



2026 Expansion & Product Roadmap FINAL

Comprehensive & Final Consolidated Version

March 23, 2026 · Connor Renton, CEO & Founder · *Internal — Leadership Only*

This document consolidates Brodie's geographic expansion, product launches, platform roadmap, per-night team targets, on-site experience strategy, clientelling framework, retention initiatives, and new market research into a single source of truth. It supersedes all prior versions and reflects the most current planning as of late March 2026.

1. Seasonal Team Targets

Season	Team Target	Est. Athletes	Key Driver
Summer 2026	800 teams	~7,200	New cities + product expansion + Ontario fill
Fall 2026	1,000 teams	~9,000	US expansion + Women's League + worldwide rollout

Current spring baseline: 424 teams across all markets. All-time high across all locations combined: 509. Summer goal of 800 represents a 57% increase over ATH and requires both existing market fill and new market launches.

2. Summer 2026 — Per-Night Team Targets

Full per-night breakdown from the Summer 26 Team Projections sheet. Each row represents one location-night with Spring actuals and Summer goals.

2.1 Canada

Burlington (ATH: 110 | Summer '25)

Location — Night	Spring Total	Summer 26 Goal	Net Change
Burlington — Monday	0	18	+18
Burlington — Tuesday	12	18	+6
Burlington — Wednesday	8	18	+10
Burlington — Thursday	12	18	+6
Burlington — Friday	0	12	+12
Burlington — Saturday	18	24	+6
Burlington — Sunday	14	24	+10
Burlington Subtotal	64	132	+66

**GTA Central (HoopDome, Oshawa, Vaughan)**

Location — Night	Spring Total	Summer 26 Goal	Net Change
Toronto (HoopDome) — Monday	10	18	+8
Toronto (HoopDome) — Wednesday	20	0	-20
Oshawa — Thursday	0	24	+24
Oshawa — Sunday (ATH: 48 Spr '23)	24	24	0
Vaughan — Tuesday (ATH: 68 Sum '25)	28	30	+2
Vaughan — Wednesday	0	24	+30
Vaughan — Friday	14	24	+6
GTA Central Subtotal	96	144	+50

GTA East (Markham, TMU, Scarborough)

Location — Night	Spring Total	Summer 26 Goal	Net Change
Markham — Monday (ATH: 24 Sum '25)	12	24	+12
Toronto (TMU) — Saturday (ATH: 42 Win '25)	0	18	+18
Toronto (TMU) — Sunday	28	42	+12
Scarborough — Tuesday (NEW)	0	18	+18
GTA East Subtotal	40	102	+60

Peel Region (Brampton, Milton, Mississauga)

Location — Night	Spring Total	Summer 26 Goal	Net Change
Brampton — Sunday (ATH: 24 Sum '23)	24	28	+4
Milton — Thursday (NEW)	0	18	+18
Mississauga — Monday (ATH: 18 Win '26)	14	18	+4
Mississauga — Tuesday	0	18	+18
Peel Region Subtotal	38	82	+44

**SWO (Kitchener, London, Niagara)**

Location — Night	Spring Total	Summer 26 Goal	Net Change
Kitchener — Saturday (ATH: 14 Fall '24)	10	16	+6
London — Sunday (ATH: 16 Win '24)	8	16	+8
Niagara — Wednesday (ATH: 20 Sum '25)	18	24	+6
SWO Subtotal	36	56	+20

Canada East (Ottawa, Montreal)

Location — Night	Spring Total	Summer 26 Goal	Net Change
Ottawa — Tuesday (ATH: 40 Fall '25)	12	20	+8
Ottawa — Wednesday	12	20	+8
Montreal — Sunday (NEW MARKET)	0	24	+32
Canada East Subtotal	24	64	+48

Canada West (Calgary, Edmonton)

Location — Night	Spring Total	Summer 26 Goal	Net Change
Calgary North — Tuesday	0	24	+24
Calgary North — Sunday (ATH: 48 Sum '25)	22	24	+2
Calgary South — Wednesday	16	16	0
Edmonton — Sunday (NEW MARKET)	0	24	+24
Canada West Subtotal	38	88	+50



2.2 USA

Location — Night	Spring Total	Summer 26 Goal	Net Change
Boston — Sunday (ATH: 20 Fall '25)	12	24	+12
Brooklyn — Friday	12	18	+6
Brooklyn — Saturday	26	30	+4
Brooklyn — Sunday	32	36	+4
Brooklyn Subtotal	70	84	+14
Chicago — Sunday	0	24	+24

2.3 Grand Total — Summer 26

	Spring Total	Summer Goal	Net New Teams
ALL MARKETS TOTAL	424	800	+376

▲ UNDECIDED: Columns F–J (Original, OG League, Co-Ed, U18, Womens breakdowns) are not yet populated — Sohaib to fill before Summer reg opens.

3. Summer 2026 — Geographic & Product Expansion

3.1 New Market Launches

Market	Type	Status	Notes
Montreal	City Launch	Confirmed	Sunday facility secured. Launching with 20+ League product. 24-team goal.
Edmonton	City Launch	Confirmed	Moved up from Fall. Part of deeper-Canada strategy. Sunday, 24-team goal.
Scarborough	Ontario Expansion	Confirmed	Extends GTA footprint east. Tuesday, 18-team goal. NEW location.
Milton	Ontario Expansion	Confirmed	Previously evaluating. Now greenlit. Thursday, 18-team goal. NEW location.
Winnipeg	City Launch	Likely Fall	Western Canada cluster. Facility dependent.



3.2 Product Expansion — Ontario Pilot

Summer introduces two new league formats as Ontario pilots before worldwide rollout in Fall:

Product	Description	Launch Markets
35+ League (OG League)	Age-segmented league for 35+. #1 player-requested product. Goes worldwide in Fall.	Burlington, Vaughan, Toronto, Mississauga, Montreal (anchor)
Co-ed League	Mixed-gender recreational basketball. Messaging: inclusivity, social bonding, accessibility. Large untapped market.	Ontario GTA markets (Sohaib owns)

4. Fall 2026 — The Big Push

Fall 2026 is when the product is complete. Every league format, every on-site experience feature, every digital platform piece ships by end of Fall. Target: 1,000 teams. After this season, Brodie has the full stack. Celebrated by our Never Washed Campaign.

4.1 Key Launches: Women's / U18 / Never Washed

- **Women's:** Major brand event with media, content, and community activation. Not a soft launch. Potentially the single most brand-defining initiative of 2026.
- **U18:** First segway into youth marketplace. Increased price, LMs as coaches.
- **Never Washed x B12:** Membership roll out with TV and OOH spot.

4.2 US Market Expansion

Market	Type	Status	Notes
New Jersey	New Market	Facility scouting complete	Cluster B: Essex/Morris/Union counties. Peak Sports Academy + Hoop Heaven Whippany identified.
Chicago 2 & 3	Expansion	Planning	Tripling Chicago footprint from 1 to 3 locations.
Boston 2	Expansion	Planning	Boston 1 NPS ~5.0 in Winter '26. Expansion signals ops improvements landing.
New York 4 & 5	Expansion	Planning	Major NYC density push. Two additional venues needed.
Vancouver	Deepening	In progress	Continued expansion into additional Fall capacity.
Atlanta	Relaunch	Possible Winter	Net-new US market. Full cluster analysis completed — see Section 8.



4.3 Product Rollout — Fall Worldwide

Products piloted in Ontario over Summer go worldwide. New products launch:

Product	Description	Status
35+ League	Validated in Ontario over Summer. Rolls out across all CAN and US markets.	Worldwide Fall
Co-ed League	Validated in Ontario over Summer. Rolls out across all CAN and US markets.	Worldwide Fall
Women's League	Major brand event launch. Potential WNBA partnership. All markets simultaneously.	Fall 2026 — Brand Event
U18 Leagues	Youth league expansion. Pipeline into adult leagues and long-term brand loyalty.	Fall 2026
Corporate Leagues	Leagues designed for corporate wellness programs. Bespoke experience at higher price.	Fall 2026
Beginner League	Never played basketball. Piloting the referee program > Instructors,	Fall 2026

4.4 Events Platform — Fall (Via the App)

Event Type	Description	Status
Breakfast Club	Morning basketball — before-work runs. New daypart, new audience.	Fall 2026
Free Agent Combines	Tryout-style events for solo players to get drafted onto teams.	Fall 2026
Brodie Jam	National tournament. Tentpole competitive event across all markets.	Fall 2026
Regional Tournaments	3×3 and 1×1 regionals. Lower barrier, high energy, content-rich.	Fall 2026
Group Training	Organized training and skill development via the app. New revenue stream.	Fall 2026

4.5 On-Site Experience & Platform — Fall

The on-site experience is what separates Brodie from every other rec league. These features transform every game night from “showing up to play” into a full brand experience.

Feature	Description	Status
Drop-In Program	Any player can join a single game. Primary lead magnet for new market acquisition.	Fall 2026



On-Site Sales & Sign-Up	In-venue registration for walk-ins and spectators. Converts foot traffic.	Fall 2026
On-Site Apparel	Brodie merch at every venue. Brand visibility + incremental revenue.	Fall 2026
Athlete Pass (Courtside)	Grab-and-go beverage concession. Frictionless card-on-file purchasing. See Section 4.7.	Pilot Summer 2026
XP / Gamification	Strava for basketball. XP, 3D badges, archetypes, post-game stat pop-ups. #1 retention driver.	Fall 2026
Memberships	Recurring membership model. Predictable revenue + year-round engagement.	Fall 2026
Customer.io Integration	Full PlayerOne ↔ Customer.io pipeline. 28 emails, 70 segments ready.	Fall 2026
In-Venue Improvements	Seasonal themes, incense on location, digital screens at all locations.	Fall 2026
Referee Program	Referees in-house and owned by Brodie.	Fall 2026

4.6 Clientelling — 7-Star Program

Clientelling is the operational layer that connects drop-in, on-site sales, on-site apparel, and the Athlete Pass into a single conversion system. Without it, those features are available but passive. With clientelling, they convert.

The 7-Star Ambassador Program defines the seven touchpoints every spectator, walk-in, or drop-in player should experience on their first visit. Trained ambassadors (top captains, veteran players, selected recruits) deliver a guided premium first-touch at every Brodie night.

4.6.1 The 7-Star Touchpoint Framework

#	Touchpoint	What Happens	Conversion Goal
0	The Welcome Text	Commissioner sends a personal, handwritten-feeling text before the athlete's first game. Their name, the gym, what to expect. Not a marketing blast — a genuine human welcome.	Athlete feels expected before walking in. Reduces no-show anxiety. Seeds word-of-mouth (people screenshot these).
1	The Greeting	Ambassador introduces themselves within 60 seconds of arrival. Name, handshake, "First time?"	Person feels seen. Not a stranger anymore.
2	The Tour	Walk them through the venue: courts, merch table, Athlete Pass cooler, scoreboard, social wall. 2 minutes max.	Orient them. Reduce anxiety. Build brand impression.



3	The Introduction	Introduce them to a captain or team that matches their vibe/skill level. "You'd fit great with these guys."	Social connection. They now know someone.
4	The Drop-In Offer	If not registered: "We have drop-in tonight — \$15, you can run with [team]. Want in?"	Immediate conversion to drop-in. Revenue + data capture.
5	The Content Moment	Ambassador makes sure they're in a photo or clip. Tags them. "What's your IG?" Post & Earn: tag @brodierecleague → drink credit.	Social proof. They see themselves in Brodie content. Organic reach.
6	The Follow-Up Seed	Before they leave: "We're here every [night]. Come back next week — I'll save you a spot."	Return visit commitment. Personal accountability.
7	The Merch & Drink Touch	Walk them by the cooler and merch table on exit. "That hoodie's new this season." Not a hard sell.	Brand attachment. Incremental revenue via Athlete Pass.

4.6.2 Rollout Timeline

Phase	Timing	Scope	Dependencies
Manual Pilot	Summer 2026	Burlington + Brooklyn. 2–3 ambassadors per night, trained by LMs. Paper checklist for the 7 touchpoints.	Ambassador selection criteria. LM training module. No tech required.
App-Integrated	Fall 2026	All markets. Ambassadors get in-app dashboard: who's new tonight, drop-in availability, merch inventory. QR check-in feeds awareness.	QR Check-In. Commissioner App. Customer.io for post-visit triggers.
Systematized	Winter 2026+	Clientelling score per venue (7-star audit). Ambassador leaderboard. Compensation tied to conversion metrics.	XP/Gamification. Membership backend. Full Customer.io pipeline.

4.6.3 Commissioner Welcome Texts — Touchpoint #0 Detail

A personal, handwritten-feeling text from the commissioner to every athlete before their first game. This isn't a marketing blast or an automated reminder. It's a direct, warm, human message.



- **Not salesy:** No upsells, no “bring a friend” asks, no links. Just a genuine welcome.
- **Feels personal:** Short, casual, warm. Use their first name. No corporate tone.
- **From the commissioner specifically:** Not “the Brodie team” — a real person with a real name who will be at the gym.
- **Summer:** Manual — commissioner sends it themselves from their phone.
- **Fall:** Automated via Customer.io with commissioner name variable. Triggered on new registration.

4.6.4 Success Metrics

Metric	Summer Pilot Target	Fall Target
Walk-in → Drop-in conversion	30%	50%
Drop-in → Season registration (within 4 weeks)	15%	25%
First-visit NPS (new faces only)	4.5+	4.8+
Ambassador-attributed merch + drink revenue per night	\$75	\$200

4.7 Athlete Pass — Frictionless Courtside Revenue

Portable coolers stocked at every game night, creating a grab-and-go concession experience that feels premium, not transactional. The entire model is built around removing friction from the purchasing moment. The Athlete Pass is the revenue engine of the 7-Star Clientelling framework (Touchpoint #7).

4.7.1 How It Works — Zero Friction Purchasing

- **Card on file:** Every athlete already has their card on file through the app.
- **No visible pricing:** A laminated price sheet is available on site — but prices are never spoken out loud or displayed prominently.
- **Commissioner handles it:** When an athlete wants something, the commissioner charges it to the card on the account instantly — no wallet, no tap, no transaction moment.
- **The line:** “You’re all taken care of.” Same psychology as hotel minibars and tab-based ordering.

4.7.2 Post & Earn — The Drink Credit Incentive

- **Tag → Credit:** Tag @brodierecleague on your story on game night and earn a drink credit on your Brodie account.
- **Commissioner verifies:** Checks all tags the following morning, adds credits to accounts.
- **Redemption:** Next game, commissioner applies your credit — “You tagged us last time. This one’s on us.”



- **VIP escalation:** Athletes who consistently post earn “Brodie Regular” status — free drinks all season. Seeds the ambassador dynamic organically.

Post & Earn is a pre-tech version of XP. When XP/Gamification ships in Fall, drink credits convert into the points economy.

4.7.3 Product & Economics

Category	Products	Unit Cost	Retail Price
Hydration	Water, coconut water, Liquid IV, LMNT	\$0.25-\$1.00	\$2-\$3
Energy	Red Bull, Celsius	\$0 (partner) – \$1.50	\$3-\$4
Sports drinks	Gatorade, Powerade, Body Armor	\$0.80	\$2-\$3
Recovery	Premier Protein, Fairlife, mass gainer	\$1.50	\$4-\$5
Premium	Pressed juice, kombucha (optional upsell)	\$2.00	\$5-\$6

Per Night (30–50 athletes)	Cost	Revenue Potential
~72 units	~\$32	~\$220
Weekly (3 nights)	~\$115	\$450–\$570
Monthly	~\$460	\$1,800–\$2,280
Projected monthly margin		\$1,240–\$1,720

4.7.4 Pilot Plan — Burlington (KeyPointe)

- **Timeline:** 1–2 weeks from approval. Super low lift.
- **Equipment:** 2x Coleman 50–60qt rolling coolers (\$80), Brodie vinyl wraps (\$60–\$100), laminated price sheets.
- **Payment:** Square POS on commissioner’s phone. Card-on-File feature for name-lookup charging. Burlington athlete roster imported via CSV.
- **Credit tracking:** Google Sheet for pilot. Athlete name, IG handle, date tagged, credits earned/remaining. Migrates to Brodie app in Fall.
- **Total startup cost:** \$280–\$370. Pays for itself in week one.
- **Brand partnerships:** Red Bull confirmed for free product. Pitch Celsius, LMNT, Body Armor, Liquid IV for sampling partnerships.

4.7.5 Scaling Path

- **Week 3:** Compile results — revenue, sell-through, social tags, credits, athlete feedback.
- **Week 4:** Lock in the repeatable “Athlete Pass Kit” playbook.



- **Month 2:** Roll out to 2–3 additional high-traffic locations.
- **Month 3+:** Every new market launch includes the Athlete Pass from day one as a standard feature.

4.8 Brodie Wrapped — Seasonal Recap for Every Repeat Captain

Brodie Wrapped is a personalized, shareable season-in-review for every captain who has played Brodie more than once. Think Spotify Wrapped for basketball. It’s a retention campaign, a social content engine, and a re-registration nudge in one asset.

4.8.1 Why It Matters Now

The 424 → 800 gap is 376 teams. A significant portion can be closed by re-activating lapsed captains and getting current captains to recruit harder. Wrapped does both:

- **Re-registration:** “Look at what you built last season” is the most compelling reason to come back. Stats, memories, highlights — personalized to them. Loss aversion in action.
- **Recruitment:** Every Wrapped is a shareable social asset. When a captain posts their Wrapped on IG Stories, their followers see it. Organic acquisition with zero CAC.
- **Retention data:** Who opened it? Who shared it? Who clicked “Sign up for Summer”? Feed all into Customer.io.

4.8.2 What Each Captain Gets

A web-based, mobile-optimized page (shareable URL) delivered via Customer.io email + SMS:

Data Point	Example
Seasons Played	“You’ve been Brodie since Fall 2024. That’s 4 seasons. OG status.”
Career Game High	“Your highest scoring game: 47 points on a Tuesday night in Burlington.”
Win/Loss Record	“Your teams have gone 24–12 across all seasons. That’s a .667 win rate.”
Championships	“1x Champion. Fall 2025. The Bucket List. Never Washed.”
Players Recruited	“You’ve brought 14 players into Brodie. That’s a full roster and a half.”
Total Games Played	“38 games. That’s more court time than most people get in a lifetime.”
Badges / Archetypes	“Your archetype: The Floor General. Top 5% in assists.” (Pre-seeds the XP system.)
Canto Photo Reel	Best 3–5 action shots from their games. Auto-selected or LM-curated.

4.8.3 Rollout Plan

Phase	Timing	What Ships	Dependencies
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V1: Pre-Summer	April–May 2026	Static web page per captain. Data from PlayerOne. Canto photos manually selected for top 50, auto-pulled for rest. Customer.io email blast.	PlayerOne data export. Customer.io email template. Canto API or manual pull. ~1 week effort.
V2: Post-Summer	August 2026	Animated/interactive Wrapped (swipe-through cards). Summer 2026 data. Social share buttons with branded preview cards.	Homepage Dashboard (Summer ship). Social meta tags for IG/Twitter previews.
V3: Seasonal Ritual	Fall 2026+	Automated end-of-season generation. Integrated with XP/Gamification. Badges, archetype reveal, leaderboard position. Tentpole retention moment.	XP system (Fall). Full Customer.io pipeline. Membership data.

Eligibility: Every captain who has completed at least 2 seasons with Brodie. Estimated 200–400 captains across all markets.

4.8.4 Success Metrics

Metric	V1 Target (Pre-Summer)	V2+ Target
Email open rate	60%+	70%+
Wrapped page view rate	40% of recipients	55%+
Social share rate	15% of viewers	25%+
Re-registration within 14 days	25% of lapsed captains	35%+
New signups from shared Wrappeds	Baseline (track)	50+ per season

4.9 The Builder Mindset — Ownership Culture at Brodie

Every person at Brodie should think of themselves as a founder, not an employee. We need to actively encourage our team to claim the labels of “entrepreneur” and “founder of their own department” — and give them explicit permission to do so.

Employee Mindset	Builder Mindset
“That’s not my job”	“I’ll figure it out”
“I work at a company”	“I’m building a company”
Waits for direction	Calls their own shots
Stays in their lane	Takes risks, does a bit of everything



- **Next team speeches:** Explicitly give people permission to claim these labels. Say it out loud.
- **Encourage bragging:** Give people permission to brag online about what they're building.
- **Encourage skill development:** Push the team to learn skills outside their lane.
- **Claim ownership publicly:** Everyone should feel comfortable saying "I'm building a company."

5. PlayerOne Platform Roadmap

5.1 Must-Ship for Summer 2026

Feature	Why It Matters	Linear Status
Mobile-First Registration Redesign	Single biggest conversion blocker. 78.1% mobile sessions.	Active — DES-88, DES-102-104
Multi-Product Registration	Players need unified flow for 30+, Co-ed, Women's, U18, and events.	No dedicated tickets
QR Check-In (Phase 1)	Replaces manual attendance. Feeds Customer.io engagement scoring. Enables clientelling — ambassadors know who's new.	No Linear tickets
Commissioner App V0.1	In-venue LM management tool. Shipping Feb 16 with no design review.	Tech shipping, no design review
Homepage Dashboard	Athlete home screen: stats, games, XP, badges. Makes everything sticky. Foundation for Brodie Wrapped.	In Progress — DES-41-53
Widgets	One-click signup in messages. Join event, RSVP, sign up for league widgets.	Missing scope information
Brodie Wrapped V1	Pre-Summer retention campaign. Static web page per captain. ~1 week effort. No platform dependency.	Needs design ticket

5.2 Must-Ship for Fall 2026

Feature	Why It Matters	Linear Status
Drop-In Module	Core acquisition channel + primary lead magnet. Requires checkout rebuild.	No dedicated project
On-Site Sales & Sign-Up	In-venue registration for walk-ins. Needs tablet/mobile POS.	Not yet scoped
On-Site Apparel / Merch	In-venue merch. Needs inventory mgmt + Shopify surfacing.	Shopify discussed, not ticketed



Create-an-Event	Transforms Brodie from league to platform. Admin-first Summer, athlete Fall.	Events — In Progress
XP / Gamification	Strava for basketball. #1 retention and FOMO driver. Absorbs Post & Earn drink credits.	Two empty Backlog projects
Memberships	Recurring model. Backend near-complete. Needs frontend UX + pricing.	No Linear project
Ambassador Program (App)	Clientelling dashboard for ambassadors: who's new, drop-in availability, credit balances. Merges with 7-Star framework.	DES-98 (landing page only)
Customer.io ↔ PlayerOne	Highest-value missing automation. 28 emails + 70 segments. Includes commissioner welcome text trigger.	Partially manual. Highest priority.
Athlete Pass (In-App)	Drink credit field on athlete profile. Commissioner quick-search. Replaces Google Sheet tracking.	Needs scoping
Brodie Wrapped V2	Interactive swipe-through format. Social share buttons. Post-Summer retention nudge.	Needs design discovery

6. Operational Requirements & Hiring

Role	Owner	Unlocks	Timeline
VP of Growth	Connor	Middle funnel, pricing, retention, Women's GTM, CRM	Q2 2026 (Marc Wilson Offer sent)
VP of Finance	Connor	Unit economics, FP&A, Series A readiness, AI Books	Q2 2026 (Graham Hired)
Director of Operations	Sohaib	Layered ops, playbooks, DM oversight	On Hold
3x District Managers	Sohaib/Jimmy	US market coverage (NJ, CHI, BOS, NYC)	Summer–Fall 2026
US Referee Pipeline	Sohaib/Dir. Ops	#1 player complaint. Internal dev pipeline needed.	Ongoing
LMs: Montreal, Edmonton, Milton, Scarborough	People	New market summer launches	Hire by April–May 2026
LMs: Vancouver, NJ Cluster B staff	People	Fall expansion launches	Hire by May–July 2026



LMs: Chicago 2, Boston 2, NYC 4-5 (x2)	People	Fall US deepening	Hire by July-Aug 2026
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6.1 Revenue Impact Model

Season	Teams	Est. Registration Rev	Total (w/ Merch + Athlete Pass + Ancillary)
Summer 2026	800	~\$1.44M	~\$1.8-\$2.0M
Fall 2026	1,000	~\$1.80M	~\$2.2-\$2.5M
H2 2026 TOTAL	1,800	~\$3.24M	~\$4.0-\$4.5M

Full-year trajectory targets \$7-\$10M. Burlington benchmark: 100 teams, ~6 nights/week, \$1.5M top-line, ~35% gross margin.

▲ UNDECIDED: Revenue per team varies by market (Burlington \$1,800+ vs. new markets at lower launch pricing). VP Finance should refine with actual per-market pricing once hired.

7. Cluster Expansion Suggestions

Beyond confirmed Summer and Fall expansion markets, the following clusters represent the highest-confidence next moves based on operational adjacency, basketball culture density, HHI, and facility availability.

7.1 Canadian Adjacent (Lowest Risk)

- **Hamilton:** Burlington spillover. 580K metro. Steel City basketball culture. Same district manager territory. 15-25 teams. Fall 2026.
- **Ajax / Pickering:** Oshawa extension. 200K+ combined. Strong Caribbean/South Asian basketball community. 8-15 teams. Fall 2026.
- **Oakville:** Between Burlington and Milton. Affluent suburb, high HHI. 8-15 teams. Fall 2026.
- **Waterloo:** Adjacent to Kitchener. UW + WLU = 80K students. Same LM can cover. 10-18 teams. Fall 2026.

7.2 US Deepening (Medium Risk)

- **NJ Cluster A (Bergen):** Already scoped for Q1 2027. Affluent, dense, basketball-obsessed. 20-30 teams.
- **Queens / Bronx:** NYC cluster. Natural next boroughs. 25-40 teams.
- **Philadelphia:** NJ corridor play. 90 min from NJ cluster. 1.6M metro. 20-35 teams. Q1 2027.



- **Chicago Suburbs (Naperville / Schaumburg):** If Chicago 2–3 succeed. High HHI. Same district manager. 15–25 teams. Winter 2027.

7.3 Net-New Tier 1 US Markets

- **Atlanta:** #1 net-new US market. 6M+ metro, basketball capital of the South. Full cluster analysis completed (Section 8). 30–50 teams year one.
- **Houston:** 4th largest US city. 7M metro, Rockets culture. Huge young professional population. 25–40 teams.
- **DC / DMV:** Dense metro, affluent young professionals, basketball culture punches above its weight. Massive corporate team pipeline. 25–40 teams.
- **Dallas / DFW:** 7M+ metro, massive young professional influx. Excellent facility infrastructure. 25–40 teams.
- **Miami:** Brand alignment play. Basketball + content + lifestyle energy. 20–30 teams.

8. Atlanta Market Analysis

Full cluster analysis, facility research, and competitive intelligence for Atlanta is delivered as a separate companion spreadsheet (Atlanta_Facility_Outreach_March_2026.xlsx). Key findings:

- **6 clusters evaluated**, 3 rated Go, 3 rated Conditional.
- **28 facilities researched**, 46 total courts, 15 High rental likelihood.
- **7 competing leagues identified.** Market is fragmented — no one owns organized rec at Brodie's scale.

Recommended Launch Order

- **Cluster #1 — North Perimeter (82/100, Go):** MJCCA Dunwoody (3 gyms) as anchor. Sandy Springs / Dunwoody / Brookhaven. \$110K+ HHI. All venues within 15 min. Burlington model market.
- **Cluster #2 — Midtown / Intown Core (78/100, Go):** MLK Jr. Center as anchor. The culture play — highest basketball energy in metro.
- **Cluster #3 — North Fulton (76/100, Go):** Alpharetta Community Center as anchor. Highest HHI in entire metro (\$146K). Suburban families, multi-product ready.

Revenue projection: 30–50 teams year one × ~\$1,800 avg = \$54K–\$90K. At maturity (3–4 clusters): 100+ teams = \$180K+/year.



9. Risks & Dependencies

Risk	Impact	Mitigation
VP Growth not closed by Q2	Women's League GTM, pricing strategy, retention/CRM, middle-of-funnel conversion all orphaned under Connor.	Marc top candidate. Close April.
Gamification not shipped	XP/points is #1 retention driver. 28 email flows lose their strongest hook. Post & Earn can't scale without it.	Needs immediate Linear project + design discovery.
Drop-In not ready	Primary lead magnet for new markets. Without it, Touchpoint #4 of clientelling has no product to convert into.	ClassPass/Partiful exploration. Needs dedicated project.
US ops capacity	NJ + CHI x2 + BOS + NYC x2 = 6 new US locations needing DMs, refs, scorekeepers.	Hire Dir. of Ops + 3 DMs before Fall.
NJ facility lock	Cluster B (Peak Sports + Hoop Heaven) identified but capacity data pending.	Confirm agreements by May.
Customer.io data gaps	DOB, gender, postal code may not be collected. 30+, Women's, geo segments can't activate. Commissioner welcome texts can't personalize.	Add fields to reg form ASAP.
Sheet columns F-J empty	Per-night breakdown by league type not yet populated.	Sohaib to fill before Summer reg opens.
Brodie Wrapped data readiness	If PlayerOne can't export clean captain stats (seasons, game highs, W/L), V1 can't ship.	Confirm data export capability by early April.

10. Timeline Summary

Now — May 2026 (Pre-Summer)

- **Hire:** Close VP Growth (Marc Wilson), advance VP Finance, decide on Dir. of Ops.
- **Facilities:** Lock Winnipeg and Vancouver facilities. Confirm NJ Cluster B and Atlanta for Fall.
- **Product:** Ship mobile-first registration, multi-product reg flow, commissioner app review, homepage dashboard, widgets.
- **CRM:** Add DOB/gender/postal code to registration form. Activate Phase 1-2 Customer.io flows. Commissioner welcome text flow (manual).



- **Brodie Wrapped V1:** Ship to all repeat captains before Summer registration opens. Data export + web template + Customer.io delivery. ~1 week effort.
- **Athlete Pass Pilot:** Launch at Burlington (KeyPointe). Coolers, Square POS, drink credits. \$280–\$370 startup cost. Faith owns.
- **Ops:** Brodie University ready for new DM onboarding. Experience scorecards formalized.
- **Brand:** PR launch (BetaKit + TechCrunch) late March. Summer campaign templates shipping.

June — August 2026 (Summer Season)

- **Cities live:** Montreal (35+), Edmonton, Scarborough, Milton + existing markets at expanded capacity.
- **Products live (Ontario pilot):** 35+ League (OG League) and Co-ed League.
- **Target:** 800 teams (424 spring → 800 summer = +376 teams).
- **Clientelling pilot:** 7-Star Ambassador Program manual pilot at Burlington + Brooklyn. 2–3 ambassadors per night.
- **Athlete Pass:** Scale from Burlington pilot to 2–3 additional high-traffic locations. Lock in repeatable kit.
- **Brodie Wrapped V2:** Design begins for interactive swipe-through format. Ships post-Summer as Fall re-registration nudge.
- **Product:** QR check-in Phase 1 live. Ambassador program manual pilot. Drop-in discovery + build begins.
- **Hiring:** 3 additional DMs for US Fall expansion.

September — December 2026 (Fall — Product Complete)

- **Cities live:** New Jersey (Cluster B), Chicago 2 & 3, Boston 2, New York 4 & 5, Vancouver deepening, Atlanta (relaunch).
- **Leagues live:** Women's League (major brand event), U18 (net-new). 30+ and Co-ed go worldwide.
- **Events platform live:** Breakfast Club, Free Agent Combines, Brodie Jam, regional 3×3/1×1, group training — all via app.
- **On-site experience:** Drop-in, on-site sales/sign-up, on-site apparel/merch, Athlete Pass at every venue.
- **Clientelling:** 7-Star Ambassador Program app-integrated across all markets. Commissioner welcome texts automated via Customer.io.
- **Platform:** XP/Gamification (absorbs Post & Earn), Memberships, Customer.io fully integrated.
- **Brodie Wrapped V3:** Automated seasonal ritual. Integrated with XP system. Every captain, every season.
- **Target:** 1,000 teams.

Milestone: Product is complete. Every league format, event type, digital and in-venue feature is live.



Winter 2026 & 2027 — Expansion & Growth

- **Focus:** Pure expansion and growth. No new product development. The machine is built, now run it.
- **Series A:** Target Q1-Q2 2027 at \$75M valuation. Complete product, proven unit economics, 1,000+ team seasons.
- **Scale target:** \$10M-\$100M in 2027. 10x expansion with fully packaged, deployable product.
- **Playbook:** Every new market gets the Burlington model: 100 teams, 6 nights/week, \$1.5M top-line, ~35% gross margin. Athlete Pass + Clientelling included from day one.

Connor Renton, CEO & Founder • Brodie Rec. League • March 23, 2026