



club development

CASE STUDIES 2004 - 2008





Ashbourne club development plan 2005 -2008



March 2008

Ashbourne RFC, founded in 1974, is committed to the goal of becoming a major asset to the recreational and sporting needs of the community.

Founded as an adult rugby club catering for players and supporters of the area, it has developed a strong and vibrant youths section open to both boys and girls (up to the age 12 for girls).

The Executive of the club has understood the growing requirements on the town and its sports clubs to cater for the rapidly increasing population within the town and its environs. To cater for this the club has set out an outline development plan to offer guidance to the body of the club for the directions that need to be followed, and encouraging involvement by the membership to attain these goals.

The Development Plan 2005 - 2008 set out six main strategic areas of focus. It has aligned these to the IRFU Strategic Plan of 2004, and sets out top line objectives for the club and it's Executive to be achieved. The strategic areas were:

- Rugby Development
- Youth Development
- Facilities
- Commercial Programme
- Marketing and P.R for the Club
- Leadership, Management and Structure

The club is committed to excellence in both its involvement in the game of rugby at all levels, and in providing amenities and facilities to the town of Ashbourne.

Ashbourne's development plan

Ashbourne RFC moved to its present location at Milltown, Ashbourne in the 1980s. Initially a small clubhouse with dressing rooms was put in place. Through the 90s major work was carried out on the clubhouse and these facilities were upgraded considerably. The club updated its facilities and structures to cater for the demands of a growing community, to improve playing facilities and to host evening rugby.

Progress has been made on many fronts. Key to this progress has been the ability of the club to apply for and successfully obtain funding through the Sports Capital Programme of the Department of Arts, Sport and Tourism and from the Meath County Council Community Development programme which has allowed the club to invest in its facilities.

The club has also been able to source additional funding from the Leinster Rugby IRFU/AIB Club Capital Funding Scheme 2007, which has helped the club complete the current phase of its plans.

To date the club has developed three all weather pitches, two in 2006-07, and the other in October 2008. It has also installed state of the art floodlighting on its main pitch (opened in November 2006 versus Roscrea), with the same system installed on the second pitch by October of 2007. This allows the club to host two games a night if required and offer a major facility to Leinster rugby.

Major structural work has also been carried out, with a new internal access roadway installed and a stand being put in place before the end of the 2007-08 season. The main pitches have also been fenced off and spectator requirements have been catered for.

Two 5-a-side astro turf pitches have been installed as well and are being made available to the local community. The uptake from the local soccer and GAA clubs has been great as well as the uptake from local people interested in fitness. These have been installed as another revenue generator, as traditional funding projects such as draws, lotto's, etc. as well as revenue from the club bar do not drive sufficient cash flow to support the club's requirements.



The facilities have been recognised throughout this season with the grounds being used by the Ireland International Woman's team for a training session, by the Scottish Woman's team for a similar session, plus used on two occasions by the AIB Club International team for training sessions. The club grounds were also on standby twice for weather threatened international games. That said more is required, including widening the main pitch by a few metres to ensure it meets all international requirements. This work will be done during the summer of 2008.

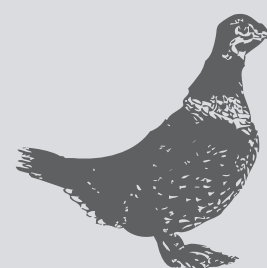
The club has applied for more funding to both the Sports Capital Grants Scheme and the Meath County Council Community Grants scheme to carry out further development work on the remainder of the grounds. The club will be reclaiming some waste ground on the boundary of the site, and plan to develop a floodlit training area, as well as a youths pitch in this area.

Facilities improvements extend to an upgrade of the weights room at the club which has now a range of cardio vascular, conditioning and weights equipment available.

Success has followed as well with the club being crowned Leinster League Division 2 champions, 2006 - 2007, after winning all league games, and in turn reaching the semi-final of the Provincial Towns Cup.

This investment in the facility and structural side of the club has not taken away from the focus on developing the game through a vibrant youth's section. The club is supported through the Leinster Branches YDO scheme, and now employs its own YDO. This has been a major success in 2007/2008 with the YDO operating in 9 schools throughout the area.

Ballyhaunis rugby football club 2007 - 2008



Ballyhaunis RFC

Founded:	1978	
President:	Eamon Healy	094 964 6263
Hon Sec:	Georgina Costello	087 647 5075
Hon Treasurer:	Peter Gallagher	094 963 0988
Branch Delegate:	Hugh Curley	094 963 0110

History

Ballyhaunis RFC was founded in 1978 by Hugh Curley, Alan Delaney and the late Dr. Declan Shields. They played their opening game at the start of 1978/79 against Ballinasloe RFC.

The Club had the use of a pitch opposite the Golf club. They renovated a shed at the back of The Horse Shoe Inn into changing rooms and showers. This was to be their home until 1994.

In the late 1980s forward looking committee members commenced the search for a suitable site on which to set up a permanent home.

The site - 1989

The club looked at a number of possible sites before acquiring 12.5 acres. The committee wanted to ensure that the site was suitable for all future developments. It was sand based with excellent drainage. It was also in the right location close to the town centre.

The cost of the site in 1989 was the going rate for such sites £30,000 Irish Pounds (€37,500). After difficult discussions with one of the major Banks they agreed to loan the funds to the Club. The club embarked on a major fund raising draw which yielded £36,000. This enabled the club to pay the Bank back in less than a year and provide a 'war chest' for the next phase.



Phase 2 - pitches & car park 1991/2

In this phase the club built two pitches, a car park, pathways and general infrastructure. During this phase they continued to use the old grounds and The Horse Shoe Inn. This phase was funded by a further Draw and funds already on hand. During this Phase the Club purchased a further 1.5 acres.

Phase 3 - club house 1995/6

The club using a loan from the Bank and FÁS Schemes built the current club house which opened in 1996. The club house is very practical. The ground floor consists of four large changing rooms, two sets of showers, toilets and referee's/medical room.

The 1st Floor is open plan and doubles as a Creche during week days and as a function room at week ends. Using FÁS Schemes and Rural funding schemes the club continued to improve the grounds, paths and boundary walls on an annual basis.

Phase 4 - floodlights 2003/4

The club erected Flood lights (Lux 270) in 2003/4 using their own funds and a substantial grant from the National Lottery.



Future plans

The club is planning a major upgrading of the facility during 2007/8. This phase will include:

- Upgrading the club house
- Spectator facilities
- Health & safety
- Securing its boundary fences
- Pitch security and fencing
- Reserved area's for subs etc.

The club have made a submission to the National Lottery in the current round and will supplement these funds with a Rural support scheme and its own resources.

The Club commenced Bingo in Ballyhaunis in 1996 and it has run every Thursday night since then. This has provided the Club with a steady weekly income enabling it to borrow funds whenever they are required and giving great security.

The club has a cabal of very dedicated people who have worked diligently over a long number of years. Hugh Curley a founder of the club is the current Ballyhaunis Connacht Branch Representative and other people have given equally dedicated service.

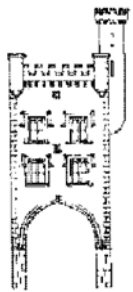


Community based

Ballyhaunis RFC has been successful because of its partnership with the entire community. This has resulted in financial and other support for the club while the Club facilities are used by:

- GAA Clubs
- Cycling club
- Children's play groups
- Cricket
- Soccer
- Chamber of Commerce

The Club is more than willing to share their experience with any Rugby Club.



Clonmel rugby football club development plan 2000 - 2008





Because of the space limitations here, it is probably better to summarise what our club has achieved over the span of our previous Development Plan as follows:

- Acquisition of 3 acres of adjacent land to allow for the building of Third Pitch
- Construction of two all-weather pitches for 5-a-side soccer
- Construction of new car-park with spaces for over 100 cars
- Development of land given by Guidant Corporation into training pitch
- Construction of new block of changing-rooms and a gymnasium
- Erection of perimeter palisade fence (1200m) and new gate entrance
- Erection of match-standard floodlighting on Pitches 1 and 2
- Construction of club office (manned five mornings per week)
- Erection of electronic scoreboard on Pitch 1

The club launched its follow-up Development Plan 2008-2012 in late January. The three main projects in that plan will be:

- Construction of a fully-seated Spectator Stand to accommodate 400 people
- Acquisition of at least six acres of adjoining land for future development
- Major upgrading/extension of clubhouse
- Possible accommodation of Clonmel Hockey Club who have no home ground

We feel it's of vital importance to have a Development Plan, in order to:

- Provide focus on an agreed, documented strategy
- To set out the goals to be achieved by the club and to communicate those goals
- To have a foundation document for various applications, bank loans, etc.

Our experience tells us that successful club development is dependent on:

- A competent F&D committee, removed from the daily rugby activities, headed by a strong individual who appreciates the 'big picture'
- Compiling a detailed Development Plan to focus the club's efforts
- Understanding exactly where your club is now - it would not be wise to pour major money into facilities which may be too small in three/five years time
- Allowing the F&D committee to develop ideas, raise finance and manage projects. This is NOT a job for the General Committee - they are generally inefficient
- Completing projects that can provide finance for further projects (A.W. pitches)



Finally - there's no point in reinventing the wheel - talk to the clubs who have done it.

Contact the club at:
office@clonmelrfc.com
 or myself at **086 257 7964**.

J.J. Killian
 Chairman, Finance & Development

Coleraine rugby football club development plan



Coleraine Rugby Football Club was born out of a 'meeting under a lamp post' at Lodge Road in the town, in 1921 and the first match was played against City of Derry on October 27 the same year. The decision to form the Club was made at that famous meeting by members of the 1919 School's Cup winning team from Coleraine Academical Institution.

For the first 37 years, the Club owned no grounds or facilities and home matches were played on fields provided by farmer club members and on the grounds of Coleraine Inst, through the generosity of successive headmasters. Rugby was played almost entirely in the North West League, an independent body which did not come under the umbrella of the IRFU, Ulster Branch.

In the late 1950s, two decisions made by Coleraine were to have a major effect on the Club's development. In the 1958/59 season Coleraine left the North West League and joined the Junior League, under the control of the Ulster Branch.

Coleraine started at the bottom, in Section 3. With promotion being decided on the performance over two years, Coleraine won the section in each of its first two years, gaining promotion to Section 2.

The Club went on to win this Section in each of the following two years, gaining promotion to Section 1. The Club then won Section 1 in 1962/63, its first season in the top flight.

This notable achievement, from bottom to top of Junior rugby in the minimum five years, is one of which the Club is immensely proud. Since that amazing start, Coleraine has maintained its position in Section 1 except for two years in the 1970s when they were briefly relegated to Section 2. The Club has won Section 1 of the Junior or Qualifying League on eight occasions.

The second momentous decision was in 1956 when three stalwart Club members, Fred McClenaghan, Sam Black and John Caithness, on behalf of the Club, purchased 7.5 acres of ground at Lodge Road for the princely sum of £1,325. This provided space for two playing pitches.

Although the first match was played at Lodge Road on September 7, 1961, the ground was extremely boggy, wet and unfit for play for long periods each winter. In 1973 the two pitches were re-laid on a stone mattress and proper drainage put in place.

The first changing rooms were erected in 1963, providing two changing rooms and a boiler room to heat the water. In 1970, a clubhouse with bar, kitchen, function and committee rooms was erected and later extended in 1978. At this time two squash courts were added and more changing rooms provided to cater for the ever increasing number of teams being fielded. In the early 1980s additional ground was purchased adjacent to the existing property and a Prunty pitch constructed.

Today, the Club owns 21 acres of ground providing space for five rugby pitches and a cricket square. It fields five adult rugby teams, a youth section starting with mini rugby for 7 to 12-year-olds and progressing through Under 14, Under 16 and Under 18 teams. One pitch is floodlit to a high standard and another, together with a substantial training area, is lit sufficiently for training purposes.

All the developments at the Coleraine Club - ground purchase and upgrading, changing accommodation and clubhouse - were funded by a combination of grants from the then Northern Ireland Ministry of Education, the Honourable Irish Society, loans from the IRFU, support from local businesses and businessmen and fund raising activities by Club members.

The twenty first century

At the turn of the century the Club realised that a major refurbishment of facilities was going to be needed and that a large capital investment was required. The changing rooms, which had served so well, desperately needed major refurbishment. The accommodation was inadequate, both in the number of changing rooms and their size.

The shower area was too small and the showers themselves required constant maintenance to keep a minimum number operational. The original electric water heating system was inefficient, uneconomical and antiquated. The flat roof of the building was in a very poor state of repair and impossible to keep leak free. In addition to the inadequacies of the building and fittings, maintenance and running costs were grossly excessive.

Although there were various sources of grant aid available to assist such a project, it was also recognized that substantial additional capital was urgently required for other projects, such as grounds and floodlighting improvements, replacement and additional ground maintenance equipment and clubhouse improvements aimed at reducing maintenance costs.

The Executive Committee decided that the amount of money the Club would have to raise was well beyond the scope of normal club fund raising. Also, attempts to raise funds would take an inordinate length of time and the projects needed urgent attention. The committee decided to raise capital by selling a 1.5 acre portion of the 23 acres of land owned by the Club. This was a triangular area adjacent to the two main pitches which had been acquired during road development work in the area. It was a portion of land which had never been put to any use and for which no use could be perceived in the future. This decision set in motion the following chain of events, designed to maximise the potential value of the land:

- **October 2001** Architects commissioned to design a residential development
- **November 2002** Planning permission for housing applied for
- **November 2004** Planning permission for housing granted
- **November 2005** EGM of Club Members approved sale of ground
- **4 April 2006** Ground sold by public auction for £2.45 million
- **April 2006** Architects commissioned to design new changing room block
- **June 2007** Planning permission granted and building commenced
- **December 2007** Building completed



Future plans

During the construction period training lights were upgraded and extended, additional pitch drainage installed, catch netting installed behind the posts and much of the grounds maintenance equipment was replaced or supplemented.

Plans for the immediate future involve improvements to the existing clubhouse. These will entail:

- Replacement of roof, all windows and window frames, and fascia boards
- Improvement of kitchen facilities
- Refurbishment of bar and lounge areas
- Remake and painting of external walls to make the appearance compatible with the new changing room block



Funding for club development

Funding of projects

The funding of major projects within a club can be sourced by a variety of different methods as outlined in the case studies listed. Should a club sell part of its land to fund re-development then they must have a clear understanding of the implications of such a move on the viability of the remaining lands post the sale. In the case of a complete club relocation the sale of club lands should allow a club to move to a larger green field site where all the clubs requirements could be satisfied.

The following list are sources of funding which could be considered on either an annual or bi-annual basis:

1. The sports capital programme

The conditions for this scheme change from time to time, The Club Development Managers will be aware of all the conditions attached to the scheme and you should contact them for advice
www.arts-sport-tourism.gov.ie/grants_funding

2. Local authority amenity grants

These schemes are an excellent source of funding for local clubs.

3. IRFU financial assistance to clubs scheme

The club can make an application to the IRFU for assistance. The IRFU can sanction a loan to a club over a ten year period with a fixed low interest rate.

4. AIB/IRFU capital funding scheme

This scheme is designed primarily to facilitate floodlight development in clubs.

5. UK lottery

Open to Ulster clubs but as of now there is no information for 2008/09 applications (possibly due to 2012 London Olympics) www.sportni.net.

6. Local district council grants (NI)

Limited funds available.

7. Dormant accounts

This scheme focuses primarily on disadvantaged areas but is worth investigating further.



8. Local benefactors

If there is good will towards a club in the local area, this needs to be managed properly. A substantial amount of money could be pledged by individuals or companies for specific projects so that it continues to be a source of funding, this could be as a once off payment or a donation made on an annual basis.

It is important to note that should individual donations exceed €250 then a club can reclaim tax on the donation . (Section 41 Finance Act 2002).

9. The 100 club

This is a project whereby a club finds 100 people to donate €1,000 towards the construction of facilities. The names of the 100 people will be recorded on a plaque attached to the facility. The €1,000 may be paid in one single payment, in two payments of €500 or by standing order consisting of 24 payments of €42 over two years. This is an opportunity for 100 people to make a significant contribution to the club. There is the possibility that the 100 Club members could be entered into a draw for 'international tickets' of their choice over a period of specified years.

10. Club lotto

This can be run on a fortnightly or monthly basis and is based on a combination of annual standing order purchases and actual sales to individuals on an ongoing basis. The prizes for the lotto could be sourced locally or could be donated.

11. Club super draw

This entails the selling of 1,000 tickets @ €50. Giving back €16,000 worth of prizes it could result in a profit of €34,000, if all the tickets are sold. This type of draw takes a significant amount of foundation work including application for a licence from the courts, promotion, sponsorship of prizes etc.

12. Annual/Bi-annual black tie dinner

This is not only an opportunity for the club to get together socially, it also provides the club with an opportunity to have an awards presentation, and to tie in with the local business community.

13. A day at the races e.g. Punchestown/Leopardstown/Down Royal/Galway/Limerick etc. or a night at the dogs

This is where a club takes a number of tables at these sporting events listed and sells the table to club members at a profit to the club.

14. Golf classics

The trusted formula here is renting the course for a day, getting sponsors for prizes, tees, greens and holes and getting teams to pay for their participation in the event.

15. Spectator stand

A new stand could contribute to its own construction costs and provide future income if for example 'season tickets' were sold in the stand. If a stand were to accommodate 400 patrons, if 250 were sold for three years at @ €200 this would represent a sum of €50,000 towards the cost of construction. The issue of naming rights for the stand/ground could also be considered.

16. Advertising hoarding

Advertising hoarding could be sold for a period of five years for circa €1,000. The club might be able to sell circa 20 signs each year.

17. Scoreboard

If a club was to install a Scoreboard there are obvious opportunities for advertising around its perimeter. The purchase of an electronic scoreboard could enhance the ability of the club to generate revenues and allow for permanent advertising by the club sponsor.

18. Supporters club

The development of a supporters club could be a very important source of income for the club. The supporters club could have separate membership from that of club members, hold functions in support of the club and come up with fundraising mechanisms.

19. Merchandising shop

Any club that has a large underage population should consider this, not only would you sell club kit but you could also sell other sports equipment.

20. Website advertising

There are many businesses in the area who, by their very nature require ongoing advertising which is not cost prohibitive. Considering what it costs to advertise in the local press and media, business links to the websites could be very profitable.

21. Sevens/TAG tournaments

Clubs have found that Tag rugby in summertime has generated a lot of money for them but also ensured that the facilities are in use throughout the summer months.

It is well known that clubs have earned up to €20,000/€30,000 by running tag over the summer. Clubs with proven track records on Tag should try and organise a one day Sevens Tournament, once again to maximise the facility use. The planning lead time for such an event could be six months, but the benefit could be a great start to the season. These tournaments should be organised in conjunction with local festivals.

22. Life membership

A life member of the club could be sold for €1,000/€2,000 and could be paid as either a once off payment or through a standing order. It would be important to identify how many new life members could be sourced each year - a figure of twenty might be reasonable on an ongoing basis. This money should be used specifically for Capital projects.

23. Buy a brick

This can take many different forms. It includes a member or associate of the club buying a brick in any new development for a defined amount.

24. Major fixture

The opportunity to host a major competitive fixture at National or Provincial level should be considered if the necessary club infrastructure is in place.

25. Multi functional facilities

Development of multi functional facilities (astro pitches, function rooms etc.) which if rented out could generate significant funds for a club.



**For further information contact the
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