



**BRISBANE LIONS  
AUSTRALIAN FOOTBALL CLUB**

HYUNDAI CENTRE,  
LEVEL 5, GATE 2, THE GABBA,  
812 STANLEY STREET,  
WOOLLOONGABBA QLD 4102

PO BOX 1535,  
COORPAROO DC QLD 4151

TEL: 07 3335 1777  
FAX: 07 3891 1222  
EMAIL: club@lions.com.au



[lions.com.au](http://lions.com.au)

**BRISBANE  
LIONS**



**RELENTLESS.UNITED.RESPECTFUL**

OUR VISION - TOWARDS 2016

# 02

THE BRISBANE LIONS HAS A HISTORY LIKE NO OTHER. BORN FROM A MERGER BETWEEN THE FITZROY LIONS AND BRISBANE BEARS, OURS IS A REMARKABLE SUCCESS STORY. IN THE EARLY YEARS OF THE NEW MILLENNIUM WE CELEBRATED THREE SUCCESSIVE PREMIERSHIPS FROM FOUR CONSECUTIVE GRAND FINALS. THE CLUB WAS ESTABLISHED AS A FORCE TO BE RECKONED WITH.



## OUR RELENTLESS HUNGER

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Then we lost our way.

So, in late 2010 we sought a new direction for the Brisbane Lions – a sustainable future that would deliver long-term success. We challenged all our key stakeholders – sponsors, corporate partners, members, fans, players, staff, Board members and our Executive Management team – to identify a vision and values that will power the Brisbane Lions to 2016.

This document is a true reflection of that work. It represents a blueprint for the Brisbane Lions' future that all those associated with our great Club can believe in.

We certainly do.

As a Club, we are absolutely committed to relentlessly pursuing our goals. We are united in this pursuit, but we also remain respectful about how we reach our ultimate success.

Relentless, United, Respectful – these are the three core values that will drive the Brisbane Lions forward into the future and continue to grow AFL in Queensland.

Of these three core values, remaining united is central. When our members and fans, players and staff, partners and stakeholders work together as one, the Brisbane Lions are unstoppable.

This document details our ultimate vision for the six key performance areas of our strategic plan.

It's a living document – a record of our beliefs, desires and determination. It will not sit on the shelf to collect dust. It will provide the core of everything the Brisbane Lions do and guide us into the future.

This document therefore represents the next step on our path to victory. With it in hand, we can each play our part in creating an exhilarating future for the Brisbane Lions.

**Angus Johnson**  
Chairman, Brisbane Lions AFC

**Malcolm Holmes**  
Chief Executive, Brisbane Lions AFC

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## OUR REGENERATION

We know our members and supporters have experienced every conceivable emotion during the Brisbane Lions journey.

Earlier this century our on-field accomplishments were legendary. For many years, our Club was the benchmark for all Australian sporting teams.

Since late 2010, we've experienced an enormous internal regeneration, beginning the climb back to the top. We've reviewed and restructured. We've reformulated our strategic aims for each of our key performance areas. And we've taken a long, hard look in the mirror to establish a new set of Club values.

But we couldn't have begun this journey without first engaging our fan base.

Through surveys, focus groups and workshops, we asked what makes you proud about the Brisbane Lions and what you question, what the Club represents for you and what our future direction should be. We've listened carefully to what you've had to say – and we'll continue to do so.

This is the result of all our hard work.

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"THEY ARE THE PURSUIT OF EXCELLENCE ... THEY MAKE SURE THEIR SKILL SETS ARE ELITE, BEING THE VERY BEST AT WHAT THEY ARE."



#### OUR MEMBERS AND FANS TOLD US WHAT THE BRISBANE LIONS MEANS TO THEM:

"It's like having a lick of ice cream. When you've had success, you want to get it back again. And so there's that determination."

"What I associate with the Lions is (a) really attacking style, which, as a supporter, is what I want. If I go to a game and they're losing, I want to see them really having a go. Then I can walk away and go, well, they just lost but this guy did that or ... I love watching people just being tenacious."

"I think there's a strong family focus with them."

"They are the pursuit of excellence. Like, they make sure their skill sets are elite, being the very best at what they are."

#### BUT SOME OF OUR MEMBERS ALSO SAID:

"I don't know that the Club necessarily has made it clear what they stand for."

"I don't know whether it's just got lost over the last few years, but I would have to say, as a member, I truly wouldn't know, apart from my own personal reasons for wanting to go, where the Club actually stands."

#### SO WE GOT TO WORK.

We invited all our key stakeholders to tell us their perspectives on the Club and their expectations for the future.

We engaged Board members and management, staff and coaches, players and members, supporters, fans, corporate partners and sponsors.

And, once done, we used the information gathered to establish a future direction for the Brisbane Lions designed to unite all.

**OUR CLUB ESSENCE:** Relentless Hunger: An insatiable appetite to advance; a spirit that can't be extinguished.

**OUR CLUB VOICE:** Passionate, Connected, Engaging.

**OUR CLUB POSITION:** Lions Unite.

## OUR CORE VALUES

Understanding our core values gives us the power to shape our future. When we implement them on a daily basis, they can propel us to greater accomplishment and success. Our workshops and focus groups uncovered three core Lions values. We are:

**RELENTLESS** IN OUR PURSUIT FOR SUSTAINABLE LONG-TERM SUCCESS, ON AND OFF THE FIELD.

**UNITED** IN OUR PASSION FOR THE CLUB, OUR FOOTBALL COMMUNITY AND THE GAME.

**RESPECTFUL** OF OUR ROLE AS CLUB GUARDIANS, AND OF OUR MEMBERS, EACH OTHER, THE GAME AND OUR HISTORY.



WE BELIEVE IT'S OUR UNWAVERING  
COMMITMENT TO THESE VALUES THAT  
HAS GUIDED US TO OUR CURRENT  
SUCCESS, AND WILL CONTINUE TO  
DRIVE US FURTHER INTO THE FUTURE.

## OUR VISION - 2016

### PICTURE THIS

The year is 2016. The Brisbane Lions are the team to beat for the AFL flag. We've been regular finals combatants, playing for crowds in excess of 30,000 at every Gabba home game.

Our membership base has climbed in excess of 32,000 – a testament to our relentless hunger for sustainable long-term success and superior sport and entertainment product. This number includes over 5,000 Victorian-based members.

We exist to ensure our members and supporters are proud to wear the maroon, blue and gold. The colours represent for them a stalwart history of those who have gone into battle before them.

### WE'RE EQUALLY STRONG ON AND OFF THE FIELD

Total Club turnover is in excess of \$50 million. We've built a new training and administration centre. Our sustainable business model is the result of the strategies implemented during 2011.

We believe they'll keep us at the top of our game for years to come. Our sponsors and corporate partners are thrilled with their relationship with the Club and our consistent ability to deliver more than we promise.

Our "football community" continues to grow strong alongside the AFL, AFL Queensland and integration of programs. But that doesn't mean we'll rest on our laurels. As a Club, we refuse to be complacent. Rather, we are Relentless, United and Respectful.

We believe it's our unwavering commitment to these values that has guided us to our current success, and will continue to drive us further into the future.

### OUR CLUB CULTURE IS FORMIDABLE

It recognises and celebrates that our place at the top is due to the excellence of both our football and administrative teams. For this reason, we continue to attract the best people available to our cause. Our relationship with the Fitzroy Football Club and past players is as strong as it has ever been.

## OUR KEY PERFORMANCE AREAS

KEY PERFORMANCE AREA	OBJECTIVE	OUR VISION FOR 2016
<b>FOOTBALL</b>	<p>To deliver a high-performance environment of elite coaching, preparation and education.</p> <p>To build a highly competitive team capable of sustained finals appearances and a genuine Premiership challenger.</p> <p>Our emphasis will be on identifying, developing and retaining a highly competitive list focussing on Queensland talent.</p>	<ul style="list-style-type: none"> <li>• Play in AFL finals on a regular basis and win at least one Premiership.</li> <li>• High staff and player retention rate.</li> <li>• 20% of our list are Lions Academy graduates.</li> </ul>
<b>SUPPORTER</b>	<p>To place our members at the centre of the action, where they feel appreciated, respected and united with the Club as we pursue success both on and off the field.</p> <p>We will deliver a thriving Club culture that recognises all members and the contribution they make to the Brisbane Lions. We will continue to play a key role in the community and deliver fully integrated programs with AFL Queensland.</p>	<ul style="list-style-type: none"> <li>• Total Football Club membership base – above 32,000 members.</li> <li>• Victorian membership base – in excess of 5,000.</li> <li>• LIONS@springwood social club membership base – exceeding 200,000.</li> <li>• Average home crowd attendance – more than 30,000.</li> <li>• Continue to provide a unique and exciting sports entertainment product for our members and fans.</li> <li>• Deliver more than 800 community visits per year.</li> <li>• Maintain a minimum of six matches per year in Melbourne.</li> </ul>
<b>CORPORATE</b>	<p>To provide our corporate partners with the ultimate sports entertainment.</p> <p>To deliver outstanding value for money through brand leveraging and promotional opportunities both nationally and internationally.</p>	<ul style="list-style-type: none"> <li>• Over-deliver for our sponsors as they continue to receive outstanding returns on their investment.</li> <li>• Be the market leader in corporate hospitality and events.</li> <li>• Create and deliver stand out events that offer great entertainment and value for money in modern facilities.</li> </ul>

KEY PERFORMANCE AREA	OBJECTIVE	OUR VISION FOR 2016
<b>CULTURE</b>	<p>To instil a vibrant, thriving Club culture that reflects our core values and recognises, respects and celebrates the roles played by both football and administrative teams.</p> <p>To build strong relationships with all key stakeholders.</p>	<ul style="list-style-type: none"> <li>• Lions employees are committed to our Club values.</li> <li>• Strong ties are maintained with past players.</li> <li>• Strong links are forged with our Club heritage by celebrating the roles played by Fitzroy Football Club and the Brisbane Bears.</li> <li>• Players drive high on and off-field standards consistent with the Club's core values.</li> <li>• 95% of players engaged in further education or work experience to ensure a balanced lifestyle and maximise post-career opportunities.</li> </ul>
<b>FINANCE</b>	<p>To deliver a sustainable business model that meets its costs and generates surplus income from its operations.</p> <p>To create a business that can invest in assets and infrastructure to ensure a competitively funded football operation.</p>	<ul style="list-style-type: none"> <li>• Total Club turnover in excess of \$50 million.</li> <li>• Annual cash surplus from operations sufficient to meet capital expenditure requirements.</li> <li>• Existing borrowings repaid.</li> <li>• Explore alternate revenue streams.</li> </ul>
<b>INFRASTRUCTURE</b>	<p>To ensure the Brisbane Lions are at the leading edge of sports stadia, innovation and technology.</p>	<ul style="list-style-type: none"> <li>• A new Training and Administration (T &amp; A) Centre of industry-leading standard.</li> <li>• Current training facilities at Coorparoo retained for the AFL community as part of any T &amp; A Centre agreement.</li> <li>• Gabba facilities upgrade provides consumers with the best possible in-stadia experience.</li> </ul>

# OUR HISTORY

The Lions have a strong, proud history dating back to the birth of Australian Rules Football. We were there at the beginning and now we're looking forward to a triumphant future.

**1883** >

Fitzroy Football Club officially form on 26 September.



**1896** >

Fitzroy agree to join the Victorian Football League as one of eight original clubs.

**1898** >

Fitzroy win their first VFL Premiership.

**1944** >

Fitzroy win their 8th and final VFL Premiership.



**1966** >

The last ever VFL game is played at Fitzroy's home – the Brunswick Street Oval – on 20 August.



**1983** >

Bernie Quinlan becomes the first ever Fitzroy player to claim the Coleman Medal by kicking over 100 goals in a season.



**1986** >

Brisbane Bears officially form when a consortium headed by Paul Cronin and Christopher Skase was awarded a Brisbane VFL license. The Bears become the first ever Queensland team to enter the VFL/AFL.

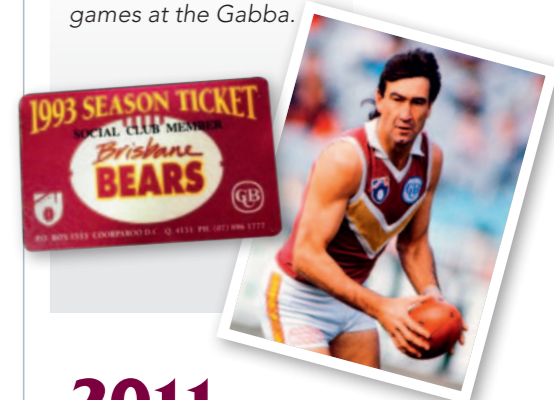
**1987** >

Brisbane Bears base themselves at Carrara on the Gold Coast

Brisbane Bears defeat North Melbourne by 33 points in their first ever VFL match on 27 March at the MCG.

**1993** >

Brisbane Bears start playing their home games at the Gabba.



**1995** >

Brisbane Bears qualify for the AFL Finals for the first time.

**1996** >

Fitzroy and Brisbane Bears officially become the first clubs to merge and form the Brisbane Lions Australian Football Club on 4 July.



**1997** >

Brisbane Lions officially join the AFL competition with Michael Voss and Alastair Lynch named Co-Captains.

Brisbane Lions handed a 36-point loss by Adelaide in the Club's first official match in Round 1 at Football Park.



**1998** >

Brisbane Lions appoint Leigh Matthews as Senior Coach at the end of 1998.



**2001** >

Brisbane Lions defeat Essendon by 26 points to secure their first AFL Premiership as a merged club.



**2002** >

Brisbane Lions go back-to-back after defeating Collingwood by nine points in the Grand Final.



**2003** >

Brisbane Lions midfielder Marcus Ashcroft becomes the first Queenslander to play 300 games in Round 7 against Sydney at the SCG.

Brisbane Lions announce themselves as the greatest team of the modern era by winning their third consecutive AFL Premiership with an emphatic 50-point win over Collingwood at the MCG.

**2004** >

Brisbane Lions make a remarkable fourth consecutive AFL Grand Final appearance, but their streak is broken by Port Adelaide, who prevail by 40 points.



**2008** >

Former Brisbane Lions Captain Michael Voss replaces three-time Premiership coach Leigh Matthews as Senior Coach of the Club at the end of the year.



**2011** >

Brisbane Lions unveils their five-year vision.



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OVER THE COURSE OF OUR HISTORY, WE'VE WON 11 PREMIERSHIPS, PRODUCED NINE BROWNLOW MEDALLISTS, AND THE AFL HAS INDUCTED 19 OF OUR PLAYERS INTO ITS HALL OF FAME, INCLUDING FOUR LEGENDS.



## OUR LEGENDARY TEAM

Over the course of our history, we've won 11 Premierships, produced nine Brownlow Medallists, and the AFL has inducted 19 of our players into its Hall of Fame, including four Legends.

### 11 PREMIERSHIPS

(**Fitzroy:** 1898, 1899, 1904, 1905, 1913, 1916, 1922, 1944; **Brisbane Lions:** 2001, 2002, 2003).

### 9 BROWNLOW MEDALLISTS

Haydn Bunton (1931, 1932, 1935), Wilfred 'Chicken' Smallhorn (1933), Denis 'Dinny' Ryan (1936), Allan Ruthven (1950), Kevin Murray (1969), Bernie Quinlan (1981), Michael Voss (1996), Jason Akermanis (2001), Simon Black (2002).

### AUSTRALIAN FOOTBALL HALL OF FAME REPRESENTATIVES

**Legends:** Haydn Bunton, Leigh Matthews, Kevin Murray, Norm Smith.

**Representatives:** Vic Belcher, Albert Collier, Doug Hawkins, Jack Moriarty, John Murphy, Bernie Quinlan, John Rantall, Paul Roos, Allan Ruthven, Wilfred Smallhorn, Len Thompson, Michael Voss, Robert Walls, Garry Wilson, Jack Worrall.

## OUR SONG

We are the pride of Brisbane town  
We wear maroon, blue and gold  
We will always fight for victory  
Like Fitzroy and Bears of old  
All for one and one for all  
We will answer to the call  
Go Lions, Brisbane Lions  
We'll kick the winning score  
You'll hear our mighty roar!



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