



QUEENSLAND
RUGBY

2026 - 2030

COMMUNITY FACILITIES STRATEGY SUMMARY

INFRASTRUCTURE PRIORITIES &
INVESTMENT OPPORTUNITIES

EXECUTIVE SUMMARY //



This document summarises the Queensland Rugby Community Facilities Strategy 2026–2030. It provides a clear, evidence-based framework to guide infrastructure investment across the state, including priority projects and a broader pipeline of facility needs.

The strategy aligns infrastructure planning with participation growth, population demand and the future needs of the game, and supports partnership with local government and key stakeholders to deliver sustainable, accessible facilities.

Critical Insights

38K

REGISTERED RUGBY
PARTICIPANTS 2024

129

VENUES AUDITED
STATEWIDE

12

STATE PRIORITY
PROJECTS IDENTIFIED

\$38.25M

CURRENT CO-
INVESTMENT ASK

Key Outcomes

- IDENTIFIES PRIORITY INFRASTRUCTURE PROJECTS ACROSS QUEENSLAND
- ESTABLISHES A STATEWIDE FACILITY PIPELINE
- SUPPORTS CO-INVESTMENT WITH GOVERNMENT AND PARTNERS
- ALIGNS INVESTMENT WITH PARTICIPATION GROWTH AND DEMAND



FUNDING PARTNER BRIEF //



DOCUMENTED GAPS

80%

OF CHANGE ROOMS ARE NOT GENDER NEUTRAL

55%

OF CHANGE ROOMS RATED MODERATE, POOR OR VERY POOR

38%

PLAYING FIELDS BELOW MINIMUM LIGHTING STANDARD

22%

OF VENUES HAVE NO CHANGEROOM FACILITIES

30%

OF FIELDS RATED LOW TO MODERATE QUALITY

2nd

INFRASTRUCTURE RANKED PRIORITY BY CLUBS (BEHIND PLAYER RECRUITMENT)

EVIDENCE BASE

129 VENUES AUDITED STATEWIDE

80% CLUBS COMPLETED 2025 HEALTH CHECK

218 PLAYING FIELDS ASSESSED

MAJOR LEGACY WINDOW

2027 MEN'S RUGBY WORLD CUP

NATIONAL SPOTLIGHT · LEGACY FUNDING WINDOW OPENS · VENUE READINESS CRITICAL

2028 COUNCIL, STATE & FEDERAL ELECTIONS

ELECTION COMMITMENT ADVOCACY · CAPITAL BUDGET CYCLES ALIGN

2029 WOMEN'S RUGBY WORLD CUP

FEMALE PARTICIPATION LEGACY · GENDER-INCLUSIVE FACILITY UPGRADES IN FOCUS

2032 BRISBANE OLYMPICS & PARALYMPICS

ONCE-IN-A-GENERATION INFRASTRUCTURE LEGACY OPPORTUNITY

"Together, we have the chance to shape facilities and experiences that will strengthen rugby across Queensland for generations to come."

David Hanham, CEO
Queensland Rugby Union

STRUCTURED INVESTMENT

\$38M

CURRENT CO-INVESTMENT ASK ACROSS CONFIRMED PRIORITY PROJECTS WITH REMAINING FUNDING GAPS STATEWIDE

12

STATE PRIORITY PROJECTS SPANNING METROPOLITAN AND REGIONAL QUEENSLAND

\$3m+

ALREADY CO-DELIVERED THROUGH 25 SUCCESSFUL GRANTS SINCE 2022

EVERY PROJECT DELIVERED UNDER THE 2020-25 STRATEGY WAS CO-FUNDED WITH GOVERNMENT. CLUB FUNDING ACTS AS THE **CATALYST**; GOVERNMENT INVESTMENT DELIVERS THE TRANSFORMATION.

Source: ABS (2025) 'Estimated resident population and components, Local Government Areas, Queensland'; Queensland Treasury (2025) 'Population growth, regional Queensland, 2023-24'; Queensland Rugby Union Internal Data (2025)

2020-25 STRATEGY SUCCESS STORIES //



Since 2022, Queensland Rugby clubs have raised more than \$3 million through 25 successful grant applications, delivering upgrades to fields, lighting, changerooms, and club amenities across the state. In every case where significant infrastructure has been delivered, club funding has acted as the catalyst for co-investment from Queensland Government programs including the Minor Infrastructure Program, the Minor Infrastructure Facilities Fund and Games On!, as well as local councils and the Australian Government. This underscores the central premise of the **Partnership & Investment** pillar: clubs can identify the need and demonstrate commitment, but transformational infrastructure outcomes require collaboration, aligned priorities and sustained investment from all levels of government and industry.

CABOOLTURE RUGBY CLUB



- \$6.4 million clubhouse & spectator seating project.
- Co-funded by Moreton Bay Regional Council and the State and Federal Government.

NORTHS RUGBY CLUB - BRISBANE



- \$490,000 field lighting project.
- Supported by the State Government & Brisbane City Council

GOONDIWINDI RUGBY CLUB



- \$190,000 field lighting project.
- Co-funded in partnership with the State Government, Goondiwindi Regional Council and Queensland Cricket.

BROTHERS RUGBY CLUB - ALBION



- \$470,000 flood recovery and field works.
- Funded through Brisbane City Council's Community and Recreational Assets Recovery and Resilience Program.

SOUTHS RUGBY CLUB - BRISBANE



- \$1.25 million supporting universal changeroom upgrade.
- Co-funded by the State Government and Brisbane City Council

Key partners in the 2020-25 Facility Strategy Projects...



STRATEGIC PILLARS //



Projects are assessed against four key pillars. Together, they provide a clear framework to guide infrastructure development and attract targeted government and industry support.



GOVERNMENT ALIGNMENT //



MINISTERIAL CHARTER

The QRU's Facility Strategy directly supports the Ministerial Charter's focus on community engagement and accessible infrastructure — ensuring inclusive, safe, and high-quality rugby facilities. Through investment in female-friendly changerooms, referee amenities, and accessible venues, QRU facilitates equitable participation opportunities and strengthens community cohesion, aligning with the government's commitment to fostering healthy, connected, and active communities.

QUEENSLAND SPORT STRATEGY 2025–2029

QRU's pillars of improving venue capacity and planning for growth reflect the state Sport Strategy's priorities for sustainable participation and future-ready infrastructure. By upgrading lighting, drainage, and hybrid surfaces, and leveraging data-driven regional forecasts, QRU ensures venues are fit-for-purpose — maximising utilisation while anticipating growth corridors and supporting the government's goal of high-quality, widely accessible sporting opportunities.

NATIONAL PLAY WELL STRATEGY

Through its inclusive facilities and partnership-focused approach, QRU aligns with the Play Well Strategy's emphasis on equitable access and lifelong involvement. Multi-use hubs, shared-use agreements, and culturally safe environments support participation for diverse groups — reflecting Play Well's objectives to create welcoming, inclusive, and engaging sporting experiences for all Australians.

“Queensland Rugby is committed to partnering with government to deliver inclusive, sustainable, and future-ready facilities that support participation, strengthen communities, and contribute to a healthier, more connected Queensland.”

Matt Horan, General Manager - Government

ALIGNED FRAMEWORK

MINISTERIAL CHARTER

Community engagement · Accessible infrastructure
· Inclusive facilities

QLD SPORT STRATEGY 2025–29

Sustainable participation · Future-ready
infrastructure · Regional access

NATIONAL PLAY WELL STRATEGY

Equitable access · Lifelong involvement · Inclusive
environments

RUGBY AUSTRALIA – FROM GREEN TO GOLD

Participation growth · Community facilities ·
Pathways investment

QRU STRATEGIC PLAN 2026–2030

Grow the Game · Winning Teams in Red · Ignite
Passion for Rugby · Secure Commercial Future

2026–2032 EVENT WINDOW

A once-in-a-generation opportunity to leverage
legacy funding and build lasting community
infrastructure across Queensland.

COMMUNITY FACILITY HIERARCHY //



This infrastructure strategy introduces a clearly defined facility hierarchy to guide the planning, investment and development of rugby facilities across Queensland. Consistent with QRU's vision, **all rugby facilities should, at a minimum, meet the standards outlined in the [Rugby Australia Facility Guidelines](#)**, ensuring safe, accessible and fit-for-purpose environments at every level of the game. The hierarchy recognises a progression from basic community playing fields through to high-performance Centres of Excellence that support elite pathways and major events.

Rugby Facility Hierarchy	State Elite	Tier 1 Community	Tier 2 Community	Tier 3 Community	Community Facilities
Description	Centre of Excellence. High-performance training. Suitable to host professional rugby, Super W, and national junior carnivals.	Must meet standards for hosting top-tier competitions, State/Territory and international team training. Serve as regional talent hubs and community event venues.	Equipped to host second-tier senior club or junior competitions. Clubhouse a necessary requirement.	Hosts third-tier senior club or junior competitions within the State/Territory, with identified gaps against Rugby Australia Facility Guidelines	Basic parks and pitches where rugby is played. Could be secondary competition fields for larger local clubs or entry-level social rugby.
Rugby Australia Standard	Elite/National	State/Regional	Club Level	Not aligned to standards	
Example Competition	Super W	Premier Rugby, National & State Championships	Community Rugby		Community Rugby, Non-contact formats and training.

STRATEGIC GOAL: Every major Queensland region to have access to at least one Tier 1 (State/Regional) facility — comprising a minimum of two playing fields — as a hub for talent development and community engagement.

PRIORITY PROJECT ASSESSMENT //



Priority projects are identified through extensive community consultation and assessed against the four strategic pillars. This framework ensures proposed projects are evaluated consistently and transparently — reflecting community priorities and long-term strategic outcomes.

PRIORITY PROJECTS

- Large-scale, shovel-ready projects delivering clear, region-wide benefit
- Identified and validated through regional consultation
- Supported by enhanced RA engagement including business case development and funding submission support
- Backed by QRU-led advocacy for investment across all levels of government

IDENTIFIED PROJECTS

- Small to large-scale projects that enhance the community experience.
- Identified through regional submissions.
- Supported by Australian Rugby through general project guidance and assistance with funding submissions.

ASSESSMENT CRITERIA BY PILLAR

INCLUSIVE RUGBY FACILITIES

- Closer alignment to Rugby Australia facility standards for inclusivity.
- Meeting the need of female participants, juniors, or underrepresented community groups.
- Reducing barriers to participation due to condition, inadequacy or absence of player amenities.

IMPROVE EXISTING VENUE CAPACITY

- Reducing disparity across regional facilities.
- Expansion of the venue's carrying capacity.
- Addressing safety, maintenance or compliance risks

PLANNING FOR GROWTH & DEMAND

- Evidence of participation growth, and/or identified projected population growth.
- Futureproofing the venue to accommodate projected demand over the next five to ten years.
- Aligned with local government sport and recreation plan or growth corridor strategy.

PARTNERSHIP & INVESTMENT

- Endorsement from the relevant local council, and alignment with local facility investment priorities.
- Shared use or co-location with other sporting or community organisations.
- Confirmed financial contributions through self-capital and/or partnerships.

STATE PRIORITY PROJECTS //



REGIONAL QUEENSLAND			METROPOLITAN QUEENSLAND		
Cairns Mulgrave / Kennedy	FNQ Rugby Inc. Home of Rugby — tenure of facility	NIL Funding Gap: N/A	Redland Capalaba / Bowman	Redlands Rugby Union & Rec Club Precinct redevelopment — Tier 1	\$20M+ Funding Gap: 10%
Townsville Townsville / Herbert	Townsville & District Rugby Union Facility Master Plan	\$10M Funding Gap: 90%	Brisbane Everton / Brisbane	Everton Park Rugby Club Precinct Master Plan — gender neutral	\$4.5M Funding Gap: 50%
Mackay Mackay / Dawson	Mackay District Junior Rugby Union Quarry Hill Master Plan & Lighting	TBC Funding Gap: 100%	Brisbane Lytton / Bonner	Wynnum & District Rugby Union Universal changeroom development	\$2M Funding Gap: 90–95%
Mount Isa Traeger / Kennedy	Mt Isa Rugby Union Field lighting upgrade	\$200K Funding Gap: Funded for delivery	Gold Coast Coomera / Fadden	Coomera Rugby Union Club Changeroom & toilet facility	\$1.2M+ Funding Gap: Funded for delivery
Toowoomba Toowoomba North / Groom	Toowoomba Regional Council Clubhouse redevelopment	TBC Funding Gap: TBC	Brisbane Maiwar / Ryan	UQ Rugby Club New pavilion — Tier 1	\$17M Funding Gap: 20%
Noosa Noosa / Wide Bay	Noosa Rugby Union Club Clubhouse redevelopment	\$10M Funding Gap: 90–95%	Brisbane Bulimba / Griffith	East's Rugby Union New pavilion development	\$24M Funding Gap: 50%

BALLYMORE STADIUM //



BUILDING THE FOUNDATION TO INVEST IN RUGBY ACROSS QUEENSLAND

The QRU Strategic Plan 2026–2030 explicitly prioritises the development of Ballymore as part of its **Secure Our Commercial Future pillar**. By 2030, QRU's vision is to transform Ballymore into a world-class high performance and community precinct. Ballymore and the community project pipeline are complementary priorities — each pursued through the relationships and investment pathways most suited to their purpose. A commercially sustainable QRU is a stronger advocate and co-investor for community rugby.

MAJOR EVENT LEGACY



Ballymore's development as a venue for 2027 & 2029 Rugby World Cup team bases, Olympic venue, state finals and elite competitions generates participation interest and commercial activity that flows directly back to clubs and regions across Queensland.

SHARED INFRASTRUCTURE



Planned field and lighting upgrades at Ballymore, including a new Field 4 playing surface and upgraded 500 lux competition lighting on Field 1, are community-accessible assets servicing club training, regional competitions and community events alongside high performance programs.

REINVESTMENT INTO THE GAME



A commercially viable Ballymore that generates revenue through commercial tenancy, event hosting and partnerships, directly strengthens QRU's capacity to invest and resource the programs that grow participation across the state.

INVESTMENT OPPORTUNITY TIMELINE //



Current Investment Ask: ~\$38.25M in co-investment across priority projects with known costs statewide. Since the strategy was developed, the Mt Isa lighting upgrade and Coomera changeroom/toilet facility have secured funding and progressed toward delivery. Mackay and Toowoomba remain in planning and will be costed and updated in the pipeline as engagement and design stages mature.

MAJOR MILESTONES

2025	2026	2027	2028	2029	2032
QRU Facilities Strategy Build	QLD Sport Strategy Launch	Mens World Cup	Council, State & Federal Elections	Women's World Cup	2032 Olympics
Audit data · Club health checks · Consultation complete	State & Local Government elections · Advocacy window opens	National spotlight · Legacy funding opportunities	Election commitment advocacy · Capital budget cycles	Female participation legacy · Venue upgrades required	Once-in-a-generation infrastructure legacy opportunity

Investment Delivery Cycle

IDENTIFY PRIORITY PROJECTS	ADVOCATE FOR FUNDING	SECURE FUNDING	DELIVER PROJECT	ELEVATE TO PRIORITY
Use facility audits, participation data, and regional consultation to pinpoint projects addressing infrastructure gaps and community needs.	Develop clear business cases and align project proposals with local, state and federal strategic priorities to strengthen advocacy.	Formalise investment commitments through government grants, partner contributions, and philanthropic support with transparent governance.	Manage design, approvals, procurement, and construction collaboratively with stakeholders to agreed standards and timelines.	Evaluate outcomes and use demonstrated community benefit to position future or staged developments as strategic priorities for ongoing investment.

KEY ACTIONS //



Success will not be measured by funding alone. It will be reflected in better planning, stronger partnerships, improved project readiness, and more coordinated advocacy across the rugby system. Over the next four years, Queensland Rugby will focus on the following actions.

Action	Description	Responsible	Timeline
Statewide Infrastructure Investment Pipeline	Publish and annually update a prioritised statewide project pipeline · Align pipeline to participation data, facility audit findings and regional growth · Use as primary advocacy reference with all levels of government	State Infrastructure Lead	Ongoing - quarterly
Election & Budget Advocacy	Develop structured election commitment strategy ahead of local, state and federal cycles · Coordinate regional advocacy messaging with clubs · Track and report on commitments secured	GM – Government	2026–28
"Shovel Ready" Club Support Framework	Develop planning templates and guidance tools · Provide education sessions for clubs · Support alignment with council masterplans and feasibility planning	State Infrastructure Lead	2026–27
Dedicated Rugby Infrastructure Fund	Engage with State Government to explore a fund supporting early-stage planning · Advocate for funding streams supporting master planning, design and business case development · Position rugby projects for future capital rounds	GM – Government	2026–27
Infrastructure Data & Reporting Capability	Develop a live facilities dashboard integrating audit and participation data · Improve utilisation tracking and evidence-based advocacy · Provide annual infrastructure status updates	State Infrastructure Lead	Ongoing - quarterly
Government & Local Authority Partnerships	Embed rugby priorities within local government sport and recreation plans · Engage in precinct and growth corridor planning discussions · Align infrastructure planning with major event legacy opportunities	Club Development Managers	Ongoing
Alternative Funding Pathways	Support priority projects to be registered with the Australian Sports Foundation · Explore philanthropic and co-investment opportunities to bridge funding gaps	Foundation Manager	2026

This Strategy provides Queensland Rugby, its clubs, associations, sub-unions, and government and industry partners with a shared, evidence-based foundation for the next five years of infrastructure investment. Together, we have the opportunity to build facilities that **welcome new participants, enhance the member experience, and contribute meaningfully to community wellbeing** — securing a lasting legacy for rugby across Queensland and beyond.

CLUB AND ASSOCIATION INVESTMENT READINESS //



STEP 1

KNOW YOUR TIER

Identify where your facility sits in the five-tier hierarchy. This sets the standard you're working towards and the investment pathway available to you.

- **STATE ELITE** - Super W · Ballymore
- **TIER 1 COMMUNITY** - Premier · National Championships
- **TIER 2 COMMUNITY** - Community Rugby · Facility Guideline Aligned
- **TIER 3 COMMUNITY** - Community Rugby · Facility Guideline Gaps
- **COMMUNITY FACILITIES** - Non-contact · Training

Strategic goal: every major Queensland region to have access to at least one Tier 1 facility → see full hierarchy (p.6)

STEP 2

ALIGN TO A PILLAR

Every project is assessed against QRU's four strategic pillars. Identify which pillar, or pillars, your project addresses.

Inclusive Rugby Facilities

Female-friendly changerooms, referee amenities, accessible venues

Improve Existing Venue Capacity

Lighting upgrades, drainage, hybrid surfaces, field management

Planning for Growth & Demand

Growth corridors, multi-use hubs, near-capacity locations

Partnership & Investment

Council endorsement, shared-use agreements, confirmed co-funding

Projects addressing more than one pillar are stronger candidates for Priority designation and full QRU advocacy support.

STEP 3

UNDERSTAND YOUR STATUS

QRU recognises two project types. Understanding the difference helps you set realistic expectations and plan next steps.

Priority Project

Large-scale, shovel-ready, delivering clear region-wide benefit. Identified and validated through regional consultation.

Full QRU advocacy · Business case development support · Funding submission support

Identified Project

Important, earlier-stage projects that enhance the community experience. Identified through regional submissions.

General QRU guidance · Assistance with funding submissions

High-value Identified projects can be elevated to Priority status as engagement and project readiness matures.

STEP 4

GET INVESTMENT READY

Projects that secure investment move quickly from concept to construction. Take these steps before approaching QRU or government.

- ☐ Register your project with QRU to access advocacy, statewide planning and future funding opportunities.
- ☐ Define your project scope with concept designs and preliminary cost estimates.
- ☐ Secure landowner support and confirm tenure or approvals for the proposed project.
- ☐ Develop your funding strategy, including club contribution, partners and co-investment opportunities.
- ☐ Build your evidence through participation data, demonstrated need and strategic alignment.



\\ COMMUNITY FACILITIES STRATEGY //

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