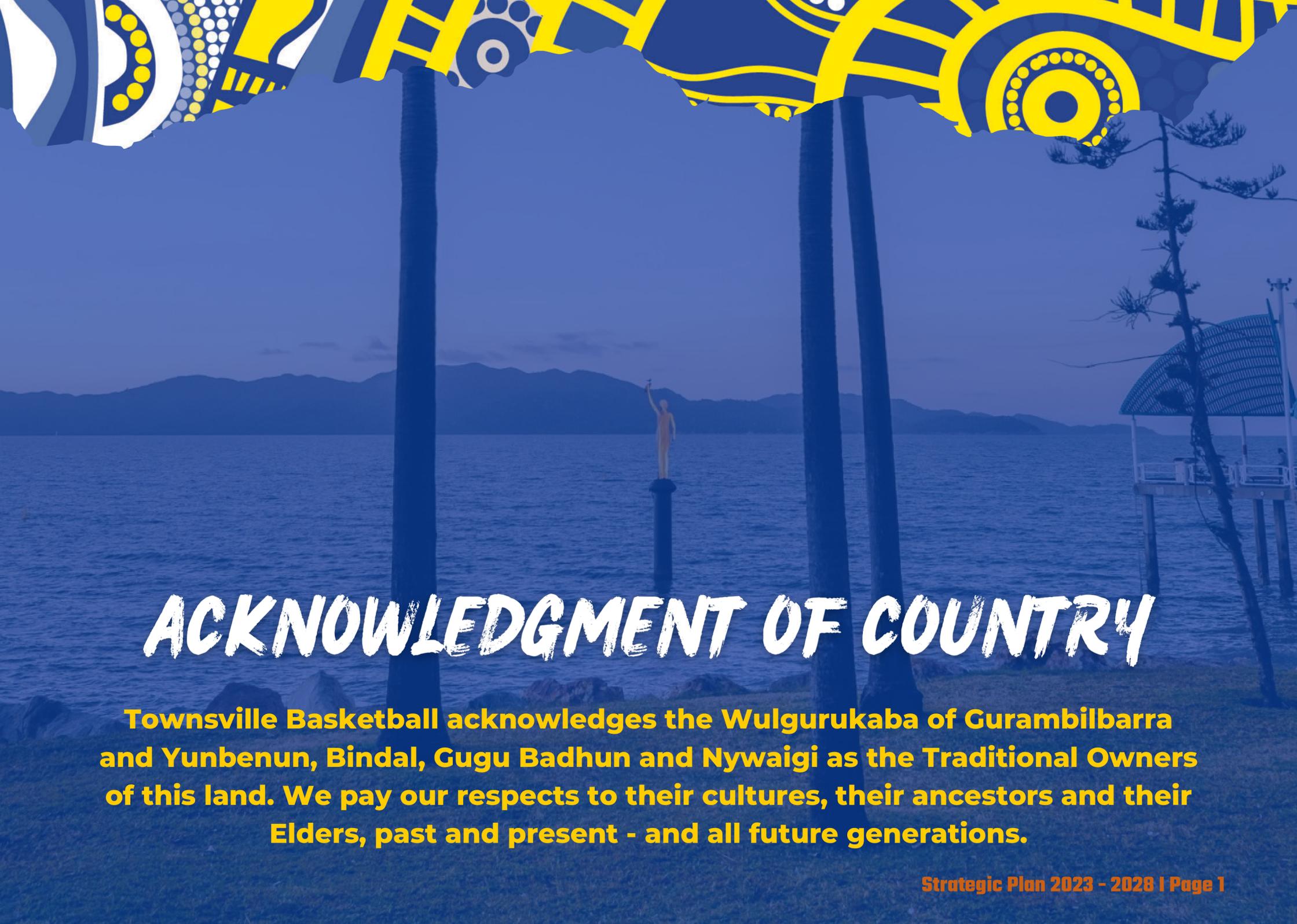




STRATEGIC PLAN 2023-2028





ACKNOWLEDGMENT OF COUNTRY

Townsville Basketball acknowledges the Wulgurukaba of Gurambilbarra and Yunbenun, Bindal, Gugu Badhun and Nywaigi as the Traditional Owners of this land. We pay our respects to their cultures, their ancestors and their Elders, past and present - and all future generations.

OUR ASSOCIATION

Townsville Basketball has been a major part of the sporting community in Townsville and the North Queensland region for over 70 years. Townsville Basketball has over 2700 members playing basketball every year with 250 of those representing the association in our elite junior programs.

The Townsville Basketball community is made up of four main elements - our Domestic Competition, our Junior Representative Program, our NBL1 program and our Community Programs.





OUR PURPOSE

Together as an association and community we will use the game of basketball to engage, involve and encourage all to be part of Townsville's
SPORT FOR EVERYONE



OUR BRIITE FUTURE

A blue-tinted background image showing a basketball team in a huddle on a court. The players are wearing blue and yellow jerseys. The text is overlaid on this image.

BRAVE IN OUR DECISION MAKING
RESPECT FOR ALL
INNOVATIVE IN OUR APPROACH
INTEGRITY IN OUR ACTIONS
TOGETHER IN OUR COMMUNITY
ENJOYABLE EXPERIENCES FOR ALL



OUR OPPORTUNITIES

Flexibility in PROGRAMS offered to all

Diversity in INCOME streams generated

Uphold Basketball's standing as a SAFE sport

Capitalise on BRISBANE 2032 opportunities

Promote our position as a truly GLOBAL sport

Provision of FACILITIES to meet our needs

Engaging committed PEOPLE to work together

**Achieve FINANCIAL stability
while maintaining affordability**

Ensuring focus on managed GROWTH of our business

OUR CHALLENGES



OUR BRIITE FUTURE

GROWTH

FINANCES

PEOPLE

FACILITIES

STRATEGIC PILLARS

OUR GROWTH



Townsville Basketball will focus on growth in all aspects of our sport

| | How this may happen | What success looks like | Who | When | Current Status |
|---|--|---|-------------------------------|---|----------------|
| 1 - Diversify our consumer base through a range of marketing strategies | <p>Implementation of targeted marketing campaigns to capture engagement with key demographics.</p> <p>Investment in technological and human resources to allow professional production of marketing materials.</p> <p>Development of guidelines for use of different engagement mediums including social media, direct mail, open forums, etc.</p> | <p>Increase in Junior and Senior Male/Female membership.</p> <p>Maintain current corporate partners and engagement with new corporate partners - build support from corporate sector.</p> <p>Increase support from Townsville community generally to increase spectator numbers at TBI Junior/Senior Club games and NBL1 games.</p> <p>Monitor all social media platforms and ensure that all anti-social behaviors are identified and addressed as soon as practical to create a 'safe' environment.</p> | TBI GM/TBI Operations Manager | <p>Ongoing/commence Q1 FY2023/24</p> <p>Ongoing/commence Q1 FY2023/24</p> <p>Ongoing/commence Q1 FY2023/24</p> <p>Ongoing</p> | Ongoing |

OUR GROWTH CONTINUED



Townsville Basketball will focus on growth in all aspects of our sport

| Objectives | How this may happen | What success looks like | Who | When | Current Status |
|---|---|---|-------------------------------|-----------------------|----------------|
| 2 - Implementation of programs to engage educational institutions | Active participation in Sporting Schools Program to expose our game to a broad audience. | Increased participation in TBI program by students from local Primary/Secondary schools and increased potential 'Primary/Secondary school catchment'. | TBI GM/TBI Operations Manager | Ongoing | Ongoing |
| | Development of Primary and Secondary schools basketball competitions | Increased participation in TBI program by Primary and Secondary school students. | | Ongoing | Ongoing |
| | Development of basketball competitions targeting tertiary students | Increased participation in TBI program by Tertiary students. | | Commence Q1 FY2023/24 | Conceptual |
| | Education programs delivered in schools for coaching and referee development for students and teachers. | Increased coaching/refereeing interest by Primary/Secondary school students. | | Commence Q1 FY2023/24 | Conceptual |

OUR GROWTH CONTINUED



Townsville Basketball will focus on growth in all aspects of our sport

| Objectives | How this may happen | What success looks like | Who | When | Current Status |
|---|--|---|--------------------------------------|----------------|----------------|
| <p>3 - Increase the capacity and capability to welcome new members to our sport</p> | <p>Communicate with all TBI Clubs prior to each season to ensure adequate membership recruitment information available.</p> | <p>Communicate with all TBI Clubs to identify increase (potential decrease) in Junior/Senior members.</p> | <p>TBI GM/TBI Operations Manager</p> | <p>Ongoing</p> | <p>Ongoing</p> |
| | <p>TBI host Club 'Sign-on' events at TBI Stadium prior to each season ensuring that all Clubs are professionally represented.</p> | <p>TBI to work with all Clubs to coordinate 'Sign-on' events prior to each season.</p> | | <p>Ongoing</p> | <p>Ongoing</p> |
| | <p>TBI to actively promote Club 'Sign on' and other similar events on behalf of all Clubs to increase the number of potential Junior/Senior players attending.</p> | <p>Increased participation in TBI program by Tertiary students.</p> | | <p>Ongoing</p> | <p>Ongoing</p> |
| | | <p>TBI to work with all Clubs to actively promote 'Sign-on' events via social media platforms.</p> | | <p>Ongoing</p> | <p>Ongoing</p> |

OUR GROWTH CONTINUED



Townsville Basketball will focus on growth in all aspects of our sport

| Objectives | How this may happen | What success looks like | Who | When | Current Status |
|---|---|---|--------------------------------------|----------------|----------------|
| <p>4 - Take responsibility for the development of coaches and officials</p> | <p>TBI to actively encourage participation in training of future Coaches/Referees to ensure ongoing growth in the number of qualified coaches/referees.</p> <p>TBI to maintain 'Rep-to-Referee' program and promote successful outcomes to the association.</p> | <p>Increase in the number of qualified Coaches and Referees in the association.</p> <p>Increase in the number of qualified Referees in the association.</p> | <p>TBI GM/TBI Operations Manager</p> | <p>Ongoing</p> | <p>Ongoing</p> |

OUR FINANCES



Townsville Basketball will focus on financial stability

| Objectives | How this may happen | What success looks like | Who | When | Current Status |
|--|--|---|--------|---------|----------------|
| 1 - Demonstrate and deliver value to our members | Seek regular/ongoing feedback from members, acknowledge 'negative' feedback and address/correct negative issues where possible/appropriate. | Increase in positive feedback from TBI Club members, verbal and written. Regularly record all feedback to ensure future performance can be measured. | TBI GM | Ongoing | Ongoing |
| 2 - Expand revenue streams | <p>Explore opportunities for new future revenue streams including hosting concerts and other sporting events.</p> <p>Explore opportunities for future ongoing revenue streams via new sponsorship arrangements and corporate partnerships.</p> | <p>Increase in revenue via annual/regular music/cultural events.</p> <p>Increase in ongoing revenue via long-term sponsorship/corporate arrangements.</p> | TBI GM | Ongoing | Ongoing |

OUR PEOPLE



Townsville Basketball will focus its people who drive what we do

| Objectives | How this may happen | What success looks like | Who | When | Current Status |
|----------------------------|---|---|--|--|-------------------|
| <p>1 - Live our values</p> | <p>TBI 'Values' to be effectively communicated to the association so these Values are understood and can be adopted by all.</p> <p>TBI Operational Staff and Board Members to demonstrate TBI Value through actions and lead by example.</p> <p>TBI Operational Staff and Board Members to publicly endorse the TBI Values and take appropriate action if/when these Values are violated by others - lead by example.</p> | <p>Increase in examples of TBI Values being implemented within the association by members.</p> <p>Increase in examples of TBI Values being implemented within the association by TBI Board members.</p> | <p>TBI Operational Staff</p> <p>TBI Operational Staff and Board Members</p> <p>TBI Operational Staff and Board Members</p> | <p>Commence Q1 FY2023/24</p> <p>Commence Q1 FY2023/24</p> <p>Commence Q1 FY2023/24</p> | <p>Conceptual</p> |

OUR PEOPLE CONTINUED



Townsville Basketball will focus its people who drive what we do

| Objectives | How this may happen | What success looks like | Who | When | Current Status |
|---|---|--|-------------------------------|-----------------------|----------------|
| 2 - Improve consumer journey | <p>Current selection process for representative athletes and coaches is clear and transparent for all members. Coordinate opportunity for TBI GM to meet with Presidents of all Clubs and understand aspects of current selection process that work and others that can be improved. Implement proposed improvements where reasonable and possible.</p> | <p>Regular/ongoing feedback from TBI association members via survey - confirm improvement in selection process or otherwise and respond appropriately.</p> | TBI GM | Commence Q1 FY2023/24 | Conceptual |
| 3 - Celebrate our achievements and members through storytelling | <p>Utilise social media platforms, TBI Club functions, etc to effectively communicate 'good news' stories to our members. Communications to include 'good news' stories such as player achievements, team achievements, Life Member inductions, Club's 'debt-free' status, etc.</p> | <p>Increase in celebration of TBI Club achievements via verbal feedback and social media posts.</p> | TBI GM/TBI Operations Manager | Commence Q1 FY2023/24 | Conceptual |

OUR PEOPLE CONTINUED



Townsville Basketball will focus its people who drive what we do

| Objectives | How this may happen | What success looks like | Who | When | Current Status |
|---|---|---|-------------------------------|-----------------------|----------------|
| 4 - Optimise our sport experiences | Seek feedback from TBI association members via social media surveys and other engagement to identify opportunities to improve/optimize the sporting experience, both participating and viewing. | Increase in 'positive' feedback confirming improved participation/viewing sporting experience. Address/correct elements that receive 'negative' feedback where appropriate. | TBI GM/TBI Operations Manager | Commence Q1 FY2023/24 | Conceptual |
| 5 - Support Clubs and volunteers as our frontline | Seek to clearly understand what Club members and volunteers identify as TBI support. Implement reasonable/deliverable identified 'support' measures. | Increase in Club members/TBI volunteers assisting the Club operationally | TBI GM/TBI Operations Manager | Commence Q1 FY2023/24 | Conceptual |

OUR FACILITIES



Townsville Basketball will focus on providing quality facilities

| Objectives | How this may happen | What success looks like | Who | When | Current Status |
|---|--|--|-------------------------|---|----------------|
| 1 - Maximise opportunities created by Brisbane 2032 | Seek Federal/State Govt. funding for expansion of existing facilities - construct new Courts 6 to 9 and enclose/air-condition Courts 2 to 9. | Engage with Federal/State Govt. members and identify grant funding opportunities - Grant funding opportunities to be supported by TBI Stadium Masterplan | TBI GM/Board Assistance | Commence process of securing required funding immediately - complete construction by end of 2025. | Conceptual |
| 2 - Masterplan of Townsville Basketball Stadium | Engage with suitably qualified Townsville-based architect and develop TBI Stadium Masterplan. | Engage with Townsville-based architect and effectively develop comprehensive TBI Stadium Masterplan reflective of expansion in support of Brisbane 2032 | TBI GM/Board Assistance | Commence Immediately | Conceptual |

OUR FACILITIES CONTINUED



Townsville Basketball will focus on providing quality facilities

| Objectives | How this may happen | What success looks like | Who | When | Current Status |
|--|---|---|-------------------------|-------------------|---|
| 3- Expand our infrastructure reach | Investigate opportunity to secure ongoing operation of Townsville Stadium via long-term lease with Townsville City Council. | Successfully complete Townsville City Council | TBI GM/Board Assistance | Commenced/Ongoing | Pending Townsville City Council Tender Process |
| 4 - Ensure ongoing maintenance of TBI facilities | Develop and implement a comprehensive 'Facilities Management Plan 2023 - 2028' reflective of available budget | Tender process to ensure TBI submission is | | | Tender Process |