



COLERAINE FOOTBALL CLUB

North West Regional Stadium @ The Showgrounds
Business Case

ABSTRACT

As Coleraine Football Club and their home grounds approach their 100th Anniversary the club committee want to ensure the community have the benefit of facilities fit for the next 100 years.

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Section 1: Project Summary.

1. As Coleraine Football Club comes towards its 100th anniversary it aims to develop a state of the art Northwest Regional Stadium and Community facility at the Showgrounds at a total cost of some £20 million. This paper outlines the proposed project and considers the significant economic and social benefits it will bring both locally and regionally. to Coleraine FC, the local community, ladies football, Coleraine business community and the wider soccer
2. Coleraine Football Club have been playing in Irish League competitions since 1927. Since its inception it has been playing at the Showgrounds on the Ballycastle Road, Coleraine. The grounds are owned by the North Antrim Agricultural Society who charge the club a peppercorn rent under a long term lease which they reinvest back into the venue annually.

Proposed Stadium Image



3. Over the last 5 years the club has been successful in qualifying for European competition, giving them exposure to higher level games of international interest. Coleraine and the Showgrounds are also synonymous with the high profile Milk Cup now known as the Super Cup, hosting youth teams from around the world launching many of today's Premier League players careers and giving young local teams exposure to that level of football.
4. As Coleraine Football Club continue to compete at the highest level in Northern Ireland and Europe, the facilities are no longer fit for purpose as a modern user friendly venue but are struggling to meet the stadium safety regulations, never mind the needs of a modern professional team. With increasing stadium safety regulation and guidance, the current stadium is limited to a 3,546 capacity and is no longer fit for purpose as a modern use friendly venue which would have potential for a range of sporting, cultural and community activities and events.
5. Coleraine Football Club have secured expert professional support to investigate the needs of the club and to develop a plan to secure the infrastructure to future proof soccer in Coleraine into the next 100 years. The directors of Coleraine Football Club, appointed from the supporter membership, recognise that they are only the custodians of the club during their tenure, and they have a responsibility to the football community to build on the successes and leave the place better than they inherited.

Winning Performance by Current Team



6. This plan goes into detail, outlining the need for a modern safe stadium in Coleraine and how the development of such a stadium brings significant benefits to the town and the surrounding area. This is supported by academic research from all over the UK and suggests public sector investment in safe stadium facilities will be a vehicle for economic stimulation, by bringing increased crowds to sporting and cultural events on the North Coast.

7. Recognising that a £20 million project is a considerable investment and is inconceivable to deliver in one block, the directors are prudently opting for a phased approach to the development, which is outlined below. A more detailed explanation is provided within the report.

Table 1 – Project Plan

Phase 1	£	Funder/potential	Progress	Timeline
Stadium Pitch	£670,000	Coleraine FC	Completed	Sept 2021
Changing Rooms	£50,000	Coleraine FC	Completed	Sept 2021
Public Realm	£80,000	Landfill Community Fund	Completed	March 2022
Safety Features	£26,000	Sport NI	Completed	March 2022
	£726,000			
Phase 2				
North West Region Stadium	£12,670,000	Levelling Up Fund	Application in process	2022/25
Community Pitch	£725,000	Levelling Up Fund	Application in process	2022/23
Professional Fees	£1,415,000	Levelling Up Fund	Application in process	2022/25
Provisions	£1,769,000	Levelling Up Fund	Application in process	2022/23
	£16,579,000			
Phase 3				
Community Hub	£2,208,000	TBC	State of readiness	2022/27
Professional Fees	£256,000	TBC	State of readiness	2022/27
Provisions	£290,000	TBC	State of readiness	2022/27
	£2,754,000			
Phase 1	£726,000			
Phase 2	£16,579,000			
Phase 3	£2,754,000			
Total Investment	£20,059,000			

8. Coleraine Football Club have worked with the IFA in conjunction with other Irish league clubs to enhance their corporate governance. Coleraine Football Club is owned by the community and its supporters similarly to FC United of Manchester. The board of Coleraine FC are appointed by Friends of Coleraine Football Club and serve a three-year term. The board are seeking to add a female to their ranks to coincide with the development of a successful ladies football team. The club are actively involved in the community and aim to appoint a Community Liaison Officer to support and enrich the club's community engagement. UEFA's Social Return on Investment (SROI) report demonstrates the club's current community impact is £5.07m per annum.
9. Coleraine Football Club is on a strong financial footing, operating solvently and turning over £1 million every year. This has not always been the position of the club, however with the introduction of good corporate governance and prudent financial management, the board are now confident they are able to carry out the proposed developments.
10. This plan demonstrates the economic benefit of the stadium and the non-monetary benefits the proposed community facility will bring to the town and wider region. Such impact is supported by academic research and examples throughout the UK. Sheffield Hallam University provide measurement tools on the economic returns by attendance at sporting and cultural events, as well as UEFA SORI Programme. The football club is keen to work with community and economic bodies within Coleraine to ensure this benefit is fully captured.
11. The plan also outlines the enhancements being made and being planned by Coleraine Football Club around its corporate governance, working with communities, stake holders and other bodies.

Section 2: Aims, Needs, Objectives & Constraints

12. The Showgrounds is the largest soccer stadium venue in the North West hosting up to 3,546 people for football matches and annually host up to 44,720 visitors per annum. However the opportunities this offers for the surrounding hinterland are not being maximised. Coleraine Football Club invited key stakeholders, decision makers, and traders etc. to home game in November 2021 to help them gain an appreciation of what the club and Showgrounds bring to the economy. Without the Showgrounds, Coleraine would not be able to host any games of any major tournament coming to the island of Ireland. Albeit its current facilities need to be enhanced and upgraded. Any improvements would strengthen Coleraine's case for holding other large sporting and cultural events.

Aims:

- To develop a second national stadium within Coleraine and the North West of Ireland capable of hosting major sporting events, primarily soccer matches.
- To stem the annual reduction in capacity numbers for matches in Showgrounds.
- To attract large crowds into Coleraine and the surrounding area for sporting and cultural occasions.
- Provide a stimulus for socio-economic benefits within Coleraine and the North West by attracting patrons to soccer matches, sporting and cultural events.
- Develop a venue which enhances the match day experience for the spectator attending the occasion.
- Develop a community 3G pitch with associated community facilities, where children and young people can participate in structured health and wellbeing activities in a safe and environmentally friendly inclusive space.
- Provide a zero carbon all-seater arena capable of accommodating 6,000 to 8,000 people in comfort and including facilities for catering and hospitality for these customers.
- Create a hospitality facility which can be used by the community and business groups as a venue for meetings, events, and occasions.
- Create a base for soccer coaching staff within Coleraine for administration and training.

Needs

- Coleraine's only large sporting venue is the Showgrounds, with annual crowds of 45,000 to 60,000 per annum and between 2,500 and 6,000 at one game per annum.
- For Coleraine to host large sporting and cultural events such as minor, underage or ladies' internationals, the facilities at Showgrounds need to be added to, to protect the interests of North West in these games/tournaments.
- Immediate work needs to be carried out to halt and reverse the continuous reduction in crowd capacity annually.
- Coleraine Central and Cross Glebe areas are amongst the most deprived in Northern Ireland and needs a major stimulus to help kick start the area, as well as facilities for their sporting enjoyment.
- Develop a communication strategy around Showgrounds games for all stake holders.

Objectives

Short Term

- Develop a synthetic surface to enable all year-round football – Completed.
- Repair and maintain the existing facilities to halt the annual reduction in crowd numbers - Completed.
- Enhance the changing facilities for modern use - Completed.
- Develop catering amenities for matches, events, and meetings.
- Develop hospitality facilities for visitors to Showgrounds, and Coleraine.

Coleraine Town Centre



Medium Term

- Develop training facilities accessible and available to the community.
- Develop a second synthetic training pitch for use as the Community pitch.
- Develop a focal point and stimulus for community rejuvenation within the Showgrounds.
- Develop a zero-carbon facility which can attract other sporting, community and cultural events.

Long Term

- Develop a net zero carbon stadium as model of best practice for the sporting community.
- Develop a second national stadium for the North West at the Showgrounds.
- Create greater linkages between association football and the local economy for a trickle-down benefit.
- Develop an all-seater safe stadium to accommodate 6,000 to 8,000 spectators.
- Attract greater numbers to sporting, cultural and community events within the Showgrounds, at a reduced carbon footprint.
- Provide employment opportunities for all with the Coleraine Central/Cross Glebe area on both a full time and part time basis.

Constraints

- Coleraine Football Club is a limited company owned by its supporter's club who appoint its directors on a three-year cycle. This community based voluntary organisation is responsible for developing and delivering sporting and cultural activities within the Coleraine area.
- Coleraine Football Club has a turnover of approximately £1 million per annum.
- Coleraine Football Club has a cash reserves of £450k.
- Coleraine Football Club delivers £5.5m of social benefit into the local economy annually, assessed independently by the IFA.
- Coleraine Football Club has the potential to stimulate £3.7 million per annum into the local economy via existing match schedules.

Rationale and Market Failure

13. In addition to the strong 'need' and demand for an enhanced Showgrounds Stadium, there is also a strong rationale for public sector intervention:

- Scale of Investment – historically in Northern Ireland the public sector has had to finance facility improvements to existing sports venues. Individual clubs and/ or Sporting Bodies do not have the financial resources to make the scale of investment needed, either to bring existing facilities up to the required international standards or to build new facilities with a net zero carbon footprint.
- Nature of Benefits – many of the benefits of an enhanced net zero carbon Showgrounds relate to greater community cohesion and improvement in the external image of Coleraine and North Coast which are merit goods, justifying public sector support.

14. Coleraine Football Club is requesting public sector support for their upgrading plans at Showgrounds for a range of improvement works required. There are very few wholly private sectors funded sports stadia in the UK except for major Premier League football and rugby clubs. However, even these stadia have frequently benefited from some form of public sector assistance to both stadium safety and infrastructure costs. Examples include:

- Kingspan Stadium - £16.5 million of public sector funding.
- Casement Park - £77million.
- Wembley Stadium - £161 million.
- Millennium Stadium - over £50 million.
- Liberty Stadium, Swansea - £50 million.
- Kingston Communications Stadium, Hull - £45 million.
- City of Manchester (now Eithad) - £116 million.

15. In the Republic of Ireland, the Croke Park redevelopment cost €260m and received a total of €110m in public funding (€19m exchequer funds and €91m lottery funding) and the newly developed Aviva Stadium cost an estimated €410 million with just under half of this (€191 million) coming from public funding.

Strategic Context

16. An analysis of the proposed Showgrounds project's alignment with the policies and objectives of the various Departmental Strategies, the Northern Ireland Executive's 'Programme for Government' and other relevant strategies highlights how the proposed project is congruent with key strategic and policy documents in relation to sport in general, health and well-being. Relevant strategies and policies include:

UK government

- Net Zero Strategy: Build Back Greener 2021
- New Levelling Up and Community Investment 2021

Central Government

- Northern Ireland programme for government 2016-2021
- New Decade, New Approach Deal 2020
- Children and Young People's Strategy 2020-2030
- A New Sport and Physical Activity Strategy for N. Ireland (Consultation Document 2021)
- Building Inclusive Communities Strategy 2020-2025
- Making life better
- A whole system strategic framework for Public Health 2013-2023
- Department of Education Business Plan 2021/22
- Improving Health within Criminal Justice- A strategy and Action Plan 2019
- Skills strategy for Northern Ireland Skills for a 10x economy.

Local Government

- CC&GBC Corporate strategy 2021-2025
- A Better Future Together a Community Plan for CC&GBC 2017-2030
- Sport & leisure facilities strategies August 2015
- Pitches Conditions Survey & Investment Strategy (April 2019)
- Coleraine Town Centre Masterplan (May 2012)

Statutory Agencies & Arm Length Bodies

- Education Authority Interim Strategic Plan 2017-2027
- Policing plan 2020-2025
- NIHE Corporate Plan 2017/18 – 2020/21
- Sport NI Draft Corporate Plan for Public Consultation 2020-2025
- The Irish FA's Five-Year Strategy 2017-2022
- IRFU strategic Plan 2018-2023
- A strategy for Ulster Boxing 2018-2022

Investment in Infrastructure, including investment in our sports facilities, is one of the strategic priorities in the Programme for Government and this is reflected in the "connecting people and opportunities through our infrastructure" strand.

The proposal for an enhanced or newly developed Showgrounds would be supported by the UK Government's "Levelling Up Fund" under two strands 1) Regeneration and 2) Heritage. The club have met with the Minister of State for Northern Ireland, the First Minister, the Communities Minister, the local MP, MLA's, Causeway Coast and Glens Councillors and officers, the IFA and officials from Department of Communities since this plan was developed, to ensure everyone was aware of the development and the benefits an enhanced or newly developed Showgrounds would bring to the area.

The project is perceived by IFA, Sport NI and the Causeway Coast and Glens Council as contributing to their existing strategies of promoting greater community cohesion through sport and creating a shared space which is accessible to all parts of the community. Externally, a newly enhanced Showgrounds stadium is perceived as contributing to improving the

external perception of Coleraine and North Coast Ireland and attracting visitors to the surrounding area through the delivery of major events.



The Need for an enhanced and newly developed Showgrounds Stadium

16. DfC, through programmes such as the Safe Sports Grounds Programme, has been involved with the IFA over several years in respect of the condition of their facilities. In 2003, the Sport NI summarised the situation as follows:

“Northern Ireland is the only region of the United Kingdom that is not served by a venue capable of hosting a major sporting fixture in a safe, spectator friendly environment with the range of services expected by the today’s consumer.”

“Each of the major venues for the respective sports despite recent renovations, fall short of the standards of safety and comfort found at arenas in the larger towns and cities of Great Britain.”

17. This need can be addressed either by upgrading existing facilities or by creating a newly expanded and developed net zero carbon Showgrounds stadium. Several studies by the Coleraine FC Board and the IFA have suggested that the cost of upgrading Showgrounds to a basic but functional standard would be prohibitive and in addition would provide limited capacity for ancillary revenue generation by Coleraine Football Club. This SOC looks at options for refurbishing existing stadia as well as the proposed capacity increasing.

18. The Showgrounds currently has an overall capacity of 3,546 due to the aging facilities. In 1982 the Showgrounds hosted 12,000 fans and since then it has faced a steady decline. However throughout the 21/22 Irish League season the stadium has reached capacity on several occasions, with an average attendance of 2,236 across all games. An immediate need of Showgrounds is to upgrade and enhance the current facilities to ensure that the licence maximum returns to 8,000.

19. The ambition for the Showgrounds is to upgrade it into a 6,000-seater and 2,000 standing safe stadium that could host major sporting and entertainment events. The nearest all-seater stadium is the Kingspan Stadium in Belfast with a capacity of 18,196 (50/50 seated and standing) and the new Brandywell Stadium will have a capacity of approximately 6,000 seated. None of these have net zero carbon credentials, which would make the Showgrounds as model of best practice on the island of Ireland.

Potential Levels of Demand

20. Across Northern Ireland and the North Coast soccer stadia have demonstrated attendance growth over the past five years. Football in Northern Ireland has performed well following on

from Northern Ireland's positive showings at international level in the men and women's game, it could be argued that it has performing relatively well in comparison with historic averages.

21. As part of the initial Business Planning exercise, there have been extensive discussions with the key stakeholders over the past three years to agree, firstly the number of events which would take place in a newly expanded and developed Showgrounds and secondly, levels of attendance at each of these events. In addition, there have been discussions with entertainment promoters to gauge the level of demand for a venue of this nature to host concerts and a review of evidence from other stadia across the UK and ROI.
22. Any Feasibility Study developed will need to outline the number of events and attendance levels required to make the project viable. This Feasibility Study recognises that 45,000 attended games at the Showgrounds and aim to attract upwards of 60,000 annually as set out in the Benefits Realisation chart included. An element of prudence and conservatism is built into the base case. In addition, the Board aim to develop a 'Management Plan' for both the stadium and the Community facility, setting out the likely activity levels, which the Showgrounds management team may identify as achievable. This would include several additional events to those identified in the Feasibility Study and a small increase in the levels of attendances at some 'contracted' events. These additional IFA events could be minor or junior internationals, ladies' internationals, or major Championship games which the IFA or FAI could attract.
23. It is envisaged that a newly developed Showgrounds stadium could attract events related to all-Ireland bids for tournaments or even the Super Cup Final again. The Irish Government and the Northern Ireland Executive, together with the IFA and FIA, are looking for joint bids to host events. The proposed development would make the Showgrounds a perfect training venue for international and major sporting teams, with training and stadium facilities as well as access to sports science expertise.

Multi-Sports Stadium Project Aim and Objectives

24. In keeping with DCAL's Multi-Sports Stadium project in 2009, the following 'working aim' was given to the Stadium Steering Group for the Multi-Sports Stadium project:

"To provide a Multi-Sports Stadium of international standards that meets the needs of Association Football, Soccer and Rugby Football in a location that is acceptable to all and which supports the development of an integrated society through the provision of a shared space."

The following objectives had been identified in consultation with several stakeholder groups:

- To support the development of sport in Northern Ireland in terms of enjoyment and participation:
 - by providing a facility to host a minimum of 16 major soccer, and rugby events each year.
 - through an increase of 300,000 spectator numbers at events hosted in Northern Ireland.
 - show an upward trend in participation levels in sport.
- To support the development of elite soccer, rugby and GAA teams, through achieving greater levels of success across the three sports.

- To encourage greater access by all parts of the NI community to major sporting and non-sporting events:
 - acceptance of any new safe stadium as a 'shared space'.
- To improve the international image of NI by demonstrating the ability to host major events:
 - through the hosting of at least two other major sports events p.a. (e.g., UEFA games and tournaments, Rugby Internationals etc.) with associated TV coverage outside NI.
- To contribute to economic regeneration in the area surrounding the location of the stadium and more broadly across Northern Ireland, through:
 - increased levels of tourism from visitors attracted to events being hosted at the stadium.
 - higher levels of inward investment; and
 - through private sector investment in the surrounding area.
- To increase community confidence in Northern Ireland.
 - by hosting three or more concerts and three other major outdoor events per year.

The old Showground Entrance Gates



Furthermore, any new stadium would also meet the following criteria:

- be financially sustainable in the long-term without the need for on-going Central Government subsidy.
- be fully compliant with the requirements of current health and safety legislation and the Disability Discrimination Act.
- be fit for purpose to deliver the facility needs of International Soccer, Ulster Rugby, and Gaelic Games.

The Kingspan Stadium and Windsor Park remain the only real tangible outputs to date. Coleraine Football Club believe that a redeveloped Showgrounds could meet all the criteria in the points above and provide a safe zero carbon stadium of the highest quality, broadening out the investment in soccer beyond Belfast to the North West.

It is important that in terms of evaluating this project, baseline information is captured as a starting point so that progress in achieving these objectives can be determined and quantified. This would

North West Regional Stadium @ The Showgrounds

facilitate the development of quantifiable targets/objectives which should then be agreed with the stakeholders.

The old view up Ballycastle Road outside the Showgrounds



The new view from the Ballycastle Road after Phase 1 completion



Section 3: Stakeholder Issues

Coleraine Football Club's community fun day at the Showgrounds



28. Like much of Northern Ireland, Coleraine is becoming increasingly urban. Causeway Coast and Glens have a population of 144,943 living within its main towns and Coleraine itself has an estimated 25,000 and this proportion is certain to rise.
29. Causeway Coast and Glens is one of 11 councils formed following the Review of Public Administration (RPA) on the 1st of April 2015. The new “super council” brought together the legacy district councils of Ballymoney, Coleraine, Limavady, and Moyle. In 2011 there were 140,877 usual residents in the Causeway Coast and Glens Local Government District, accounting for 7.78% of the NI total. There were 138,572 people (98.36% of the usually resident population) living in 53,722 households, giving an average household size 2.58. the remaining 2,305 people (1.64%) were living in communal establishments. Between 2010 and 2020 the population of Causeway Coast and Glens increased by 4,836 people or 3.5%.
30. The Causeway Coast and Glens Borough Council area is located within the East Londonderry parliamentary constituency. The borough which covers the north coast region has a vibrant tourism industry which registered an expenditure of £174.34 million in 2018. The borough is also characterised by a significant rural population which live in the hinterlands of the borough's largest towns of Coleraine, Limavady, Ballymoney and Ballycastle. Causeway and Central Glens is the second least densely populated local government district in Northern Ireland. (Fermanagh and Omagh being the least, Belfast being the most densely populated.)

Causeway Coast and Glens Headline Statistic

Causeway Coast and Glens Council

Population	144,943
Male	71,839
Female	73,104
Under 15's	28,606
Employment rate	66.80%

The economic appraisal will provide a more detailed breakdown of the area.

31. The IFA and Causeway Coast and Glens were consulted on the proposed development of Showgrounds and are fully supportive of it at present because they see the value of it to the North West in sporting terms and socio-economic terms.
32. Coleraine should always be a strategic priority for the IFA. The 'Soccer market' within the Northern Ireland will continue to grow and needs to be capitalised on to best effect. Coleraine Football Club understands this and works closely with local government officials and on the IFA at national level.
33. A Community Liaison Officer has been appointed by the club to engage and build the clubs community relations, they will initially start with local community groups building on existing linkages between the club and its grassroots. They will also focus on working with the PSNI on Anti-Social Behaviours and encouraging young girls playing football, through community group involvement.
34. The club have spoken to the Coleraine Chamber of Commerce, the BID Group and the Town Centre Management Group to ensure their involvement in the proposed developments at the Showgrounds so they appreciate the trickle-down impact the enhancement that the Showgrounds the economic benefit to the traders within Coleraine Town. This is an ongoing engagement to ensure the trader groups are fully briefed.
35. The club have engaged with the Football Management Company, to establish an education programme for young people and their involvement in the club, the Community pitch and 3G pitch will be the base for an academy education programme to help support young people in the area. The Football Management Company have expressed an initial interest to be involved with the club.
36. The club have ensured an open conversation has been in place with the North Antrim Agricultural Society who are the owners of the Showgrounds and who have reinvested their rental income back into the Showgrounds for community benefit. Coleraine Football Club are in the process of signing an extension to their current lease for another 99 years valued at £2 million.

Section 4: Management & Implementation

37. Coleraine Football Club (NI057618) is a company limited by guarantee governed by its directors who are appointed by the supporter’s club “Friends of Coleraine Football Club” and serve a three term.

Table 2 – Coleraine FC Board Members

Club Directors	Background	Club Role
Colin McKendry	MD McKendry Engineering	Chairperson
Raymond Smith	Sales Director Edwin May	Vice Chairperson
Allister Kyle	Engineer	Steward management
Simon Magee	Accountant	Financial Control
John McIlwaine	Director Skope Projects	Development Committee
Richard McFertridge	Head of Sales at Wilsons Auctions	Hospitality
Brian McNeill	Engineer	Supporter Liaison
Mark Kane	Sales Director Sidney B Scott	Health and Safety Officer

38. This body provides the management of Coleraine Football Club and liaises directly with the IFA for governance and administration. Coleraine is VAT registered (888442081) and leases the Showgrounds.

39. Coleraine Football Club currently employ 37 staff, 555 male players, 62 female players and 91 volunteer staff, who help with the coaching, stewarding, administration, and hospitality etc. These people provide operational support to the club directors. When developing the Showgrounds, the Directors will prepare a business plan to ensure sustainability of its new facilities.

40. With any proposed expansion within Coleraine Football Club, the Directors have appointed a development team to project management its interests. The committee is made up of the Chairperson and Treasurer.

Table 3 – Coleraine FC’s Professional Team

Name	Background	Project Role
David Boyd	Stadium Consultant	Project Manager
Colin McKendry	McKendry Fabrication	Club Chairperson
John McIlwaine	Skope Projects	Development Committee
Andy Murphy	MD Eventsec	Project team member
Kyle Alexander	Strategic Advisor	Project team member
Simon Magee	Accountant	Finance Director
Bobby Farren	Coleraine Football Club	LUF Bid Manager
Chris Fillis	Director of Operations RiverRidge	Stadium Operations Director
Council Officer	Causeway Coast and Glens Council	Technical Support

This group will be charged with Leadership, Stewardship and Trusteeship of Coleraine Football Club’s interests in development of Showgrounds as an economic stimulus Coleraine and the surrounding area.

41. Coleraine Football Club have in the past experienced difficulties with financial management. However restructuring of the club has addressed all its corporate governance and operational issues and the club has operated on a strong footing for at least 5 years, as evident in the following a snapshot of the last three years accounts. These

accounts are presented to the IFA on a quarterly basis, like other Irish League clubs to make sure they are operating solvently.

Table 4 – Historical Accounts

	2017	2019	2020	2021
Sales	£941,509	£1,168,504	£1,209,922	£1,079,669
Gross Profit	£631,596	£774,095	£924,877	£790,247
Net Profit	£9,121	£10,363	£329,721	£453,376
Net Assets	£51,815	£8,998	£276,072	£658,474

42. The Showgrounds are owned by the North Antrim Agricultural Society and leased to Coleraine Football Club for £15,000 per annum, which they in turn reinvest back into the facilities for the community. Coleraine Football Club are in the process of extending their lease from 66 years to 99-year lease. The Showgrounds have been used by the club since its inception in 1927.

Outside the Jack Doherty Stand



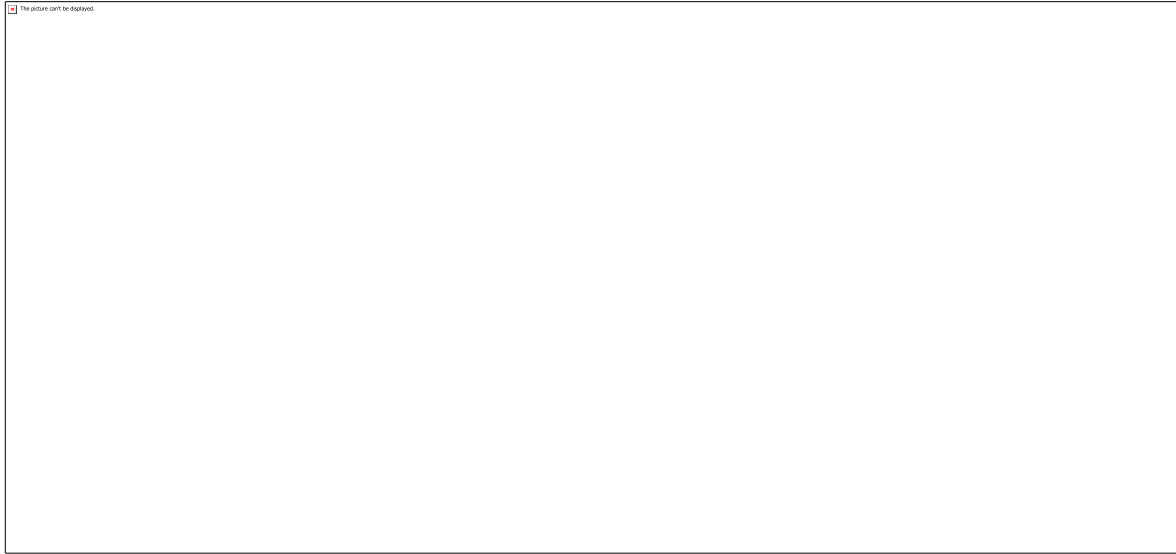
43. Coleraine Football Club will reach its 100th year anniversary in 2027. The current board of Directors recognise that they are only the custodians of the club and which to ensure the club and stadium safety are fit for purpose for the next 100 years, keeping soccer alive in the town where it was first introduced to the island of Ireland.

44. Since the unrivalled on field success of Coleraine Football Club since 2017 the club has secured £620,000 from UEFA for its appearance in all tournaments, which the club invested along with grants from the Landfill Community Fund and Sport NI in completion of Phase 1 of this plan's development.

45. Consultation has taken place with the commercial sector of Coleraine including hoteliers and tourism groups all welcoming the proposal by the Coleraine Football Club. The community and

social partners recognise the proposal as a stimulus for the area and appreciate Coleraine Football Club's sensitive management of their annual events programmes managed by the 91 plus volunteer stewards. The community sector acknowledges soccer will provide community, cultural and heritage space within the proposed Community pitch and Stadium. These consultations have taken place over a twelve-month period and include bringing key influencers to matches to appreciate the benefits, systems, and structures. The external wall has been taken down to open the club up to the community and Community Fun Days has been held to encourage the locals to come in.

Community Fun Day in the area where the Community pitch is proposed for.



46. Coleraine Football Club applied for outline planning for the overall project in October 2021 through GM Design. It is anticipated that Outline Planning permission will be received in August 2022.
47. The proposed development would be managed internally by Coleraine Football Club in partnership with the key stakeholders. Coleraine Football Club has appropriate management and governance structures to manage the project, as well as robust financial management processes and procedures to manage any financial aspects of the overall project.
48. Any procurement for delivery of the proposed Showgrounds would be managed in line with guidance and guidelines from the Levelling Up Fund, local council and the IFA.
49. Coleraine Football Club are signing an extension to their current lease for a further 99 years, the North Antrim Agricultural Society and happy with the agreement and the football have the confidence to move forward with this project. This extension has a value of £2 million.
50. Coleraine Football Club are considering adding a female to their board to add the gender inequality and support the development of ladies' football at the club. The club regularly review their corporate governance and this process will continue, particularly with the involvement of other parties in the development of this project.

Section 5: Consideration of Options

Stadium Options

51. The options being explored include a range of refurbishments to the existing Showgrounds, an immediate basic enhancement, a detailed enhancement, and a significant enhancement with the development of major new facilities. In terms of the build of new facilities option, based on the projected levels of attendances and discussions with the relevant stakeholders and sporting bodies as part of the initial business planning process, a new Showgrounds would have a capacity of 6,000 seats and standing area.

53. The following long list of options was therefore identified:

Main Options

- **Option 1 – Do Minimum** – represents replacement of the pitch with a 3G surface and improvement changing rooms, medical rooms and the external areas at the Showgrounds so that they **meet minimum requirements**. These works have been completed by Coleraine Football Club to use the stadia to play games all year round in the short to medium term.
 - **Option 2 – Refurbish Existing Stadia** – this option would involve Coleraine Football Club and Showgrounds remaining in their current facilities, with a greater level of improvement works being undertaken at Showgrounds (than under Do Minimum) to bring them up to a basic but functional standard, using small capital grants from various bodies. This option represents the counterfactual, i.e., what might otherwise happen if the project for new major facilities did not proceed.
 - **Option 3 – Enhanced Refurbishment to Existing Stadia with adjacent community 3G playing surface** – this option would involve the development of the Showgrounds in a 2 phased approach as a modern net zero carbon stadia with significant capacity enhancements and a community pitch to develop football within the neighbouring TSN areas.
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Section 6: Costs, Benefits & Risks

54. The Showgrounds however falls in one area, its match day experience and the provision of hospitality to its patrons. To address these needs, it was felt two phases would be needed: These consultations identified a need for a three phased approach:

Table 5 – Remaining Project Costs

Phase 1	£
Stadium Pitch	£670,000
Changing Rooms	£50,000
Public Realm	£80,000
Safety Features	£26,000
	£726,000
Phase 2	
North West Region Stadium	£12,670,000
Community Pitch	£725,000
Professional Fees	£1,415,000
Provisions	£1,769,000
	£16,579,000
Phase 3	
Community Hub	£2,208,000
Professional Fees	£256,000
Provisions	£290,000
	£2,754,000
Total Project Cost	£20,059,000

Funding Package

Table 6 – Proposed Funding Package

Funder and Status		% Contribution	£
Phase 1			
Coleraine Football	Cash provided	3%	£620,000
Landfill Community Fund	Letter of Offer	0.9%	£80,000
Sport NI	Letter of Offer	0.1%	£26,000
Project Completed			£726,000
Phase 2			
Levelling Up Fund	Applied for	73%	£14,589,520
Match Funding	Available	10%	1,989,480
			£16,579,000
Phase 3			
TBC	State of readiness	14%	£2,754,000
			£2,754,000
		100%	£20,059,000

55. Currently Showgrounds cost £95,000 per annum to operate, a further £60,000 needs are paid for the hiring of training facilities annually. Running costs are maintained at a considerably low

level through substantial investment of social capital by all the volunteers annually. Various sources of income generate approximately £1 million per year, this includes £56,020 of solidarity money from UEFA and the IFA, which is paid annually.

52. Currently, Showgrounds could not host anything other than the games it delivers because the facilities are not able to accommodate larger occasions, because of safety licencing standards. However, with the increased capacity and additional facilities, Showgrounds could provide for other sporting and cultural event independent of IFA and council generating revenue back to Showgrounds and its management fund, ensuring its sustainability.
53. Coleraine Football Club are mindful that by bringing more crowds to the Showgrounds they are increasing the carbon footprint, so their design brief includes the introduction of net zero carbon measures to counter increases and act as an exemplar to other sporting arenas on the island of Ireland.

Costs and Revenues of the Shortlisted Options

54. The costs and revenues of each of the shortlisted options should be considered in full and grouped under the following headings:
 - Capital Build Costs – this represents the costs associated with, either the refurbishment of the existing Showgrounds, or construction of the new major facilities with increased capacity.
 - Infrastructure Costs – represents the work required to develop or improve transport access to the sites.
 - Residual Values – as Showgrounds will have an estimated useful economic life of 50 years, it will have a residual value after the 25-year appraisal period. In addition, the residual value of the site is also incorporated into the analysis.
 - Operating Surplus/(Deficit) of Showgrounds – based on the detailed Business Plan, the stadium will have to forecast to earn revenues from a proportion of ticket sales, sponsorship income, merchandising etc. The annual operating costs will then be met from the revenue earned and whether a surplus is forecast/ or not.
 - Revenues from IFA and any other Sporting Bodies.

Wider Economic Benefits

55. Investment in the Showgrounds infrastructure would sustain at least 40 jobs in the construction industry.
56. Coleraine Football Club recently took in the UEFA Grow Programme which carried out a Social Return on Investment model on the club’s value within the community. The report valued Coleraine Football Clubs value to the local community at £5.07 million, the full report is attached.
57. At present one game against Linfield in Coleraine is worth approximately £200,000 to the Coleraine economy, based on research from Sheffield Hallam University. Across an entire season the Irish League should be worth an estimate £3.7 million into the local economy. Research (using event IMPACTS national event evaluation framework) from leading sports economists, Sheffield Hallam University. Below are the socio-economic benefits calculation on what this project will bring to the area with the increased Showgrounds capacity and increased visitor experience.

Table 7. Wider Socio-Economic Return

	Stadium Project	Community Hub
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Construction costs	£16,059,000	£2,754,000
Construction phase	£4,527,996	£776,518
Social Return On Investment	£5,520,000	£-
Event Impacts	£5,070,000	£-
Employment within the Showgrounds	£800,000	£96,000

58. With a newly developed Showgrounds with increased and highly quality facilities, increased capacity and increased ‘visitor experience’ tourism package this could provide a significant boost in not only the direct economic benefit but also in the destination marketing benefit. The construction phase of the project will bring economic benefit for the initial 3 years of building whilst the social return on investment of the event impacts on the economy will continue over the life span of the project.

East View Down the Ballycastle Road toward the Town Centre



59. In addition to the operating revenues which would be generated from ticket sales, corporate hospitality and sponsorship income discussed previously, there will also be additional economic benefits which a newly enhanced and larger capacity Showgrounds could bring to Coleraine, the Northwest and Northern Ireland. It is important therefore, that these benefits are also quantified where possible. The Community 3G pitch facility

will also generate much needed revenue which adds to the football club’s sustainability models as demonstrated in the projections below.

60. The increased capacity at the Showgrounds will bring larger numbers to the games particularly Linfield, Glentoran, Larne and Ballymena games. The club has 18/19 home games each year and whilst we prudently haven’t including hosting internationals for the final of the Super Cup again, it is the club’s full intention to do so.

Table 7 – Extracts from Coleraine Football Clubs Projections

	Dec-20	Dec-21	Dec-22	Dec-23	Dec-24	Dec-25
SALES	1,079,669	Dec-22	Dec-23	Dec-24	Dec-25	Dec-26
Cost of Sales	289,422	1,038,483	1,200,494	1,388,883	1,527,713	1,796,934
GROSS PROFIT	790,247	249,134	294,497	347,246	386,118	461,500
	73%	789,349	905,997	1,041,637	1,141,594	1,335,434
NET PROFIT	453,376	419,682	4,677,772	6,098,153	-185,647	100,966
Net Assets	658,474	1,078,156	5,743,632	11,841,785	11,656,138	11,757,104

61. Development of new stadia across the UK has been a catalyst for wider economic development for several years, for example Bolton Wanderers sold their Burnden Park site for retail development and entered a joint venture for a mixed-use development for the construction of the Reebok Stadium. There are numerous examples of local government supporting stadium developments to support the local economy, most recently Aberdeen Football Club and Aberdeen Council’s revitalising of beachfront.
62. The Department of Culture, Media, and Sport (DCMS) in their Sustainable Development Strategy, highlighted that sport can have a major impact on both local and national economic growth and development. Large events such as the Olympics, and week to week competitions such as the Premier League, provide jobs, both directly and indirectly, and other important economic activity such as in the retail sector, broadcasting and tourism. Research also points to increased property values. Glasgow Rangers and Celtic generate annual tourist revenues which equate to hosting the Olympics.
63. There are several examples of stadia developments which have assisted with economic development and regeneration such as the Reebok Stadium in Bolton. Furthermore, one of the key rationales for locating the London 2012 Main Stadium in the East End of London was to act as a catalyst for regeneration in neighbouring socially deprived areas. Showgrounds is in the Coleraine Central, Cross Glebe and Ballysally wards are all within the top 30% most deprived in Northern Ireland on the Multiple Deprivation Measure out of 890 SOAs across Northern Ireland and thus this overall project could act as a catalyst for significant regeneration within the area.

64. The following types of economic benefits are identified in respect of the proposed Showgrounds redevelopment:

- Economic activity created by visitor/ tourism spending before and after events.
 - consideration of the economic benefit from additional spectators attending events at Showgrounds because of the better facilities and increased capacity; and
- Economic activity from additional events attracted to Showgrounds – due to its location, tourism infrastructure and the fact that it is located on the Causeway Coast make it an ideal location to host matches and teams. It will also allow associated football to reach out beyond Greater Belfast into the wider Province.

There are also other wider economic benefits associated with this project in terms of attracting greater levels of inward investment to Coleraine and Northern Ireland.

Non-Monetary Benefits

65. In addition to the quantifiable wider economic benefits, there are several non-monetary benefits which also make up an important component of the proposed project. These are discussed in the benefits realisation.

Sports Development

66. An enhanced or newly developed zero carbon Showgrounds Stadium has the potential to improve both participation and performance of Soccer in Coleraine and Northern Ireland in general:

Participation

- Greater levels of attendances at Soccer events could encourage more young people to become involved in football and others to stay involved.
- Less young people involved in anti-social behaviour in the Glebe and Coleraine Central areas.
- Soccer could now become more accessible to a greater number of people thus increasing the numbers of people playing and, in turn, the standard/ quality of sport in Coleraine and Northern Ireland.
- Introducing young people to Soccer, which for various reasons do not have access to all year-round community facilities.
- Introducing more females to football from the Coleraine area.
- Encourages a healthier lifestyle across the community.
- Support greater community engagement projects undertaken by Community Liaison Officer (Job Description attached).

Performance

- A higher quality Showgrounds Stadium can raise the aspirations of the elite soccer teams who would play in the newly enhanced and developed stadium safety.
- Stadium and community developers visiting the Showgrounds to learn best practice in zero carbon design.
- It is hoped that the Football Development Company will help deliver educational attainment for young people through the academy programme, addressing educational attainment issues in the area.
- The provision of additional revenues to sporting bodies such as Coleraine Football Club can allow for investment in facilities, equipment and coaching for elite teams within Coleraine.

- State of the art Showgrounds Stadium could provide a vision which could encourage young people to strive for excellence and address the 'poverty of aspiration'.

Urban Coleraine Development

67. Within this plan Coleraine Football Club Strategy propose to join the Coleraine Partnership Workgroup that oversees the development of Coleraine town, and the club will ensure footballs interests are present within the local community:

- Increasing soccer capacity within Coleraine
- Increasing participation in all soccer codes including female participation
- Establish stronger links with education providers
- Establishing a strong partnership with Causeway Coast and Glens Council
- Increased relationships with Coleraine's trader groups
- Soccer becoming the first-choice sport for more primary school children in Coleraine.

Reconciliation/ Community Cohesion

68. Sport like other aspects of life in Northern Ireland, reflects the divisions that exist in the community. As expressed in the overarching aim for the project, one of the key objectives of the Coleraine Football Club and the Showgrounds development is to encourage greater community cohesion by opening Soccer to those who find it difficult to access sporting facilities. Within Coleraine which has a mixed population of Catholics and Protestants this will aim to contribute to greater tolerance and respect for cultural diversity.

69. These benefits are realised through spectators from different cultural traditions partaking in football games. It takes place in parallel with programmes within football to support and encourage greater inclusiveness in playing and watching them, which can be strengthened by Coleraine Football Club, other Sporting Bodies and key stakeholders working together to encourage participation in sport.

70. The positive and strong contribution that Coleraine Football Club plays in terms of promoting health and wellbeing, community cohesion and sustainability, volunteerism and social capital cannot be valued but it is clear the presence of a modern safe stadium and Community pitch at the Showgrounds and a strong Coleraine Football Club in Coleraine makes the place and the people better.

71. Coleraine Football Club views the potential of an enhanced or larger capacity stadium and community pitch as a significant contributor to greater integration throughout the community. It will be viewed as an "icon of integration" by creating a shared space that can be enjoyed by all parts of the community.

72. Therefore, the overall project has the potential to contribute significantly to reconciliation and community cohesion relative to the options presented but greater through option 3 and the increased capacity.

Image and Profile of Northern Ireland

73. This benefit relates specifically to the impact an enhanced and increased capacity Showgrounds Stadium could have on people outside the Northwest (in contrast to the internal benefits of community confidence and reconciliation). This is relevant in several ways:

- As noted previously the quality of facilities currently available for topflight sports events in Northern Ireland is significantly below that provided by other regions of the UK and in the RoI. As a result, when sports events are hosted in Northern Ireland, the quality of the venues reflects poorly on the region's image and profile.
- Following on from the above point, sports events broadcast around the world would reflect a positive image and profile of Northern Ireland. This is noted in research by several economic support agencies across the UK through the hosting of major events in Wembley (London), Millennium Stadium (Cardiff) and Old Trafford and Eithad (Manchester).
- A larger safe, net zero carbon stadium would be more attractive to organisations seeking to host international events (e.g., UEFA, IFA and FAI) which in turn should enhance the reputation of Northern Ireland.
- Showing examples of community cohesion and willingness to work together demonstrates that the Northern Ireland community is moving forward together raising its image and profile; and
- The Showgrounds will have the potential to host a team and games and can contribute to the major events strategy for Northern Ireland.

Community Confidence

74. This benefit relates specifically to the impact a newly developed Showgrounds Stadium could have on the confidence of the Neighbourhood Renewal Area, Coleraine, and wider Northern Ireland community. This is relevant in several different ways:

- The quality of facilities currently available for top flight sports events in Northern Ireland is significantly below that provided by other regions of the UK and in the RoI. A newly developed net zero carbon Showgrounds would significantly redress the current quality gap in provision which in turn could engender a sense of community pride across all communities and sections in Coleraine and Northern Ireland.
- Examples also exist (Wales and Cardiff have enjoyed a significant benefit because of the Millennium Stadium) where improved facilities can in turn lead to increased levels of community/ civic pride that sporting success can deliver.

New Targeting Social Need (NTSN)

75. Following on from 'Enabling Economic Development', the construction of new facilities and seating within Showgrounds offers potential to bring spending into New TSN areas.

- A newly enhanced and developed Showgrounds would provide additional employment opportunities for disadvantaged areas of Coleraine. The Coleraine Central, Cross Glebe and Ballysally SOA in which the Showgrounds is based is currently ranked in the lowest 30% wards (using the NISRA Multiple Deprivation Measure) most deprived.
- Due to its location and neighbouring SOAs it could impact directly on some of the most disadvantaged wards in Northern Ireland and could therefore act as a catalyst for some economic development activity in these areas.
- Any investment in upgrading Showgrounds would assist in targeting social needs.

76. Within Coleraine, economic activity rates tend to fall significantly below the Northern Ireland average. Public sector jobs are much more important in the north coast, accounting for more than four-jobs-in-every ten in Coleraine and Limavady.

77. Deprivation and disadvantage remain difficult facts of daily life for many people in Coleraine. There is no single, consistent pattern of deprivation and disadvantage across Causeway Coast and Glens Council area although wage levels are persistently low as is the gaining of

qualifications. At a strategic level, Coleraine Football Club's planning must continue to be needs-driven and must remain focussed in its fund-raising and wise in the management of its resources.

Options

78. The **Do Minimum** option does not provide a long-term solution and it fails to meet the project objectives. It will not provide enhanced capacity or the quality of facilities which soccer and their spectators now expect and is not sustainable as a basis for staging additional international sporting events in Northern Ireland. However, it is included as a baseline comparator.
 79. Of the main options, **Option 2 Refurbish Existing Stadia** is intended to represent what might happen if only limited funds are accessed and **Option 3 Net Zero Carbon Stadium and Community 3G pitch** creates increased capacity at the existing Showgrounds stadium. The Net Present Costs of the main options needs to be set against the non-monetary benefits that they offer. In this respect, the newly developed and increase capacity option offers significant benefits in terms of sports development, community cohesion, image and profile of Coleraine and Northern Ireland. Overall, it has the highest non-monetary score of any of the options.
 80. Finally, it is also important to consider some financial benefits which have not been quantified for the purposes of this SOC. In the case of the proposed Showgrounds development, it could be argued that it could contribute to Governments efforts to attract inward investment.
 81. **Our conclusion therefore is that Option 3: Net Zero Carbon Stadium and 3G pitch, is the preferred option.** The net cost is balanced by the non-monetary benefits offered by the project, including principally, the contribution to Soccer and wider sports development in terms of performance and participation; the benefits of greater community cohesion through provision of a shared space; and the improved external image of Coleraine and Northern Ireland for both visitors and investors.
 82. In developing the preferred option, we recommend that the Levelling Up Fund and Causeway Coast and Glens should take account of the following factors:
 - Before proceeding, the Levelling Up Fund should ensure that Coleraine Football Club and other key stakeholders have formally signed up to the terms and conditions in any agreement.
 - The affordability of the Showgrounds redevelopment needs to be considered in the context of the development of the overall project. The developer selected for the overall project because of the current competition must be able to meet the requirements of the project as specified in the final Business Case.
 - Many of the benefits of the project are linked to hosting major games above and beyond Coleraine Football Clubs needs and it is essential that the project proceeds as swiftly as possible to meet these growing needs and to realise the benefits.
 - In parallel with the development of the project, the Levelling Up Fund should work with Coleraine Football Clubs and the IFA and Sport NI on a 'Hearts and Minds' strategy to promote the benefits of the project and its location to the soccer fan-bases, as well as to the wider public; and
 - The Levelling Up Fund should take steps to ensure that systems are in place to collect the baseline information for measuring the outputs and outcomes of the project to inform the ongoing evaluation of the impact of the newly developed Showgrounds. This would facilitate the development of quantifiable targets/ objectives which should then be agreed with the stakeholders and potentially the developer.
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Section 7: Funding & Affordability

83. Coleraine Football Club have embarked on this development pathway over the last twelve months and have secured £726,000 towards phase 1, they have also secured unanimous support from all sections of the community for the other 2 phases of this plan. The North Derry Agricultural Society who are landlords to the club have agreed to extend the clubs lease by 33 years at a value of £1,980,000, which they will provide their contribution to community development, in line with their constitutional objectives.
84. The club have delivered phase 1 thanks to a combination of funding secured by the Development Committee.
85. The club have prudently assembled an experienced team of professionals in their Development Committee to develop this project because the expertise does not exist within the club, this team has been referred to earlier. Causeway Coast and Glens Council have agreed to offer support to the club to ensure they have the technical support to deliver the scheme.
86. The club recognise the zero carbon credentials of this development whilst adding extra cost now will reduce the future running costs and support the sustainability of the club going forward.
87. The current BREXIT and COVID-19 issues have caused issues with building projects in Northern Ireland. This plan has undertaken an Optimum Bias and inflationary exercise with its professional team to provide for these eventualities.
88. Without Government assistance the project cannot proceed, as Coleraine Football Club does not have the capacity or capability to raise or borrow this level of finance. This being the case Coleraine town ultimately loses out to the increased benefit such a safe zero carbon stadium would bring to the town.

Benefits Realisation Chart – Stadium

PROJECT LEVEL BENEFITS REALISATION PLAN						
Benefit	Owner	Target (inc. Baseline)	Method & Timing of Measurement	Responsibility for Measurement	Activities undertaken to Realise Benefits	Outcome
<i>Brief description of the benefit.</i>	<i>Person accountable for delivery of this benefit.</i>	<i>The current/baseline value, the desired level of benefit, the unit of measurement and the timing.</i>	<i>Processes, tools, techniques and resources required to measure achievement of the benefit. Also include timing of measurement i.e. repeated event or a one-off</i>	<i>The person/role responsible for measuring achievement of the benefit. Unlikely to be the Owner.</i>	<i>The plans/processes that are in place to achieve the benefit.</i>	<i>The outcome of the measurement (PFG).</i>
1. North West Regional Stadium	David Boyd	<p><u>Stadium Development completed for March 2025.</u></p> <p>Baseline: 4,546</p> <p>Target: 6,000 seated and 2,000 terracing</p>	78 - 91-week build	Skope Projects appointed to design the tender process to appoint the professionals	<p>Outline planning permission secured July 2022</p> <p>Professional team appointed by October 2022</p> <p>Full planning to be secured by June 2023</p> <p>Contractors appointed by December 2022</p>	<p>Activities able to start in the railway side area in August 2023.</p> <p>Jack Doherty Stand to be replaced starting May 2024</p> <p>Project completed by March 2025</p>
2. 3G Community pitch	David Boyd	<p><u>3G Pitch development completed for March 2024</u></p>	26 – 39 week build	Skope Projects appointed to design the tender process to appoint the professionals	Contractors appointed by October 2022	New 3G Community facility completed by March 2024

<p>3. North West Regional Stadium</p>	<p>David Boyd</p>	<p><u>Attendance</u> Baseline: 40,000 per annum attendance Target: 60,000 per annum attendance <u>Office accommodation</u> Baseline: 1 office Target: 6 office</p>	<ul style="list-style-type: none"> • 6,000 seating capacity • 2,000 standing capacity • Player development centre • Hospitality areas • Media centre • Traffic management • Enhanced match day experience for spectators 	<p>Skope Projects to ensure professionals have the relevant experience to deliver stadium projects and can deliver net zero carbon objectives</p>	<p>Professional team appointed to the knowledge and experience to complete the net zero carbon stadium development Coleraine Football Club to work with the Irish Football Association to secure junior and women's international games each year.</p>	<p>Coleraine Football Club to play 20 Irish League games per annum. Host the Super Cup Finals Host at least one International Host at least one cultural event by 2027</p>
<p>4. Reduce carbon intensity</p>	<p>Chris Fillis</p>	<p><u>Carbon Intensity</u> Baseline: 0 annually Target: xxxxxx annually</p>	<ul style="list-style-type: none"> •Passive solar gain design •Renewable energy measures included •Energy saving measures included in the building •LED Floodlighting •Waste management measures in place •Carbon intensity measures in place •EV charging points 	<p>Skope Projects to ensure professionals have the relevant experience delivering net zero carbon projects</p>	<p>Professional team appointed to the knowledge and experience to complete the net zero carbon stadium development 3 tours per annum to sporting organisation demonstrating best practice net zero carbon stadium. Coleraine Football Club to set up carbon intensity measurement tools</p>	<p>Stadium to achieve net zero carbon by 2040 Management Committee to measure carbon intensity of the stadium Traders to move to renewal packaging sources by 2028 Online ticketing to be fully implemented by 2027</p>

<p>5. Social Return on Investment</p>	<p>Community Liaison Officer</p>	<p><u>Community Engagement</u></p> <p>Baseline: Providing access to existing playing surface.</p> <p>Baseline: £5.52 million Target: Active participation in community life within Coleraine</p>	<p>Engagement with:</p> <p>Coleraine Partnership Coleraine Chamber of Commerce Hummingbird Oliver Branch The Vineyard PSNI Street Soccer Primary, Secondary and third level</p>	<p>Board of Coleraine Football Club</p> <p>IFA and UEFA</p>	<p>Attending meetings of community partners and presenting Coleraine Football Clubs plans. Playing an active part in community life.</p>	<p>Greater community engagement</p> <p>SROI to increase to £7m</p>
<p>6. Providing Access to player development facilities</p>	<p>Laura Lagon</p>	<p><u>Player participation</u></p> <p>Baseline: 616 players</p> <p>Target: 720 players</p>	<p>Coleraine Football Club to increase the number of teams it provides for.</p> <p>Player development programmes in place to support young players at the club</p> <p>Development of the Academy Programme</p>	<p>Owen Kearney, Ollie Mullan and Ciaran Duffy</p>	<p>Promoting Coleraine Football Club as a safety, environmentally conscious, equal opportunity location, who look after and develop their players</p>	<p>Coleraine Football Club to promote good news stories and social media to demonstrate player facilities.</p> <p>Player participation increase from 616 to 720.</p> <p>Volunteer number to increase from 91 to 110.</p> <p>Female participation to increase from 11% to 30% annually.</p> <p>Programmes from Disabled groups to start with 2 programmes per year</p>

<p>7. Develop Coleraine Football Club Academy</p>	<p>Ollie Mullan Owen Kearney and Ciaran Duffy</p>	<p>Baseline: 0 Target: 16 players</p>	<p>Coleraine Football Club to develop their own education programme to develop young players with a third level education</p>	<p>Board of Coleraine Football Club</p>	<p>Contract with education provider to deliver accredited education. Employ the necessary staff to deliver the education and coaching programme</p>	<p>16 young people per annum undertaking and receiving 3rd level education and coaching</p>
<p>8. Economic benefit to the club and the wider Coleraine town</p>	<p>Simon Magee</p>	<p><u>Club Turnover</u> Baseline: £1 Million Target: £1.8 million (2027) <u>Employed</u> Baseline: 37 Target: 40 <u>Economic Benefit to Coleraine Town</u> Baseline: £3.5 million Target: £6 million</p>	<p>The Showground to experience increased footfall because of the enhanced facilities</p> <p>Research from Sheffield Hallam University for every 10k that attend a sporting event is worth £1m into the economy. Coleraine deliver approximately 35k in 21/22 season. The club expect this to grow to 60k because of the enhanced match day</p>	<p>Coleraine Football Club Board and the Irish Football Association (IFA) to measure football</p>	<p>Coleraine Football Club to promote Irish League games and the board to target different tournaments to bring to the Showgrounds including internationals</p>	<p>Coleraine Football Club provide quarterly financial returns to the IFA including employment stats</p> <p>Measurements of participation of young people, females, volunteers and paid staff will be taken to populate the SROI</p> <p>Showgrounds to celebrate 100th anniversary in 2027</p>

			experience for fans			
<p>Additional benefits</p> <p>9. Match day experience for patrons</p>	Chris Fillis	<p><u>Seating</u></p> <p>Baseline: 2,200</p> <p>Target: 6,000</p> <p><u>Toilet facilities</u></p> <p>Baseline: 4</p> <p>Target: 8</p> <p><u>Hospitality Area</u></p> <p>Baseline: 1</p> <p>Target: 1 bar/lounge, 4 kiosk areas, 4 hospitality suites</p> <p>Broadband</p> <p><u>Baseline: limited access</u></p> <p>Target: Open access to high speed wifi</p>	Coleraine Football Club to develop its own Academy delivering accredited	Clement Daly, Dave Cavan and PR team	Increased public image of the academy and coaching structures with Coleraine Football Club.	<p>Attendance to grow to 60,000 per annum.</p> <p>Feedback currently through the supporters clubs.</p> <p>New customer feedback system to be introduced.</p> <p>Online ticketing to be fully implemented by 2027</p>

Social Return on Investment

