



BRISBANE  
RACING CLUB

# STRATEGIC PLAN 2024 - 2027





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## Version Control

2022-2027 – 16 March 2023

2024-2027 – 13 August 2024

# PURPOSE & AMBITION



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## THE BRISBANE RACING CLUB

A Club born from passion, built on history, focused on the future

### PURPOSE

To attract and host premium thoroughbred racing and training for the enjoyment of our Members and the benefit of the racing community and the public

### AMBITION

To be an innovative industry leader with a self-sustaining ethos to protect and secure the future of racing

# OUR CORE VALUES



# OUR JOURNEY

New 10 year broadcast agreement

Advance media rights revenue to invest in income earning assets

COVID-19



5 YEAR STRATEGIC PLAN  
"A Transformational Strategy"

FY20

2 YEAR STRATEGIC PLAN  
"Playing to our Strengths"

FY22

5 YEAR STRATEGIC PLAN  
"Significant Contribution"  
"Rewarding Racegoers"

Unprecedented investment in racing infrastructure by BRC

Embark on a bold property masterplan that secures long term diversified non-racing income streams

Enhance Group Racing Programme 'Stradbroke Season'

Wagering Growth from \$1BN to \$1.5BN

New Surface for Eagle Farm

New broadcast and wagering partnerships with Sky, TAB, Channel 7, Ladbrokes, Neds and Sportsbet

Commercial growth led by broadcast, sponsorship and hospitality reinvested in the spectator experience.

Income from Masterplan and three licensed Clubs pays down debt and meets rising costs of Racing

RQ investment into The Terraces, a thriving Events Centre at Eagle Farm, following Industry Reform via Point of Consumption Tax

Stradbroke Season promotes 'Destination Brisbane' and is the pride of the QLD Racing Industry and BRC Members

# OUR STRATEGY



**A GREAT RACE CLUB** where BRC Membership is the best lifestyle Membership in QLD with memorable race days, a full calendar of events, excellent customer service, accessible venues and luxury hospitality.



**A SUSTAINABLE BUSINESS** because we continue the masterplan, invest in income earning non-racing assets, grow racing commercial revenues and reduce debt to ensure the Club is profitable and funding racing and training of a Metro standard.



**AN EMPLOYER OF CHOICE** for those passionate about horses and racing. An environment that fosters engagement, professionalism and an inclusive, welcoming Queensland Club culture.



**IN PARTNERSHIP WITH GOVERNMENT** we will deliver 'The Terraces', a new Event Centre and grandstand for Eagle Farm and the Brisbane community whilst rejuvenating our heritage grandstands.



**HONORING HISTORY AND TRADITION** we respect our heritage. We tell and amplify our racing stories through the broadcast and wagering partnerships established for the duration of this strategic plan. We celebrate Queensland's trainers and horses.

The case for investment is underlined by our CONTRIBUTION...

# OUR STRATEGY



**TO THE ENVIRONMENT** Demonstrate leadership on climate change by achieving Net Zero with integrity from 2023 meaning net zero carbon emissions scope 1 and 2.



**TO THE BRISBANE COMMUNITY** Employ locals. Support local business. Provide our venues and services to support those in need, local charities, promote horse welfare and entertain local families.



**TO QUEENSLAND RACING** Metro and Group racing that is the pride of the QLD racing industry. World-class training facilities producing Group 1 winners and attracting the next generation of owners and Members.



**TO GOVERNMENT & INDUSTRY** Conduct QLD's most profitable racing and continue to grow wagering turnover that flows to Racing QLD to fund prizemoney and expenses across the QLD racing industry. Generate State and Cth tax revenue.



**TO RECONCILIATION** Plan and take action on reconciliation. Make our race tracks welcoming and our industry appealing for indigenous Australians.



**TO LOCAL SPORTING CLUBS** BRC Licensed Clubs to maintain local sports grounds and sponsor sporting teams to encourage participation.

# OUR GOALS



**A GREAT RACE CLUB 6,000** Full Members by 2025 enjoying a full calendar of events including racing, the arts, family days and hospitality experiences.



**A SUSTAINABLE BUSINESS** \$23M in recurring non racing business revenue by 2027. Continuation of the successful Property Masterplan. Debt reduced to \$40M by 2027.



**AN EMPLOYER OF CHOICE** A new office for our employees at Eagle Farm. Refurbished casual staff areas. Employee engagement with our business and the contributions we make. Commitments to BRC values, diversity and accessibility. Accelerated pathways for women in racing.



**IN PARTNERSHIP WITH GOVERNMENT** DA lodged and funding secured for the Eagle Farm Events Centre. Consult Members and Industry on detailed design. Flexible spaces maximising vantage points of mounting yard and tracks. Repurpose and rejuvenate our heritage stands.



**HONORING HISTORY AND TRADITION** Celebrate the tradition and enhance the profile of our racing particularly Stradbroke Season. Create content that showcases our racing and is amplified by our partners. Stradbroke elevated as 'QLD's signature race'.



# OUR GOALS



**TO THE ENVIRONMENT** Net Zero scope 1 and 2 emissions (BRC produced not customer travel emissions) by January 2023. Continue to expand solar energy generation on stable roofs, rainwater harvesting, diverting green waste and reducing food waste.



**TO THE BRISBANE COMMUNITY** \$1M of philanthropy pa in value by 2026 including through Licensed Clubs. Generate employment of 1,600 mainly locals (directly and indirectly) each year. \$200M pa economic contribution to QLD by 2027.



**TO QUEENSLAND RACING** Group and metro racing broadcast across SKY and C7 with digital streaming by major wagering providers. Leverage our partners to promote QLD racing and grow turnover. Eagle Farm training complex producing Group 1 winners.



**TO GOVERNMENT & INDUSTRY** QLD's most profitable racing. Over \$1.5BN in wagering turnover. Up from \$1BN in 2019. Generate \$80M in Point of Consumption Tax - 3 times as much as any other Club. BRC pays \$5M pa directly in other State and Commonwealth taxes.



**TO RECONCILIATION** Consult with the indigenous community and stakeholders to develop a reconciliation action plan that is in place by 2024.



**TO LOCAL SPORTING CLUBS** Expand our portfolio of Licensed Clubs and each commits to significant cash and in-kind support of local sporting teams and grounds.