



# AFL TASMANIA - STATEWIDE FACILITIES STRATEGY

2021 - 2030



# Welcome from AFL Tasmania

Footy is part of the fabric of Tasmania and our way of life. Many of our grounds are landmarks; whether it is the Gravel at Queenstown, York Park in Launceston or North Hobart Oval in the heart of our capital. The significance and stature of these facilities speaks to the importance our game holds in the community, and the power of sporting infrastructure.

Football continues to grow and evolve as a strong participation, health, and community driver in Tasmania. There is a rich history of football within the community, and opportunities for greater growth for our sport continue to emerge. The planning and development of fit for purpose infrastructure will play a vital role in helping to realise many of these opportunities.

The AFL Tasmania Statewide Facilities Strategy 2021-2030 is a data driven assessment of the needs of our sport from a facilities perspective for the next decade. It is an important document for understanding the football landscape and charting the future of football infrastructure in our State. It is designed to assist and guide clubs, leagues, Council's and state and federal government on the priorities, trends, and needs for our game.

The Strategy has been built using population mapping, participation data and most notably the insights of our key stakeholders. Population forecasts are utilised to ensure our priorities for development are meeting the needs for the future of Tasmania and capitalising on participation opportunities. The participation data within the Strategy highlights trends from 2016 to 2019 and was produced prior to the COVID-19 impacted 2020 season.

The Strategy also acknowledges challenges regarding ground capacity, competing interests for winter sports and the use of education facilities - challenges we acknowledge will require focus. The Strategy is divided by our three football development Region's; North-West, North and South, highlighting the distinct differences in facility needs and focus areas. The Strategy is anchored in helping to cultivate and aid participation growth, in particular in growth pockets in the Northern and Southern Region's. It also focuses on retention and other key strategies to support and maintain strong participation levels along the North-West Coast.

I hope you will see value in this document in establishing the gaps and opportunities that exist for sporting infrastructure in our State. With a rise in participation, particularly in female teams, there is a clear need for infrastructure improvements to many ageing facilities to ensure they are appropriate for all users and the demands of modern football.

Thank you to so many people for contributing to bring this Strategy to life. This includes the input of stakeholders from right across the State, allowing us to gain valuable insight into understanding and setting the right response to various needs. The intent of this document is for it to support good working relationships between all key stakeholders at venues, and I look forward to working with you to pursue and provide the infrastructure that is required for the future of football.

Thank you for your support of Tasmanian Football.



**Damian Gill**  
**Head of AFL Tasmania**

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# About this document

The AFL Tasmania Statewide Facilities Strategy 2021-2030 has been developed to highlight the key objectives required to deliver infrastructure that supports the national game across the State.

Through consultation with our stakeholders, the recommendations within the Strategy have been prepared with our project partners in mind. Where AFL Tasmania (AFLT) has identified opportunities for facility improvement and targets for investment, we understand that these priorities will need to be collective initiatives to focus and deliver upon. Where resources are undefined or limited, our hope is that the AFL Tasmania Statewide Facilities Strategy 2021-2030 assists stakeholders to prioritise and align their objectives for football with those of AFLT.

We view the implementation and resourcing of the Strategy as a collaborative venture, and appreciate that many local clubs, communities and Local Government Authorities are at various stages of the facility planning life-cycle. AFLT provides this Strategy and its framework as a mechanism to work closely with our partners in the collective advocacy, investment, delivery and management of facilities that benefit football and the broader community.

Whilst the upmost care has been taken to identify future priorities and projects, the intent of the Strategy is not to provide a wish list for investment, but a roadmap as to how AFLT will work to deliver community football facilities and outcomes over the next decade.







# EXECUTIVE SUMMARY

# AFL Tasmania Statewide Facilities Strategy

AFLT commissioned a Statewide Facilities Strategy to provide a strategic approach to the development and improvement of football infrastructure. The Strategy aims to enable and deliver facilities that can support the national game at both the community and pathway levels.

The following strategic framework has been developed to guide the improvement, access and usage of AFL venues across the State.

## 2021-2030 STRATEGIC FRAMEWORK

### Pillar 1

#### BUILDING FACILITY CAPACITY

GOAL: Increase the quality and functionality of existing venues to maximise carrying capacity

### Pillar 2

#### INCLUSIVE AND DIVERSE FACILITIES

Goal: Ensure facilities cater for the diversity of participants attracted to the game

### Pillar 3

#### SUSTAINABLE FACILITIES

Goal: Develop environmentally, financially and socially sustainable facilities

### Pillar 4

#### PLAYER PATHWAYS AND PARTICIPATION

Goal: Ensure facilities match the needs required to facilitate participation pathways, including high performance

### Pillar 5

#### PARTNERSHIPS

Goal: Improve partnerships and government relations to ensure the successful delivery of facilities and the game



# AFL Tasmania Statewide Facilities Strategy

Through broad stakeholder consultation, background review and participation and facility analysis, the following findings have guided the development of the Strategy.

## WHAT OUR PROJECT PARTNERS TOLD US



**More player and umpire facilities are needed that can facilitate all gender use**



**Access to more venues and partnerships with education providers will assist in the demand for pre-season training grounds**



**Increasing the capacity of existing facilities through better oval surfaces and sports lighting will generate and encourage more use of venues**



**Better partnerships between AFLT, Government, Leagues/Associations and Clubs will encourage stronger alliances as well as collective advocacy and opportunity**



**Greater strategic collaboration is required to help prioritise investment and infrastructure development**

## WHERE AFL IN TASMANIA CURRENTLY STANDS



**Consistent participation growth in AFL in has occurred over the past 4 seasons**



**Female football is the fastest growing participation market**



**There will be a focus on growing, sustaining and retaining participants to 2030**



**There is mostly an adequate supply of AFL facilities however some venues in population centres are experiencing capacity issues**



**There are a high number of football facilities without adequate provision of core amenities including sports lighting and gender neutral change rooms**



# A Summary of Tasmanian Football

## OUR FOOTBALL REGIONS

AFL Tasmania is split into three Football Development Regions as demonstrated below. All three Regions have dedicated AFLT staff responsible for the delivery and management of the competition, programs and the Leagues/Associations within. The AFLT Statewide Facilities Strategy includes a summary of each Region, outlining the participation and population trends, facility provision, development opportunities and strategic priorities.

### NORTH-WEST REGION

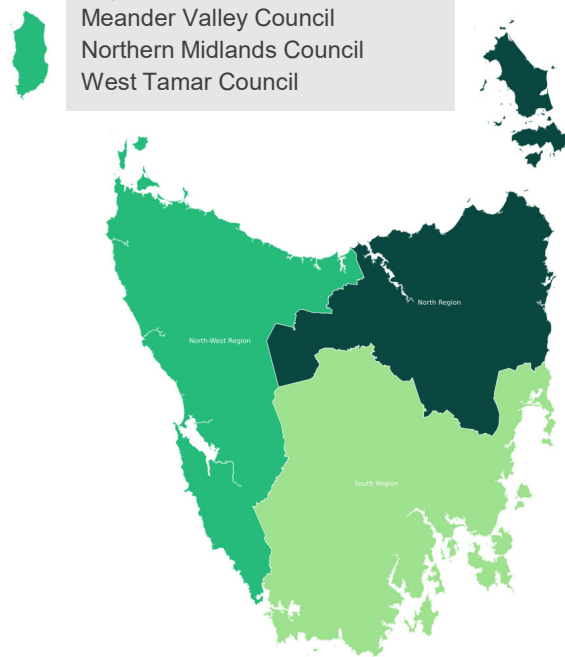
Burnie City Council  
 Central Coast Council  
 Circular Head Council  
 Devonport City Council  
 Kentish Council  
 King Island Council  
 Latrobe Council  
 Waratah-Wynyard Council  
 West Coast Council

### NORTHERN REGION

Break O'Day Council  
 Dorset Council  
 Flinders Council  
 George Town Council  
 City of Launceston  
 Meander Valley Council  
 Northern Midlands Council  
 West Tamar Council

### SOUTHERN REGION

Brighton Council  
 Central Highlands Council  
 Clarence City Council  
 Derwent Valley Council  
 Glamorgan Spring Bay Council  
 Glenorchy City Council  
 City of Hobart  
 Huon Valley Council  
 Kingborough Council  
 Sorell Council  
 Southern Midlands Council  
 Tasman Council



## QUICK FACTS

The AFLT 2019 season is summarised as follows:

16,180	Registered club players
20-39 years	Most popular age cohort – 31% of total participation
34%	Increase in participation from season 2016-19
2,489	Auskick participants
3,009	Female participants
1,200	Umpires
3	Football Development Regions
16	Leagues/Associations
129	Clubs
58	Auskick Centres
92	Venues used for football training and competition

### Participation data

Please note that participation data throughout this report is based on club-based participation from the 2016 to 2019 season. This data has been provided by AFL Tasmania and includes all known participants registered to a club living within or outside of the State. This data correlates very closely to all known Tasmanian participant data which is why this is the sole source of information used throughout.

School AFL participation is not included within the dataset utilised in this report.

# The Value of Community Football

The benefits of investing in sport, including AFL, extend beyond participation. It also provides positive economic and social outcomes for the broader community including inclusiveness, social connectedness, jobs and wellbeing.

Studies in both Victoria and Western Australia have been commissioned to understand the economic and social benefits of AFL. Findings within these studies can serve as a reference point for Tasmania in lieu of a state centric report being undertaken.

In 2015, AFL Victoria and Latrobe University undertook research to determine the social value of a typical community football club.

The study found that for every \$1 spent on a community football club, there was at least \$4.40 return in social value.

**\$1**  **\$4.40**

**SPENT ON  
COMMUNITY  
FOOTBALL**

**RETURN IN  
SOCIAL VALUE**

Similarly, the West Australian Football Commission undertook a report and tool to measure and track social return on AFL investment. It found that for every \$1 spent by club-based W.A. football, \$2 of economic activity was created, generating \$225M in social benefits to the community each year.

The strongest benefits were found to be delivered in the areas of mental health, physical health, personal well being and education. Others benefits included social inclusion, civic pride, empowerment, social connectedness, regional population stability and cultural integration.

Whilst there has not been a direct impact assessment of community football in Tasmania, the playing of AFL games in the State has generated substantial economic benefit. In 2017, PricewaterhouseCoopers 'Estimation of the economic contribution of Hawthorn Football Club 2017 games in Launceston to the Tasmanian economy' found that \$28.5M was injected into the Tasmanian economy as a result of the Club's four home games and one practice match.

It is evident through this research that many benefits and social value are derived from investment into the game both at professional and community levels of AFL.





# COVID-19

The COVID-19 pandemic has significantly disrupted sport across the country in 2020, including the AFL which has been impacted at all levels of the game.

Tasmania saw several AFLT competitions operate outside of their regular schedule, with many Leagues, Associations and Clubs not fielding teams. The changes to season 2020 in Tasmania included:

- Northern Tasmanian Football Association – modified competition with 18 of 55 clubs involved
- Circular Head Football Association – no junior or senior competition in 2020
- Darwin Football Association – did not commence in 2020
- Oatlands District Football Association – did not commence in 2020
- North Western Football Association – modified competition with four of nine clubs involved
- Kind Island Football Association – junior competition only
- Several clubs in the Old Scholars Football Association, Southern Tasmanian Junior Football League and Northern Tasmanian Junior Football Association did not participate in their respective 2020 seasons

Due to the fluctuation in 2020 participation, participant figures within this report are based on the 2016 to 2019 seasons only. This provides a more equal analysis of seasons past, as 2020 participation will be inconsistent across most areas of the State.

The impact of COVID-19 on Tasmanian AFL will require close monitoring now and into the future by all project partners. AFLT will work with stakeholders to monitor financial and participation influences on clubs and leagues/associations as a result of the pandemic as an ongoing priority.







## STATE OF PLAY

# Participation Overview



**16,180**  
AFLT  
Participants in  
2019



**300%**  
Increase in  
female football  
from 2016-2019



**34%**  
Participation  
increase from  
2016-2019



**18%**  
Growth in 5-9 year  
old participants  
from 2016-2019

In season 2019 there were approximately 16,180 registered football participants in Tasmania. Of the participants approximately 4,397 participants were based in the North-West Region, 5,110 in the Northern Region and 6,673 in the Southern Region. The 2017, 2018 and 2019 seasons saw growth of 12.5%, 8.4% and 10.3% respectively.

As demonstrated in the table below, the 20-39 age cohort or senior footballers had the highest percentage of participation in AFL as well as the highest penetration rate across the State (see adjacent chart for penetration information).

## Statewide participation by age cohort for season 2019 was as follows:

<5 years	165	1% of total participation
5-9 years	3,494	22% of total participation
10-14 years	4,005	25% of total participation
15-19 years	2,985	18% of total participation
20-39 years	5,037	31% of total participation
40+ years	494	3% of total participation
<b>TOTAL</b>	<b>16,180</b>	

Age cohorts with the most participants by Region was the 20-39 age bracket (senior football) for the North-West and Northern Regions. The Southern Region had a slightly higher number of participants in the 10-14 age bracket (junior football) followed by 20-39 year old's.

Auskick participation has experienced some fluctuation, with strong growth rates of 18.2% from season 2016 to 2017, a decline of 2.8% from season 2017 to 2018 and growth of 6.1% from season 2018 to 2019.

Football participation by club members is highest in the LGAs of City of Launceston (1,810), City of Clarence (1,799), City of Hobart (1,434) and Central Coast Council (1,310).

Comparison of Penetration Rates	AGE				
	5-9	10-14	15-19	20-39	40+
North-West average penetration rate	0.8%	0.7%	0.7%	1.5%	0.2%
North average penetration rate	0.7%	0.9%	0.8%	1.1%	0.09%
South average penetration rate	0.6%	0.7%	0.4%	0.7%	0.07%
<b>State average penetration rate</b>	<b>0.7%</b>	<b>0.8%</b>	<b>0.6%</b>	<b>1.0%</b>	<b>0.1%</b>

The State average penetration rate for total participation is 3% of the total population. Penetration rate is determined by participation divided by population = %



# Female Participation

In season 2019, there were 3,009 registered female football participants across Tasmania. This is a 300% increase since season 2016.

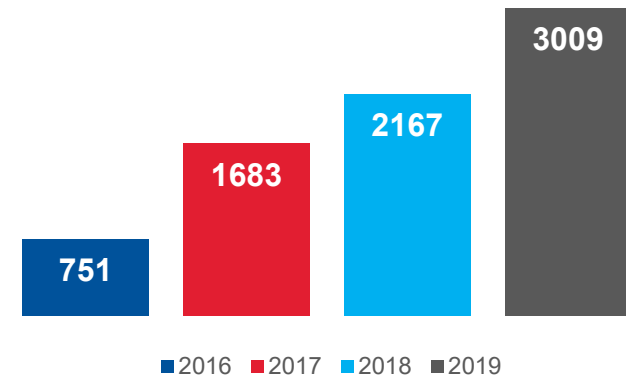
The highest participation rate for females was in the 10-14 age range with 1,007 participants (34%), followed by the 15-19 age group (24%) and 20-39 year old's (23%) in season 2019. The 40+ year age cohort had the lowest number of registered participants with 28, despite increasing from 20 the previous year. This is a healthy trend which follows the natural pathway model for sport; from modified and grassroots programs through to junior, youth and senior competition.

Approximately 440 girls participated in the Auskick program in 2019. The Ulverstone Robins Auskick Centre (40), Scottsdale Auskick Centre (21), Wynard Auskick Centre (18) and King Island Auskick Centre (18) recorded the highest number of participants.

Female players comprised 19% of the total participant base in 2019, with the State average female player to population rate being 0.6% (or 1 in every 89 females).

Female football participation by LGA follows a similar pattern to the overall number of participants, with the City of Clarence (320), City of Launceston (387), City of Hobart (297) and Central Coast Council (196) recording the highest number of female players.

Total female AFLT participation 2016 to 2019



TOTAL FEMALE PARTICIPATION 2016 to 2019								
	OVERALL		NW REGION		N REGION		S REGION	
2016	751	↑	112	↑	230	↑	350	↑
2019	3,009	300%	605	440%	1,037	351%	1,367	291%
2019 %								
	■ Female ■ Male		■ Female ■ Male		■ Female ■ Male		■ Female ■ Male	



# LGA Participation

The adjacent map indicates trends in AFL Club participation in each LGA from 2016 to 2019. The map indicates areas of participation decline, stagnation and growth over the period.

## Areas of participation growth

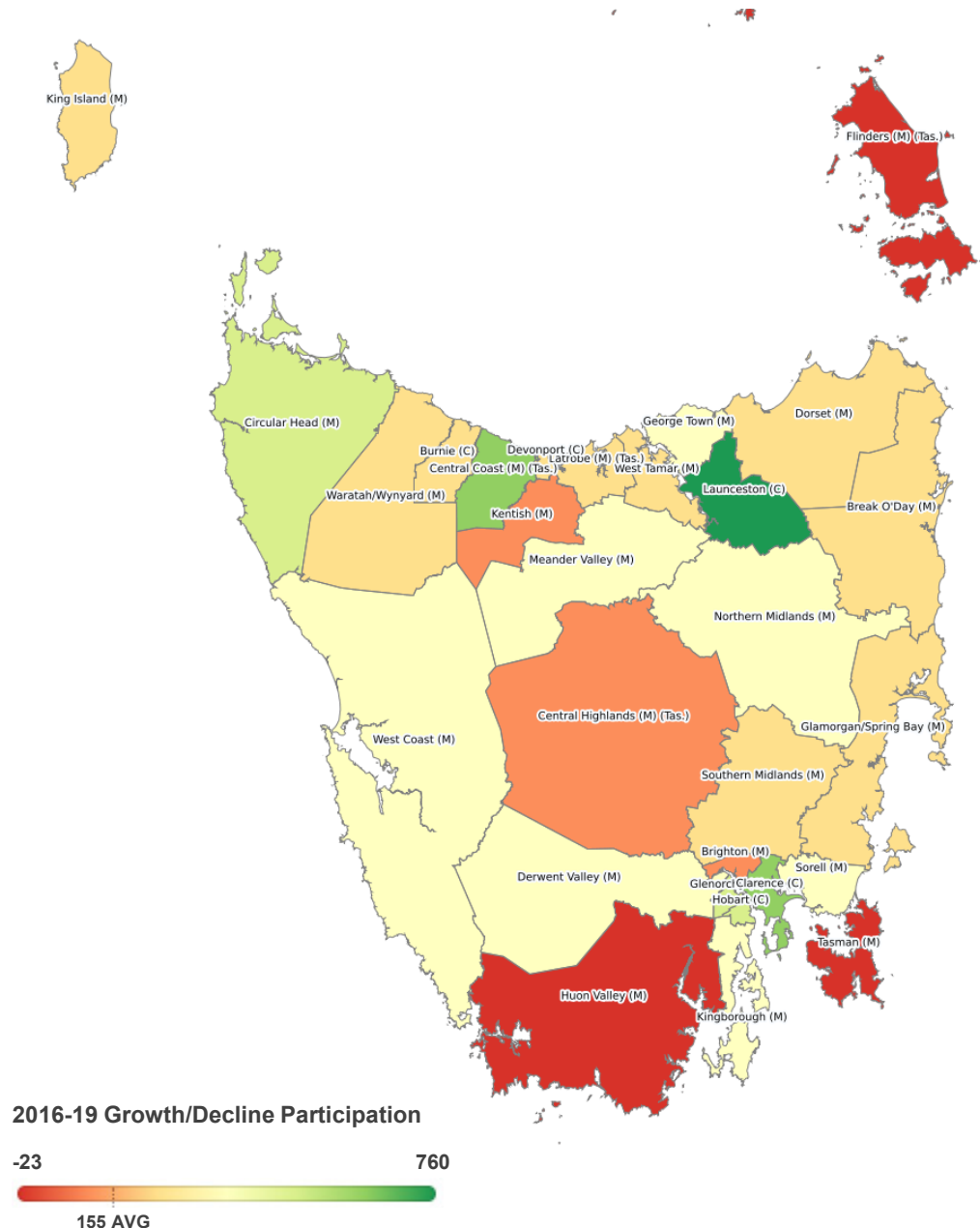
The City of Launceston has experienced the highest increase in participation with an additional 72.4% or 760 players from season 2016 to 2019. This is closely followed by Clarence City Council (547), Central Coast Council (392) and City of Hobart (359). These LGAs are also set to experience moderate amounts of population growth by 2029, providing a healthy climate for attracting future participants.

## Areas requiring a focus on participation retention

Huon Valley Council, which is forecast for population growth to 2029, has experienced participation decline between 2016 and 2019 with an overall downturn of -2.0%. Latrobe Council is also set to experience population growth but has seen only moderate participation increases in AFL. Brighton Council will see population grow however it has only attracted an additional 22 participants to the game between 2016 and 2019.

Conversely, several LGAs set to experience population decline including West Coast, Waratah-Wynyard, Dorset and Circular Head Council's have seen greater than average participation growth over the past four seasons with an additional 150, 129, 92 and 225 participants respectively. A focus on participant retention will be important for the future in these areas.

The Region Directions and Appendices sections of this document provides a further detailed summary of AFL participation by LGA from 2016 to 2019 as well as projections to 2029 by Region.





## DEMOGRAPHIC ASSESSMENT





**Population information for Tasmania from 2019-2029 is summarised as follows:**

- The population of Tasmania is expected to reach 553,802 by 2029 demonstrating overall growth of 4.4% from 2019.
- Sorell Council will experience the highest percentage of population growth (14.2%), increasing from 15,467 residents to 17,666 by 2029. This is followed by Brighton Council (14%), Latrobe Council (11.2%) and Huon Valley (9.8%).
- The City of Launceston will have the highest number of residents of any LGA, with a total projected population in 2029 of 69,401.
- Clarence City Council (61,823), City of Hobart (58,108) and Glenorchy City Council (51,202) are expected to have the next highest population by 2029.
- Several municipalities will see small amounts of growth whilst others will experience small to larger amounts of population decline. LGAs of West Coast (-10.5%), Dorset (-5.4%) and Burnie (-4.7%) are forecasted to have the highest percentages of decline.
- A high number of Tasmanians in 2029 will be aged between 55 and 69.
- By gender, females will experience the greatest population growth in the 35-44 and 65-79 age brackets, whilst male population will experience the most growth between the ages of 15-19, 35-44 and 65-79.
- The graph opposite demonstrates the average age and number of people within designated age cohorts by 2029.
- The 5-39 age cohort is considered a key age group for participation in AFL. The graph opposite demonstrates that this age bracket will have a smaller population percentage than the 55-74 age cohort in 2029.



**530,712**  
Tasmania  
population 2019



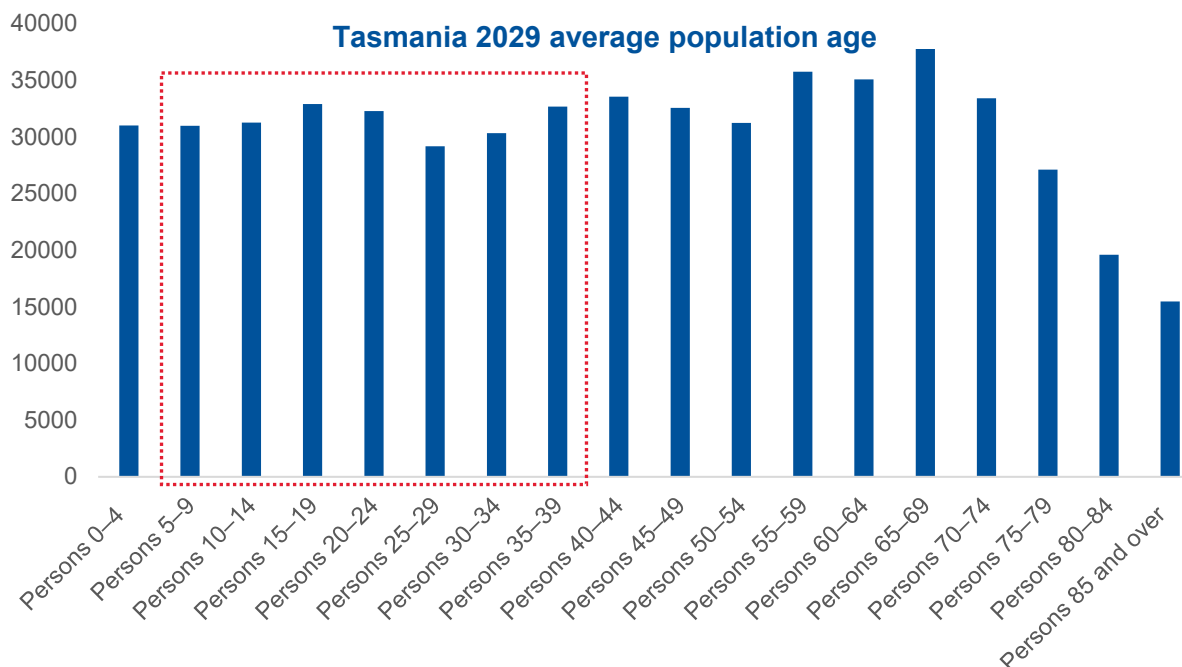
**553,802**  
Tasmania  
population 2029



**The greatest female population growth from 2019-2029 will be in the 35-44 and 65-79 age groups**



**The greatest male population growth from 2019-2029 will be in the 15-19, 35-44 and 65-79 age groups**





## FACILITY DEVELOPMENT



# AFL Facility Development Planning

The AFL leads the community sport industry in providing resources to support facility development. The **AFL Preferred Facility Guidelines (2019)** and the **National Sports Facility Auditor Tool** support clubs, leagues and government to design, deliver and monitor the compliance of facilities against recommended standards.



## AFL Preferred Facility Guidelines (2019)

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

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

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

The Guidelines establish expectations regarding facility provision including dimensions, standards, components and performance requirements.

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



## AFL National Sports Facility Auditor Tool

The location, provision and condition of all football facilities across Tasmania have been audited by AFLT staff. Audits were carried out in October 2019 using the AFL National Sports Facility Auditor tool.

As a sport, the AFL has an ongoing commitment to the AFL National Sports Facility Auditor database and audit program to collect, update and monitor facility provision and their quality and compliance with guidelines.

This resource has been made available to AFLT staff to assist in providing empirical evidence to effectively plan and support the delivery of facility improvement and development projects.

The audit program analyses compliance with Australian Standards and AFL Preferred Facilities Guidelines. Audit data can be used to provide a rating for each facility, identifying gaps in provision and standards (condition, size and general provision).

A key deliverable for the Statewide Facilities Strategy is to recognise the value of these tools in assisting, developing and monitoring the framework for future facility development and investment.

# Investment Opportunities

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

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

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

Investment from local sources also contributes to progressing facility projects, often assisting in attracting additional investment from funding partners. Within several Local Government Authorities in Tasmania, there is expectation that Clubs make a co-contribution to infrastructure projects via both cash and in-kind support.

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

Prioritising local infrastructure projects should be measured against the recommendations within this Strategy, LGA strategic planning and capital works budget cycles, external funding availability and the Infrastructure Project Development Framework form in the Appendices section of this report.

Federal Government

State Government

Local Government

AFL

Local Contributions

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

The AFL supports the development of welcoming, accessible, fit-for-purpose football facilities that support AFL Tasmania's strategic priorities

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

The Tasmanian Government's **Improving the Playing Field** funding program has recently been announced and is in response to the COVID-19 pandemic. \$10 million in funding is available over the next two years for sport and recreation infrastructure projects

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





# Facility Development Trends

The AFL's Preferred Facility Guidelines (2019) recommend a range of development initiatives designed to increase the capacity of venues, improve financial and environmental sustainability and ensure facilities attract diversity in participation. The following design trends are included throughout the Guidelines and should be considered within any facility redevelopment project across Tasmania.



## Inclusive Change Facilities

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

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



## Synthetic and Hybrid Playing Surfaces

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

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



## Modular Building Construction

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

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



## Environmental Sustainability

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

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





## FACILITY ANALYSIS



# Facility Hierarchy

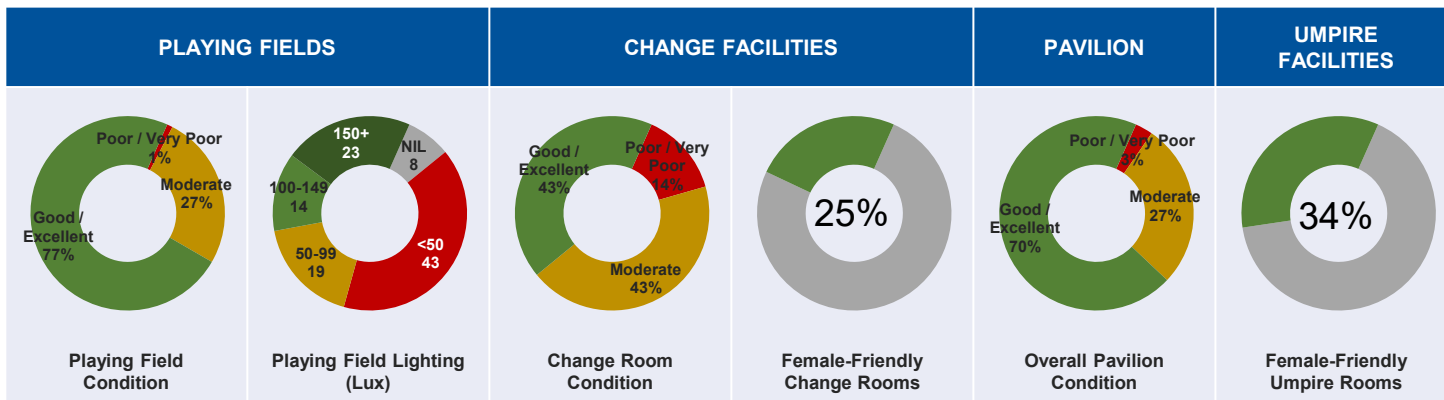
The AFL Facility Hierarchy classifies venues into six levels based on their purpose and provision of infrastructure to service football activity. The Facility Hierarchy plays an important role in ensuring that the level of facility provision matches the level and type of use.

HIERARCHY LEVEL	DESCRIPTION	EXAMPLES	NO. OF SITES IN AFLT
<b>NATIONAL</b>	Elite level facilities provide match day venues for regular AFL seasonal fixtures and other major events. These venues are generally major stadiums, with playing facilities suitable for AFL competition, as well as grandstand seating and amenities for spectators, lighting to support the televised broadcast of night matches, and facilities to support commercial operations and media.	Blundstone Arena, UTAS Stadium	2
<b>STATE</b>	State level facilities primarily service State leagues and elite underage competitions and are second tier competition facilities. These facilities are also used for competition finals as they are maintained to a showcase level, offering a higher standard of amenities with perimeter fencing and the capacity to cater for larger crowds.	North Hobart Oval, West Park, KGV, Windsor Park, Twin Ovals	5
<b>REGIONAL</b>	Regional level facilities service a collection of suburbs, townships or geographic areas within a municipality (or across municipal borders) and often cater for more than one code or activity. These facilities ideally have perimeter fencing to restrict vehicle and pedestrian access, amenities with capacity to host finals and representative games and have multiple oval surfaces maintained to a high standard.	Dial Park, Campbell Town, Circular Head	8
<b>LOCAL</b>	Local facilities are designed to cater for local level competition within individual suburbs, townships, or municipalities and are usually also the 'home' of a seasonal club. Facilities and playing surfaces are provided to home and away competition standard only.	ANZAC Park, Wynyard, George Town, Huonville	71
<b>REMOTE</b>	Like local level facilities, remote grounds cater for local level competition held in remote communities. Provision at these grounds is generally a dirt playing field with no or limited player, official or spectator amenities.	N/A	0
<b>JUNIOR / SCHOOL</b>	Junior/School facilities are used for the introductory forms of Australian Football such as Auskick, junior or school competitions and act as overflow training venues. Generally facility provision expectations are limited to oval size and condition and access outcomes are generally driven by negotiations with individual schools.	Clarence High School, Port Sorell, Strahan	6
		<b>TOTAL</b>	<b>92</b>

# State of Facilities

Audits of all AFL facilities undertaken in October 2019 analysed each venues infrastructure components against their respective hierarchy and recommended requirements in the *AFL's Preferred Facility Guidelines (2019)*. A summary of the audit findings from a statewide perspective are as follows.

<b>92</b> AFL VENUES	<b>105</b> PLAYING FIELDS	<b>91</b> CHANGE FACILITIES	<b>216</b> CHANGE ROOMS	<b>85</b> PAVILIONS	<b>97</b> UMPIRE FACILITIES
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70% of club pavilions are rated between good to excellent condition

75% of change facilities are assessed as not being suitable for gender-neutral use

66% of umpire change room facilities assessed as not being suitable for gender-neutral use

<b>2</b>	<b>National level venues</b>
<b>5</b>	<b>State level venues</b>
<b>8</b>	<b>Regional level venues</b>
<b>71</b>	<b>Local club venues</b>
<b>6</b>	<b>Junior venues</b>

**Population provision ratio**  
1 oval : 5,000 people \*

Tasmania average 1 : 5,054  
North-West Region 1 : 2,948  
Northern Region 1 : 5,015  
Southern Region 1 : 7,190

**AFL recommended ratio**  
1 oval : 175 participants\*\*

Tasmania average 1 : 154  
North-West Region 1 : 122  
Northern Region 1 : 168  
Southern Region 1 : 189

\*Population ratio of 1 oval : 5,000 population is derived following review of the Parks & Leisure Australia recommended provision ratios for AFL, benchmarking of LGAs and in reference to AFL's Growing the Heartland Strategy. \*\*Participant to oval ratio is the AFL's recommended ratio for participants per oval for community football.



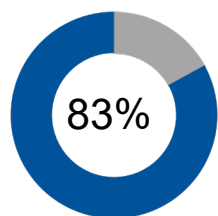
## CONSULTATION ANALYSIS



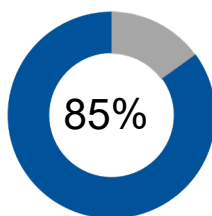
# Survey Summary

The development of the Strategy has included extensive consultation including a survey of all LGAs, Leagues/Associations and Clubs, aimed to identify the pressures and opportunities surrounding AFL and its infrastructure.

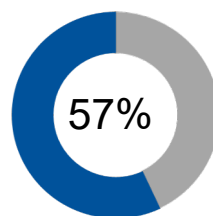
The survey opened from Monday, 27 January to Friday, 13 March 2020 and received 19 LGA responses (65% response rate), 11 League/Association responses (65% response rate) and 47 Club responses (37% response rate).



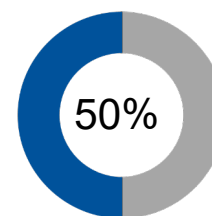
of **Clubs** indicated that they have a **working relationship with their local LGA**



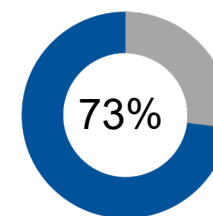
of **Clubs** would like **more support from their LGA on funding opportunities and submissions**



of **Clubs** indicated that **accessing school facilities** would assist in dealing with demand for ovals



of **LGAs** indicated that **accessing school facilities** would assist in dealing with demand for ovals

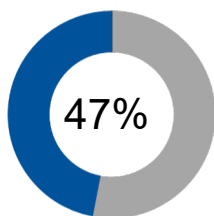


of **Leagues/Associations** would like **support from LGAs on developing project proposals and funding submissions**

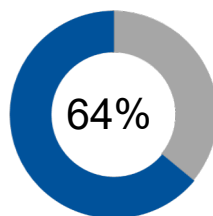
# Survey Summary

The top facility issues identified by Clubs, Leagues/Associations and LGAs within the survey were:

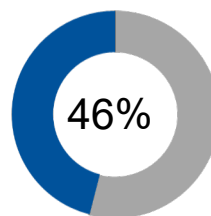
	CLUB SURVEY			LGA SURVEY			LEAGUE SURVEY		
	NW	NORTH	SOUTH	NW	NORTH	SOUTH	NW	NORTH	SOUTH
No of responses	12	18	17	5	8	6	6	2	3
No 1 issue	Sports lighting	Gender neutral player change rooms	Gender neutral player change rooms	Gender neutral player change rooms	Gender neutral player change rooms	Gender neutral player change rooms	Sports lighting	Not enough ovals (in season)	Gender neutral player change rooms
No 2 issue	Gender neutral umpire rooms	Sports lighting	Inadequate club facilities to support viability	Sports lighting	Gender neutral umpire rooms	Gender neutral umpire rooms	Not enough ovals (preseason)	Gender neutral player change rooms	Sports lighting
No 3 issue	Not enough ovals (preseason)	Oval surface issues	Sports lighting	Gender neutral umpire rooms	Sports lighting	Inadequate club facilities to support viability	Second tier/talent venues not fit for purpose	N/A	Oval surface issues



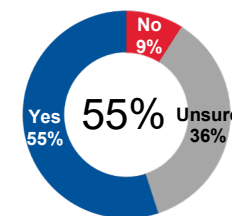
of **Club** responses indicated that their single greatest facility issue is a **lack of gender-neutral player change facilities**



of **Clubs** indicated that they **contribute to infrastructure upgrades via cash and in-kind**



of **Clubs** indicated that **complex joint use agreements** limit their ability to utilise school venues



of **Leagues/Associations** indicated that they would consider the potential use of **alternative / synthetic surfaces**

# Workshop Summary

In addition to the survey, workshops with key stakeholders were held in February, 2020 in each of the three Regions. A summary of the themes heard throughout the engagement is provided below.

## NORTH-WEST REGION – LGA AND LEAGUE/ASSOCIATION WORKSHOPS

Facilities	Investment	Participation	Programming	Partnerships
<p><b>1</b> Greater clarity on facility classification and hierarchy is required</p>	<p><b>1</b> The Strategy needs to assist in prioritising investment and identifying future participation trends</p>	<p><b>1</b> Participation analysis in the Strategy will help direct investment</p>	<p><b>1</b> Ground capacity and availability present management issues</p>	<p><b>1</b> Better partnerships with Schools, AFLT, Leagues and LGAs is required</p>
<p><b>2</b> Investment into multi use facilities and those which build capacity should be prioritised</p>	<p><b>2</b> Greater collaboration and advocacy for funding is required</p>	<p><b>2</b> A focus on continually increasing female AFL participation is important</p>	<p><b>2</b> Pre season access is difficult to manage</p>	<p><b>2</b> Greater support for clubs experiencing participation decline is required</p>
<p><b>3</b> Identify oversupply of facilities and rationalise where appropriate</p>	<p><b>3</b> A framework for co-contributions into facility development required</p>	<p><b>3</b> Travel time a significant barrier to participation in Tasmania and needs consideration</p>	<p><b>3</b> N/A</p>	<p><b>3</b> Development of player retention strategies with key stakeholders is required</p>

## THE NORTH-WEST REGION NEEDS...



More gender neutral facilities and sports lighting to increase facility capacity



Clearer priorities for infrastructure investment



Strategies to assist participation outcomes and provide investment where it's most needed



Partnerships to facilitate ground access at non traditional venues



Better partnerships to encourage greater synergies in strategic planning, operations and investment



# Workshop Summary

## NORTHERN REGION – LGA AND LEAGUE/ASSOCIATION WORKSHOP

Facilities	Investment	Participation	Programming	Partnerships
<p><b>1</b> Building capacity of existing facilities to drive utilisation is important</p>	<p><b>1</b> Collaborative advocacy for the continuation of state government funding programs is required</p>	<p><b>1</b> Consider the sustainability of clubs and identify strategies required to support them</p>	<p><b>1</b> Pre-season training access is difficult to manage</p>	<p><b>1</b> Greater engagement with LGAs, Leagues, Clubs and AFLT is required</p>
<p><b>2</b> The Strategy should highlight facility development guidelines and provision requirements</p>	<p><b>2</b> The development of a project prioritisation framework in the Strategy is required</p>	<p><b>2</b> Identification of existing facilities that can be better utilised is needed</p>	<p><b>2</b> Geographical location of facilities places pressure on ovals in population centres</p>	<p><b>2</b> Greater collaboration in scheduling finals matches</p>
<p><b>3</b> Identification of regional facilities is required</p>	<p><b>3</b> The Strategy should aid in the creation of a timeline for investment decisions</p>	<p><b>3</b> Continued drive to increase female participation and facilities to support game diversity is essential</p>	<p><b>3</b> Leagues have a desire to increase hosting of night games</p>	<p><b>3</b> Collaboration in reviewing club driven project proposals to align with all stakeholder objectives</p>

### THE NORTHERN REGION NEEDS...



More gender neutral change facilities and sports lighting



Strategic investment into facilities based on evidence and need



Greater utilisation and access to existing venues to assist in club sustainability and participation opportunities



Improvement in facility capacity and the investigation into new ovals to reduce travel burden for players



Greater engagement between all project partners across all aspects of the game

# Workshop Summary

## SOUTHERN REGION – LGA AND LEAGUE/ASSOCIATION WORKSHOP

Facilities	Investment	Participation	Programming	Partnerships
<p><b>1</b> Some overuse of facilities in population centres is occurring</p>	<p><b>1</b> Co-contribution and sinking funds should be considered</p>	<p><b>1</b> Participation breakdown by LGA is required</p>	<p><b>1</b> Limited ground availability through pre-season a concern</p>	<p><b>1</b> Leadership required to facilitate greater collaboration</p>
<p><b>2</b> Identifying alternate venues which can facilitate overflow usage is required</p>	<p><b>2</b> Explore opportunities for collaboration into investment</p>	<p><b>2</b> Key stakeholders to collaborate in developing participation strategies</p>	<p><b>2</b> More multi-use of facilities to increase programming opportunities</p>	<p><b>2</b> Umpires and officials a key stakeholder in partnership discussions</p>
<p><b>3</b> Oval surfaces are generally in good condition however lack supporting amenities</p>	<p><b>3</b> Strategy should highlight collective priorities</p>	<p><b>3</b> Travel time and a reluctance to travel is a participation barrier in Tasmania</p>	<p><b>3</b> Increase number of night games if supporting infrastructure available</p>	<p><b>3</b> Collaborative advocacy for funding through the Strategy's development</p>

### THE SOUTHERN REGION NEEDS...



Improved quality of supporting infrastructure to increase facility capacity



Shared investment and advocacy to increase funding allocation and prioritisation



The development of participation strategies to further support game development



Greater utilisation of existing facilities and the identification of new venues



Improved relationships with all key AFL stakeholders





# STATEWIDE STRATEGIC FRAMEWORK

# Overview

The Statewide Strategic Framework on page 34 outlines the goals and objectives for football facilities in Tasmania to 2030. The Framework has been developed following the analysis of demographic, participation and facility data and through consultation with Clubs, Leagues/Associations, LGAs and the Tasmanian Government. The Framework requires collaboration, partnerships and collective thought to implement, and will rely on support from all project stakeholders. The Statewide Framework and its subsequent delivery will improve the quality, access, usage and investment into football facilities over the next 10 years.

STRATEGIC INFRASTRUCTURE OBJECTIVES					
PILLARS	Building Facility Capacity	Inclusive and Diverse Facilities	Sustainable Facilities	Player Pathways and Participation	Partnerships
GOALS	Increase the quality and functionality of existing venues to maximise carrying capacity	Ensure facilities cater for the diversity of participations attracted to the game	Develop environmentally, financially and socially sustainable facilities	Ensure facilities match the needs required to facilitate participation pathways, including high performance	Improve partnerships to ensure the successful delivery of and investment in facilities and the game
PRIORITIES	<p>Improve the carrying capacity of existing playing fields through improved ground design, drainage and irrigation</p> <p>Increase the quality and provision of sports lighting and deliver a minimum training standard LED lighting at all home grounds</p> <p>Explore synthetic / hybrid playing surfaces</p> <p>Shared use of facilities and co-location with compatible sports</p> <p>Secure greater access to non-traditional venues and schools</p>	<p>Inclusive player change facilities to cater for participants of all genders and abilities</p> <p>Inclusive umpire facilities to cater for all genders and abilities</p> <p>Universally designed buildings and supporting infrastructure</p> <p>Welcoming environments for participants, officials, volunteers and spectators</p> <p>Flexible and intuitive design of facilities to encourage broader community use</p>	<p>Collaboration between project partners in monitoring COVID-19 impacts on the AFL and its facilities</p> <p>Environmentally sustainable initiatives in facility development including green star, LED sports lighting and hybrid/synthetic surfaces</p> <p>Multi-user groups, tenancy arrangements and ground sharing</p> <p>Delivery of additional ovals and associated facilities in key areas experiencing heightened demand (and reduce overuse of ovals)</p>	<p>Activation and initiation of regional hubs and state level venues which can facilitate higher level games, training and talent programs</p> <p>Ensure TSL and TSLW teams have access to state level facilities for match days</p> <p>Develop participation strategies to that support the development of the game and the sustainability of its facilities</p>	<p>Co-investment into facility developments</p> <p>Collaborative advocacy for the continuation of funding programs</p> <p>Greater information sharing to assist prioritisation of investment and facility audit information</p> <p>Partnerships with schools and education institutions</p> <p>Create alliances with sports that are co-located to assist in pre-season and overflow access arrangements</p>

## 1. Pillars

The 5 key pillars for the Framework provide the overall, high level objectives for the future delivery of Tasmanian AFL facilities

## 2. Goals

Each individual Goal sets the vision and direction as to how each Pillar will be achieved

## 3. Priorities

Each individual Priority outlines the key tasks associated to reach each Goal

# Stakeholder Responsibilities for Implementation

The following project partners will be imperative to the Strategy's delivery. The role of each partner in the Strategy's implementation is summarised below.

## AFL Tasmania

AFL Tasmania will play a lead role in coordinating, driving, implementing and monitoring the Strategy and its recommendations. As the owner of the Strategy, AFLT must be proactive in establishing and maintaining strong networks with partners. In addition, AFLT must ensure that the Strategy becomes and remains an important reference point in the strategic planning of project partners, including that of local and state government.

## Local Government

LGAs have a core responsibility to deliver local infrastructure that benefits the health and social outcomes of the community. The development of the AFLT Statewide Facilities Strategy aims to align priorities for all project partners, including LGAs, to generate mutual benefit. LGAs will play a crucial role in collaboratively planning for new, improved and revitalised infrastructure as well as participation and club development initiatives.

LGAs are encouraged to support the recommendations within the Strategy and consider the delivery of infrastructure in line with its objectives and available resources.

## Tasmanian Government

The Tasmanian Government will play a key support role in the funding of strategic initiatives and in promoting the benefits of the AFLT Statewide Facilities Strategy. It will also be responsible for ensuring continued focus is given to the delivery of Strategy, for the greater benefit of the three football Region's and the Tasmanian community.

## Education providers

Building strong relationships with schools within each Region along with the Department of Education will be imperative in facilitating increased access to school grounds. Partnerships between project stakeholders and the Department of Education will aim to improve usage and the potential investment into school venues where broader community outcomes can be demonstrated.

## Leagues/Associations

Football Leagues and Associations are encouraged to support the delivery of actions and recommendations and to work with AFLT and stakeholders to improve collaborative planning into football facilities and the delivery of the game. Leagues/Associations will also continue to be a critical liaison between AFLT, LGAs and Clubs.

## Clubs

Football Clubs are essential to the delivery of the game and growing participation at the grassroots level. In addition, Clubs will be required to work collaboratively with their League/Association, LGA and AFLT in facility development planning to ensure proposals and developments meet the objectives of all stakeholders.



# Statewide Strategic Framework

STRATEGIC INFRASTRUCTURE OBJECTIVES					
PILLARS	Building Facility Capacity	Inclusive and Diverse Facilities	Sustainable Facilities	Player Pathways and Participation	Partnerships
GOALS	Increase the quality and functionality of existing venues to maximise carrying capacity	Ensure facilities cater for the diversity of participations attracted to the game	Develop environmentally, financially and socially sustainable facilities	Ensure facilities match the needs required to facilitate participation pathways, including high performance	Improve partnerships and government relations to ensure the successful delivery of and investment in facilities and the game
PRIORITIES	<ol style="list-style-type: none"> <li>1. Improve the carrying capacity of existing playing fields through improved ground design, drainage and irrigation</li> <li>2. Increase the quality and provision of sports lighting and deliver a minimum training standard LED lighting at all home grounds</li> <li>3. Explore synthetic / hybrid playing surfaces</li> <li>4. Shared use of facilities and co-location with compatible sports</li> <li>5. Secure greater access to non- traditional venues and schools</li> </ol>	<ol style="list-style-type: none"> <li>1. Inclusive player change facilities to cater for participants of gender-neutrals and abilities</li> <li>2. Inclusive umpire facilities to cater for all genders and abilities</li> <li>3. Universally designed buildings and supporting infrastructure</li> <li>4. Welcoming environments for participants, officials, volunteers and spectators</li> <li>5. Flexible and intuitive design of facilities to encourage broader community use</li> </ol>	<ol style="list-style-type: none"> <li>1. Collaboration between project partners in monitoring COVID-19 impacts on the AFL and its facilities</li> <li>2. Environmentally sustainable initiatives in facility development including green star, LED sports lighting and drought tolerant surfaces</li> <li>3. Multi-user groups, tenancy arrangements and ground sharing</li> <li>4. Delivery of additional ovals and associated facilities in key areas experiencing heightened demand (and to reduce overuse of existing ovals)</li> </ol>	<ol style="list-style-type: none"> <li>1. Activation and initiation of regional hubs and state level venues which can facilitate higher level games, training and talent programs</li> <li>2. Ensure premier level men's and women's clubs and teams have access to state level facilities for match days</li> <li>3. Develop participation strategies to that support the development of the game and the sustainability of its facilities</li> </ol>	<ol style="list-style-type: none"> <li>1. Co-investment into facility developments</li> <li>2. Collaborative advocacy for the continuation of funding programs</li> <li>3. Greater information sharing to assist prioritisation of investment and facility audit information</li> <li>4. Partnerships with schools and education institutions</li> <li>5. Create alliances with sports that are co-located to assist in pre-season and overflow access arrangements</li> </ol>



# REGION DIRECTIONS

# Overview

## North-West Region

In 2019, there were 4,357 participants in the North-West Region. The Region had 7 affiliated Leagues/Associations with 50 registered clubs and 24 Auskick Centres. The North West Football League of Tasmania<sup>1</sup> recorded the highest participation of the season with 1,475 registered players. Consistent with Statewide participation trends, the highest number of participants in the North-West Region were within the 20-30 age cohort, followed by the 5-9 and 10-14 age groups respectively.

Population growth in the North-West Region will be linked to the Devonport and surrounding area to 2020. The success of the Region is hinged on the adoption of inclusive practices like gender-neutral change rooms (see page 73 and below table) with a higher number of people aged over 50 that will however, over the next few seasons, the Region has been able to maintain and increase its AFL participant base, seeing an additional 1,217 players from 2018-2019. It is expected that by 2020, the will stabilize around current numbers, and focus on the retention of existing players, and attracting new players through the natural attrition of participants.

The Region has an adequate provision of venues, including regional facilities, which provide opportunities for club games, high-level events and can facilitate player pathway programs. The challenge for the Region moving forward will be to ensure investment into facilities where participation and need are highest. A focus on increasing the capacity of existing venues, and providing access to alternate venues such as schools will ensure that facilities are fit for purpose and can meet areas of demand, particularly during pre-season.

POPULATION & PARTICIPATION FORECAST		
	Population	AFL Participation
2019	112,096	4,307
2020	116,951	4,357
2019-2020 % Change	-0.9%	-0

AFL Tasmania Statewide Facilities Strategy 2020-2030



To implement the Statewide Strategic Framework and to provide more localised actions, the Region Directions offer greater context, data analysis and strategic priorities for each AFL Tasmania Football Development Region.

Each Region Summary consists of three sections:

## 1. Region Overview

The overview includes a description of the Region along with population and participation forecasts. This section provides high-level context to set the scene for the data analysis and strategic priorities outlined in the subsequent sections.

## 2. Participation and Facility Data Analysis

This section examines the participation trends over four seasons between 2016 and 2019, as well as the analysis of facility provision and condition data captured through the 2019 AFL facility audit.

The participation analysis includes total participation which consists of club competition and Auskick.

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

## 3. Facility Development Opportunities, Priority Projects and Strategy Delivery

This section outlines infrastructure opportunities identified through data analysis and consultation. This section also provides a list of identified priority projects for Elite/State, Regional and Local level facilities.

Furthermore, this section includes the framework for the delivery of Strategic Pillars identified on page 34, as they relate to each Region. The framework outlines key actions for delivery.

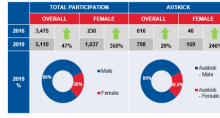
The priority projects identified for each Region represent the priorities at the time of publication and may change over time. AFLT will review the Plan periodically and may update priority projects as facility needs emerge.

## Northern Region

### PARTICIPATION

The Northern Region experienced participation growth of 15.0% in 2017, 6.0% in 2018 and 16.0% in 2019. The Northern Region is on the greatest percentage of participation growth from season 2018 to 2019.

Overall the distribution of participants against results with Standards trends with the largest number (1,546) of players in the 20-30 age cohort followed by 10-14 and 15-19 age groups.



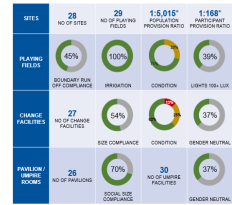
PARTICIPANT PARTICIPATION RATE

JUNIOR (5-19)	12.8%	SENIOR (20-39)	4.4%
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AFL Tasmania Statewide Facilities Strategy 2020-2030

### FACILITY PROVISION

Increasing the number of facilities with gender-neutral change rooms was the top issue the stakeholders raised in the Northern Region. In addition, increasing the carrying capacity of facilities, particularly those within population centres, will assist in the facilitation of participation. The current provision rate of 1 facility per 1,515 persons in the Region suggests that some venues may be nearing capacity. There is opportunity to investigate the creation of additional venues where demand necessitates.



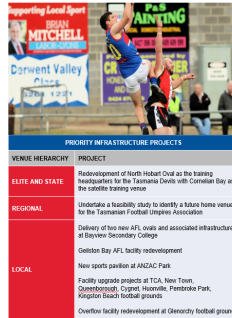
AFL Tasmania Statewide Facilities Strategy 2020-2030

## Southern Region

Facility development opportunities for the Southern Region include increasing the capacity of existing venues through both use and supporting amenity provision.

The development of new, additional venues to assist in meeting demand and affordable by provision is also a priority.

FACILITY DEVELOPMENT OPPORTUNITIES	
Change Facilities	Increase the number of venues with gender-neutral player and umpire facilities across the Region.
Sports Lighting	Improvements to sports lighting to increase ground capacity for training and competition should be provided. A minimum training standard level of lighting should be provided in line with the nearest facility hierarchy.
Non-Infrastructure Development	The development of new, additional venues to assist in meeting demand and affordable by provision is also a priority. The Southern Region lacks quality on and off-field infrastructure to support club operations and liability including social rooms, canteens, coaches bases and knowledge benches. This infrastructure is essential to support match day operations and club stability.
Facility Hierarchy Classification	There is a large number of unregistered AFL Clubs across Tasmania and within the Southern Region. There is potential to increase local level, where open allows, to provide more flexibility for training, particularly with some junior formats that can be run concurrently.



PRIORITY INFRASTRUCTURE PROJECTS	
VENUE HIERARCHY	PROJECT
ELITE AND STATE	Redevelopment of North Hobart Oval as the training headquarters for the Tasmania Devils with Corinna Bay as the satellite training venue
REGIONAL	Undertake a feasibility study to identify a future home venue for the Tasmanian Football League Association
	Delivery of two new AFL ovals and associated infrastructure at Bayview Secondary College
	Geddon Bay AFL facility redevelopment
LOCAL	New sports pavilion at ANZAC Park
	Facility upgrade projects at TCA, New Town, Queenborough, Capel, Inverlevy, Penrose Park, Whiffyn South football grounds
	Overleaf facility redevelopment at Devonport football ground.

AFL Tasmania Statewide Facilities Strategy 2020-2030





## NORTH-WEST REGION

# North-West Region

In 2019, there were 4,397 participants in the North-West Region. The Region had 7 affiliated Leagues/Associations with 30 registered Clubs and 24 Auskick Centres. The North West Football League of Tasmania recorded the highest participation of the season with 1,478 registered players. Consistent with Statewide participation trends, the highest number of participants in the North-West Region were within the 20-39 age cohort, followed by the 5-9 and 10-14 age groups respectively.

Population growth in the North-West Region will be limited to the Devonport and surrounding area to 2029. The balance of the Region is forecast to see stagnant or declining population with a higher number of people aged over 39. That said however, over the past four seasons, the Region has been able to maintain, and even increase its football participant base, seeing an additional 1,217 players, including 500 additional female participants from 2016-2019. It is expected that by 2029, this will stabilise and strategies that focus on the retention of existing players, as well as attracting new players, will be a priority.

The Region is well serviced with 34 AFL venues, including 4 junior, 24 local, 5 regional and 1 state level facility. Regional and state level facilities provide opportunities to host finals games, high-level events and facilitate player pathway programs. The Region has a high supply of facilities in comparison to its population base.

The challenge for the Region moving forward will be to balance investment into facilities where participation and need are highest. A focus on increasing the capacity of existing venues, and broadening access to alternate venues, such as schools, will ensure that facilities are fit for purpose and can meet demand.



POPULATION & PARTICIPATION FORECAST		
	Population	AFL Participation
2019	112,006	4,397
2029	↓ 110,991	4,357
2019-2029 % Change	-0.9%	-40

ADDITIONAL TEAMS & OVAL ACCESS FORECAST		
	Extra participants	Extra Teams
2029	-40	-1.6
	Additional Oval Access by Population	Additional Oval Access by AFL Teams
2029	0	0



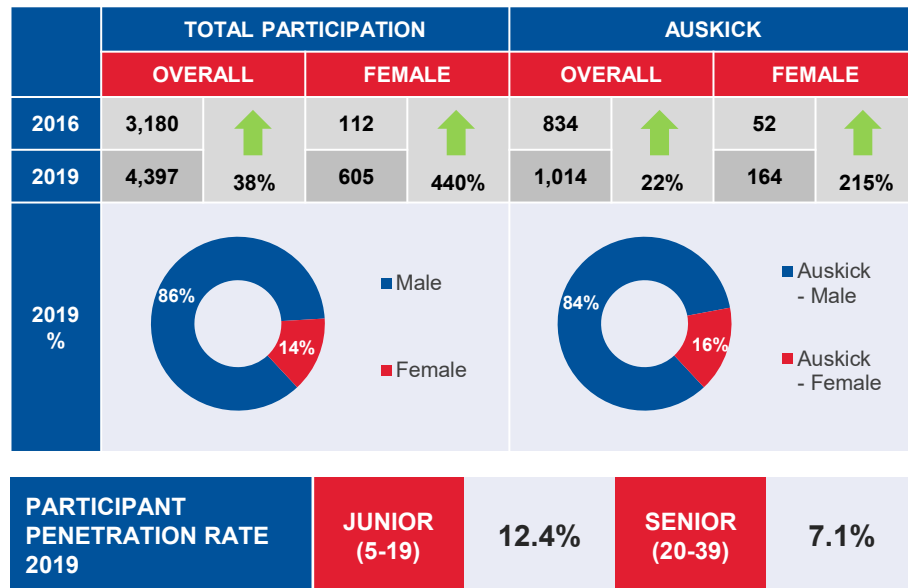
# North-West Region

## PARTICIPATION

The North-West Region saw growth in club participation of 11.6% in 2017, 15.2% in 2018 and 7.6% in 2019.

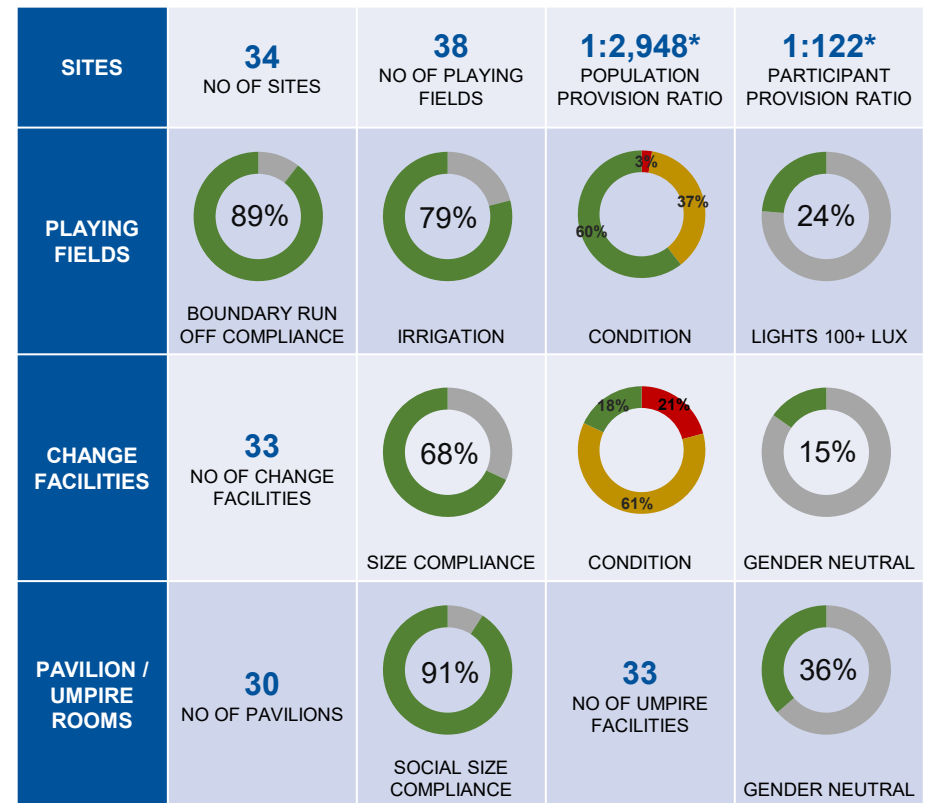
The North West Football League of Tasmania had an even distribution of players in comparison to Statewide trends with 438 players in the 20-39 age cohort, 507 in 15-19 and 505 in 10-14 age groups.

At Club level, participation was highest at Ulverstone Football Club (266) followed by Latrobe Football Club (249), Devonport Football Club (226), Penguin Football Club (235), Wynyard Football Club (208) and Burnie Football Club (198). The Currie, Grassy, North and Turners Beach Football Clubs all recorded the lowest number of registered players with an average of 53 participants per Club. Smaller populations with limited growth in areas such as King Island are likely to be the determining factors as to why minimal participation is being experienced here.



## FACILITY PROVISION

With a high provision of AFL venues for the population of the North-West Region, the focus will be on improving the quality and carrying capacity of existing facilities. Investment into core facility provision including more gender-neutral player and umpire facilities, greater sports lighting provision and increased access to preseason venues will support the stability of AFL participation in the Region.



\*Benchmark population provision ratio: 1 oval : 5,000 people

\*\*AFL recommended ratio: 1 oval : 175 participants



# North-West Region

Facility development opportunities for the North-West Region include increasing the capacity of existing venues, ensuring they cater for the diversity of participants attracted to the game.

FACILITY DEVELOPMENT OPPORTUNITIES	
<b>Sports lighting</b>	Increase the number of ovals with minimum training standard lighting (50 lux minimum for local venues, 100 lux minimum for regional venues). Recommend that at least one venue per league/association has sports lighting capable of between 100-150 lux for night competition.
<b>Change Facilities</b>	Increase the percentage of player and umpire change facilities that meet gender-neutral recommendations to provide modern and inclusive environments.
<b>Multi-use</b>	Encourage facility development proposals and investment into venues that can demonstrate and generate multi-use outcomes.
<b>Ground availability</b>	Current ground availability issues, particularly during the overlap in preseason and cricket finals, presents operational issues for LGAs, Leagues/Associations and Clubs alike. Facilitating partnerships with alternate venues such as schools will assist in increasing ground availability opportunities.
<b>Facility Hierarchy Classification</b>	Clarifying facility hierarchy levels by AFLT in line with the AFL's Preferred Facility Guidelines (2019) will assist stakeholders in understanding the required amenity, infrastructure and level of service for each venue.



PRIORITY INFRASTRUCTURE PROJECTS	
VENUE HIERARCHY	PROJECT
<b>ELITE AND STATE</b>	Gender-neutral change room upgrade at West Park
<b>REGIONAL</b>	Identify future home for North-West Umpires League Gender-neutral change room upgrades at Devonport, Latrobe and Ulverstone football grounds
<b>LOCAL</b>	Gender-neutral change room upgrade projects at East Devonport, Wynyard and Wivenhoe football grounds Upgrade to sports lighting at all King Island football venues

# North-West Region



## FRAMEWORK FOR DELIVERY

STRATEGIC PRIORITIES		ACTIONS
<b>Building Facility Capacity</b>	<p>There is a low level of venues in the North-West Region meeting the requirements for sports lighting above 50 lux (minimum local venue standard for training). Increasing sports lighting to 50 lux, and preferably 100 lux where funding permits, will create greater ground carrying capacity and fixturing flexibility. For night games, a minimum of 100 lux, with a preference of 150 lux, is required to for spectator amenity.</p>	<p><b>Action 1: identify funding opportunities to increase sports lighting provision to minimum training standards at all venues and to competition standards to at least one venue per League/Association</b></p>
<b>Inclusive and Diverse Facilities</b>	<p>Player change facilities are identified as the top facility issue for LGAs and the second highest issue for Clubs in the North-West Region. Whilst most change facilities meet the recommended size compliance, 85% do not meet gender-neutral requirements. To attract and retain participants, particularly female footballers and officials, more player and umpire amenities must meet modern standards.</p>	<p><b>Action 2: identify funding opportunities and work collaboratively with LGAs and other key stakeholders to increase provision of gender-neutral change facilities for both players and umpires</b></p>
<b>Sustainable Facilities</b>	<p>Identifying and encouraging partnerships with the broader community including compatible sports, schools and other user groups will assist in the justification for investment. The use of facilities outside of regular sporting club hours will increase asset utilisation and encourage non-exclusive use.</p> <p>The multi-use of venues should be considered in the prioritisation of facility redevelopment. Identifying venues that can cater for community access outside of sport, and opportunities to house multiple clubs in areas of participation and population decline, will be key to driving collective investment.</p> <p>(continued over page)</p>	<p><b>Action 3: connect and develop relationships with responsible asset managers of alternate venues, including the Department of Education, to identify opportunities to access and co-invest in facilities, thereby increasing capacity across the network</b></p> <p><b>Action 4: in the prioritisation of funding, stakeholders to work collegiately in identifying venues that offer, and can cater for, broader programming and community outcomes as a result of investment</b></p>

# North-West Region



## FRAMEWORK FOR DELIVERY

	STRATEGIC PRIORITIES	ACTIONS
<p><b>Player Pathways and Participation</b></p>	<p>In areas of the North-West Region, participation decline is being experienced coupled with limited population growth forecasts. Building participation strategies that identify ways to retain and reengage with participants will be imperative, particularly where participation has been impacted as a result of COVID-19.</p> <p>The identification of regional venues was highlighted as important through the consultation process. As per the AFL's Preferred Facility Guidelines (2019) regional venues offer a higher level of facility specification and can cater for larger spectator numbers and events. These venues should also facilitate player development and talent programs.</p> <p>The five regional venues for the North-West Region are:</p> <ul style="list-style-type: none"> <li>- Dial Park</li> <li>- Devonport Oval</li> <li>- Circular Head Recreation Ground</li> <li>- Latrobe Football Ground</li> <li>- Ulverstone Football Ground</li> </ul>	<p><b>Action 5: develop participation strategies for the retention and attraction of AFL players and officials in the North-West Region, particularly for those areas experiencing decline</b></p> <p><b>Action 6: ensure identified regional facilities are being programmed for higher level events and have capacity to facilitate player development programs. Address evident facility gaps where standards are not being met.</b></p>
<p><b>Partnerships</b></p>	<p>Developing and facilitating stronger partnerships between AFLT, LGAs, Department of Education, Leagues/Associations, Clubs as well as other sporting bodies will provide greater opportunities to align priorities, information share and prioritise facility investment. Guidance in facility development trends and funding submissions requires greater collaboration between project partners. A more structured approach to developing stakeholder networks is recommended and should occur across all three Regions.</p> <p>The collective advocacy from the stakeholder group both within the North-West Region and across Tasmania should focus on the continuation of funding programs including the State Government's Levelling the Playing Field (now known as Improving the Playing Field) program.</p> <p>The sharing of information, including facility data from the AFL's annual audit program will further assist stakeholders alongside this Strategy to prioritise projects for investment.</p>	<p><b>Action 7: facilitate regular stakeholder network meetings for the purposes of developing relationships, increasing communication, prioritising investment, providing updated facility information and monitoring participation. Where applicable, a working group of key stakeholders should be developed to drive and monitor the implementation of the Strategy.</b></p>





# NORTHERN REGION

# Northern Region

There were 5,110 participants in the Northern Region in season 2019. The Region had nine Leagues/Associations including one Mini League. There were 36 affiliated Clubs and 19 Auskick Centres. The Northern Tasmanian Football Association (1,929) and Northern Tasmanian Junior Football Association (1,850) were the largest in the Region in season 2019.

There is anticipated overall population growth in the Northern Region of approximately 1.9%, or an additional 2,790 persons to 2029. Population growth is centered around the West Tamar, Launceston and Northern Midlands areas.

AFL in the Northern Region is serviced by 28 venues, including 23 local, 3 regional, 1 state and 1 elite level venue. The Region has seen participation increase over the past four seasons, with an additional 1,549 players from 2016 to 2019. The City of Launceston has seen the greatest overall participation and population increase of any LGA over the last four years. The below participation forecast predicts that, based on participant rates and population, that these rates will become steadier to 2029.

The challenge for the Region over the next 5-10 years will be to ensure facility provision is adequate in areas where demand is highest. Consideration for developing a new regional facility, or expanding an existing venue, to accommodate greater number of players and concurrent games is seen as a priority. Any new regional development however should consider the impacts on underutilised venues to avoid an overprovision of infrastructure.

As per the other Regions, the Northern Region requires a greater amount of gender-neutral change facilities to ensure all participants are catered for. An additional 479 female AFL participants were attracted to the game in the Northern Region from season 2018-2019, and this market will continue to drive demand for improved facilities into the future.



POPULATION & PARTICIPATION FORECAST		
	Population	AFL Participation
2019	145,457	5,110
2029	↑ 148,247	↑ 5,208
2019-2029 % Change	+1.9%	+98

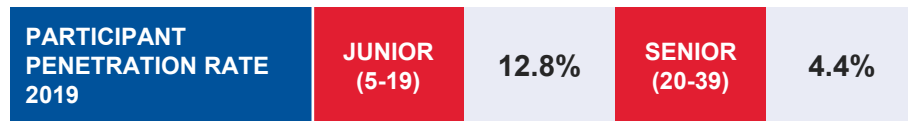
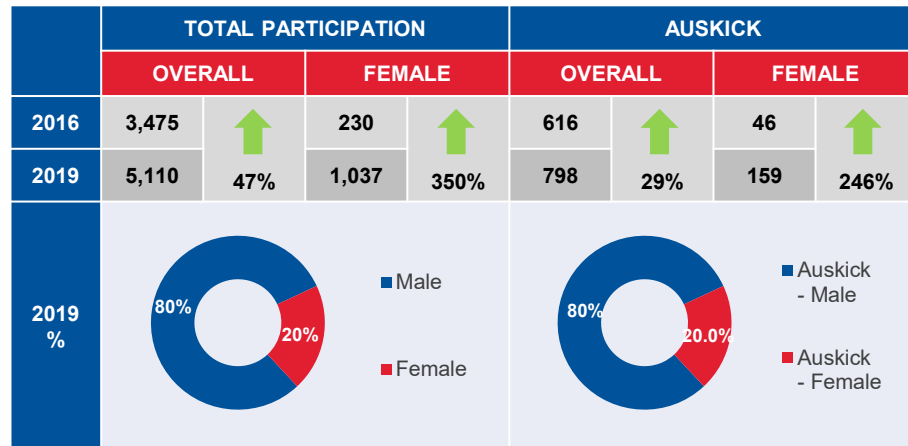
ADDITIONAL TEAMS & OVAL ACCESS FORECAST		
	Extra participants	Extra Teams
2029	+98	+4
	Additional Oval Access by Population	Additional Oval Access by AFL Teams
2029	+0.6	+0.6

# Northern Region

## PARTICIPATION

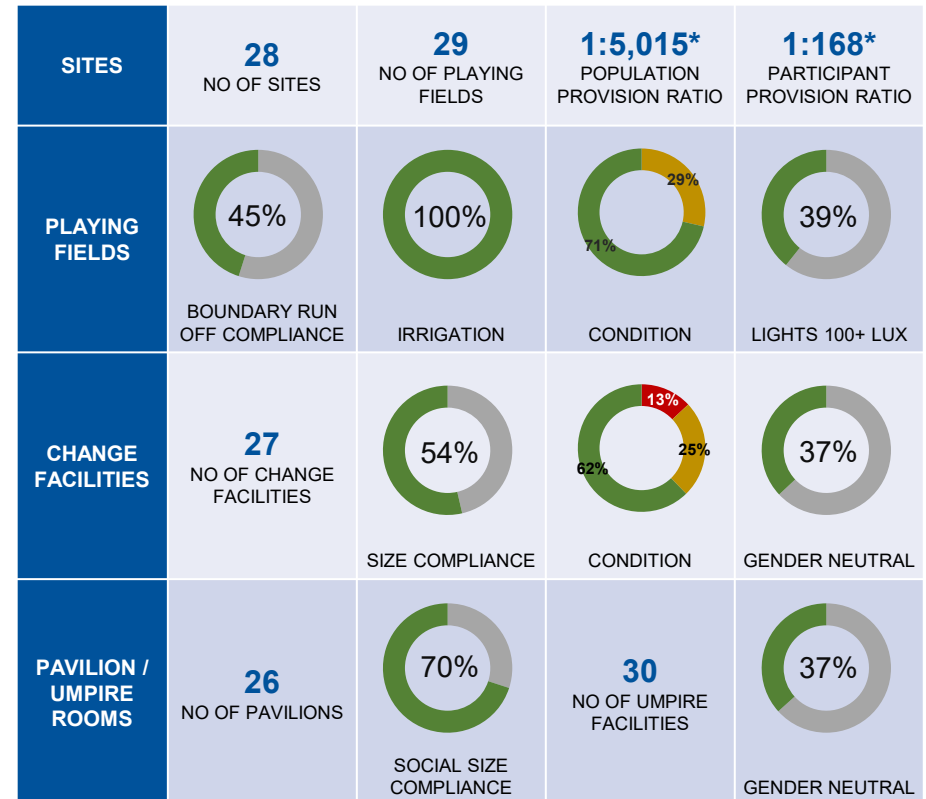
The Northern Region experienced participation growth of 15.8% in 2017, 6.0% in 2018 and 16.9% in 2019. The Northern Region's saw the greatest percentage of participation growth from season 2018 to 2019.

Overall the distribution of participants aligned mostly with Statewide trends with the largest number (1,580) of players in the 20-39 age cohort followed by 10-14 and 15-19 age groups.



## FACILITY PROVISION

Increasing the number of facilities with gender-neutral change rooms was the top issue for stakeholders surveyed in the Northern Region. In addition, improving the carrying capacity of facilities, particularly those within population centres, will assist in the facilitation of participation. The current provision ratio of 1 oval to 5,015 persons in the Region suggests that some venues may be nearing capacity. There is opportunity to investigate the creation of additional ovals where demand necessitates.



\*Benchmark population provision ratio: 1 oval : 5,000 people

\*\*AFL recommended ratio: 1 oval : 175 participants



# Northern Region

Facility development opportunities for the Northern Region include increasing the capacity of existing venues, increasing the provision of gender-neutral change rooms and investigating opportunities for the development and/or access to additional ovals (e.g. regional hub).

FACILITY DEVELOPMENT OPPORTUNITIES	
<b>Change Facilities</b>	Whilst the Northern Region has a higher number of venues that align with gender neutral recommendations (as per the AFL's Preferred Facility Guidelines) in comparison to other Regions, the continued investment into facilities to increase this provision is required.
<b>Sports lighting</b>	Improvements to sports lighting to increase ground capacity for training and competition should be prioritised. A minimum training standard level of lighting should be provided in line with the relevant facility hierarchy.
<b>New infrastructure development</b>	In population centres, limited ground capacity due to current demand is being experienced. The development of a regional hub, i.e. a facility with a higher specification and multiple ovals, will assist in facilitating concurrent games and be able to host a higher number of participants in a single location.
<b>Multi-use</b>	Encourage facility development proposals and investment into venues that can demonstrate and generate multi-use outcomes.
<b>Facility Hierarchy Classification</b>	Clarify facility hierarchy classifications of individual venues to assist stakeholders in understanding levels of service and infrastructure requirements. Infrastructure recommendations should align with the AFL's Preferred Facility Guidelines (2019) including requirements for change rooms, umpire facilities, club rooms and supporting infrastructure such as grandstands.



PRIORITY INFRASTRUCTURE PROJECTS	
VENUE HIERARCHY	PROJECT
<b>ELITE AND STATE</b>	Explore greater programmability of UTAS Stadium, particularly for league finals and other major events  Windsor Park change room and facility redevelopment
<b>REGIONAL</b>	Undertake a feasibility study for the identification and development of a Northern Regional Hub
<b>LOCAL</b>	Northern Tasmanian Cricket Ground gender-neutral change facility upgrade  Hillwood Recreation Reserve drainage upgrade and gender-neutral change room upgrade  Facility upgrade projects at Rocherlea, Invermay Park, Deloraine, Morven Park, Youngtown

# Northern Region



## FRAMEWORK FOR DELIVERY

FRAMEWORK FOR DELIVERY		
	STRATEGIC PRIORITIES	ACTIONS
Building Facility Capacity	Current demand on facilities in the Northern Region presents a case for the development of additional ovals to meet need. The Northern Region is limited in its ability to program and facilitate participation due to a high number of single oval facilities spread across the geographical area. Investigation into the development of a regional hub in a central location can offer opportunities to host concurrent games, programs and finals.	<b>Action 1: undertake a feasibility study for the development of a dual or multi-oval regional level facility in the Northern Region</b>
	Increase the carrying capacity of venues through improved sports lighting infrastructure, particularly in population centres, should be prioritised in the Northern Region. For local level venues, a minimum of 50 lux is recommended for training standards and 100 lux for competition as per the AFL's Preferred Facility Guidelines. For regional level venues, 100 lux for training and 200 lux for competition is required.	<b>Action 2: prioritise investment into sports lighting projects where need and demand is evident and gaps in provision are identified</b>
Inclusive and Diverse Facilities	Player change facilities are identified as the top facility issue for Northern Region stakeholders. Over 60% of player and umpire change rooms do not meet gender neutral recommendations. The continued upgrade and/or retrofitting of change facilities will support the growing number of female footballers attracted to the game.	<b>Action 3: identify funding opportunities and work with key stakeholders to increase provision of gender-neutral change facilities for both players and umpires across the Region</b>
Sustainable Facilities	<p>Through the identification and development of a regional hub, consideration should be made as to the impact on existing facilities that may be underutilised presently, or as a result of the hub development. Consultation with stakeholders to generate recommendations for underutilised venues should occur.</p> <p>Opportunities to explore access to school facilities will also be a priority for the Northern Region. Pre-season availability is currently limited, particularly considering season creep now extending into the summer months. School venues offer opportunities to increase the number of facilities in the network and for overflow use.</p> <p>(continued over page)</p>	<b>Action 4: connect and develop relationship with the Department of Education to identify opportunities to access and co-invest into school facilities to increase capacity and provision of facilities across the network</b>

# Northern Region



## FRAMEWORK FOR DELIVERY

FRAMEWORK FOR DELIVERY		
STRATEGIC PRIORITIES	ACTIONS	
<b>Player Pathways and Participation</b>	<p>A number of premier men's and women's clubs across the Region are based at facilities which lack the appropriate infrastructure expected of state level teams. In some instances this is due to poor quality infrastructure and/or the current hierarchy classification of the facility. Whilst there is no immediate recommendation to re-locate or re-classify facilities, access for all premier clubs to regional and state level venues should be available for game day use. The availability of modern and suitable facilities for elite competition is necessary and will assist in the attraction and retention of these players.</p>	<p><b>Action 5: facilitate access to regional and/or state level venues for premier men's and women's clubs for match days where home facilities do not meet recommended standards</b></p>
	<p>As per the recommendation for the North-West Region, the development of participation strategies, particularly in areas of identified decline, should be prioritised. Whilst the Northern Region has a high demand for AFL in population centres, more isolated locations have limited growth prospects due to population forecasts. AFLT should work with stakeholders in identifying retention and attraction strategies. Greater support to encourage game development will assist in the ongoing delivery and viability of venues and participants.</p>	<p><b>Action 6: develop participation strategies for the retention and attraction of AFL players and officials in the Northern Region, particularly for those areas experiencing decline</b></p>
<b>Partnerships</b>	<p>Developing and facilitating partnerships between AFLT, Department of Education, Leagues/Associations and Clubs and other sporting bodies will provide greater opportunities to align priorities and information share. Guidance regarding facility development trends and funding submissions were identified as requiring greater support from AFLT for LGAs, Leagues/Associations and Clubs. A more structured approach to developing stakeholder networks is recommended.</p> <p>The sharing of information, including facility data from the AFL's annual audit program will further assist stakeholders alongside this Strategy to prioritise projects for investment.</p>	<p><b>Action 7: facilitate regular stakeholder network meetings for the purposes of developing relationships, increasing communication, prioritising investment, providing updated facility information and monitoring participation. Where applicable, a working group of key stakeholders should be developed to drive and monitor the implementation of the Strategy</b></p>





## SOUTHERN REGION

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# Southern Region

There were 6,673 participants in the Southern Region in season 2019 competing across nine Leagues/Associations, comprising 55 Clubs and 25 Auskick Centres. The Southern Tasmanian Junior Football League boasted the highest participation with 3,438 players in the Region. The remaining Leagues, aside from Auskick, held the balance of participation, with Southern Football League (1,076) followed by Old Scholars Football Association (471) and Tasmanian State League (363) with the greatest number of participants.

The Southern Region experienced growth in participation of 10.4% in 2017, 7.2% in 2018 and 14% in 2019.

Population growth forecasted for the Southern Region will further increase the demand for AFL and its facilities to 2029. Population increases are set to be highest in Hobart, Glenorchy, Clarence, Sorrell, Brighton, Kingborough and Huon Valley municipalities. Participation growth in AFL from 2016-2019 has been centered around Glenorchy, Hobart and Clarence City Council's and will see a continuation of demand for the sport and facilities in these areas to 2029.

The Region is currently serviced by 30 AFL venues including 2 junior, 24 local, 3 state and 1 elite level venue.

The greatest challenge for the Southern Region is improving the quality of on and off-field infrastructure to support the carrying capacity and flexibility of venues. At present, the Region has limited supporting infrastructure which inhibits its ability to facilitate the game successfully. Current ratio benchmarks for oval provision sit above recommendations and it is therefore that the development of new, and the redevelopment of existing facilities in the Region will be a priority.



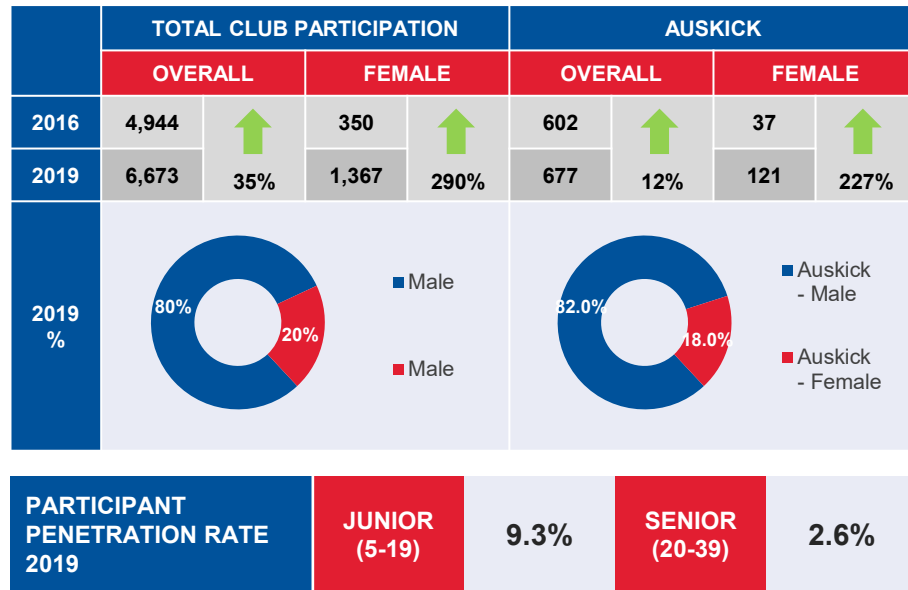
POPULATION & RESIDENT PARTICIPATION FORECAST		
	Population	AFL Participation
2019	273,249	6,673
2029	↑ 294,564	↑ 7,194
2019-2029 % Change	+7.8%	+521

ADDITIONAL TEAMS & OVAL ACCESS FORECAST		
	Extra participants	Extra Teams
2029	+521	+21
	Additional Oval Access by Population	Additional Oval Access by AFL Teams
2029	+4.4	+3

# Southern Region

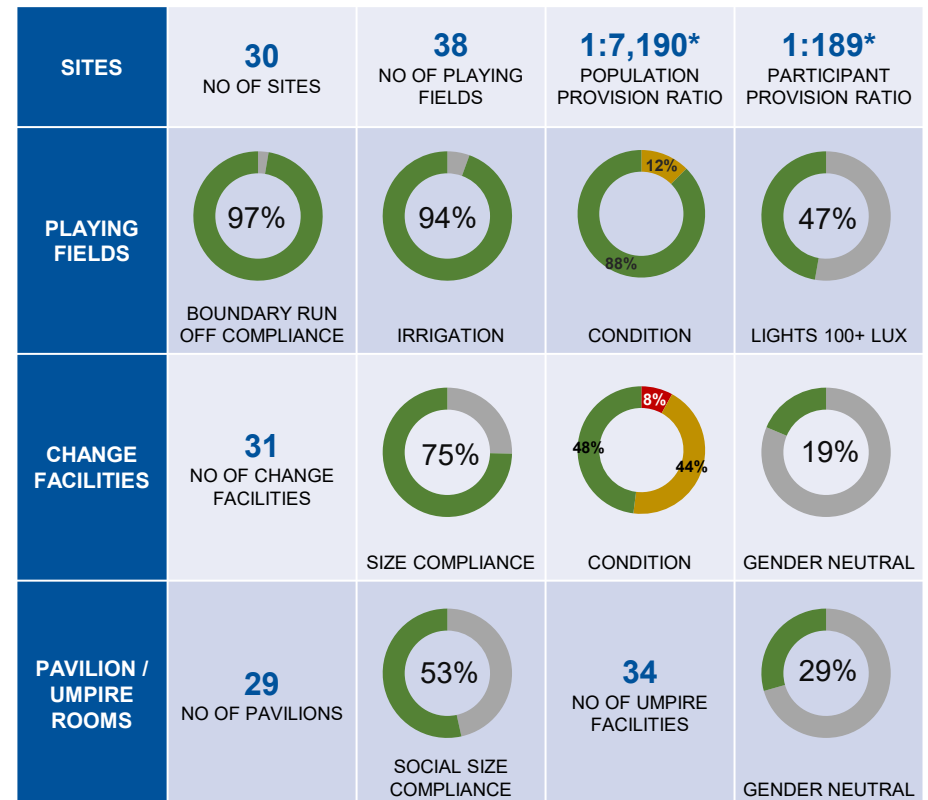
## PARTICIPATION

Participation trends in the Southern Region slightly differ from Statewide averages with the greatest participation in the 10-14 year old age cohort followed by 20-39 and 5-9 age groups respectively. The Sandy Bay Junior Football Club (312), North Hobart Junior Football Club (277) and Lindisfarne Junior Football Club (245) had the highest numbers of players. This is seen as a mostly healthy trend for the sport, demonstrating a strong contingent of grassroots players and opportunities for participation expansion.



## FACILITY PROVISION

With strong participation and demand for facilities set to continue for the Southern Region, there will be a continued focus on the delivery of venues that provide for gender-neutral use, offer better playing surfaces, club/social room facilities and sports lighting. The identified gaps in infrastructure outlined within this summary mirror the sentiment of Southern Region stakeholders identified during consultation. The development of additional facilities that meet AFL's Preferred Facility Guidelines (2019) will assist the sport in its ability to facilitate current and future demand.



\*Benchmark population provision ratio: 1 oval : 5,000 people

\*\*AFL recommended ratio: 1 oval : 175 participants



# Southern Region

Facility development opportunities for the Southern Region include increasing the capacity of existing venues through both core and supporting amenity provision.

The development of new, additional ovals to assist in meeting demand and shortfalls in provision is also a priority.

FACILITY DEVELOPMENT OPPORTUNITIES	
<b>Change Facilities</b>	Increase the number of venues with gender neutral player and umpire facilities across the Region.
<b>Sports lighting</b>	Improvements to sports lighting to increase ground capacity for training and competition should be prioritised. A minimum training standard level of lighting should be provided in line with the relevant facility hierarchy.
<b>New infrastructure development</b>	The development of new ovals, particularly in population centres, will provide greater capacity for the growth of the game as well as more flexible training and match opportunities. It will also assist in aligning the current provision ratio in the Southern Region closer to AFL recommendations.
<b>Multi-use</b>	The Southern Region lacks quality on and off-field infrastructure to support club operations and viability including social rooms, canteens, coaches boxes and interchange benches. This infrastructure is essential to support match day operations and club viability.
<b>Facility Hierarchy Classification</b>	There is a large number of undersized AFL Ovals across Tasmania and within the Southern Region. There is potential to increase oval sizes, where space allows, to provide more flexibility for fixturing, particularly with some junior formats that can be run concurrently.



PRIORITY INFRASTRUCTURE PROJECTS	
VENUE HIERARCHY	PROJECT
<b>ELITE AND STATE</b>	Redevelopment of North Hobart Oval as the training headquarters for the Tasmania Devils with Cornelian Bay as a potential satellite training venue
<b>REGIONAL</b>	Undertake a feasibility study to identify a future home venue for the Tasmanian Football Umpires Association
<b>LOCAL</b>	Delivery of two new AFL ovals and associated infrastructure at Bayview Secondary College
	Geilston Bay AFL facility redevelopment
	New sports pavilion at ANZAC Park
	Facility upgrade projects at TCA, New Town, Tynwald Park, Queenborough, Cygnet, Huonville, Pembroke Park, Kingston Beach football grounds
	Overflow facility redevelopment at Glenorchy football ground

# Southern Region



## FRAMEWORK FOR DELIVERY

STRATEGIC PRIORITIES	ACTIONS
<p><b>Building Facility Capacity</b></p> <p>Increasing the capacity and quality of facilities across the Southern Region as a priority throughout the implementation of the Strategy. Sports lighting, ground surfaces, club/social room enhancement and ancillary infrastructure will enable greater programmability and flexibility of venues. With the largest number of participants and the lowest provision of facilities per population, maximising facility use is critical to accommodate the existing and future forecasted AFL participants.</p>	<p><b>Action 1: identify funding opportunities to increase quality of facilities in the Southern Region including sports lighting, ground surfaces (and exploration into synthetic and hybrid options) and club room facilities.</b></p>
<p><b>Inclusive and Diverse Facilities</b></p> <p>A lack of gender-neutral player and umpire facilities was the top issue for all three Southern Region stakeholders surveyed. Continuing to prioritise facility upgrades that enable more inclusive environments should be a continued focus.</p>	<p><b>Action 2: identify funding opportunities and work with key stakeholders to increase provision of gender-neutral change facilities for both players and umpires across the Region</b></p>
<p><b>Sustainable Facilities</b></p> <p>As per the participation and facility provision projections on page 60, the Southern Region will require access to approximately 3-4 additional ovals by 2029. Opportunities to improve access to existing facilities should be prioritised, with the development of any new facilities the subsequent consideration.</p> <p>Where the development of any new AFL facilities is identified, it is recommended that they consist of two ovals or surfaced areas which can accommodate full sized AFL ovals to maximise viability of the venue. Two oval (or multi oval) venues in new developments encourage sustainable clubs and multi use outcomes. Two oval sites enable clubs to grow and spread usage and provide better economies of scale in terms of supporting infrastructure.</p> <p>Although the provision ratios of ovals in the Southern Region indicate that some capacity issues may be being experienced, consultation with stakeholders indicates that facilities in more remote areas may be underutilised. The development of any new facilities in population centres should consider the impact on underutilised venues, and consultation with stakeholders to establish and create recommendations for these facilities should occur.</p> <p>(continued over page)</p>	<p><b>Action 3: The delivery of new ovals at Bayview Secondary College and redevelopment of existing facilities at Geilston Bay will support the development and capacity of the game by providing additional provision of playing surfaces and change facilities.</b></p>

# Southern Region



## FRAMEWORK FOR DELIVERY

STRATEGIC PRIORITIES	ACTIONS
<p><b>Sustainable Facilities</b></p> <p>The multi-use of venues should be considered in the prioritisation of investment. Identifying venues that can cater for community access outside of sport, and opportunities to house multiple clubs in areas of participation and population decline will be key to driving collective investment. Current investigations into a home for the Tasmanian Football Umpires Association in the Region should consider any existing venue with capacity, or as part of any new facility development. This will further contribute to multi-use outcomes and provide greater opportunities for funding and investment partners.</p>	<p><b>Action 4: stakeholders to work collegiately in prioritising facility investment where multi-use outcomes can be demonstrated. This includes exploration into any existing facility, or a new development, that can house the Tasmanian Football Umpires Association.</b></p>
<p><b>Player Pathways and Participation</b></p> <p>The development of a base for the Tasmania Devils at North Hobart Oval and potentially Cornelian Bay will provide an integrated high-performance base for training and player development programs. Both North Hobart and Cornelian Bay were identified as venues most suited to facilitate requirements as per the Tasmania Devils Training Venue Feasibility Study (2019).</p> <p>The development of participation strategies, particularly in areas of identified decline, should be prioritised. Whilst the Southern Region has the highest number of participants and demand for AFL in population centres, more isolated locations are experiencing some fluctuation. AFLT should work with stakeholders in identifying retention strategies ongoing. Greater support to encourage game development will assist in the ongoing delivery and viability of venues and participants.</p> <p>(continued over page)</p>	<p><b>Action 5: undertake further infrastructure design and advocacy for investment into the development of North Hobart Oval and Cornelian Bay as the preferred Tasmania Devils training venue.</b></p> <p><b>Action 6: develop participation strategies for the retention and attraction of AFL players and officials in the Southern Region, particularly for those areas experiencing decline</b></p>



# Southern Region



## FRAMEWORK FOR DELIVERY

### STRATEGIC PRIORITIES

### ACTIONS

#### Partnerships

Developing greater strategic alignment with AFLT and LGAs to support the implementation of the Statewide Facilities Strategy as well as any local sporting plans will assist in achieving the objectives of both stakeholders. In the Southern Region, the following current local sporting infrastructure plans and relevant objectives will support and build the capacity of AFL facilities and participation, including:

Clarence City Council: Sport and Recreation Needs Analysis (2019)

- Assess synthetic surfaces for sporting codes to encourage extended use
- Improve lighting of facilities to encourage extended use
- Assess viability of new multi-use facilities for a variety of shared users and uses including pre-season training for AFL, Soccer and Cricket

Glenorchy City Council: Healthy Communities Plan (2014-2023)

- Prepare a Sports Facility Strategy to address detailed issues relating to sports ground and individual sporting code needs
- Work with adjacent Council's to provide equitable distribution of sports facilities
- Seek to accommodate additional junior sport opportunities that are in demand through facility sharing and partnerships

Developing and facilitating partnerships between AFLT, LGAs, Leagues/Associations and Clubs will provide greater opportunities to align priorities and information share. Guidance in facility development trends and funding submissions was highlighted through the consultation survey as requiring collaborative input and support. A more structured approach to developing stakeholder networks is recommended. The collective advocacy from the stakeholder group both within the Southern Region and across Tasmania should focus on the continuation of funding including the State Government's Levelling the Playing Field (now known as Improving the Playing Field) program.

The sharing of information, including facility data from the AFL's annual audit program will further assist stakeholders, alongside this Strategy to prioritise projects for investment.

**Action 7: support LGAs in the implementation and future input into local strategic planning to align collective priorities**

**Action 8: facilitate regular stakeholder network meetings for the purposes of developing relationships, increasing communication, prioritising investment, providing updated facility information, monitoring participation and Strategy implementation**



# APPENDICES

# AFLT participation trends 2016-19 by LGA

LGA	2016	2017	2018	2019	# Change 2016-19	% Change 2016-19
Break O'Day	154	189	199	250	+96	62.3%
Brighton	196	219	202	218	+22	11.2%
Burnie	504	469	546	544	+40	7.9%
Central Coast	918	1029	1179	1310	+392	42.7%
Central Highlands	42	31	29	61	+19	45.2%
Circular Head	451	563	657	676	+225	49.9%
Clarence	1252	1445	1572	1799	+547	43.7%
Derwent Valley	219	245	298	380	+161	73.5%
Devonport	480	516	510	580	+100	20.8%
Dorset	285	301	314	377	+92	32.3%
George Town	245	309	326	378	+133	54.3%
Glamorgan-Spring Bay	106	123	137	130	+24	22.6%
Glenorchy	593	684	775	883	+290	48.9%
Hobart	1075	1166	1298	1434	+359	33.4%
Huon Valley	448	473	401	439	-9	-2.0%
Kentish	67	95	142	88	+21	31.3%



LGA	2016	2017	2018	2019	# Change 2016-19	% Change 2016-19
TAS - King Island	149	183	196	202	+53	35.6%
TAS - Kingborough	480	515	587	649	+169	35.2%
TAS - Latrobe	303	333	385	429	+126	41.6%
TAS - Launceston	1050	1290	1408	1810	+760	72.4%
TAS - Meander Valley	604	676	681	795	+191	31.6%
TAS - Northern Midlands	442	453	454	590	+148	33.5%
TAS - Sorell	341	393	395	473	+132	38.7%
TAS - Southern Midlands	144	160	195	211	+67	46.5%
TAS - Tasman	23	37	0	0	-23	-100.0%
TAS - Waratah-Wynyard	380	418	516	509	+129	33.9%
TAS - West Coast	130	162	185	283	+153	117.7%
TAS - West Tamar	604	656	727	682	+78	12.9%

# Project Prioritisation Framework

The Project Prioritisation Framework is designed to assist AFLT, local government authorities and other potential investment partners in assessing and prioritising capital investment in infrastructure. Answering yes to the below criteria will demonstrate that a project is well planned, aligns with strategic priorities and can demonstrate broad participation outcomes as a result of investment.

COMPONENT / CAPABILITY	YES	NO	N/A	COMMENT
1. Facility condition and gaps in compliance with the AFL's Preferred Facility Guidelines (2019) have been identified.				
2. Project outcomes can demonstrate positive impacts on AFL participation and specifically increased use by junior, female, all-abilities, Culturally and Linguistically Diverse (CALD), Indigenous and other unrepresented groups.				
3. Project can demonstrate multi-use and/or dual-purpose outcomes.				
4. Project outcomes will increase the carrying capacity of playing fields and/or improvements to core facility provision.				
5. Project proposal aligns with strategic directions identified in the AFL Tasmania Statewide Facilities Strategy 2021-2030.				
6. Draft concept plans and cost estimates for the infrastructure project(s) have been developed in conjunction with the Club, League/Association, AFL Tas, LGAs and other co-tenanting sporting bodies.				
7. Infrastructure design development has considered Environmentally Sustainable Design (ESD) initiatives and can demonstrate outcomes such as lower operating costs, reduced emissions and drought tolerance.				
8. Design development has considered outcomes in relation to the viability and sustainability of the Club (and other tenanting clubs) as a result of infrastructure investment (e.g. increased operational capacity, addresses safety risk, improves opportunities to generate income through increase usage etc).				
9. Design development has considered Universal Design Principles that encourages use of the facility by any person of any ability.				
10. Potential funding streams for investment have been identified.				
11. Club has the ability to financially co-contribute and/or provide in-kind contributions to identified infrastructure upgrade.				

# Case Studies and Facility Development Examples

Several case studies and best practice examples comprise the next section of the Appendices. These case studies have been developed to be used as a reference for readers of the AFLT Statewide Facilities Strategy, and to assist them with facility development initiatives. Most case studies included within this section have been derived from the AFL Preferred Facility Guidelines (2019).

## Case studies, include:

- Clarence High School (Tasmania) – education partnerships and developing school facilities
- Longford Recreation Ground (Tasmania) – all-gender facility upgrades
- Ballarat City Council (Victoria) – ground renewal strategy and implementation
- Keith Dunne Oval (Queensland) – LED sports lighting infrastructure installation
- Gore Hill Park (New South Wales) – synthetic field installation to cater for participation growth

## Best practice facility development examples, include:

- Modular Building Construction





# CASE STUDIES

## Clarence High School (Tasmania) – A Partnership Approach



### PARTNERING WITH EDUCATION AND LOCAL GOVERNMENT TO IMPROVE SPORTING FACILITY ACCESS AND INFRASTRUCTURE



#### CLUBS

Clarence Junior Football Club  
Clarence Little Athletics Club  
Community Cricket



#### CLUB COUNCIL

Clarence City Council (TAS)



#### FACILITY PARTNERS

Department of Education



#### FUNDING PARTNERS

Clarence City Council  
Tasmanian Government



#### TOTAL PROJECT COST

\$2.05M



#### CONTACT

Alex Chipchase  
Recreation Planner  
Clarence City Council  
03 6217 9500

**Project description:** Redevelopment of the school oval, construction of a sporting pavilion and a little athletics facility to service two junior sporting clubs at Clarence High School.

**Overview:** With many existing sporting ovals and facilities in Clarence nearing capacity, and with a club requiring relocation, Council saw an opportunity to collaborate with the Department of Education (DoE) and Clarence High School in redeveloping their school sporting facilities. It was recognised that the school oval was underutilised and required shared investment to increase its capabilities.

**Methodology:** A stakeholder working group was developed including relevant Clubs, Council, DoE and Department of Communities Tasmania to evaluate options and provide feedback on concept plans for infrastructure development. An MoU between stakeholders and a subsequent lease between DoE and Council was developed outlining the management and operational requirements. The oval is now used exclusively by Clarence High School during school hours, and for community sport (via a Council booking) from 4pm onwards each day.

# CASE STUDIES

## Clarence High School (Tasmania) – A Partnership Approach

**Infrastructure Development:** Investment from Council and the Department of Communities Tasmania saw the oval completely redeveloped and the installation of 50 lux sports lighting. In addition, a pavilion with flexible layout opportunities, enabling it to be used as a class room and for community sport, was also developed.

**Outcomes:** The collaborative efforts of stakeholders has resulted in the community having access to new sporting facilities and provided Council with additional sports grounds without the cost of developing greenfield sites. Clarence High School has also benefitted from the improvement to its sports facilities for students.

**Learnings:** Where possible, it is important to establish the role that a redeveloped education facility will play amongst the network of Council venues. Understanding who the user groups will be and future proofing the facility, e.g. for higher level games and/or training should this evolve is also an important consideration.





# CASE STUDIES

## Longford Recreation Ground (Tasmania)



### ALL-GENDER FACILITY IMPROVEMENTS TO ENHANCE INCLUSION AND PARTICIPATION OPPORTUNITIES



#### CLUBS

Longford Football Club  
Longford Cricket Club  
Longford District Little Athletics Club



#### CLUB COUNCIL

Northern Midlands Council (TAS)



#### FACILITY PARTNERS

Northern Midlands Council  
Longford Football and Cricket Clubs



#### FUNDING PARTNERS

Northern Midlands Council  
Tasmanian Government



#### TOTAL PROJECT COST

\$2.21M



#### CONTACT

Des Jennings  
General Manager  
Northern Midlands Council  
03 6397 7303

**Project description:** The project involved the renovation and expansion of the ageing recreation ground stadium to service Longford Football Club (junior and senior), Longford Cricket Club (junior and senior) and Longford District Athletics Club.

**Overview:** The documented rising prevalence of lifestyle related health issues in Tasmanian communities is one of the key drivers behind the Northern Midlands Council's commitment to providing easily accessible facilities where residents and visitors can improve their health and well-being.

Council contracted the development of master plans for each of its recreation grounds, with extensive community and sporting body consultation underpinning the development of these plans.

**Methodology:** The Longford Recreation Ground Master Plan developed in 2017 identified the urgent need to renovate the stadium's male-centric sports club infrastructure, in particular the open plan changerooms with communal showers, to meet contemporary standards and to accommodate the needs of the increasing number of female players and officials.

The project was funded by Council with grants from the Tasmanian Government through Sport and Recreation Tasmania and the Levelling the Playing Field Grants Program.

The project was managed internally, with external consultants engaged to assist as required.



# CASE STUDIES

## Longford Recreation Ground (Tasmania)

**Infrastructure Development:** The project involved the renovation and expansion of the stadium to create four contemporary changerooms with separate enclosed toilet and shower facilities for each changeroom. Separate massage rooms were also provided for home and visiting teams as well as a larger medical room.

In addition, the stadium's function area including associated kitchen and bar was renovated, along with upgrades to the grandstand seating, improved glass railing, a new stadium entrance as well as the building's exterior modernised.

**Outcomes:** The Longford community now has access to a contemporary, inclusive sporting facility that is positioned to meet community and user group needs for at least the next 20 years.

The feedback received by Council has been unanimously positive and complimentary.

Redevelopment of the stadium demonstrates Council's commitment to working with the State Government to achieve the goal of the Healthy Tasmania Five Year Strategic Plan: 'for Tasmanians to enjoy our beautiful state, in better health, living happier, longer lives.'

**Learnings:** Respecting the privacy and comfort of all users, and providing female players and officials with equal access to modern and welcoming facilities, markedly assists with the retention of current football and cricket players and officials, and the attraction of new participants.



# CASE STUDIES

## City of Ballarat (Victoria)



**A SUCCESSFUL LONG TERM STRATEGY FOR PLAYING FIELD REDEVELOPMENT THAT HAS RESULTED IN 60% MORE WEEKLY HOURS OF USE**



### **CLUBS**

Multiple



### **CLUB COUNCIL**

Ballarat City Council (Victoria)



### **FACILITY PARTNERS**

AFL Victoria  
AFL Goldfields  
State Government

In 2013 Ballarat City Council identified a number of infrastructure improvements for AFL facilities through the development of a Recreation Strategy.

During this process and through the development of AFL Victoria's Growing the Heartland, Football Facilities Development Strategy 2017-2022 it was identified that there was deficient levels of facilities meeting the current playing standards and needs for football. To address these issues council developed a rolling seven year capital works program to improve the facilities currently provided.



AFL Victoria and AFL Goldfields also undertook detailed audits of all facilities in the City of Ballarat and through that identified which facilities were in most need of upgrade. This process assisted in refining the seven year capital works program for Council and ensured that there was alignment of strategic priorities between Council, AFL Victoria and AFL Goldfields.

The Ballarat City Council, AFL Victoria and AFL Goldfields established that the highest priority in Ballarat was to improve the condition and usability of playing surfaces and lighting to provide for current and future demands. The delivery of safe, high standard playing environments was identified as critical to the growth of local clubs.

**Since implementing their ground renewal strategy, grounds in Ballarat are now providing 60% more usage hours for participation and servicing an additional 1,180 football participants.**

The commitment from Council is to provide a rolling annual improvement program to ensure that clubs and participants are regularly seeing improvements to the playing conditions of their facilities.

**Heath Scotland - former Ballarat Football Netball League Club Coach and AFL player (Collingwood FC and Carlton FC)**

*“Providing high quality training and playing conditions is more important than some realise to increasing both the standard of competitions and enabling players to reach their full potential. In Ballarat we now have the right conditions to achieve high levels of performance for clubs and players. I’ve played on a lot of grounds in my career and I can honestly say that these grounds are among the best I have competed on.”*

## EXAMPLE OF PROJECTS DELIVERED SINCE 2013

VENUE	VALUE	PROJECT	CAPACITY GROWTH
Marty Busch Recreation Reserve	\$1.9M	Oval, lighting and power supply upgrades	175% increase in hours used and new events. Winner of AFL Victoria’s Best Community Football Facility Project 2017
CE Brown Recreation Reserve	\$1.4M	Oval and lighting upgrades	15% increase in winter bookings
Northern Oval 2	\$1.2M	Oval and lighting upgrades	96% increase in hours used
MARS Stadium	\$2.55M	Oval and lighting upgrades	Increase in major events including AFL matches
City Oval	\$1.9M	Oval, lighting, power and parking upgrades	8% increase in winter hours used



# CASE STUDIES

## Keith Dunne Oval (Queensland)



### STAKEHOLDER COLLABORATION TO DELIVER LED LIGHTING THAT BENEFITS A RANGE OF USERS



#### CLUBS

Bay Power Amateur Football Club (AFC)



#### CLUB COUNCIL

Fraser Coast Regional Council (Queensland)



#### FACILITY PARTNERS

Fraser Coast Regional Council  
Bay Power AFC  
AFL Queensland  
Cricket Queensland  
Queensland Government  
Federal Government



#### PROJECT VALUE

\$440,000

Lighting upgrades at Keith Dunne Oval saw a range of stakeholders collaborate to deliver a \$440,000 project to cater for participation growth in football and cricket and support night competition options.

Night-time cricket and football finals will now be regular features at the Oval following the successful installation of LED lighting at the Hervey Bay ground.

Lighting provision at Keith Dunne Oval had been a community concern for well over a decade, with existing lighting provision limiting the ability of football to expand training and competition structures.

The upgrade means that players can safely train after dark, especially in winter, which was also a concern raised by football club users.

The LED lighting now allows the scheduling of night games for both junior and senior competition structures. It also facilitates growth in female participation and capacity to extend training options to new teams and match formats such as AFL 9s.

LED lighting is providing a range of benefits for the club, making it more attractive for new players and giving club sponsors better value for money.

Collaboration on the project was key to meeting investment deliverables with stakeholders including the Federal Government, Queensland State Government, Fraser Coast Regional Council Cricket Queensland, AFL Queensland and Bay Power Australian Football Club, all of which are thrilled with the project outcomes.

The partnership with cricket in the project resulted in the lux level being raised to 350 lux which is also suitable for AFL State League training and possible AFL club preseason camps in the bayside city.

The provision of match standard lights has had a direct benefit for female football locally, allowing scheduling of club matches at the same venue and on the same day as the senior men's teams. This permits all of a club's senior teams to travel and play as one group, with the single dayschedule greatly relieving the load on club volunteers.

The LED lighting also provides longer use times at the venue, enabling the cross over of games with teams from adjoining Leagues, providing variety in playing fixtures and competitive games throughout the season.

The investment will ultimately improve lifestyles and build stronger community links in Hervey Bay, with the upgrade set to increase participation in sport and enhance the sustainability of the football and cricket clubs and their respective leagues.

## PARTNERSHIP BENEFITS

- Collaboration between local council, state government, AFL, cricket and the community
- Capacity for the venue to cater for a diverse range of users and sports and support club growth
- Support player attraction and club financial sustainability with reduced electrical costs

# CASE STUDIES

## Gore Hill Park (New South Wales)



### PROVISION OF SYNTHETIC PLAYING FIELD AND NEW AMENITIES TO CATER FOR GROWTH AND DIVERSITY



#### CLUBS

North Shore Football Club  
Willoughby Wildcats Junior Football Club



#### CLUB COUNCIL

Willoughby City Council (NSW)



#### FACILITY PARTNERS

Federal Government



#### PROJECT VALUE

\$10,500,000

The Gore Hill Park Redevelopment was a \$10.5 million project for Willoughby Council with \$9.5 million of funds provided by the Federal Government's Community Development Grants Program.

The Park had been a sporting field for over 90 years and was in need of an upgrade to support the needs of the growing and changing community in St Leonards CBD and the wider Willoughby, North Sydney and Lane Cove areas.

The objective of the redevelopment was to increase the number of people, the range of users and the range of times that Gore Hill Park can be used.



The redevelopment project and associated works included:

- The construction of a modular building including pavilion, change rooms and toilet facilities
- Re-aligning the existing oval and installing a synthetic playing surface with a cricket wicket
- Permanent AFL oval markings and dot identifiers to support cricket and soccer to the new synthetic playing surface
- The installation of 200 lux level oval lighting
- Provision of netting behind goal posts
- The construction of a regional playground, associated outdoor ball courts and outdoor gym
- The construction of a perimeter walking track
- Public domain works to facilitate access and public spaces
- The installation of an on-site storm water detention system
- Upgrading and re-aligning the southern car park.

The conversion of the oval to a synthetic sports surface improved oval capacity, addressing high demand and community participation in the area. The new regional playground provides for varying age groups, combining play equipment and natural play elements in a unique play setting.

The multi-purpose indoor sporting complex is located near the Pacific Highway frontage for easy public access with underground car parking which allowed for the removal of the existing car park for more landscaped parkland.

The Gore Hill Park Redevelopment highlights the value of investment into synthetic surfaces to address ground capacity and condition issues in land locked innersuburban areas whilst supporting passive recreational options and community diversity by providing appropriate landscaping, play equipment options and multi-purpose spaces that are inclusive and welcoming.

## PARTNERSHIP BENEFITS

- Collaboration between local council, federal government and community
- The transformation of the venue into a inviting, accessible community facility that caters for diversity and club growth
- Conversion of the oval to a synthetic surface to address ground capacity in land locked areas

# ALTERNATIVE BUILDING PROVISION

## Modular / Off Site Construction



The dramatic surge in grassroots football participation especially in the female football, has highlighted the lack of unisex amenity options for players and officials and the need to provide affordable facility solutions to support diversity.

Through a collaboration with Ausco Modular, the AFL have endeavored to achieve a building solution option that will enable the health and growth of the game, delivering club facilities efficiently and at less cost.

### INTRODUCTION

The Ausco offsite construction program is aimed to have pricing and delivery security. This innovation in construction allows State Government, Councils and clubs to invest in best practice facilities that meet the requirements of their sporting community from a design, cost and quality perspective.

The Ausco set of designs comply with the National Construction Code of Australia and meet these Guidelines. The designs support not only the AFL but other sporting codes and diversity in participation through the provision of safe and private changing facilities.

The lower build cost, significant time savings and end-to-end project management make modular sporting facilities perfect for clubs where administrative and playing resources are already stretched.

### Addressing Facility Challenges

Modular building design solves many of the challenges faced when considering new or upgraded facilities:

- Minimal ground works are required and little space beyond the built area of the building.
- Building times are up to 60% faster than conventional on-the-ground construction.
- Estimated cost savings of 20% to 30%.
- The building methodology makes facilities suitable for the landfill and reclaimed substrates under many playing fields.

### Building Features

Modular buildings feature:

- Unisex facilities in all change rooms;
- Increased ceiling heights to support activity within the building;
- Rigid floor structure ensuring floor feel;
- Sound-rated, operable walls that allow one space to be used several different ways;
- Robust wall materials to prevent damage from ball impact; and
- Dynamic building finishes to enhance visual appearance and blend with the surrounding environment

### Sustainability

Because modular buildings are built offsite they have inherent sustainability advantages:

- The factory environment allows for strict quality and environmental controls.
- In-house manufacture produces around 30% less waste than building on-site.
- End-to-end quality management, creating a constant loop of improvement.
- R&D to learn from earlier designs, particularly for cyclonic wind resistance, energy efficiency, materials and engineering design

# ALTERNATIVE BUILDING PROVISION

## Ausco Sample Modular Designs

### FACILITIES

- Airlocks for player privacy
- Private shower cubicles
- Ample shelving and hooks
- White boards
- Sensor lighting for energy efficiency
- Mechanical ventilation throughout

### KEY:

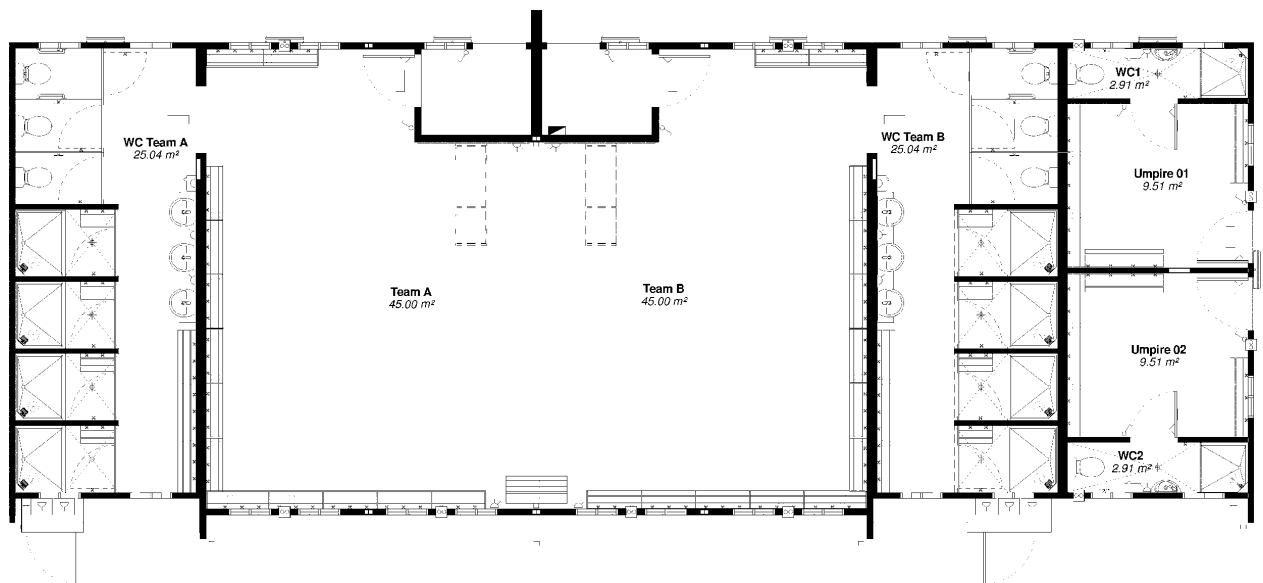
	Changerooms		Amenities		Umpire Room
	Massage Room		Store Room		Cleaning Room
	Medical Room		Unisex/Disabled Amenities		
	Netball Room		Male / Female Amenities		

## LM184

### SAMPLE LOCAL VENUE WITH UMPIRE FACILITIES

- Two 45m<sup>2</sup> change rooms with an operable wall between them
- Two 25m<sup>2</sup> amenity rooms
- Two 12m<sup>2</sup> umpire rooms with their own amenities

2  2  2 



 **AUSCO**  
MODULAR



# ALTERNATIVE BUILDING PROVISION

## Ausco Sample Modular Designs

### FACILITIES

- Airlocks for player privacy
- Private shower cubicles
- Ample shelving and hooks
- White boards
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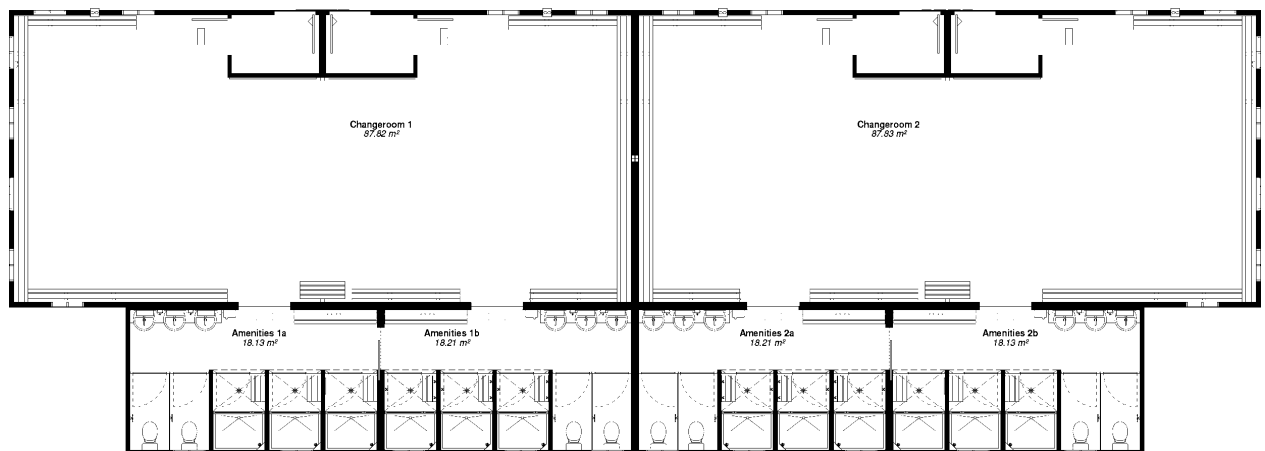
### KEY:

	Changerooms		Amenities		Umpire Room
	Massage Room		Store Room		Cleaning Room
	Medical Room		Unisex/Disabled Amenities		
	Netball Room		Male / Female Amenities		

## RM277

### SAMPLE REGIONAL VENUE

- Four 45m<sup>2</sup> changerooms, each with 18m<sup>2</sup> amenityrooms
- Each pair can be combined by opening the walls to create two 90m<sup>2</sup> changerooms with 36m<sup>2</sup> amenities



# ALTERNATIVE BUILDING PROVISION

## Ausco Sample Modular Design | Club Headquarters

**SM880**

**SAMPLE CLUB HEADQUARTERS**



**Player Facilities**

- Two pairs of 45m<sup>2</sup> changerooms, each with 18m<sup>2</sup> amenity rooms
- Operable walls allow each pair to become a 90m<sup>2</sup> changeroom with 36m<sup>2</sup> of amenities

- Two 15m<sup>2</sup> massage rooms
- Two 10m<sup>2</sup> doctor rooms or offices
- An 18m<sup>2</sup> umpire room with its own amenities
- A store room of 10.5m<sup>2</sup>
- A 45m<sup>2</sup> gym

**Public Facilities**

- Internal 150m<sup>2</sup> meeting and socialising space with optional bar facilities
- Adjoining 30m<sup>2</sup> kitchen with external access, fitout optional

- Pantry/internal store for kitchen, 15m<sup>2</sup>
- Office space of 30.5m<sup>2</sup>
- Timekeepers box of 15m<sup>2</sup>
- External equipment store, 40m<sup>2</sup>



**KEY:**

- Changerooms
- Amenities
- Umpire Room
- Medical Room
- Kitchen
- Gym
- Massage Room
- Store Room
- Utility Room
- Netball Room
- Office
- Pantry
- Meeting room
- Unisex/Disabled Amenities
- Male/Female Amenities
- Internal/external airlock
- Equipment store
- Timekeepers box



# Acknowledgements

## PROJECT PARTNERS

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