Townsville Turf Club Strategic Plan

1. Introduction

1.1 Club Overview

- Brief history of the club, including establishment date and key milestones.
    - 1866: First properly constituted race meeting in Townsville was conducted by the Flinders and Burdekin Race Club
    - 1874: The name of the club was changed to the Townsville Turf Club (TTC)
    - 1887: James Simpson (JS) Love was appointed club secretary, a position he was to hold with distinction for the next 38 years.
    - 1919: North Queensland racing's premier sprint, the Cleveland Bay Handicap, was run for the first time
    - 1942: The committee granted permission to members of the American forces to use a portion of the committee stand and members' bar while Australian troops occupied the grandstand building and the horse stalls
    - 1945: Local galloper, Hedui, claimed the Stradbroke Handicap at Eagle Farm.
    - 1965: the betting ring at Cluden had been completely covered at a cost of 14,500 pounds which, along with the acquisition of the teleprinter service, individual speakers for bookmakers, a markets board and correct weight lights, made the ring unique in Australia
    - 1971-72: The TTC planned to race 53 times but Cyclone Althea on Christmas Eve 1971 had other ideas, causing nine meetings to be lost.
    - 1982-83: A number two grass training track and a new sand track were formed, and an automatic watering system was installed
    - 1991: TTC hosted the inaugural $100,000 Parry Nissan Great Northern two-year-old race
    - 2003: The Townsville Cup offered $100,000 in prize money for the first time.
    - 2021: The Club rebranded to embrace the newly refurbished Cluden Park venue
- Vision for the future of the club.

  - To make the Townsville Turf Club the regional racing capital of Queensland.
- Mission statement outlining the club's purpose and values.
  - To provide
    - Our members and patrons with a unique, exciting, and memorable experience.
    - Safe, industry leading facilities.
    - Social and economic benefits to the community.
  - We will look for continual improvement, have honesty at our core, engage collaboratively and be respectful and responsible in our actions.

1.2 Strategic Planning Purpose

- Explanation of the need for a strategic plan.
  - A strategic plan is essential for a turf club because it provides long-term direction, helps ensure sustainability, and positions the club to thrive in a competitive and changing environment. Here's why it's particularly important:

1. Ensures Financial Sustainability
    - Turf clubs often rely on a mix of race day revenue, sponsorships, memberships, and community support. A strategic plan helps:
      - Diversify income sources
      - Identify funding opportunities
      - Control costs and manage resources efficiently
2. Guides Growth & Development
    - Whether expanding facilities, improving the racecourse, or attracting new members, a strategic plan:
      - Sets realistic goals for growth
      - Aligns infrastructure investment with long-term vision
      - Prioritizes projects with the most impact

3. Strengthens Stakeholder Confidence

- Sponsors, members, and government want to see a clear direction. A strategic plan shows:
    - Professionalism and foresight
    - Responsible management
    - Commitment to the club's future
    - Focus on staying competitive with other entertainment options

4. Responds to Industry and Changes

- The racing industry is evolving—digital betting, changing audience habits, and animal welfare concerns all affect turf clubs. A strategic plan helps:
    - Adapt to industry trends
    - Future-proof the club's offerings
    - Working with trainer educators to enhance the employment prospects in the industry.
    - Compliance with Racing Queensland and relevant legislation.

5. Enhances Community Engagement

- Many turf clubs are key social and cultural institutions. A plan helps:
    - Increase community use of facilities (beyond race days)
    - Build stronger local partnerships
    - Attract younger audiences and volunteers

6. Aligns Leadership and Staff

- A strategic plan ensures everyone—from the board to operational staff—is working toward shared goals, reducing miscommunication, clear expectations and boosting morale.

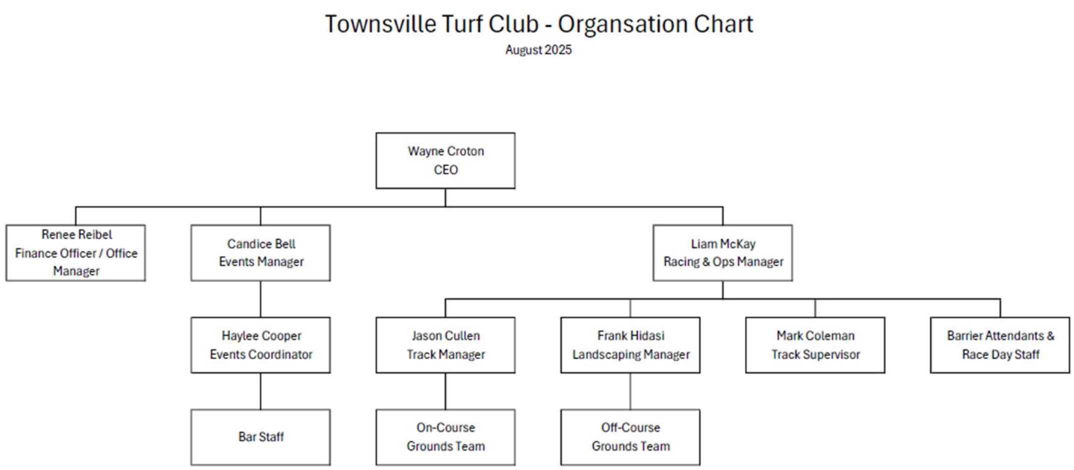
1.3 Overview of key focus areas for the plan's duration (e.g., 3-5 years).

- Establishment of on course training facilities
- Sale of land not required for core business
    - Develop investment strategy with funds from the sale with a focus on ensuring the long term financial viability of the club
- Increased use and development of facilities on non-race days
- Disciplined focus on Cost Management
- Active engagement with key stakeholders including trainers and Racing Queensland, QRIC, & AJA.
- Branding of Racing at Cluden Park: Enhance the status of Cluden Park both regionally and nationally – bringing new sponsorship, participation and recognition.

2. Governance and Leadership

2.1 Club Structure and Management

- Club Organisational Structure



  - Skills matrix completed and board audit conducted to identify requirements on the committee.
  - Board Succession Plan developed
- Staff Development
  - Confirm the organisational structure that will facilitate the implementation of the strategic plan
  - Develop the staff skill base by
    - identifying the business needs that are not being fully met
    - confirming the skills of existing staff
    - Confirming the development wants of the existing staff
    - implementing a plan to either develop existing staff or recruit new skills to match business needs
  - Track Management
    - Implement a shared service for track management for other North Queensland clubs
- Policies and procedures for decision-making and transparency.

    - Delegation of Authority has been approved by the committee.

2.2 Membership and Stakeholder Engagement

- Strategies to grow and retain members.
- Engagement with stakeholders, including Racing Queensland, sponsors, local businesses, and community groups.
    - Develop a stakeholder engagement plan.
    - Enhance the member experience to increase numbers and status.
    - Enhance relationships with other racing clubs through partnerships and reciprocal rights.

3. Racing and Events

3.1 Race Day Planning and Management

- Scheduling and coordination of race meets.
- Ensuring race day safety, compliance, and integrity.
- Enhancing the race day experience for participants and spectators.
- Enhance the owner experience to encourage racehorse ownership in the region.

3.2 Event Expansion and Community Involvement

- Strategies for increasing attendance and participation.
    - Work with Racing Queensland team to engage with neighbouring Race Clubs with a view to collective business growth.
- Developing additional events (e.g. social functions, family days, themed race days).
- To be cognisant of the effect of the new development and how we address the gap in the potential revenue stream due to increased competition.
- Partnering with local tourism and hospitality businesses.
    - Participate in TEQ, TEL, COC, TBWC, local business groups to identify opportunities for Cluden Park in the event/tourism space.

3.3 Event Expansion by working with Racing Queensland on 4 critical issues

- A minimum of 40 race days per year
- Move to P1 prize money
- Funding agreements that recognise increased operational expenses and potential reduction in event revenue
- Improved communication and development of marketing ideas

4. Financial Sustainability

4.1 Revenue Generation

- Membership fees, sponsorships, grants, and funding opportunities.
    - Develop a high-level financial plan for the next 3 years
- Increasing race day revenue through partnership, hospitality, and merchandising.
- Long-term financial planning and diversification of income streams.

4.2 Cost Management

- Budgeting and financial forecasting.
- Managing operational and capital expenditure.
    - The Delegation of Authority
    - Monthly committee review of prior month results
    - Quarterly update of Budget
- Seeking efficiencies in club operations.

4.3 Proposed Land Sale

- Confirm high level strategy for funds generated from the sale
    - Short term Debt Management
    - Long term club financial viability

4.4 On Course Stables

- Encourage up take from new trainers to the region

5. Infrastructure and Facilities

5.1 Track and Facility Maintenance

- Weekly, monthly and annual track maintenance schedules
- Regular maintenance schedules for facilities.
    - Review annual track closure timing
- Compliance with safety and industry standards.
- Complete update of sand track

5.2 Future Development Plans

- Upgrading infrastructure to improve the racing experience.
    - Engage a Training Co-ordinator to commence the establishment of a Training centre in Townsville, servicing neighbouring areas.
    - Develop a plan for the establishment and growth of the Training Centre facility in Townsville and surrounds.
- Securing funding for capital projects.
- Sustainable environmental practices.

6. Marketing and Promotion

6.1 Brand and Community Presence

- Strengthening the club's brand through marketing initiatives.
- Engaging with the community via social media, local media, and events.
- Engage with TEQ, TCC and TEL to promote our brand.

6.2 Sponsorships

- Developing long-term relationships with sponsors and corporate partners.
    - Establish a Business Development Manager within the Organisational structure to grow partnerships.
- Collaborative marketing with local businesses and tourism operators.

6.3 Partnerships

- Collaborative relationships with other "regional hub" clubs to align racing product. i.e. MKY, CNS, ROK, ISA.
- Collaborative relationships with police, ambulance, community groups and other external stakeholders.
- Invite local, state and federal politicians to the facility.

7. Risk Management and Compliance

7.1 Risk Identification and Mitigation

- Identifying potential risks (e.g., financial, contract, operational, reputational) through the Finance, Risk & Audit sub-committee, reporting monthly to the committee meetings.
- RQ funding reduction with gambling turnover decreasing and / or change in government policy.
- How we address the gap in the potential revenue stream due to increased competition from the new development.
- Developing mitigation strategies and contingency plans.
    - Identify potential QOTT program participants and assist them through the application process.
    - Focus on animal welfare
        - access to vets
        - post race horse care standards

7.2 Compliance with Industry Regulations

- Ensuring adherence to Racing Queensland regulations and national racing standards.
    - Establish a register that identifies breaches of ethics and conduct with a view to providing education and follow up of key messages.
    - Establish regular meetings with QRIC for the purpose of understanding their work environment, seek input in relation to breaches of ethics and conduct related specifically to TTC standards and replicate where possible key messages.
- Occupational health and safety requirements for staff, volunteers, and attendees.

8. Implementation and Review

8.1 Action Plan and Responsibilities

- Timeline for implementing key strategic initiatives.
- Assigning responsibility to club officials and committees.

8.2 Monitoring and Evaluation

- Methods for tracking progress and measuring success.
- Regular reporting and review process.
- Adjustments to the strategic plan as needed.

This strategic plan provides a structured approach to guiding the growth and sustainability of the club while ensuring compliance with industry standards and maintaining strong community engagement.