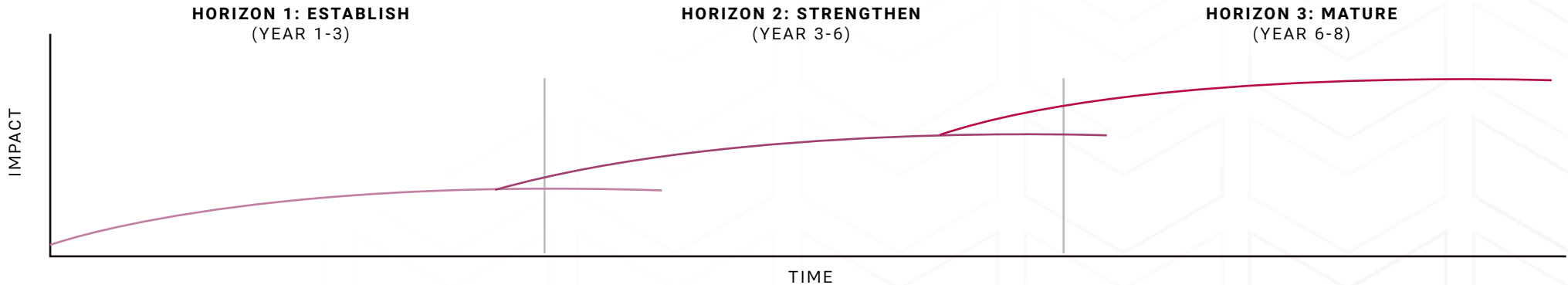
# DELIVERY OF QRL'S INFRASTRUCTURE STRATEGY





# THE INFRASTRUCTURE STRATEGY WILL BE REALIZED ACROSS THE NEXT 8 YEARS

## HIGH LEVEL IMPLEMENTATION PLAN



KEY OBJECTIVES

### HORIZON 1: ESTABLISH

- **Community clubs re-establish confidence in QRL's approach** to infrastructure and funding
- **Buy-in from local government on QRL's preferred infrastructure guidelines** resulting in more targeted grants and funding
- **Rugby League is 'top of mind'** in community sport facility investment and competitive against other sports (e.g. AFL, Cricket)
- **Community clubs have baseline capability to secure funding** – QRL to support 'feature' projects across all tiers
- **A majority of 'feature' and 'priority' projects have obtained funding** and have reached the delivery phase

### HORIZON 2: STRENGTHEN

- **Refreshed QRL 'feature' and 'priority' projects** based on latest gaps and needs analysis
- **Preferred infrastructure guidelines are uplifted** to drive improved infrastructure quality across Queensland
- **Rugby League is the 'preferred' sports partner of choice** for shared community sport facilities
- **Community clubs are the primary driver of external funding** – QRL to primarily support large-scale 'feature' infrastructure projects, primarily for regional tier and above
- **Continued success** in obtaining funding for rugby league infrastructure projects

### HORIZON 3: MATURE

- **Refreshed QRL 'feature' and 'priority' projects** based on latest gaps and needs analysis
- **Rugby League is the 'preferred' sport for community sport facility investment** in Queensland from government
- **Community clubs become de facto leads for securing funding for sub-state level infrastructure** – QRL focuses funding effort on state and elite tier infrastructure
- **Continued success** in obtaining funding for rugby league infrastructure projects and evidence of its impact on participation

ANNUAL REVIEW AND COMMUNICATION OF PROJECTS, PRIORITISATION AND FUNDING PROFILES



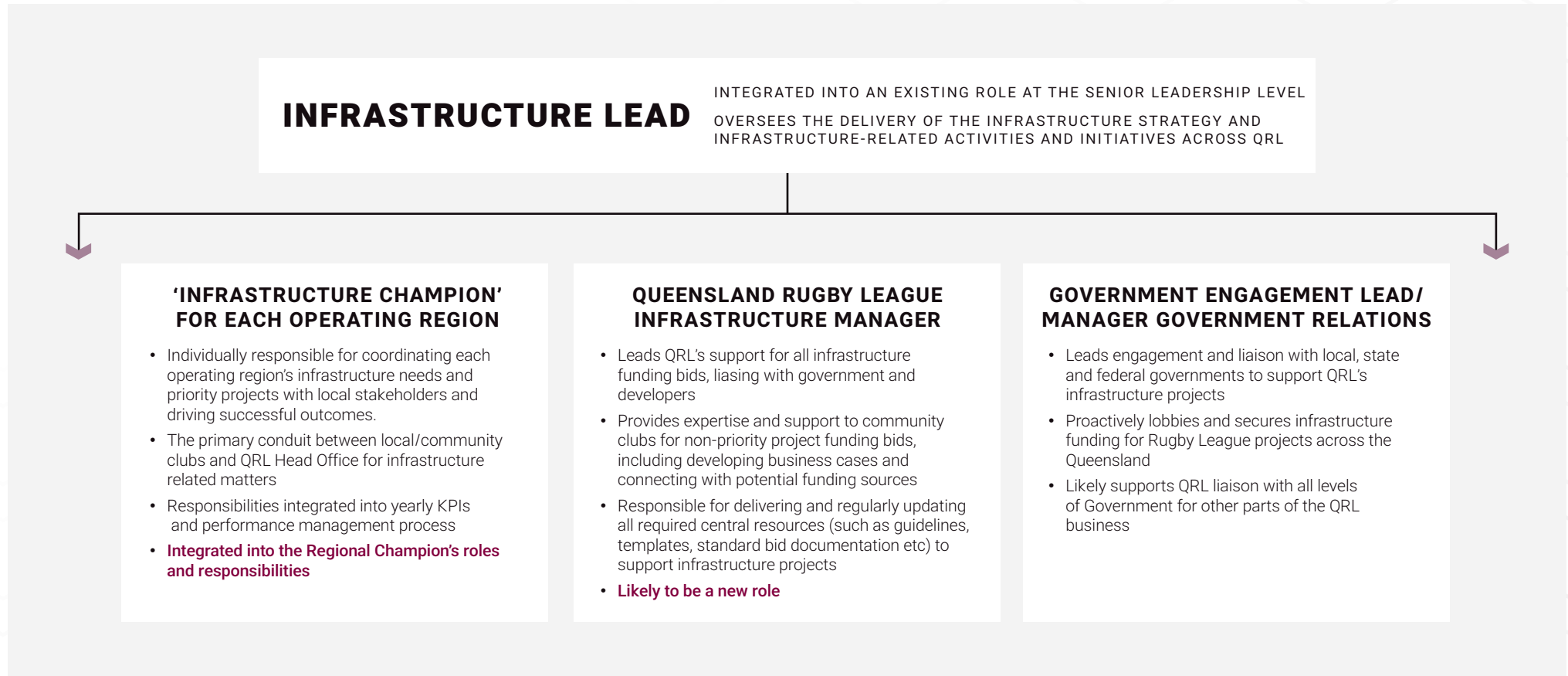
## A HIGH-LEVEL IMPLEMENTATION PLAN FOR HORIZON 1 (YEARS 1-3) HAS BEEN DEFINED

### HIGH-LEVEL IMPLEMENTATION PLAN – HORIZON 1



# INTERNAL QRL RESOURCES WILL NEED TO BE MOBILISED TO SUPPORT THE DELIVERY OF THE INFRASTRUCTURE STRATEGY

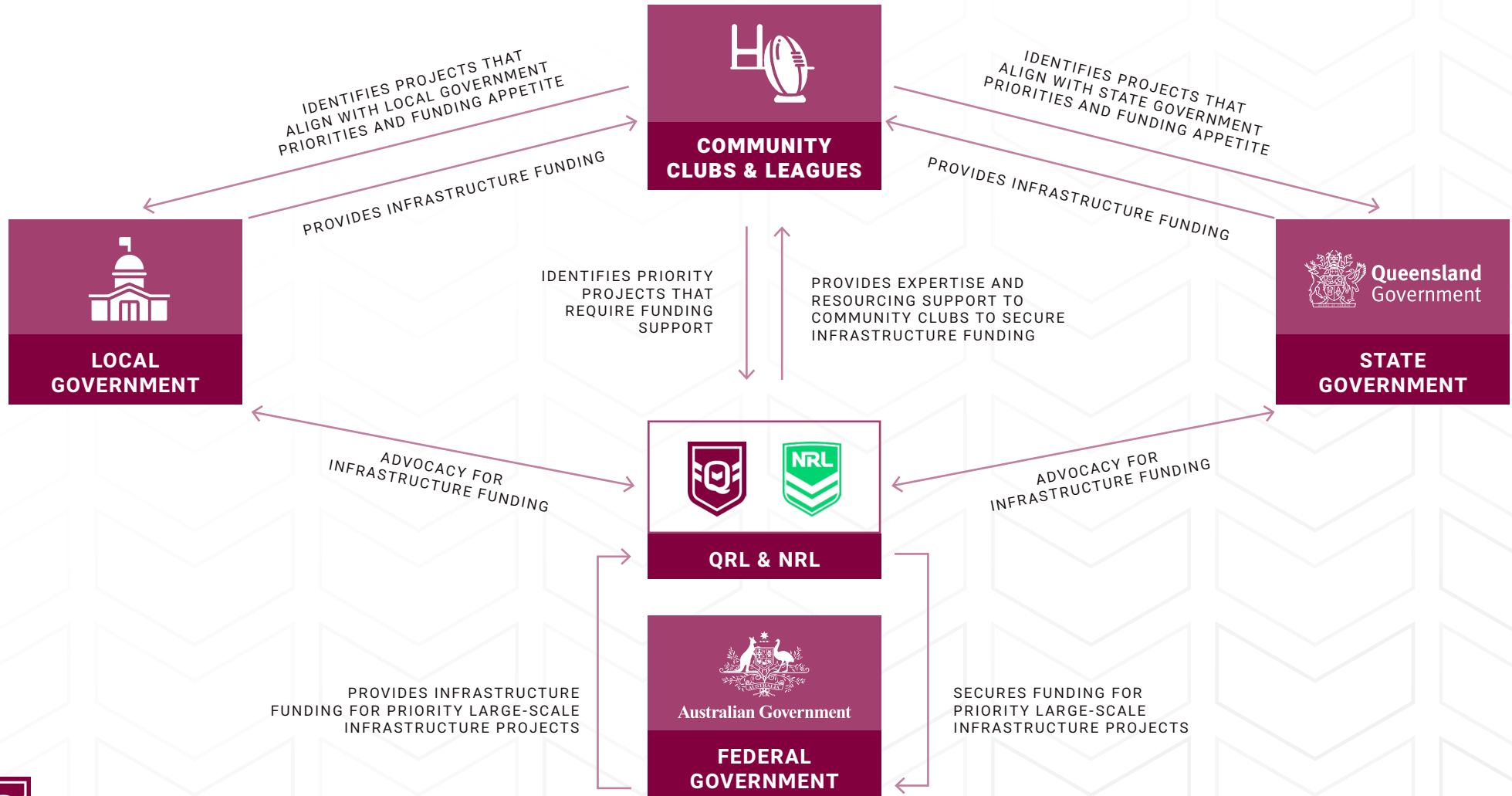
## PROPOSED RESOURCING MODEL



## › STRATEGY DELIVERY

# MULTIPLE STAKEHOLDER GROUPS, INCLUDING THE QRL, COMMUNITY CLUBS AND GOVERNMENT, WILL NEED TO WORK TOGETHER TO REALISE THE STRATEGY

## RUGBY LEAGUE INFRASTRUCTURE ECOSYSTEM



# EACH STAKEHOLDER GROUP WILL HAVE A DIFFERENT ROLE TO PLAY THROUGHOUT THE INFRASTRUCTURE LIFECYCLE

## INFRASTRUCTURE LIFECYCLE

	1. NEEDS IDENTIFICATION	2. SECURING FUNDING	3. DESIGN AND DEVELOPMENT	4. MAINTENANCE
COMMUNITY CLUBS & LEAGUES	<ul style="list-style-type: none"> <li>Leads the process of identifying infrastructure needs</li> <li>Outlines these needs to the QRL for prioritisation and support</li> </ul>	<ul style="list-style-type: none"> <li>Leads the process to secure funding for non-‘feature’ projects</li> </ul>	<ul style="list-style-type: none"> <li>Leads (or provides significant input) on the design of facilities</li> </ul>	<ul style="list-style-type: none"> <li>Supports the maintenance of infrastructure owned by Local/ State Government</li> <li>Maintains any infrastructure not owned and maintained by Local/State Government</li> </ul>
QRL OR NRL	<ul style="list-style-type: none"> <li>Undertakes state-wide and regional needs analysis</li> <li>Prioritises infrastructure needs across the state and regions</li> <li>Provides infrastructure guidelines to support gap analysis in infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Leads the process to secure funding for QRL-designated ‘feature’ projects</li> <li>Supports Community Clubs and Leagues in securing funding for non ‘feature’ projects</li> <li>Leads engagement with Federal government to secure funding</li> </ul>	<ul style="list-style-type: none"> <li>Establishes infrastructure guidelines to guide design</li> </ul>	<ul style="list-style-type: none"> <li>Provides guidance and support to Community Clubs and Leagues on ‘best practice’ approaches to infrastructure and facilities maintenance</li> </ul>
LOCAL GOV	<ul style="list-style-type: none"> <li>Provides input on local infrastructure needs</li> </ul>	<ul style="list-style-type: none"> <li>Primary source of investment funding</li> </ul>	<ul style="list-style-type: none"> <li>Provides input on design based on local objectives and needs, and ensures development is within regulation</li> </ul>	<ul style="list-style-type: none"> <li>Where possible, maintains infrastructure owned by Local Government</li> </ul>
STATE GOV	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>Secondary source of investment funding - provides investment funding for medium-scale projects</li> </ul>	<ul style="list-style-type: none"> <li>Provides input on design based on State objectives and needs</li> </ul>	<ul style="list-style-type: none"> <li>Where possible, maintains infrastructure owned by State Government</li> </ul>
FEDERAL GOV	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>Provides investment funding for large-scale projects</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>THE EXACT ROLE OF LOCAL, STATE AND FEDERAL GOVERNMENT WILL VARY BASED ON THE SCALE AND NATURE OF THE INFRASTRUCTURE PROJECT</b>				



# COMMUNITY CLUBS WILL BE THE PRIMARY DRIVER OF THE LOCAL INFRASTRUCTURE AGENDA AND WILL PLAY A KEY ROLE IN OBTAINING FUNDING

## ROLE OF COMMUNITY CLUBS

### IDENTIFY INFRASTRUCTURE NEEDS TO BE ADDRESSED

- **Monitor the state of existing Rugby League infrastructure** through the completion of annual facility audits, and identify major gaps and opportunity areas that need to be addressed
- **Take a disciplined approach** to prioritising potential projects and focus effort on those with strong strategic alignment with the QRL Infrastructure Strategy

### PRIORITISE QRL-IDENTIFIED 'FEATURE' PROJECTS

- **Work with QRL to understand the path forward to support the delivery of relevant 'feature' and 'priority' projects**
- **Work with the QRL in advocating for Local and State Government investment into relevant 'feature' and 'priority' projects**
- **Ensure alignment of local and QRL messaging** re infrastructure and funding priorities

### ENGAGE WITH GOVERNMENT FOR FUNDING

- **Maintain strong relationships with Local and State Government** to ensure Rugby League infrastructure is top of mind
- **Identify specific local government agendas** and identify alignment with community club needs
- **Advocate to Local and State Government for other infrastructure projects** that are not on the QRL 'feature' project list to try and secure additional investment funding

### COLLAB WITH OTHER SPORTS FOR SHARED FACILITIES

- **Connect with other local community sports organisations** and explore opportunities to partner and co-locate in shared community sports infrastructure
- **Co-design shared facilities with other local community sports organisations** and seek shared government infrastructure funding



# ALL LEVELS OF GOVERNMENT HAVE A SIGNIFICANT ROLE TO PLAY IN WORKING WITH THE QRL AND COMMUNITY CLUBS TO DELIVER THE STRATEGY

## ROLE OF GOVERNMENT



### LOCAL

- **Recognise QRL's priority project list** and identify opportunities to support the delivery of these projects
- **Align future community facility investment with the QRL's infrastructure guidelines**
- **Engage with community Rugby League clubs** to understand infrastructure gaps and funding priorities
- **Establish ongoing communication with QRL and community clubs** on future growth issues and challenges, and seek collaborative solutions
- **Co-invest with Federal and State governments** on priority infrastructure projects
- **Match (fully or partially) QRL funding** for priority infrastructure projects
- **Incorporate Rugby League facilities (sole occupant or shared) into future community developments**



### STATE

- **Recognise QRL's priority project list** and identify opportunities to support the delivery of these projects
- **Align future Rugby League investment with QRL's infrastructure guidelines**
- **Co-invest with Federal and Local governments** on priority infrastructure projects
- **Match (fully or partially) QRL funding** for priority infrastructure projects
- **Establish dedicated Rugby League grant programs** to enable continued investment and improvement in Rugby League facilities



### FEDERAL

- **Support the QRL to deliver priority infrastructure** projects that deliver shared national outcomes
- **Support local government** to deliver local benefits and improved opportunities for communities to access Rugby League facilities
- **Co-invest with State and Local governments** on large-scale priority infrastructure projects



**NEXT STEPS ARE TO SEEK ENDORSEMENT AND APPROVAL OF THE INFRASTRUCTURE STRATEGY AND COMMENCE IMPLEMENTATION**

ONE

**SEEK IN-PRINCIPLE  
ENDORSEMENT OF THE DRAFT  
INFRASTRUCTURE STRATEGY  
FROM THE QRL BOARD AND  
INCORPORATE FEEDBACK**

TWO

**SHARE THE DRAFT  
INFRASTRUCTURE STRATEGY  
WITH THE BROADER QRL  
COMMUNITY AND INCORPORATE  
FEEDBACK**

THREE

**FINALISE AND PUBLISH THE  
INFRASTRUCTURE STRATEGY**

FOUR

**COMMENCE DETAILED  
IMPLEMENTATION PLANNING  
FOR THE AGREED PRIORITY  
INFRASTRUCTURE INITIATIVES  
AND PROJECTS**





# INFRASTRUCTURE PRIORITIES BY OPERATING AREA



# FAR NORTH QUEENSLAND

## PARTICIPATION AND INFRASTRUCTURE

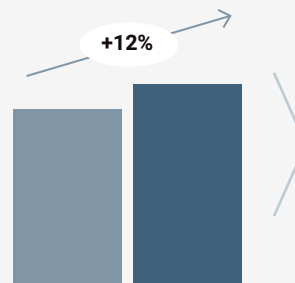


### CURRENT STATE OVERVIEW

PARTICIPANTS	VENUES	PARTICIPANT : VENUE
<b>5,000</b>	28	179
	PLAYING SURFACES	PARTICIPANT : SURFACE
	55	91

2021 PARTICIPANTS	2021 POPULATION	2021 PENETRATION	2031 FORECAST POPULATION
5,000	298,300	1.7%	338,500
2031 FORECAST PARTICIPANTS	FORECAST CHANGE	ADDITIONAL TEAMS <sup>2</sup>	
5,600	+600 / +12%	+35 TEAMS	

### FUTURE STATE FORECAST



ADDITIONAL TEAMS	+35
PLAYING SURFACES	+7
VENUES	+3 <sup>4</sup>

### KEY COUNCILS

- Cassowary Coast Regional Council
- Cairns Regional Council
- Torres Strait Island Regional Council
- Croydon Shire Council
- Etheridge Shire Council
- Mornington Shire Council
- Pormpuraaw Aboriginal Shire Council
- Yarrabah Aboriginal Shire Council
- Douglas Shire Council
- Mapoon Aboriginal Shire Council
- Napranum Aboriginal Shire Council
- Torres Shire Council
- Northern Peninsula Area Regional Council
- Mareeba Shire Council
- Tablelands Regional Council
- Carpentaria Shire Council
- Aurukun Shire Council
- Kowanyama Aboriginal Shire Council
- Lockhart River Aboriginal Shire Council
- Cook Shire Council
- Hope Vale Aboriginal Shire Council
- Wujal Wujal Aboriginal Shire Council
- Doomadgee Aboriginal Shire Council



NOTES: 1. FIGURES ROUNDED TO CLOSEST 100. 2. BASED ON 17 PARTICIPANTS PER TEAM. 3. PLEASE SEE THE APPENDIX FOR THE LGA TO OPERATING REGION MAPPING. 4. BASED ON 2021 RATIOS FOR THIS AREA. SOURCE: 2021 QRL RUGBY LEAGUE CLUBS AND VENUES DATA (2021); QRL CLUB HEALTH CHECK DATA (2022); QUEENSLAND GOVERNMENT STATISTICIAN'S OFFICE - 2016-2041 POPULATION PROJECTIONS (2019); GEMBA STRATEGY ANALYSIS (2022).

# FAR NORTH QUEENSLAND

## INFRASTRUCTURE PRIORITIES & PROJECTS

### INFRASTRUCTURE PRIORITIES

	Increase the number of playing fields with on-field lighting capability to enable greater use of existing surfaces
	Ensure adequate supply of Rugby League infrastructure in traditional 'heartland' areas of strong participation
	Provide inclusive facilities to enable participation in non-traditional segments (incl. females, CALD, all abilities)
	Improve the condition and maintenance of playing surfaces to ensure they are fit for purpose and suitable quality

### IDENTIFIED PROJECTS

FEATURE	1	2	3	4
JONES PARK, CAIRNS	X		X	X
PRIORITY	1	2	3	4
PETERSEN PARK, EDMONTON		X	X	
OTHER PROJECTS	1	2	3	4
ANDOOM OVAL, WEIPA	X		X	
KEN BROWN OVAL, THURSDAY ISLAND	X		X	



# TOWNSVILLE & MT ISA

## PARTICIPATION AND INFRASTRUCTURE



### CURRENT STATE OVERVIEW

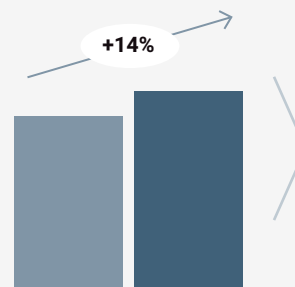
PARTICIPANTS	VENUES	PARTICIPANT : VENUE
<b>5,700</b>	22	259
	PLAYING SURFACES	PARTICIPANT : SURFACE
	259	135

2021 PARTICIPANTS	2021 POPULATION	2021 PENETRATION	2031 FORECAST POPULATION
5,700	313,500	1.8%	355,600
2031 FORECAST PARTICIPANTS	FORECAST CHANGE	ADDITIONAL TEAMS <sup>2</sup>	
6,500	+800 / +14%	+47 TEAMS	

### KEY COUNCILS

- Hinchinbrook Shire Council
- Burdekin Shire Council
- Townsville City Council
- Palm Island Aboriginal Shire Council
- Charters Towers Regional Council
- Flinders Shire Council
- McKinlay Shire Council
- Cloncurry Shire Council
- Mount Isa City Council
- Boulia Shire Council
- Burke Shire Council
- Whitsunday Regional Council

### FUTURE STATE FORECAST



ADDITIONAL TEAMS	+47
PLAYING SURFACES	+6
VENUES	+3 <sup>4</sup>



NOTES: 1. FIGURES ROUNDED TO CLOSEST 100. 2. BASED ON 17 PARTICIPANTS PER TEAM. 3. PLEASE SEE THE APPENDIX FOR THE LGA TO OPERATING REGION MAPPING. 4. BASED ON 2021 RATIOS FOR THIS AREA. SOURCE: 2021 QRL RUGBY LEAGUE CLUBS AND VENUES DATA (2021); QRL CLUB HEALTH CHECK DATA (2022); QUEENSLAND GOVERNMENT STATISTICIAN'S OFFICE - 2016-2041 POPULATION PROJECTIONS (2019); GEMBA STRATEGY ANALYSIS (2022).

# TOWNSVILLE & MT ISA

## INFRASTRUCTURE PRIORITIES & PROJECTS

### INFRASTRUCTURE PRIORITIES



Support population and participation growth areas with expanded and fit for purpose infrastructure supply



Renew existing amenities and facilities to ensure to support the existing cohorts of participants and ongoing competition



Provide inclusive facilities to enable participation in non-traditional segments (incl. females, CALD, all abilities)



Improve the condition and maintenance of playing surfaces to ensure they are fit for purpose and suitable quality

### IDENTIFIED PROJECTS

FEATURE	1	2	3	4
ALEC INCH OVAL, MT ISA	X		X	
PRIORITY	1	2	3	4
PEGGY BANFIELD OVAL, NORTH TOWNSVILLE	X		X	
OTHER PROJECTS	1	2	3	4
VICTORIA PARK, SOUTH TOWNSVILLE			X	
CHARTERS TOWERS MINERS JUNIOR RL	X	X	X	
DENISON PARK, BOWEN SEAGULLS			X	



# MACKAY

## PARTICIPATION AND INFRASTRUCTURE



### CURRENT STATE OVERVIEW

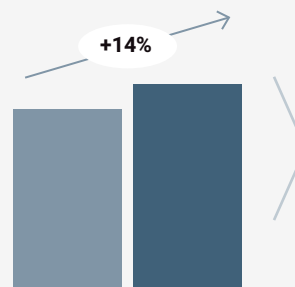
PARTICIPANTS	VENUES	PARTICIPANT : VENUE
<b>3,700</b>	11	336
	PLAYING SURFACES	PARTICIPANT : SURFACE
	29	128

2021 PARTICIPANTS	2021 POPULATION	2021 PENETRATION	2031 FORECAST POPULATION
3,700	123,600	3.0%	139,200
2031 FORECAST PARTICIPANTS	FORECAST CHANGE	ADDITIONAL TEAMS <sup>2</sup>	
4,200	+500 / +14%	+29 TEAMS	

### KEY COUNCILS

- Mackay Regional Council
- Whitsunday Regional Council
- Isaac Regional Council

### FUTURE STATE FORECAST



ADDITIONAL TEAMS
+29
PLAYING SURFACES
+4
VENUES
+2



NOTES: 1. FIGURES ROUNDED TO CLOSEST 100. 2. BASED ON 17 PARTICIPANTS PER TEAM. 3. PLEASE SEE THE APPENDIX FOR THE LGA TO OPERATING REGION MAPPING. 4. BASED ON 2021 RATIOS FOR THIS AREA. SOURCE: 2021 QRL RUGBY LEAGUE CLUBS AND VENUES DATA (2021); QRL CLUB HEALTH CHECK DATA (2022); QUEENSLAND GOVERNMENT STATISTICIAN'S OFFICE - 2016-2041 POPULATION PROJECTIONS (2019); GEMBA STRATEGY ANALYSIS (2022).

# MACKAY

## INFRASTRUCTURE PRIORITIES & PROJECTS

### INFRASTRUCTURE PRIORITIES

	Increase the number of playing fields with on-field lighting capability to enable greater use of existing surfaces
	Improve the condition and maintenance of playing surfaces to ensure they are fit for purpose and suitable quality
	Provide inclusive facilities to enable participation in non-traditional segments (incl. females, CALD, all abilities)
	Support population and participation growth areas with expanded and fit for purpose infrastructure supply

### IDENTIFIED PROJECTS

FEATURE	1	2	3	4
<b>NONE IDENTIFIED</b>				
PRIORITY	1	2	3	4
<b>WANDERERS SPORTING VENUE, MACKAY</b>	X		X	
<b>THEO HANSEN OVAL, MACKAY</b>	X		X	
OTHER PROJECTS	1	2	3	4
<b>BREWERS PARK SARINA – SARINA JRL</b>			X	
<b>LEPRECHAUN PARK – MACKAY BROTHERS</b>	X		X	
<b>WEST TIGERS, WALKERSTON</b>		X	X	



# CENTRAL QUEENSLAND

## PARTICIPATION AND INFRASTRUCTURE



### CURRENT STATE OVERVIEW

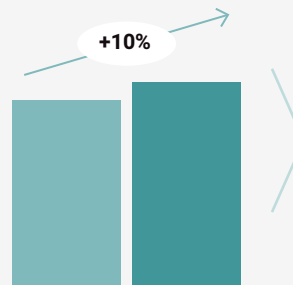
PARTICIPANTS	VENUES	PARTICIPANT : VENUE
<b>6,100</b>	28	218
	PLAYING SURFACES	PARTICIPANT : SURFACE
	53	115

2021 PARTICIPANTS	2021 POPULATION	2021 PENETRATION	2031 FORECAST POPULATION
6,100	166,900	3.7%	183,700
2031 FORECAST PARTICIPANTS	FORECAST CHANGE	ADDITIONAL TEAMS <sup>2</sup>	
6,700	+600 / +1-%	+35 TEAMS	

### KEY COUNCILS

- Gladstone Regional Council
- Rockhampton Regional Council
- Livingstone Shire Council
- Woorabinda Aboriginal Shire Council
- Banana Shire Council
- Central Highlands Regional Council
- Barcaldine Regional Council
- Longreach Regional Council
- Winton Shire Council
- Barcoo Shire Council
- Diamantina Shire Council

### FUTURE STATE FORECAST



ADDITIONAL TEAMS	+35
PLAYING SURFACES	+5
VENUES	+3



NOTES: 1. FIGURES ROUNDED TO CLOSEST 100. 2. BASED ON 17 PARTICIPANTS PER TEAM. 3. PLEASE SEE THE APPENDIX FOR THE LGA TO OPERATING REGION MAPPING. 4. BASED ON 2021 RATIOS FOR THIS AREA. SOURCE: 2021 QRL RUGBY LEAGUE CLUBS AND VENUES DATA (2021); QRL CLUB HEALTH CHECK DATA (2022); QUEENSLAND GOVERNMENT STATISTICIAN'S OFFICE - 2016-2041 POPULATION PROJECTIONS (2019); GEMBA STRATEGY ANALYSIS (2022).



# CENTRAL QUEENSLAND

## INFRASTRUCTURE PRIORITIES & PROJECTS

### INFRASTRUCTURE PRIORITIES

	Increase the number of playing fields with on-field lighting capability to enable greater use of existing surfaces
	Renew existing amenities and facilities to ensure to support the existing cohorts of participants and ongoing competition
	Improve the condition and maintenance of playing surfaces to ensure they are fit for purpose and suitable quality
	Provide inclusive facilities to enable participation in non-traditional segments (incl. females, CALD, all abilities)

### IDENTIFIED PROJECTS

FEATURE	1	2	3	4
<b>RUGBY PARK, ROCKHAMPTON</b>	X	X	X	X
PRIORITY	1	2	3	4
<b>ELIZABETH PARK, ROCKHAMPTON</b>	X			
OTHER PROJECTS	1	2	3	4
<b>GYMNASIUM GROUND FACILITIES UPGRADE, ROCKHAMPTON</b>	X	X	X	
<b>SALEYARDS PARK FACILITIES UPGRADE, ROCKHAMPTON</b>	X		X	
<b>VALLEYS GLADSTONE UPGRADE</b>	X			
<b>WEBB OVAL, YEPPOON</b>	X	X		
<b>KETTLE PARK, ROCKHAMPTON</b>	X		X	



# WIDE BAY

## PARTICIPATION AND INFRASTRUCTURE

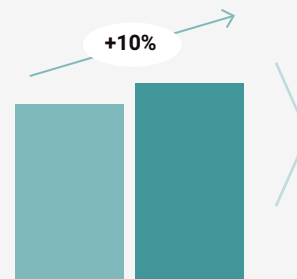


### CURRENT STATE OVERVIEW

PARTICIPANTS	VENUES	PARTICIPANT : VENUE
<b>2,900</b>	29	100
	PLAYING SURFACES	PARTICIPANT : SURFACE
	48	60

2021 PARTICIPANTS	2021 POPULATION	2021 PENETRATION	2031 FORECAST POPULATION
2,900	176,300	1.7%	193,100
2031 FORECAST PARTICIPANTS	FORECAST CHANGE	ADDITIONAL TEAMS <sup>2</sup>	
3,200	+300 / +10%	+17 TEAMS	

### FUTURE STATE FORECAST



ADDITIONAL TEAMS	+17
PLAYING SURFACES	+3
VENUES	+1

### KEY COUNCILS

- Cherbourg Aboriginal Shire Council
- South Burnett Regional Council
- North Burnett Regional Council
- Fraser Coast Regional Council
- Bundaberg Regional Council



NOTES: 1. FIGURES ROUNDED TO CLOSEST 100. 2. BASED ON 17 PARTICIPANTS PER TEAM. 3. PLEASE SEE THE APPENDIX FOR THE LGA TO OPERATING REGION MAPPING. 4. BASED ON A PARTICIPANT : SURFACE RATIO OF 100 AND PARTICIPANT : VENUE RATIO OF 300. SOURCE: 2021 QRL RUGBY LEAGUE CLUBS AND VENUES DATA (2021); QRL CLUB HEALTH CHECK DATA (2022); QUEENSLAND GOVERNMENT STATISTICIAN'S OFFICE - 2016-2041 POPULATION PROJECTIONS (2019); GEMBA STRATEGY ANALYSIS (2022).

# WIDE BAY

## INFRASTRUCTURE PRIORITIES & PROJECTS

### INFRASTRUCTURE PRIORITIES



Renew existing amenities and facilities to ensure to support the existing cohorts of participants and ongoing competition



Provide inclusive facilities to enable participation in non-traditional segments (incl. females, CALD, all abilities)



Increase the number of playing fields with on-field lighting capability to enable greater use of existing surfaces



Support population and participation growth areas with expanded and fit for purpose infrastructure supply

### IDENTIFIED PROJECTS

FEATURE	1	2	3	4
ESKDALE PARK, MARYBOROUGH	X		X	X

PRIORITY	1	2	3	4
EASTERN SUBURBS RUGBY LEAGUE BUNDABERG	X		X	

OTHER PROJECTS	1	2	3	4
WONDAI WOLVES RLFC LIGHTING UPGRADE	X			
PAST BROTHERS BUNDABERG FEMALE FACILITIES			X	
MONTO ROO'S CANTEEN UPGRADE	X			



# SUNSHINE COAST

## PARTICIPATION AND INFRASTRUCTURE



### CURRENT STATE OVERVIEW

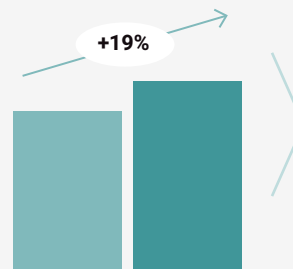
PARTICIPANTS	VENUES	PARTICIPANT : VENUE
<b>5,200</b>	17	306
	PLAYING SURFACES	PARTICIPANT : SURFACE
	41	127

2021 PARTICIPANTS	2021 POPULATION	2021 PENETRATION	2031 FORECAST POPULATION
5,200	567,800	0.9%	675,000
2031 FORECAST PARTICIPANTS	FORECAST CHANGE	ADDITIONAL TEAMS <sup>2</sup>	
6,200	+1,000 / +19%	+58 TEAMS	

### KEY COUNCILS

- Moreton Bay Regional Council
- Sunshine Coast Regional Council
- Noosa Shire Council
- Gympie Regional Council

### FUTURE STATE FORECAST



ADDITIONAL TEAMS	+58
PLAYING SURFACES	+8
VENUES	+4



NOTES: 1. FIGURES ROUNDED TO CLOSEST 100. 2. BASED ON 17 PARTICIPANTS PER TEAM. 3. PLEASE SEE THE APPENDIX FOR THE LGA TO OPERATING REGION MAPPING. 4. BASED ON 2021 RATIOS FOR THIS AREA. SOURCE: 2021 QRL RUGBY LEAGUE CLUBS AND VENUES DATA (2021); QRL CLUB HEALTH CHECK DATA (2022); QUEENSLAND GOVERNMENT STATISTICIAN'S OFFICE - 2016-2041 POPULATION PROJECTIONS (2019); GEMBA STRATEGY ANALYSIS (2022).

# SUNSHINE COAST

## INFRASTRUCTURE PRIORITIES & PROJECTS

### INFRASTRUCTURE PRIORITIES



Support population and participation growth areas with expanded and fit for purpose infrastructure supply



Increase the number of playing fields with on-field lighting capability to enable greater use of existing surfaces



Establish media and broadcast capability across venues to support talent identification and future broadcast revenue opportunities



Provide inclusive facilities to enable participation in non-traditional segments (incl. females, CALD, all abilities)

### IDENTIFIED PROJECTS

FEATURE	1	2	3	4
CABOOLTURE RUGBY LEAGUE, CABOOLTURE	X	X	X	

PRIORITY	1	2	3	4
NIRIMBA RUGBY LEAGUE FACILITY, SUNSHINE COAST		X	X	X

OTHER PROJECTS	1	2	3	4
SUNSHINE COAST CLUBS LIGHTING UPGRADE	X			
SUNSHINE COAST CLUBS MEDIA - VIDEO PLATFORM	X			
SUNSHINE COAST GREEN SPACE		X		



# SOUTH WEST

## PARTICIPATION AND INFRASTRUCTURE



### CURRENT STATE OVERVIEW

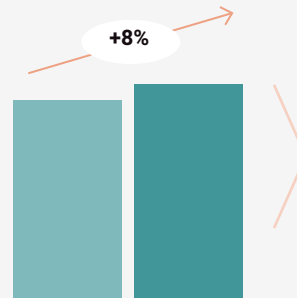
PARTICIPANTS	VENUES	PARTICIPANT : VENUE
<b>6,500</b>	45	144
	PLAYING SURFACES	PARTICIPANT : SURFACE
	65	100

2021 PARTICIPANTS	2021 POPULATION	2021 PENETRATION	2031 FORECAST POPULATION
6,500	338,100	1.9%	362,300
2031 FORECAST PARTICIPANTS	FORECAST CHANGE	ADDITIONAL TEAMS <sup>2</sup>	
7,000	+500 / +8%	+29 TEAMS	

### KEY COUNCILS

- Toowoomba Regional Council
- Southern Downs Regional Council
- Goondiwindi Regional Council
- Western Downs Regional Council
- Maranoa Regional Council
- Murweh Shire Council
- Blackall-Tambo Regional Council
- Quilpie Shire Council
- Balonne Shire Council
- Paroo Shire Council
- Bulloo Shire Council

### FUTURE STATE FORECAST



ADDITIONAL TEAMS	+29
PLAYING SURFACES	+5
VENUES	+3



# SOUTH WEST

## INFRASTRUCTURE PRIORITIES & PROJECTS

### INFRASTRUCTURE PRIORITIES

	Increase the number of playing fields with on-field lighting capability to enable greater use of existing surfaces
	Ensure adequate supply of Rugby League infrastructure in traditional 'heartland' areas of strong participation
	Support population and participation growth areas with expanded and fit for purpose infrastructure supply
	Provide inclusive facilities to enable participation in non-traditional segments (incl. females, CALD, all abilities)

### IDENTIFIED PROJECTS

FEATURE	1	2	3	4
<b>WESTERN CLYDESDALES TRAINING FACILITIES</b>		X		X
PRIORITY	1	2	3	4
<b>CITIES RUGBY LEAGUE, ROMA</b>	X			
OTHER PROJECTS	1	2	3	4
<b>RUGBY LEAGUE ADMINISTRATIVE BUILDING - TOOWOOMBA</b>	X		X	



# BRISBANE

## PARTICIPATION AND INFRASTRUCTURE



### CURRENT STATE OVERVIEW

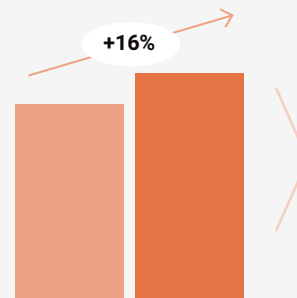
<b>PARTICIPANTS</b> <b>16.1K</b>	<b>VENUES</b>	<b>PARTICIPANT : VENUE</b>
	55	293
	<b>PLAYING SURFACES</b>	<b>PARTICIPANT : SURFACE</b>
	106	152

<b>2021 PARTICIPANTS</b>	<b>2021 POPULATION</b>	<b>2021 PENETRATION</b>	<b>2031 FORECAST POPULATION</b>
16,100	2,263,800	0.7%	3,019,100
<b>2031 FORECAST PARTICIPANTS</b>	<b>FORECAST CHANGE</b>	<b>ADDITIONAL TEAMS<sup>2</sup></b>	
18,600	+2,500 / +16%	+147 TEAMS	

### KEY COUNCILS

- Brisbane City
- Redland City
- Logan City
- Moreton Bay Regional Council

### FUTURE STATE FORECAST



<b>ADDITIONAL TEAMS</b>
+147
<b>PLAYING SURFACES</b>
+17
<b>VENUES</b>
+9



NOTES: 1. FIGURES ROUNDED TO CLOSEST 100. 2. BASED ON 17 PARTICIPANTS PER TEAM. 3. PLEASE SEE THE APPENDIX FOR THE LGA TO OPERATING REGION MAPPING. 4. BASED ON 2021 RATIOS FOR THIS AREA. SOURCE: 2021 QRL RUGBY LEAGUE CLUBS AND VENUES DATA (2021); QRL CLUB HEALTH CHECK DATA (2022); QUEENSLAND GOVERNMENT STATISTICIAN'S OFFICE - 2016-2041 POPULATION PROJECTIONS (2019); GEMBA STRATEGY ANALYSIS (2022).



# BRISBANE

## INFRASTRUCTURE PRIORITIES & PROJECTS

### INFRASTRUCTURE PRIORITIES



Renew existing amenities and facilities to ensure to support the existing cohorts of participants and ongoing competition



Increase the number of playing fields with on-field lighting capability to enable greater use of existing surfaces



Provide inclusive facilities to enable participation in non-traditional segments (incl. females, CALD, all abilities)



Support population and participation growth areas with expanded and fit for purpose infrastructure supply

### IDENTIFIED PROJECTS

FEATURE	1	2	3	4
<b>WEST BRISBANE JRS PURTELL PARK BRISBANE</b>	X			

PRIORITY	1	2	3	4
<b>BRIGHTON ROOSTERS, BRISBANE</b>	X		X	
<b>REDLANDS COAST REGIONAL SPORT AND RECREATION PRECINCT, MOUNT COTTON</b>		X	X	
<b>HAMMEL PARK, BEENLEIGH</b>	X	X	X	

OTHER PROJECTS	1	2	3	4
<b>BURPENGARY LIGHTING UPGRADE</b>	X			
<b>VALLEYS DIEHARDS</b>	X		X	
<b>NORMANBY HOUNDS</b>	X		X	
<b>NORTHS DEVILS JUNIOR RLFC, NUNDAH</b>	X	X	X	X
<b>WYNNUM MANLY RUGBY LEAGUE</b>	X	X	X	X



# GOLD COAST

## PARTICIPATION AND INFRASTRUCTURE



### CURRENT STATE OVERVIEW

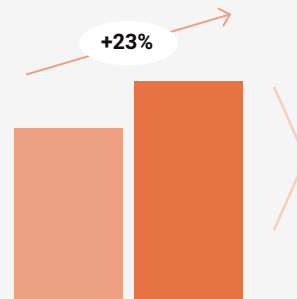
PARTICIPANTS	VENUES	PARTICIPANT : VENUE
6,500	16	406
	PLAYING SURFACES	PARTICIPANT : SURFACE
	48	135

2021 PARTICIPANTS	2021 POPULATION	2021 PENETRATION	2031 FORECAST POPULATION
6,500	695,100	0.9%	854.800
2031 FORECAST PARTICIPANTS	FORECAST CHANGE	ADDITIONAL TEAMS <sup>2</sup>	
8,000	+1,500 / +23%	+88	

### KEY COUNCILS

- Gold Coast City Council
- Scenic Rim Regional Council

### FUTURE STATE FORECAST



ADDITIONAL TEAMS
+88
PLAYING SURFACES
+11
VENUES
+5



NOTES: 1. FIGURES ROUNDED TO CLOSEST 100. 2. BASED ON 17 PARTICIPANTS PER TEAM. 3. PLEASE SEE THE APPENDIX FOR THE LGA TO OPERATING REGION MAPPING. 4. BASED ON 2021 RATIOS FOR THIS AREA. SOURCE: 2021 QRL RUGBY LEAGUE CLUBS AND VENUES DATA (2021); QRL CLUB HEALTH CHECK DATA (2022); QUEENSLAND GOVERNMENT STATISTICIAN'S OFFICE - 2016-2041 POPULATION PROJECTIONS (2019); GEMBA STRATEGY ANALYSIS (2022).

# GOLD COAST

## INFRASTRUCTURE PRIORITIES & PROJECTS

### INFRASTRUCTURE PRIORITIES



Support population and participation growth areas with expanded and fit for purpose infrastructure supply



Renew existing amenities and facilities to ensure to support the existing cohorts of participants and ongoing competition



Increase the number of playing fields with on-field lighting capability to enable greater use of existing surfaces



Provide inclusive facilities to enable participation in non-traditional segments (incl. females, CALD, all abilities)

### IDENTIFIED PROJECTS

FEATURE	1	2	3	4
<b>PIZZEY PARK BURLEIGH</b>	X	X		
OTHER PROJECTS	1	2	3	4
<b>RUNAWAY BAY CHANGEROOMS</b>			X	
<b>HELENSVALE RLFC LIGHTING AND CHANGEROOMS</b>	X	X	X	
<b>COMMUNITY RL EXPANSION, ORMEAU</b>		X	X	



# IPSWICH

## PARTICIPATION AND INFRASTRUCTURE



### CURRENT STATE OVERVIEW

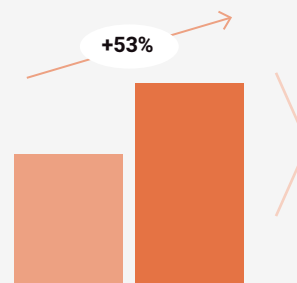
PARTICIPANTS	VENUES	PARTICIPANT : VENUE
<b>4,300</b>	14	307
	PLAYING SURFACES	PARTICIPANT : SURFACE
	33	130

2021 PARTICIPANTS	2021 POPULATION	2021 PENETRATION	2031 FORECAST POPULATION
4,300	318,200	1.3%	496,000
2031 FORECAST PARTICIPANTS	FORECAST CHANGE	ADDITIONAL TEAMS <sup>2</sup>	
6,600	+2,300 / +53%	+135	

### KEY COUNCILS

- Ipswich City Council
- Somerset Regional Council
- Lockyer Valley Regional Council
- Scenic Rim Regional Council

### FUTURE STATE FORECAST



ADDITIONAL TEAMS	+135
PLAYING SURFACES	+18
VENUES	+8



NOTES: 1. FIGURES ROUNDED TO CLOSEST 100. 2. BASED ON 17 PARTICIPANTS PER TEAM. 3. PLEASE SEE THE APPENDIX FOR THE LGA TO OPERATING REGION MAPPING. 4. BASED ON 2021 RATIOS FOR THIS AREA. SOURCE: 2021 QRL RUGBY LEAGUE CLUBS AND VENUES DATA (2021); QRL CLUB HEALTH CHECK DATA (2022); QUEENSLAND GOVERNMENT STATISTICIAN'S OFFICE - 2016-2041 POPULATION PROJECTIONS (2019); GEMBA STRATEGY ANALYSIS (2022).

# IPSWICH

## INFRASTRUCTURE PRIORITIES & PROJECTS

### INFRASTRUCTURE PRIORITIES



Support population and participation growth areas with expanded and fit for purpose infrastructure supply



Renew existing amenities and facilities to ensure to support the existing cohorts of participants and ongoing competition



Improve the maintenance of playing surfaces to ensure they are fit for purpose and suitable quality



Provide inclusive facilities to enable participation in non-traditional segments (incl. females, CALD, all abilities)

### IDENTIFIED PROJECTS

FEATURE	1	2	3	4
IRON BARK PARK, RIPLEY		X	X	

PRIORITY	1	2	3	4
HAYES OVAL, HARRISVILLE		X	X	
FERNBROOKE OVALS, IPSWICH		X	X	X

OTHER PROJECTS	1	2	3	4
SPRING MOUNTAIN, SPRINGFIELD	X		X	



# INFRASTRUCTURE PRIORITIES: **QRL CENTRE OF EXCELLENCE**



## › QRL CENTRE OF EXCELLENCE

# THE PROPOSED QUEENSLAND RUGBY LEAGUE CENTRE OF EXCELLENCE (QRL COE) WILL ESTABLISH A MODERN ADMINISTRATIVE, PERFORMANCE AND COMMUNITY HUB

The QRL COE aims to provide the highest level of administrative, player and coaching excellence to support local clubs and communities and continue to build the foundations to help them thrive. It will be the home for Queensland Rugby League representative teams of all ages and genders.

The QRL COE is proposed to be in the north-west corner of the main stadium at the Queensland Sports and Athletic Centre (QSAC), in Mt Gravatt, 12kms from Brisbane's CBD. This location has been specifically selected due to its proximity to existing high-performance facilities at QSAC, including the Recovery Centre, the newly renovated High-Performance Gym, and the main stadium's field of play. The location also provides the potential for the QRL to utilise the resources, assets and expertise of the Queensland Academy of Sport (QAS), who are also located at QSAC.

### THE KEY FEATURES OF THE PROPOSED QRL COE ARE AS FOLLOWS:

**INCLUSIVE PLAYER FACILITIES**

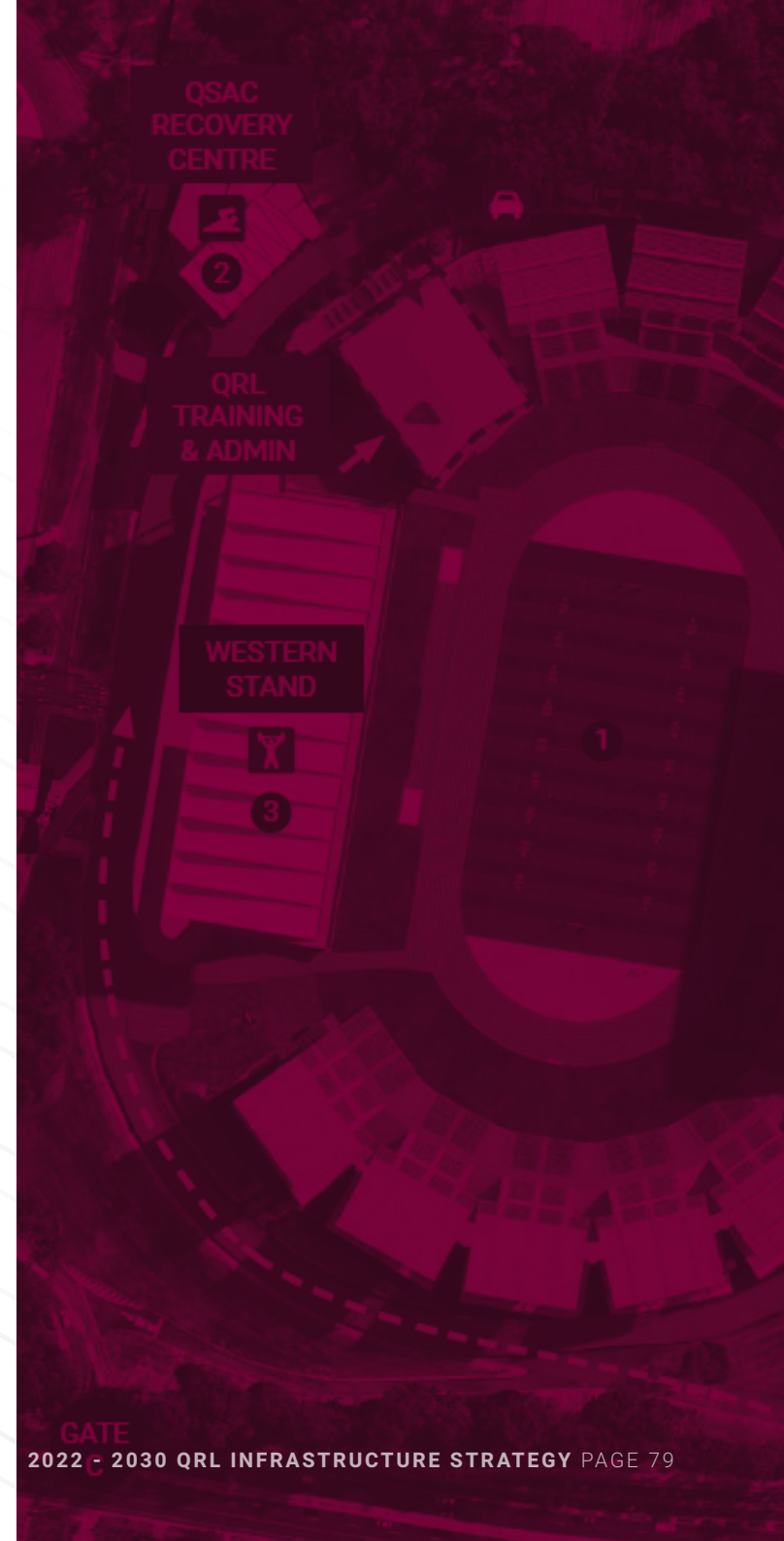
**INDOOR TRAINING FIELD**

**EDUCATION & COMMUNITY SPACES**

**PHYSIO & MEDICAL FACILITIES**

**CAFÉ, RETAIL & MEMORABILIA**

**OPEN PLAN ADMINISTRATION**



# APPENDIX A

# STAKEHOLDERS

# ENGAGED





## › APPENDIX A

# GEMBA ENGAGED WITH KEY STAKEHOLDERS ACROSS THE QRL NETWORK TO HELP INFORM THE STRATEGY DEVELOPMENT

## NORTHERN REGION STAKEHOLDERS ENGAGED

STAKEHOLDER	NAME	ROLE
NORTHERN PRIDE	GARETH SMITH	CEO
MACKAY CUTTERS	MITCH COOK	CEO
TOWNSVILLE BLACKHAWKS	JUSTIN WILKINS	CEO
TOWNSVILLE BLACKHAWKS	ADRIAN THOMSON	FOOTBALL MANAGER
RLMD	HEATH GALLETLY	CHAIR
FNQRL	ROB WHITE	CHAIR
MT ISA RUGBY LEAGUE	SEAN WADE	TREASURER
DTIS (MACKAY)	DANIEL BRIGHT	ADVISOR
DTIS (TOWNSVILLE)	JIM BRABON	ADVISOR
DTIS (CAIRNS)	NAOMI ROOKER	ADVISOR
DTIS (CAIRNS)	LAURELLE GOULDING	ADVISOR
JONES PARK BOARD OF MANAGEMENT	PAUL CALLAGHAN	CHAIRMAN CDJRL LTD
TOWNSVILLE COUNCIL	PETER WILSON	SPORT AND REC
CAIRNS CITY COUNCIL	DARYL O'TOOLE	CLUB DEVELOPMENT OFFICER
MACKAY COUNCIL	LINDA SINGLE	SPORT AND REC
NORTH QUEENSLAND COWBOYS	GLENN HALL	PATHWAYS DEVELOPMENT MANAGER
QRL MACKAY	JADE JOHNSON	AREA MANAGER
QRL CAIRNS	SHERON MCDOUGALL	LEAGUE AND CLUB CO-ORDINATOR
WESTERN SUBURBS RUGBY LEAGUE CLUB, WALKERSTON	JEANNE RONALD	CLUB EXECUTIVE



## › APPENDIX A

# GEMBA ENGAGED WITH KEY STAKEHOLDERS ACROSS THE QRL NETWORK TO HELP INFORM THE STRATEGY DEVELOPMENT

## CENTRAL REGION STAKEHOLDERS ENGAGED

STAKEHOLDER	NAME	ROLE
CQ CAPRAS	PETER WHITE	CEO
SUNSHINE COAST FALCONS	CHRIS FLANNERY	CEO
WESTERN CLYDESDALES	DOUG MUIR	BOARD
SUNSHINE COAST GYMPIE RL	JODIE PRICE	CHAIR
ROCKHAMPTON JUNIOR RL	MICHAEL FLETCHER	PRESIDENT
CENTRAL HIGHLANDS JRL	SHANE NIXON	PRESIDENT
SOUTH WEST RL	MICHAEL JENSEN	BOARD
SUNSHINE COAST COUNCIL	NATHAN WALKER EDWARDS	SPORT & REC
MORETON BAY COUNCIL	GLENN SMITH, KAY SPEER, JAMIE CLUFF, STEVE DAW, WES MORTENSEN	SPORT & REC
TOOWOOMBA COUNCIL	TRENT NIBS	SPORT & REC
ROCKHAMPTON COUNCIL	BRANDON DIPLOCK, JUSTIN BULWINKEL	SPORT & REC
CENTRAL HIGHLANDS COUNCIL	FIONA SCOTT, GEORGIA DOWN, NICHOLAS WOOD, EMILY TURNER	SPORT & REC
DTIS (SUNSHINE COAST)	BRIDGET BALL	STATE GOV
DTIS (TOOWOOMBA)	DANA BRADOW	STATE GOV
DTIS (ROCKHAMPTON)	BEN LORRAWAY	STATE GOV
MANAGEMENT OF BROWNE PARK	BERT BORLAND	MANAGEMENT
ROCKY LEAGUES CLUB	PETER HUNT	BOARD MEMBER
DOLPHINS NRL CLUB	TRAD MCLEAN	HEAD OF MEDIA AND ENGAGEMENT
QRL SUNSHINE COAST	SARAH BAX	LEAGUE AND CLUB CO-ORDINATOR
QRL CENTRAL QUEENSLAND	AMANDA OHL	AREA MANAGER
QRL WIDE BAY	BRYCE HOLDSWORTH	AREA MANAGER
QRL SOUTH WEST	MITCH SARGENT	AREA MANAGER
YEPPON SENIOR RUGBY LEAGUE CLUB	STEVEN STAFFORD, JOHN SULLIVAN, STEVE ELLIS	CLUB EXECUTIVE



## › APPENDIX A

# GEMBA ENGAGED WITH KEY STAKEHOLDERS ACROSS THE QRL NETWORK TO HELP INFORM THE STRATEGY DEVELOPMENT

## SOUTH-EAST REGION STAKEHOLDERS ENGAGED

STAKEHOLDER	NAME	ROLE
BRISBANE TIGERS	BRIAN TORPY	CEO
BURLEIGH BEARS	DAMIAN DRISCOLL	CEO
IPSWICH JETS	RICHARD HUGHES	CEO
NORTHS DEVILS	TROY ROVELLI	CEO
WYNNUM SEAGULLS	HANAN LABAN	CEO
TWEED HEADS	MATT FRANCIS	CEO
RLGC	PETER DALEY	CHAIR
RLI	DAVID NUGENT	DIRECTOR
BRISBANE CITY COUNCIL	MATTHEW TREVOR	SPORT AND REC
BRISBANE CITY COUNCIL	MICHAEL SMITH	SPORT AND REC
GOLD COAST CITY COUNCIL	SCOTT KRUEGER	SPORT AND REC
GOLD COAST CITY COUNCIL	JODI POCOCK	SPORT AND REC
SCENIC RIM COUNCIL	LISA CARUANA	SPORT AND REC
LOCKYER VALLEY REGIONAL COUNCIL	BROCK DONLAN	SPORT AND REC
LOCKYER VALLEY REGIONAL COUNCIL	HEIDI HOPE	SPORT AND REC
BRISBANE BRONCOS	BEN IKIN	HEAD OF FOOTBALL
QRL BRISBANE	SCOTT DUNSHEA	AREA MANAGER
QRL GOLD COAST	BRENDON LINDSAY	AREA MANAGER
QRL IPSWICH	MITCH KENT	AREA MANAGER
QRL IPSWICH	JODIE TEYS	AREA MANAGER
QRL MAJOR COMPETITIONS	DION HADDAD	MAJOR COMPS
BEENLEIGH JUNIOR RUGBY LEAGUE CLUB	LUKE SHEPHARD	CLUB EXECUTIVE
REDLAND CITY COUNCIL	BROCK DONLAN, VLAD STELJIC, FRANCES HUDSON	SPORT AND REC
IPSWICH CITY COUNCIL	JOHN BOLTON, DON STEWART	SPORT AND REC



## › APPENDIX A

# THE QRL ENGAGED WITH STAKEHOLDERS FROM THE LOCAL GOVERNMENT ASSOCIATION OF QUEENSLAND TO HELP INFORM THE STRATEGY DEVELOPMENT

## STAKEHOLDERS ENGAGED

STAKEHOLDER	NAME	ROLE
MAPOON ABORIGINAL SHIRE COUNCIL	KIRI TABUAI, THOMAS SMITH	DEPUTY MAYOR, CHIEF EXECUTIVE OFFICER
MAREEBA SHIRE COUNCIL	MARIO MLIKOTA	COUNCILLOR
ETHERIDGE SHIRE COUNCIL	LAURELL ROYES	DEPUTY MAYOR
KOWANYAMA ABORIGINAL SHIRE COUNCIL	ROBBIE SANDS, JACOB JOSIAH, KEVIN BELL	MAYOR, COUNCILLOR, CHIEF EXECUTIVE OFFICER
CASSOWARY COAST REGIONAL COUNCIL	RENEE MCLEOD, NICHOLAS PERVAN, BARRY BARNES	COUNCILLORS
MCKINLAY SHIRE COUNCIL	TREVOR WILLIAMS	CHIEF EXECUTIVE OFFICER
CLONCURRY SHIRE COUNCIL	PHILIP KEIRLE	CHIEF EXECUTIVE OFFICER
HINCHINBROOK SHIRE COUNCIL	ANDREW LANCINI, DONNA MARBELLI	COUNCILLORS
WHITSUNDAY SHIRE COUNCIL	ROD FERGUSON	CHIEF EXECUTIVE OFFICER
ISAAC REGIONAL COUNCIL	JANE PICKELS	COUNCILLOR
BUNDABERG REGIONAL COUNCIL	JACK DEMPSEY, VINCE HABERMANN	MAYOR, COUNCILLOR
SOUTH BURNETT REGIONAL COUNCIL	MARK PITT	CHIEF EXECUTIVE OFFICER
PAROO REGIONAL COUNCIL	CASSIE WHITE	CHIEF EXECUTIVE OFFICER
MURWEH SHIRE COUNCIL	SHAUN RADNEDGE	MAYOR
WESTERN DOWNS REGIONAL COUNCIL	KAYE MAGUIRE, DANIEL FLETCHER	COUNCILLOR, GENERAL MANAGER COMMUNITY AND LIVEABILITY
QUILPIE SHIRE COUNCIL	ROGER VOLZ	COUNCILLOR
GOLD COAST CITY COUNCIL	MARK HAMMEL, PAULINE YOUNG	COUNCILLORS
SCENIC RIM REGIONAL COUNCIL	DUNCAN MCINNES	COUNCILLOR
IPSWICH CITY COUNCIL	JACOB MADSEN, ANDREW FECHNER	DEPUTY MAYOR, COUNCILLOR
TORRES STRAIT ISLAND REGIONAL COUNCIL	TORENZO ELISALA	COUNCILLOR - DAUAN ISLAND





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**Gemba**

SPORT. ENTERTAINMENT.