

**Caloundra Amateur Basketball Association
Strategic Plan (2026-2030)**

Executive Summary

For over 50 years, Caloundra Basketball has been bringing our community together through the game we love.

The next five years should focus on our strategic priorities:

- Expanding facilities and advocating for additional courts.
- Building a sustainable governance and volunteer model.
- Delivering an exceptional member experience.
- Quality programs and development pathways.

Caloundra loves basketball, and demand has outpaced supply.
More courts are needed... and needed now.

We recognise that growth should not only be measured by membership numbers, but

Elevate is our answer. A practical, ambitious plan to turn passion and care into more courts and more opportunity.

If we achieve these outcomes, Caloundra Basketball will be well positioned to support our growing community for many years to come.

Our performance and success should be measured by an:

- Annual survey (of player and parent satisfaction).
- Annual (formal) program review.



**CALOUNDRA AMATEUR BASKETBALL ASSOCIATION
STRATEGIC PLAN TO ELEVATE
2026-2030**



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Our Vision

To be the leading basketball association on the southern Sunshine Coast, recognised for developing people, inspiring participation, and creating pathways that support lifelong involvement in the sport.

Our Mission

To provide inclusive, community-focused basketball opportunities that develop players, empower volunteers and strengthen Caloundra's connection to the wider Sunshine Coast and Queensland basketball community.

More courts are needed. Our biggest strategic challenge isn't attracting players... it's having enough court space to meet demand.



Our Values

	Culture First We exist to serve and uplift our local community. Caloundra Cares A behavioural standard that influences every interaction throughout the association; and reminds us that every decision should reflect genuine care for our people, our game and our future. Equity & Inclusion Encouraging engagement at all skill and interest levels. Programs and facilities that are accessible to all. Volunteer Spirit Empowering our members to contribute and lead. Transparency Open communication and accountable governance.
	Sunshine Coast Basketball Association – Strategic Plan (2025-2027) Integrity Preserving the core values of basketball and upholding the principles that define the essence of Australian sport: fairness, respect, responsibility and safety. Leadership With strong leadership values we are able to identify and work towards goals for the greater good of our Phoenix Family. Culture Our culture is defined as every athlete, every coach and every team is as important as each other. Together we are Phoenix.
	Basketball Queensland – Strategic Plan (2026-2028) Innovative We are innovative, embracing new technology and will push the boundaries. Inclusive We are inclusive and strive to make basketball everybody's game. Integrity We operate with integrity in all that we do, ensuring, safety, transparency and accountability. Collaborative Our approach is collaborative and we aim to solve problems together with our community. Participant experience Our focus is on providing a safe, world class participant experience within all that we do.

Our values are consistent with our peak bodies; and are considered 'good practice' with the aim to elevate the game of basketball. It is vital that we are able to retain our members, and that current members become our best recruiters and ambassadors. This will be based on ensuring that our volunteers, players and supporters feel welcomed, appreciated and valued.



SWOT Analysis

Strengths

High quality venue (with insufficient court space).

Strong reputation within the community.

Growing membership.

Dedicated volunteers and committee.

Strong relationships within the community.

Located in one of Australia's fastest-growing regions.

Weaknesses

Court capacity is limiting growth.

Heavy reliance on volunteers.

Limited administration resources.

Coach, referee and scorebench officials recruitment needs to keep pace with growth.

Communication and marketing could be more consistent

Opportunities

New indoor sports infrastructure (i.e., more courts)

Population growth in Aura and the southern Sunshine Coast.

Increased participation by girls and women in basketball

School partnerships.

Additional funding and grants.

Greater community engagement and sponsorship.

Develop the partnership with Sunshine Coast Basketball Association (SCBA)

Threats

Running out of court space.

Volunteer fatigue.

Losing players because programs are full.

Competition from neighbouring associations.

Rising operational costs





Caloundra Basketball – Our History and Service and Performance

- Established in 1975, Caloundra Basketball's humble beginnings started in a small one court stadium in Arthur Street, Caloundra.
- Back in early 2000's Caloundra Basketball moved to the Sunshine Coast Council managed North Street Stadium that we play out of today. Purpose built for basketball, our four court air conditioned stadium is not only state of the art but the biggest the Sunshine Coast has to offer, with space for up to four (4) more courts.
- Caloundra is now a thriving club with over 70 teams in our mixed junior competition and growing every year along with our open's basketball competition, development programs, school holiday programs and camps. We have numerous junior and senior players competing in representative basketball across SQJBC, QSL and NBL1 league.
- Caloundra Basketball has strong historical performance (re: inclusion, activation). This will continue to be validated by an Annual Health Check and Member Survey. The Australian Sports Commission's Gameplan will also assess club performance (in 2026), as another tool for continuous improvement.

Registered Participation Data (2020-2024)

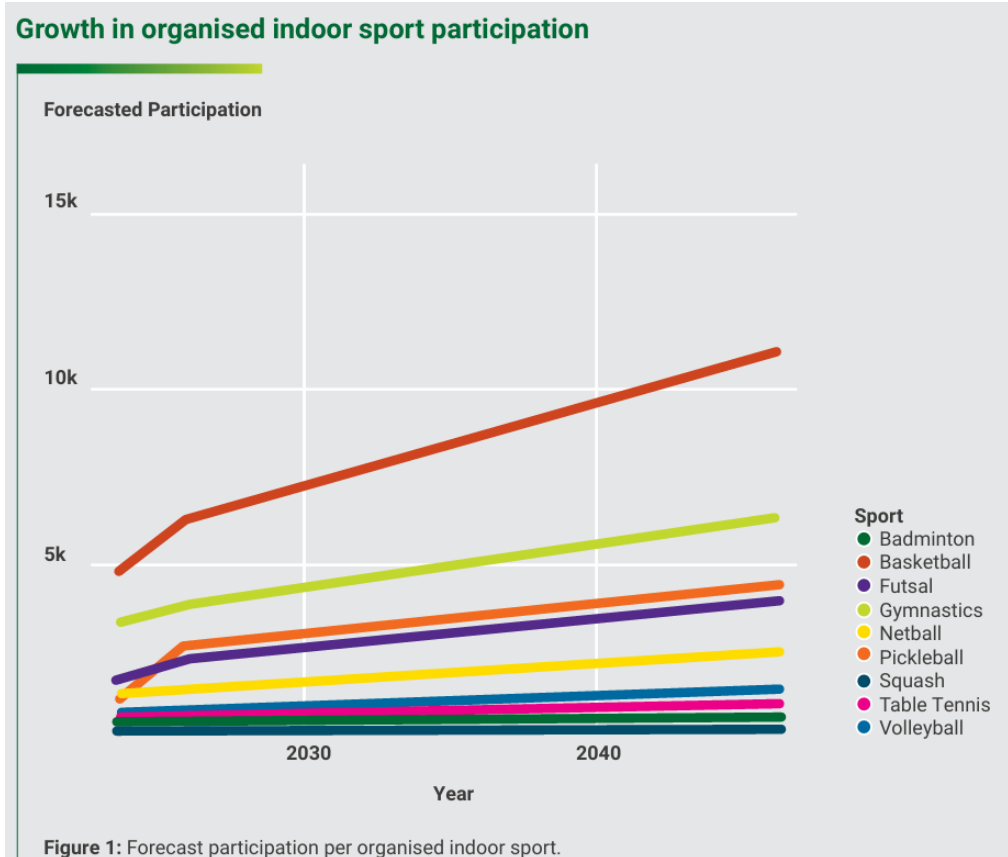
	Participants (2024)	Participant Growth (2020-2024)	Ave Annual Growth % (2020-2024)
Caloundra	843	332	13%
Sunshine Coast	2906	1,055	11.4%
Queensland	74,189	35,437	21%

Other data:

- Sunshine Coast Basketball growth (2018-2022) was 1,371 to 2,529 (84% increase).
- Basketball participation in Qld (2017-2023) had 17% annual growth (AusPlay, Australian Sports Commission).
- The Sunshine Coast grew by over 79,000 people between 2011 and 2021; and is forecast to grow to over 540,000 by 2046.
- The broader Caloundra-Palmview region is projected to swell by 275%, moving from around 34,910 residents in 2018 up to 130,937 by 2041.

Sunshine Coast Indoor Sport Network Plan 2026 (extract)

The Network Plan provides the strategic direction for the planning, advocacy and facilitation of indoor sport facilities across the Sunshine Coast over the next 15 years to 2041. It evidences the demand and need for more indoor courts in Caloundra.



Source: Sunshine Coast Council

Additional courts don't just provide more playing space. They enable us to:

- Grow competitions and increase participation. Expand representative pathways. Introduce new development programs.
- Host regional and state events.
- Increase sponsorship opportunities and revenue.
- Improve the overall member experience.
- Service the community – through social connections, physical and mental health benefits.
- Service the high growth region of Aura. It appears that indoor courts in this area are not being advanced in the short-medium term, so Caloundra Basketball will need to meet this gap.

More courts are needed. Our biggest strategic challenge isn't attracting players... it's having enough court space to meet demand.

Highlights for Caloundra Basketball

- Forecast modelling shows strong growth in organised indoor sport participation across the Sunshine Coast over the next 20 years.
- Of particular note is basketball participation, which is projected to more than double from approximately 4,500 to over 11,000 participants.
- Overall, the network is characterised by:
 - A small number of high-use multi-court facilities
 - A large number of small or single-court venues
 - Ageing infrastructure with limited expansion potential
 - Strong competition for peak-time access across all sports.
- Analysis across 11 indoor sports confirms that most existing indoor sport facilities are operating at or near capacity, with limited opportunities to accommodate further growth through optimisation alone. Demand for indoor courts and specialist activity spaces is expected to continue increasing over the next 15 years.

- *To meet projected demand, an additional 15 courts are required by 2026, 21 courts by 2031, and 43 courts by 2046.*

Facility recommendations

- 28. Caloundra Indoor Stadium – Investigate storage, access and expansion opportunities.**

Strategic recommendations

- 14. Review planned indoor provision through relevant master plans.**

The Action Plan

The Strategic Plan is not to be a document that ‘sits on the shelf.’ Each action item is to be updated (on a quarterly basis) if underway or % complete.

A separate progress report is to be compiled (on a quarterly basis) including status, setbacks, obstacles, and highlights.

Smart (Specific, Measurable, Achievable, Relevant, Time-Based) actions have been drafted. They need to be reviewed, updated and embellished on an annual basis.

Implementation tools (e.g., member survey, governance health and performance review checklist) will also be developed to assist Caloundra Basketball.

The draft strategy evolved from July 2026, to be finalised in September 2026 – with full Committee inputs and a developed execution plan.

Action Plan – Governance

As our Association grows, governance needs to evolve. Success is based on clear accountability, better decision making, and long-term planning rather than reacting to issues.

Item #	Objective	Details and Action	When	Progress
1.1	The Committee is focused on strategy rather than operations	Culture First. Take the time to think about our culture – what’s good about it, and what we need to build and embed.	July-December 2026	
		Finalise the budget.	September 2026	Underway
		Committee terms of reference.	September 2026	Underway
		Succession planning (and handover kit) for the Committee and staff.	TBD	
		Skills matrix to identify future Committee capability and gaps.	TBD	
		Annual strategic planning session.	December (2026-30)	
		Quarterly reporting against strategic priorities, the action plan, and the budget.	March, June, September	
1.2	Review of the Committee structure	The committee has passionate people who genuinely care about the Association. As we grow, responsibilities should become more clearly defined. Clear ownership means less duplication and better outcomes. Potential portfolio areas - Governance - Finance - Pathways (including Competitions, Programs, and Representative Basketball). - Facilities (including Equipment and Uniforms). - Marketing (including Communications, Partnerships and Advocacy). - Volunteers - Fundraising (including Sponsorship and Grants). Review the links to (i) Competition Age Coordinators (ii) SCBA.	March 2027 Annual Review	
1.3	Assess the move from being volunteer- led to having greater operational support.	Rather than waiting until we're overwhelmed, identify trigger points (membership numbers, competition size or workload) that indicate when additional staff are needed. Possible future roles (i) Coach Development Coordinator (ii) Competitions Coordinator (iii) Volunteer Coordinator (iv) Administration Support (v) Marketing & Communications (including Social Media).	TBD Annual Review	

Action Plan – Governance (continued)

Item #	Objective	Details and Action	When	Progress
1.4	Make volunteering easier, more enjoyable and sustainable.	Volunteers remain the backbone of the Association. Review volunteer management, with focus areas: - Consider allocating a Volunteer Coordinator role to a Committee member. - Committee admin, including schedule regular meetings, agenda and items for discussion sent out well prior to each meeting, input to SCBA meetings (and deliver post-meeting minutes/report), quick distribution of minutes. - Better recruitment. - Clear role descriptions. - Volunteer induction. - Recognition and appreciation. - Leadership development for future committee members.	TBD Annual Review	
1.5	Policies should support people, not create unnecessary administration.	Review existing policies to ensure they support a growing association. Potential priorities: - Child safety. - Risk management. - Volunteer management. - Complaints handling. - Social media. - Codes of conduct. - Coach and team manager resources.	TBD Review in December 2028 and 2030	
1.6	Support strategic priorities rather than simply maintaining current operations.	Analyse future investment in (i) Coach development (ii) Referee & scorebench officials development (iii) Volunteer recognition (iv) Marketing, including Social Media (v) Facility advocacy (vi) Technology (vii) Participation programs (viii) Customer Service, including an annual satisfaction survey (of players, coaches, volunteers, supporters).	TBD Annual Review	
		Seek additional revenue through (i) Sponsorship and Grants (ii) School partnerships (iii) Development programs.	TBD Annual Review	
1.7	Measuring Success	Including measurable outcomes would make it much easier to report annually on the progress of the strategy and celebrate achievements along the way. • Membership growth. • Volunteer recruitment and retention. • Number of accredited coaches and referees and scorebench officials. • Female participation. • Member satisfaction. • Sponsorship and grant funding secured. • Progress towards additional indoor court space.	Annual Report	

Action Plan – Marketing and Innovation

Item #	Objective	Details and Action	When	Progress
2.1	Promotion and Marketing	Tell our story better. People support organisations they feel connected to. Develop a Marketing Plan, focusing on: - Celebrating players, coaches and volunteers. - Sharing representative achievements. - School engagement. - Sponsorship promotion. - Community impact. - Consistent communication across social media, newsletters and the website.	TBD Annual Review	
2.2	Explore how technology, including Artificial Intelligence (AI), can reduce administrative workload, improve communication and support decision-making.	As a volunteer-based organisation, one of our biggest challenges is balancing growth with limited time and resources. We should investigate AI, including potential opportunities in: - Automating routine administration. Drafting emails. Prepare agendas, meeting minutes, and action lists. Respond to common enquiries. Assist with policy and procedure development. - Improving marketing and communication with members. Create social media posts and promotional campaigns. Produce sponsor updates and member newsletters. Generate website content and event promotions. Celebrate player, coach and volunteer achievements more consistently. - Operations. Online management of volunteers, coaches and referees/officials (including onboarding resources). Create templates for risk assessments, event planning and checklists. Assist with grant applications and sponsorship proposals. Maintain a central knowledge base so information is consistent and easily accessible. - Strategic Planning. Analyse participation trends and survey feedback. Forecast future membership growth. Support facility advocacy through data analysis and reporting. Assist with annual reviews of the Strategic Plan. Guiding Principle: AI should not replace the personal relationships that make Caloundra Basketball successful. Instead, it should remove repetitive administrative tasks so volunteers, coaches and committee members can spend more time supporting players, families and the wider basketball community. Success Measures - Reduced administration time. - Improved engagement with members. Faster and more consistent communication. - Better use of data in decision-making. - Increased capacity without placing additional pressure on volunteers.	TBD Annual Review	

Action Plan – Programs

Item #	Objective	Details and Action	When	Progress
3.1	Review competitions and pathways	Develop a consolidated and clear framework for competitions and pathways: - The Competition & Pathways Charter. The purpose of the Charter is to provide a shared set of principles to guide decision-making where policies or rules don't give a clear answer. - The Competition Framework. This gives practical effect to those principles. It documents how we manage team formation, grading, divisions, and player movement across age groups. This is seen as a valuable tool for new sub-committees, so expectations, decision boundaries, and escalation points are clear and consistent before grading commences. - Review the competition framework to include school-based teams (e.g., Meridan and Caloundra Christian College). - SCBA Interclub Competition – support planning and delivery.	TBD Annual Review	Drafted and ready for Committee review.
3.2	Review current programs to identify opportunities.	Every program should support participation, development or retention, with potential growth in: - Beginner basketball. - Girls-only programs. - Walking Basketball. - School holiday camps. - Skills academies. - Social competitions. - Inclusive basketball programs	Ongoing review and development. Annual Review TBD	
3.3	Continue building positive relationships across the region.	Explore collaborative opportunities that benefit basketball across the Sunshine Coast, and where appropriate: - Share knowledge. - Support regional initiatives. - Work together on advocacy for indoor facilities. - SCBA 'Club' Meetings – advocate to be held regularly with a focused agenda and outcomes.	Ongoing	Being delivered, and subject to continuous improvement.
3.4	Strategy for improved performance in Representative Basketball.	Rep basketball should continue to strengthen while remaining accessible, with the following five-year goals: - Increase representative participation (in trials) by 25% by 2030. - Improve coach development. - Improve player retention. - Strengthen development pathways, including (i) pre-trial sessions (ii) support to players attending trials. - Increase girls' representation. - Continue improving results while maintaining a positive culture.	TBD Annual Review	

Action Plan – Facilities and Assets

Item #	Objective	Details and Action	When	Progress
4.1	Infrastructure Plan of Development	More courts (now). Caloundra Basketball has reached the point where facility capacity is restricting future growth. Additional courts don't just provide more playing space. They enable growth in participation and competitions, new development programs, an expanded pathway to rep, and an improved overall member experience. Our priority actions are to: - Continue advocating strongly for additional indoor courts at the Caloundra Indoor Stadium. - Build strong partnerships with Sunshine Coast Council, schools and government. - Collect robust data on registrations, waiting lists and court utilisation. - Forecast future demand based on regional population growth. - Be ready with business cases and supporting evidence whenever funding opportunities arise. - Identify short-term opportunities to access additional court space while pursuing long-term facility solutions.	Short-term opportunities analysis (Currimundi and PLC). Business case for additional courts. Formal budget request to Council, State and Federal Government for more courts. TBD	
4.2	Equipment upgrade	- Adjustable hoops at Caloundra Indoor Stadium are required to provide accessibility – lower hoops for all ages. - Veo cameras are needed for player development, member experience (and recruitment/retention).	December 2026	In progress
4.3	Office upgrade	New storage, admin equipment and IT upgrade is an operational requirement.	February 2027	
4.4	Asset Register	Assess future equipment requirements including: the specific items, timing, cost; rationale of need. - Condition, asset life, and renewal date.	Annual Review TBD	

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Document Control

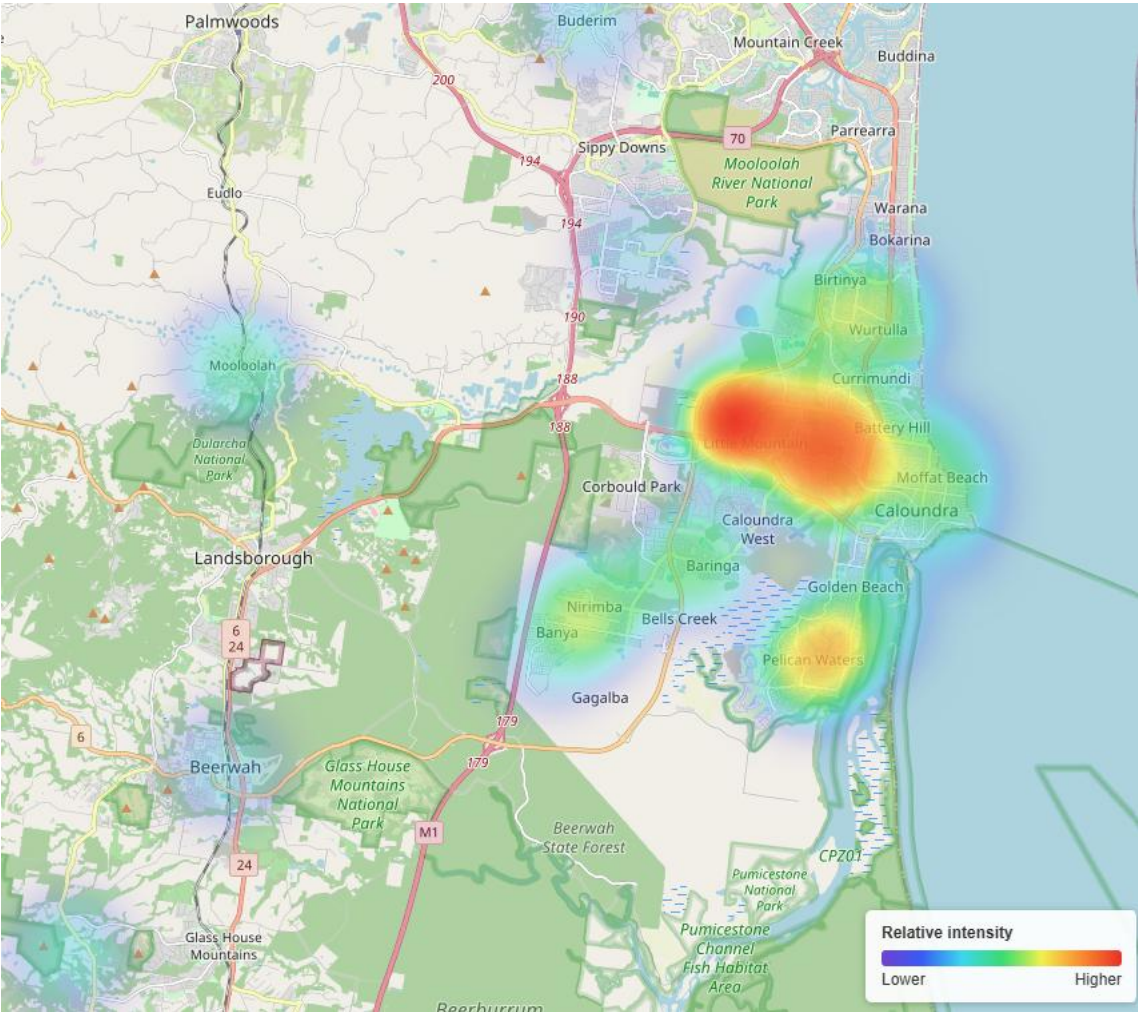
Version	Phase	Date	Status	
1	Draft	July 2026	Complete	✓
2	Final	September 2026	Complete	✓
3-7	Annual Review	December 2026		
		December 2027		
		December 2028		
		December 2029		
		December 2030		

This document was prepared by Green Light Projects in 2025/26.

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Appendix - Caloundra Basketball - Membership Heatmap (2025)



Key Highlights

- Strong central corridor concentration through Caloundra, Little Mountain to Currimundi.
- High growth through the southern and western suburbs demonstrate broad regional reach.

State MP	Registrations	% of total
Kendall Hatcher MP	431	60%
Jarrold Bleijie MP	199	27%
Andrew Powell MP	72	10%
Brent Mickelberg MP	22	3%

Top 20 Suburb Data Table

Suburb	Registrations	% of total
Little Mountain	129	17.8%
Pelican Waters	75	10.4%
Currimundi	63	8.7%
Caloundra West	51	7.1%
Nirimba	44	6.1%
Baringa	42	5.8%
Wurtulla	39	5.4%
Aroona	38	5.3%
Golden Beach	34	4.7%
Mooloolah Valley	33	4.6%
Meridan Plains	27	3.7%
Moffat Beach	24	3.3%
Glass House Mountains	19	2.6%
Buderim	17	2.4%
Banya	17	2.4%
Shelly Beach	16	2.2%
Beerwah	15	2.1%
Palmview	14	1.9%
Birtinya	13	1.8%
Battery Hill	13	1.8%

Councillor	Registrations	% of total
Cr Terry Landsberg	231	32%
Cr Jenny Broderick	219	30%
Cr Tim Burns	196	27%