



# AFL CANBERRA

## STRATEGIC PLAN

2026 - 2032



# TABLE OF CONTENTS

---

## 1) SNAPSHOT OF THE LEAGUE

1.1 Population and Demographics

1.2 Membership Profile

## 2) MISSION STATEMENT

## 3) SWOT

➤ Strengths, Weaknesses,  
Opportunities, Threats

## 4) STRATEGIC DRIVERS PLAN



# 1.1) POPULATION & DEMOGRAPHICS

SUB-REGION	POPULATION	2030 POPULATION PROJ.
BELCONNEN	111,153	118,500
QUEANBEYAN	67,516	73,100
MOLONGLO VALLEY	18,092	21,800
WESTON CREEK	25,156	26,500
GUNGAHLIN	94,889	98,900
TUGGERANONG	91,387	94,300
WODEN VALLEY	41,311	45,100
INNER SOUTH	33,518	35,600
NORTH CANBERRA	68,418	72,600
BATEMANS BAY REGION	34,775	37,700

Sources: ABS 2021 Census; ACT Treasury projections; .id community forecasts (2030 estimated from published growth rates)



# 1.2 MEMBERSHIP PROFILE - COMMUNITY FOOTBALL



Total AFL Canberra Participants - 2025

TOTAL PARTICIPANTS	FEMALE	MALE	NON-BINARY	PREFER NOT TO SAY	W&G %	ATSI	PARENTS BORN OS	DISABILITY
6,671	1,999	4,658	11	3	29.97%	2.85%	18.53%	2.37%

Community Football Participants - 2025

TOTAL PARTICIPANTS	FEMALE	MALE	NON-BINARY	PREFER NOT TO SAY	W&G %	ATSI	PARENTS BORN OS	DISABILITY
4,574	1,404	3,158	10	2	30.70%	3.06%	17.75%	1.84%

AFL Canberra Umpires - 2025

TOTAL	FEMALE	MALE	NON-BINARY	PREFER NOT TO SAY	W&G %	ATSI	PARENTS BORN OS	DISABILITY
225	31	193	1	0	13.8%	2.9%	19.8%	Not specified

Registered Coaches and Volunteers - 2025

	TOTAL	FEMALE	MALE	W&G %
COACHES	269	33	236	12.26
VOLUNTEERS	309	-	-	-

\*Correct as of 18/08/25

Competitions, clubs and teams - 2025

	COMPETITIONS	CLUBS	TEAMS
SENIOR	9	17	68
JUNIOR	11	9	82
TOTAL	20	20	150

# 1.2 MEMBERSHIP PROFILE - AUSKICK, NINES, SCHOOLS COMPETITIONS



## Club Auskick Participants - YOY

CLUB AUSKICK	2025	2024	2023	2022	2025 ASC (BY CLUB REGION)
AINSLIE TRICOLOURS	86	87	88	72	98
BELCONNEN CATS	83	79	105	83	122
BELCONNEN MAGPIES	40	64	75	19	104
EASTLAKE DEMONS	56	73	111	95	137
GUNGAHLIN JETS	66	107	89	94	41
QUEANBEYAN TIGERS	98	84	102	104	45
TUGGERANONG VALLEY	67	79	51	98	201
WESTON CREEK WILDCATS	96	84	92	112	21
W&G INDUSTRY PARTNERSHIP PROGRAMS	61				
<b>TOTAL</b>	<b>653</b>	<b>703</b>	<b>743</b>	<b>679</b>	<b>787</b>

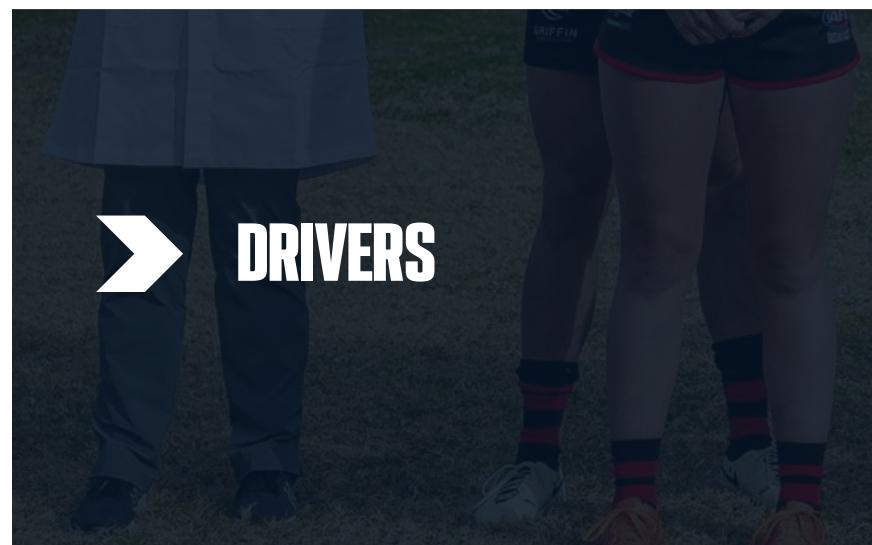
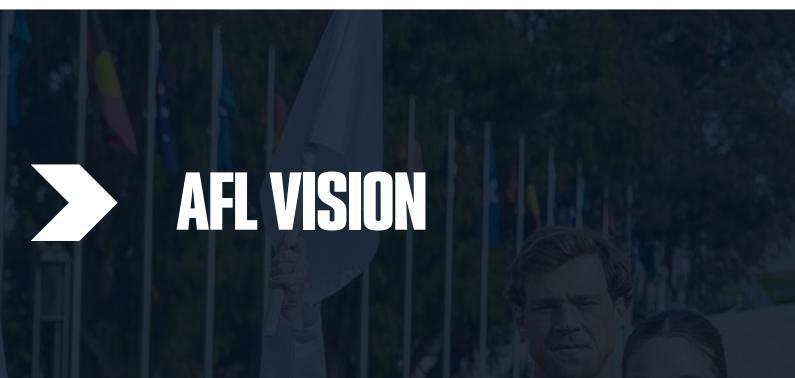
## Satellite Auskick/Superkick Participants - YOY

SATELLITE AUSKICK/SUPERKICK	2025	2024	2023	2022
BUNGENDORE AK/SK CENTRE	59	44	57	0
SOUTHERN CATS AK/SK CENTRE	32	79	45	0
YASS AUSKICK CENTRE	77	24	33	26
GOULBURN AUSKICK CENTRE	17	17	16	9
<b>TOTAL</b>	<b>185</b>	<b>115</b>	<b>151</b>	<b>35</b>
	2025	2024	2023	2022
AFTER SCHOOL AUSKICK/SUPERKICK	787	579	501	227
	2025	2024	2023	2022
AFL NINES	560*	408	492	406
	2025	2024	2023	2022
AFL CANBERRA SCHOOL COMPETITIONS (APPROX. PARTICIPANTS)	1,460	1,040	1,080	940

\*Correct as of 31/08/25

\*Projected participants

## 2) MISSION STATEMENT



# 3) SWOT (Strengths, Weaknesses, Opportunities, Threats)



## STRENGTHS

- Complete Pathways - Premier Clubs
- Professionally Managed
- Facilities
- Male & Female Equality i.e. match payments, Facilities, Rep footy
- All Premier League matches officiated by league appointed umpires
- Junior opportunities and progression into Premier League Clubs
- Strong club traditions, diversity and history

## WEAKNESSES

- Club Volunteer depth, retention & recruitment.
- Social Media & Marketing and Community awareness
- Competitive Balance
- Club access to Home Grounds in the ACT
- Match Day alignment - 6 teams
- Community fan engagement
- Ability to retain players

## OPPORTUNITIES

- Facility Upgrades
- Use of Manuka Oval for Grand Finals
- Social Media Profile and community reach
- Competitive Balance
- Clubs post-match engagement - post match awards etc.
- Match Day environment - supporters and umpires
- League Sponsorship
- Giants Academy engagement

## THREATS

- Competition from other leagues.
- Competition from other codes.
- Society challenges - cost of living
- Club financial sustainability

# 4) STRATEGIC DRIVERS



- A premier eight team competition that is underpinned by a community and junior pathway that attracts players, coaches, umpires and volunteers at all levels.
- To deliver safe, inclusive and innovative and fit-for-purpose facilities that support the growth and sustainability of football at all levels.
- To create more ways for everyone to connect and engage with Australia's game.
- Empower and support volunteers, coaches, umpires, administrators, committee members and AFL staff through strong development pathways and a culture of collaboration and respectful communication.
- Enhance governance and financial sustainability across AFL Canberra Clubs by improving clarity and collaboration between the league and the clubs.

DRIVER	KEY INITIATIVES - HOW?	REVIEW - YEARLY	RESPONSIBILITY
A premier eight team competition by 2030 that is underpinned by a community and junior pathway that attracts players, coaches, umpires and volunteers at all levels.	<ul style="list-style-type: none"><li>• Representative Football Content</li><li>• Develop a unified marketing and communication strategy that enhances media and marketing engagement through broadcast and purposeful, refined content across traditional and emerging platforms</li><li>• Stronger depth in First Grade Umpires in both numbers and quality</li><li>• Establish a regional coaching conference</li><li>• Elevate new clubs into the Premier League by 2030, making it at minimum an 8-team competition</li><li>• Build processes to assist aspirational and non-aspirational clubs to elevate to the Premier Competition</li></ul>	<ul style="list-style-type: none"><li>• Maintain Sydney v ACT yearly</li><li>• Improved social media engagement</li><li>• Addition of three new First Grade umpires</li><li>• Hold one coaching conference</li><li>• Facilitate two annual administrative process feedback forums (eg. End of Season feedback form)</li></ul>	<ul style="list-style-type: none"><li>• AFL NSW/ACT Staff</li><li>• AFL Canberra Clubs</li><li>• Broadcast Partner</li></ul>

DRIVER	KEY INITIATIVES - HOW?	REVIEW - YEARLY	RESPONSIBILITY
To create more ways for everyone to connect and engage with Australia's game.	<ul style="list-style-type: none"><li>• After School Centres</li><li>• AFL Nines</li><li>• Holiday Programs</li><li>• School Competitions</li><li>• School Clinics &amp; Club promotion</li><li>• W&amp;G Programs</li><li>• Diversity &amp; Inclusion offerings</li><li>• Establish a club community connection program</li></ul>	<ul style="list-style-type: none"><li>• To increase participation numbers by an average of 3% per year</li><li>• To increase W&amp;G total participation by an average of 2% each year</li></ul>	<ul style="list-style-type: none"><li>• AFL NSW/ACT Staff</li><li>• AFL Canberra Clubs</li><li>• ACT &amp; Surrounding Schools</li><li>• Schoolsport ACT</li></ul>



## DRIVER

Empower and support volunteers, coaches, umpires, administrators, committee members and AFL staff through strong development pathways and a culture of collaboration and respectful communication.

## KEY INITIATIVES - HOW?

- Volunteer recruitment and retention programmes to be developed in partnership between AFL Canberra and clubs
- Accreditation pathways and professional development for coaches and umpires
- Leadership training for committee members to build governance capacity

## REVIEW - YEARLY

- Clubs to ensure all volunteers are registered through PlayHQ
- To increase the Canberra football community's registered volunteer base by 3% per year
- Facilitate one annual coaching conference for the development of coaches
- To increase the Canberra umpiring registration base annually

## RESPONSIBILITIES/RESOURCES

- AFL NSW/ACT Staff
- AFL Canberra Clubs
- ACT Government Sport & Recreation
- PlayHQ

## DRIVER

To deliver safe, inclusive and innovative and fit-for-purpose facilities that support the growth and sustainability of football at all levels

## KEY INITIATIVES - HOW?

- AFL Canberra to collaborate with clubs to build a list of top priorities as to provide safe, inclusive and fit for purpose venues that support growth. i.e. Female and umpire friendly, match play lighting, training facilities etc. (see Appendix 1)

## REVIEW - YEARLY

- Complete a minimum of two projects per year from the listed priorities (Any non-planned project achieved to be counted)

## RESPONSIBILITIES/RESOURCES

- State & Federal Grants
- Club internal funds
- AFL Support
- Other investments i.e. fundraisers, Australian Sports Foundation etc.

## DRIVER

Enhance governance and financial sustainability across AFL Canberra Clubs by improving clarity and collaboration between the league and the clubs.

## KEY INITIATIVES - HOW?

- Ensure all clubs work towards meeting the Competition Minimum Standards by 2030. This will be measured by clubs signing off their yearly agreements to participate in the competition
- Provide revenue generating opportunities for BBAY, GFC and TVAFC to ensure financial sustainability in Premier Competition
- AFL to provide financial opportunities to AFL Canberra Clubs

## REVIEW - YEARLY

- AFL NSW/ACT Club Development to facilitate an annual club health check for all AFL Canberra Clubs
- AFL Canberra Clubs to submit their required documentation as required by both the league and other organisations
- AFL Canberra report of financial contributions and opportunities to clubs being published

## RESPONSIBILITIES/RESOURCES

- AFL NSW/ACT Staff
- AFL Canberra Clubs
- AFL Canberra Trust
- Club Help and PlayAFL resources

# APPENDIX 1



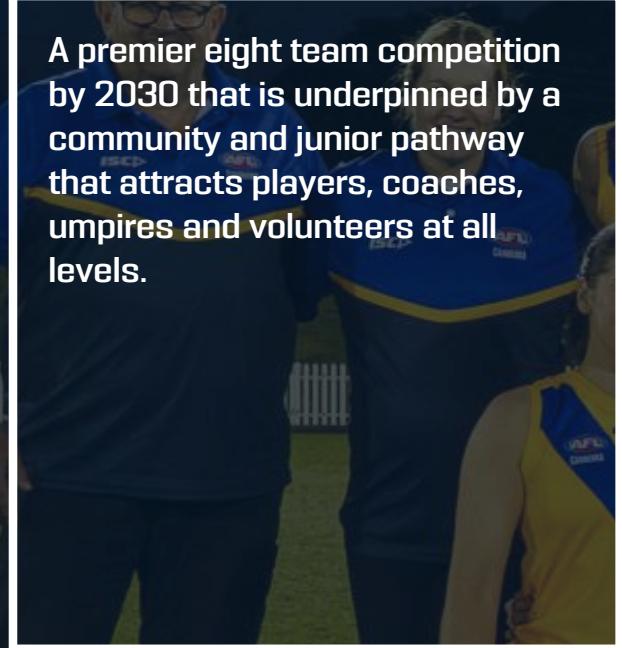
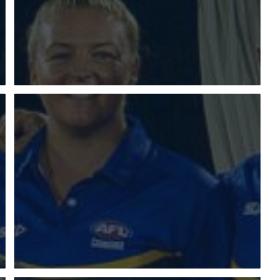
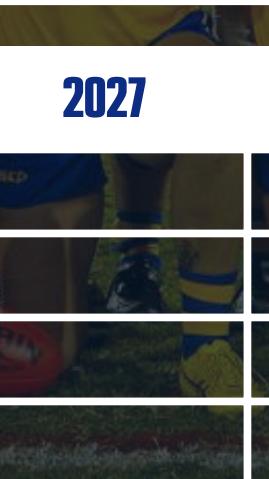
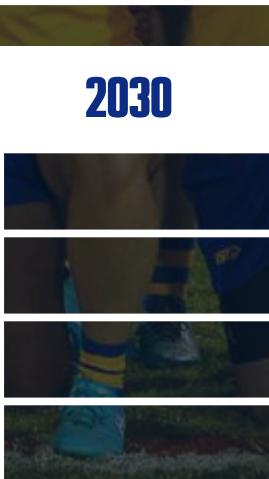
VENUE	PRIORITIES	GRANT OPTIONS
Alan Ray Oval	<ul style="list-style-type: none"> <li>· Surface upgrade</li> <li>· New pavillion as part of master plan</li> </ul>	<ul style="list-style-type: none"> <li>· AFL commitment of up to \$250k for surface</li> </ul>
Amaroo District Playing Fields	<ul style="list-style-type: none"> <li>· Improved amenties and seating</li> </ul>	<ul style="list-style-type: none"> <li>· ACT Government Election commitment for feasibility study</li> </ul>
Adero Law Nest	<ul style="list-style-type: none"> <li>· Away change rooms</li> </ul>	
ANU South Oval	<ul style="list-style-type: none"> <li>· New player and umpire amenities</li> </ul>	
Aranda District Playing Fields	<ul style="list-style-type: none"> <li>· Toilets or change rooms</li> </ul>	
Campbell High School	<ul style="list-style-type: none"> <li>· New goal posts</li> </ul>	<ul style="list-style-type: none"> <li>· New goal posts for new training oval</li> </ul>
EPC Solar Park, Phillip	<ul style="list-style-type: none"> <li>· Surface upgrade</li> <li>· More undercover seating</li> </ul>	
Greenway Oval	<ul style="list-style-type: none"> <li>· Interchange benches, sound system, secondary change rooms, seating improvements, warm up space</li> </ul>	
Hanging Rock Sportsgrounds	<ul style="list-style-type: none"> <li>· New amenities for players and umpires, coaches boxes, canteen, filming, interchange benches, picket fence, extra seating</li> </ul>	<ul style="list-style-type: none"> <li>· Federal Government grant of \$3 million</li> <li>· AFL funding to support</li> </ul>
Hughes Oval	<ul style="list-style-type: none"> <li>· Female amenities and lighting upgrade</li> </ul>	<ul style="list-style-type: none"> <li>· ACT Government Election commitment</li> </ul>
Jamison Oval	<ul style="list-style-type: none"> <li>· New amenities and lighting</li> <li>· Interchange benches, scoreboard, coaches boxes</li> </ul>	<ul style="list-style-type: none"> <li>· ACT Government Election commitment</li> <li>· AFL, Rugby and Cricket ACT funding</li> </ul>
Kambah District Playing Fields	<ul style="list-style-type: none"> <li>· Improved amenities and seating</li> </ul>	<ul style="list-style-type: none"> <li>· ACT Government Election commitment for feasibility study</li> </ul>
Kingston Oval	<ul style="list-style-type: none"> <li>· Irrigation and match play lighting</li> <li>· Masterplan for new pavilion and amenities</li> </ul>	<ul style="list-style-type: none"> <li>· AFL Commitment of up to \$400k</li> <li>· ACT Government for detailed design</li> </ul>
Narrabundah Playing Fields	<ul style="list-style-type: none"> <li>· New training oval - goal posts needed</li> </ul>	
Patches Asphalt Park	<ul style="list-style-type: none"> <li>· Surface upgrade</li> </ul>	
Reid Oval	<ul style="list-style-type: none"> <li>· New detailed design and amenities upgrades</li> <li>· Lighting improvement</li> </ul>	<ul style="list-style-type: none"> <li>· ACT Government Election commitment</li> </ul>
St Francis Xavier College	<ul style="list-style-type: none"> <li>· New detailed design and amenities upgrades</li> </ul>	<ul style="list-style-type: none"> <li>· AFL Commitment of \$200k</li> </ul>

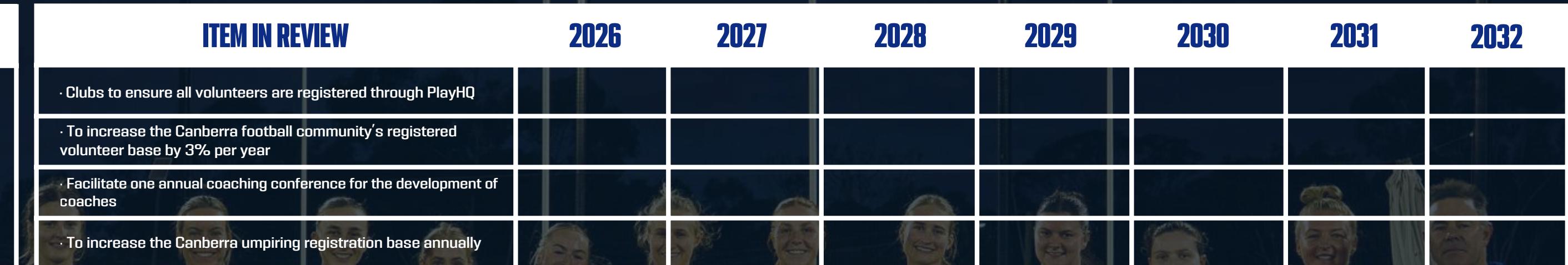
\*Please note these projects are in alphabetical order

\*All projects are dependent on availability of government, club and external funding

# STRATEGIC DRIVER REVIEW



STRATEGIC DRIVER	ITEM IN REVIEW	2026	2027	2028	2029	2030	2031	2032
<p>A premier eight team competition by 2030 that is underpinned by a community and junior pathway that attracts players, coaches, umpires and volunteers at all levels.</p> 	<ul style="list-style-type: none"> <li>Representative Football Content</li> <li>Develop a unified marketing and communication strategy that enhances media and marketing engagement through broadcast and purposeful, refined content across traditional and emerging platforms</li> <li>Stronger depth in First Grade Umpire numbers</li> <li>Establish a regional coaching conference</li> <li>Elevate new clubs into the Premier League by 2030, making it at minimum an 8-team competition</li> <li>Build processes to assist aspirational and non-aspirational clubs to elevate to the Premier Competition</li> </ul> 							
<p>Empower and support volunteers, coaches, umpires, administrators, committee members and AFL staff through strong development pathways and a culture of collaboration and respectful communication.</p> 	<ul style="list-style-type: none"> <li>Clubs to ensure all volunteers are registered through PlayHQ</li> <li>To increase the Canberra football community's registered volunteer base by 3% per year</li> <li>Facilitate one annual coaching conference for the development of coaches</li> <li>To increase the Canberra umpiring registration base annually</li> </ul> 							

STRATEGIC DRIVER	ITEM IN REVIEW	2026	2027	2028	2029	2030	2031	2032
<p>Empower and support volunteers, coaches, umpires, administrators, committee members and AFL staff through strong development pathways and a culture of collaboration and respectful communication.</p> 	<ul style="list-style-type: none"> <li>· Clubs to ensure all volunteers are registered through PlayHQ</li> <li>· To increase the Canberra football community's registered volunteer base by 3% per year</li> <li>· Facilitate one annual coaching conference for the development of coaches</li> <li>· To increase the Canberra umpiring registration base annually</li> </ul> 							
<p>To deliver safe, inclusive and innovative and fit-for-purpose facilities that support the growth and sustainability of football at all levels</p> 	<ul style="list-style-type: none"> <li>· Complete a minimum of two projects per year from the listed priorities (Any non-planned project achieved to be counted)</li> </ul> 							
<p>Enhance governance and financial sustainability across AFL Canberra Clubs by improving clarity and collaboration between the league and the clubs.</p> 	<ul style="list-style-type: none"> <li>· AFL NSW/ACT Club Development to facilitate an annual club health check for all AFL Canberra Clubs</li> <li>· AFL Canberra Clubs to submit their required documentation as required by both the league and other organisations</li> <li>· AFL Canberra report of financial contributions and opportunities to clubs being published</li> </ul> 							



CANBERRA