We are Tuam Sports Facility
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Tuam Community Sports Facility CLG

Feasibility Study

August 2018

1st edition
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“We have been briefed by Tuam Sports Facility CLG on their proposal to construct a home grounds facility for 3 clubs comprising of over one thousand members that currently have no fixed abode. We conduct this study on their behalf to work towards identifying if the proposal is feasible”. Tuam Camogie, Tuam Athletics and Tuam and Cortoon Ladies Football clubs have come together to work towards building a sports facility to cater for their sporting pursuits and to provide the greater community state of the art facilities for various forms of community activities.
# VERSION HISTORY

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Key Findings

The key findings of this report are as follows:

- A gap currently exists in the Tuam area for adequate sporting facilities, primarily identified as accommodation for three prominent sporting clubs
  - Tuam Cortoon Ladies Football Club
  - Tuam Camogie Club
  - Tuam Athletics Club
  This is a group of 1000 plus members that have no home facility and have to travel from the town of Tuam for team training.
- The catchment area for a sports hub of this type would extend across the north and south of Galway East.
- There is keen stakeholder engagement with other sporting clubs in the area and the current proposed facility involves a development partnership with Tuam Stars GAA and Tuam Rugby Club.
- There is large scale community support for the project, this was evident in the large turnout for the open evening / information event.
- A new sports capital program has been announced and the group could progress with an application for funding, they however have to address:
  - Decide on the best ownership and operational model
  - Approval from the local authority and clubs
  - Decide on procurement process for the site
  - Develop a business plan including funding targets
  - Appoint a design team to prepare a planning application for the development.
  - Input into the Grant Application Process – for Sports Capital, Dormant Account, Urban Regeneration Funds, IPB and LDC Grant assistance.
Name, address, qualifications, experience of promoters

Michael O’Connor

03/07/1973
Address: 79 Carrigweir, Weir Road, Tuam, Co Galway
Education: BSc (Hons) Estate Management 1996
Occupation: Partner at Green Studio – Landscape Architecture, Design and Project Management
Experience: 20 Years working in the horticulture, landscape and plant nursery sectors in Ireland, the UK and Europe.
Club: Tuam Camogie Club
Position: Vice Chairman & Coach (Under 9 & Under 10’s)
Family: Father to 4 daughters all involved with Tuam Camogie and Tuam Cortoon Ladies Football
I am also a lifelong member of Kilcummin GAA club in Co Kerry playing at all grades up to and including Senior.
I represented Kerry at underage level in Hurling and Soccer and have captained GAA and Soccer teams at club and college level.
I have been involved in fundraising activities for MS Ireland and Debra Ireland taking part in sponsored hikes in Ireland and Europe.

Shaun Cunniffe

Address: Ballygaddy Road, Tuam, county Galway
Education: BA Degree Hotel & Catering Management (Hons)
Occupation: Galway County Councillor
Club: Tuam Cortoon Ladies Football
Experience: Long standing involvement in many local community and sporting organisations and understands the commitment needed with the fundraising skills and dedication required to progress this flagship project for our area, town and community. Having worked in many roles in Finance, Business and as a Public Representative, these skills will contribute to the dedicated team who will deliver this vital sporting and community facility to provide and retain all our community, girls, boys, woman and men in healthy sporting endeavors.
Ray Collins

**Address:** Ballytrasna, Tuam, Co. Galway. **Education:** Diploma in Business Studies (Financial Management)

**Occupation:** Property Manager with Tiernan Property Group. Father to Paul and to Rebecca who plays for Tuam Cortoon ladies football. I’m passionate about all things sport. I have a history of involvement with community groups including Ballytrasna Golden Mile Committee, Energise Tuam Group and former Treasure of Corrib Lions Club.

Current Chairperson of Tuam Cortoon LGFA Club and involved in Tuam Greenway initiative.

Pierce O’Callaghan

Pierce is a sports professional living in Tuam for 10 years. He has 3 daughters all of whom are members of the 3 clubs who make up We Are Tuam. He is a former Irish International Athlete and 16-time Irish Athletics Champion and has represented Meath in Hurling & Gaelic Football at underage level. He has an honours Bachelor of Commerce Degree (1998) a Diploma in Sports Management (2005) both from UCD and a Master’s in the Management of Sport Organisations from the University of Lieven, Belgium in 2016 where he received a scholarship from the International Olympic Committee.

Professionally, he has worked at the highest levels of international sport including Director of Operations for the London 2017 IAAF World Athletics Championships and Director of Sport for the Baku 2015 European Olympic Games. Prior to that he was Head of Communications for the European Athletics Association based in Lausanne, Switzerland and Events Manager for Scottish Athletics based in Edinburgh. He is CEO of SAVVY Sports Ltd and us currently consulting for the 2019 Pan American Games in Lima and the 2019 European Olympic Games in Minsk. He was an international referee for the past 3 Olympic Games and 4 World Athletics Championships.

Tamara O’Callaghan

Tamara O’Callaghan is a native of Tuam and is Managing Director of SAVVY Sports Ltd. She has experience at the highest level of sport including Chief Executive of Cycling Ireland, Sponsorship Director of the International Olympic Committee and has worked with Manchester United FC and The English FA. She is currently the Event Director of the Dublin Staff Relay a corporate relay which attracts over 5000 participants. She has an Honours BA from UCD (1998) and is an active member of the Tuam Camogie Club Committee.
Michael Banks

Age 48, Married, 4 children, Lives in Gardenfield Tuam. Played Hurling for Sylane and Football for Kilconly. All four kids are involved in Tuam clubs and Cortoon Shamrocks football club.

Club: Chairperson of Tuam Camogie and my wife is Secretary.

Occupation: I work for a distribution Company as a Business Development Representative and have done so since 1997.

I am first and foremost a huge sports fan, but my passion is for Hurling and Camogie.

Claire Mannion

A Native of Tuam and living in Tuam all her life. She is very passionate about Tuam and would like to see the town reach its full potential. Qualification: Qualified Financial Advisor

Occupation: Financial Advisor with a local Financial Services Company

Club: Treasurer of Tuam AC Juveniles Club I am married with 2 boys who both are very keen on their sport and are involved in Athletics, Gaelic football and soccer.

Martin Kenny

Address: Millstream Park, Tuam, Co Galway.

Occupation: 13+ years with Galway City Council.

Qualification: BA Hons Degree from NUI/IPA in Public Management/Human Resource Management.

Significant experience in delivering community focused projects through my work as Social Inclusion & Access Officer in Galway City.

Have a lot of experience in successfully engaging diverse community groups to work together to achieve projects which enhance their locality.

Club: Currently Secretary of Tuam AC Juveniles, as well as coaching in Tuam AC and with Tuam Celtic.

Brendan McGrath


Occupation: An Garda Síochána drugs/ crime units in Dublin/Wicklow 99-06 and currently crime unit in Co. Roscommon.

Club: Tuam Athletics

Trainer/player with Kilcommon GAA for two county championships 05 & 13. Currently athletics coach at Tuam AC and Ballinderry NS. Volunteer coach at Corofin juvenile ladies GAA.
Background

The Tuam Sports Facility Partnership is made up of Tuam Athletics Club, Tuam Cortoon Ladies Gaelic Football Club and Tuam Camogie Club. In late 2017 the three clubs came together to form We are Tuam / Tuam Sports Facility Partnership. Identifying a common need for home ground sports facilities for the three clubs, the partnership has progressed with the intention of developing a combined sports and community facility for the town of Tuam. The group have progressed with phase one of the facility planning process and are now in phase two where they have identified a suitable central location for the proposed sports facility. The initial phase of the plan included:

1. Identify the needs of each group involved in the partnership.
2. Identify the community need for a Sports facility.
3. Outline the objectives and goals of the partnership.
4. Register the group as an organisation.

The partnership created a combined plan of the goals and objectives of each group, during this planning period they consulted with and involved stakeholders. Following this they presented their plans to members of the local authority (Galway County Council / Tuam Municipal District) and stakeholders from other sporting clubs on the 30th of January. On the 30th of April a public open evening was held, and the partnership invited the public to participate in stakeholder engagement with the project.

Phase two of the facility planning had progressed in July 2018

1. Carry out a feasibility study to determine the market needs.
2. Draft a management plan.
3. Identify a suitable location for the sports facility.
4. Acquire the identified land.
5. Sign usership contracts between the partnership and stakeholder groups.
6. Create a development plan.
As of August 2018, a 30-acre site located 1.5km from the centre of Tuam Town was identified. The Site is located adjacent to Tuam Stars GAA and Tuam Rugby Club, it is accessed via the Dublin road and Parkmore housing estate. The acquisition of the site is being progressed and the plans to develop the multi-lane running track and pitches have been drafted in consultation with a designer.

Consultation

Consultation is a key aspect of the Tuam Sports Facility and their methodology. Meetings are held regularly with committee members and stakeholders are involved in the acquisition and planning process.

Tuam – Background

Tuam Town is a regionally significate location, it is strategically located in north Galway with motorway access. It is located 33.8km north of Galway city and easily accessible to Galway City, south Mayo and western Roscommon as well as Ballinasloe, Loughrea and Gort. It has a wide range of retail, commercial, manufacturing, administrative, heath, logistical and civic services. These services are not only used by residents but by the greater munincipal district population and further afield.

Tuam Town has the largest Town population base in County Galway outside of Galway city metropolitan area (Tuam Urban 3517 and Tuam Rural 6033). Tuam rural has grown by 9.3% and Tuam urban by 6.4% between 2011 and 2016. This continued growth has led to an increased demand for facilities in the Town.

Sports in Tuam

Tuam Town is diverse and well served with its range of sporting clubs, cycling, athletics, boxing, triathlon, tennis as well as voluntary and community led facilities for GAA, Soccer and Rugby. Tuam Town also has a leisure centre with swimming pool and gym facilities, the town has several private gyms with membership and flexible options.

Planning

Tuam Towns significance has been recognised in several local and national planning documents

- County Development plan 2015-2021
- National Spatial Strategy 2002-2020
- Tuam Local area Plan 2018-2024
- Ireland 2040 National Planning Framework
Facility Planning Process

Phase 1
- Identify the needs of each group involved in the partnership and the needs of the stakeholders.
- Identify the community need for a Sports facility.
- Outline the objectives and goals of the partnership.
- Register the group as an organisation.

Phase 2
- Carry out a feasibility study to determine the market needs.
- Draft a management plan.
- Identify a suitable locations for the sports facility.
- Sign usership contracts between the partnership and stakeholder groups.
- Acquire the identified land.
- Create a development plan.

Phase 3
- Create a design brief.
- Appoint a design Team.
- Apply for Planning permission.
- Carry out necessary planning investigations, example: Hydrology reports, conservation etc
- Following planning approval - tender for contractors.
- Award construction contract.

Phase 4
- Construct a multi lane running track.
- Construct playing pitches for football, Rugby and Camogie.
- Construct parking facilities
- Handover of facilities
- Create a maintenance and user schedule agreement between partnership clubs and stakeholders

Phase 5
- Evaluate processes and construction
- Progress with further development of the facility following agreed processes and protocols
  - All weather pitches
  - Indoor sporting complex
  - Community sports hub / complex
  - Outdoor viewing stand for the running track
Phase 1:

Identify the needs of each group involved in the partnership and the needs of the stakeholders. The partnership and stakeholders have held several meetings outlining the minimum needs of each group:

1. Tuam Cortoon Ladies: One dedicated GAA playing pitch and access to an all-weather playing field for winter training.
2. Tuam Camogie: One dedicated GAA playing pitch and access to an all-weather playing field for winter training.
3. Tuam Athletics: Multi lane all weather running track with an all-weather surface in the centre.
4. Tuam Rugby Club: One dedicated Rugby playing pitch.
5. Tuam Stars: Two dedicated GAA playing pitches.

Identify the community need for a Sports facility.

Currently the three sporting clubs within the We are Tuam partnership have no home ground facilities. There are over 1000 members between the three clubs and that would indicate a strong case for a sporting facility. Tuam Stars and Tuam Rugby club are under considerable pressure with their current facilities due to their large membership. A joint community sports facility would create a dedicated location for five of the sporting clubs in the Town of Tuam.

Outline the objectives and goals of the partnership (We Are Tuam).

Create a dedicated home ground facility for the groups to compete and train. Without a home ground facility, the groups have no home advantage, they have to travel to compete and they rely on other organisations for training facilities.

Register the group as an organisation.

In July 2018 We are Tuam registered as a Company Limited by Guarantee (CLG).
When we want it?

- To deliver Phase 1 by 2020 or sooner
- All members at a critical age and we will lose them without a facility.
- Currently giving up home advantage in Camogie & Gaelic football just to fulfill fixtures
- **This Can Not wait beyond 2020!**

Source: We are Tuam PowerPoint presentation 2018
Phase 2:

**Carry out a feasibility study to determine the market needs.**

This report is part of the planning process to determine if this proposal is feasible.

**Draft a management plan.**

This outlines the objectives and goals of each organisation in relation to the proposed facility. The plan should detail how the groups plan to meet their goals in the long term, it should also include corporate strategies.

Identify a suitable location for the sports facility.

Two potential locations have been identified by the We are Tuam grouping for the joint sports facility.

1. A 30-acre site located adjacent to Tuam Stars GAA and Tuam Rugby Club, it is 1.5km east of Tuam Town centre.

Map of Location one (outlined in red)

Zoning map of location one (outlined in red):
Flooding zone Map location one (outlined in red):
Inner relief road location one (outlined in red):

Image from: Draft Tuam Local Area Plan 2018-2024
**Flood Risk:**

Site one has existing land drainage on site and this will need to be addressed in accordance with a hydrologist report. The drains are currently marked as a flood risk category B by the OPW, the remainder of the site is marked as a category C flood risk, this is in line with the flood risk zoning on the majority of Tuam Town. The site is also located adjacent to the Nanny river. A stage 3 flood risk Assessment is likely to be sought by the planners to accompany the planning application. The development of a track and playing pitches would be considered as low risk. Buildings and indoor facilities would be considered as higher risk and so a report would have to confirm that any development complies with the flood risk guidelines.

**Road infrastructure / Vehicular access:**

The proposed access to the site is through Parkmore housing estate, this estate is subject to the recent housing speed limit review and is set at 30km per hour. This access route has speed limit provisioning already in place in the form of several speed bumps. Increased traffic will be inevitable with this route and planning conditions may be applied due to this. The route is outlined in red below.
Pedestrian access:

This will be via Parkmore Housing estate and the current Tuam Stars Complex. The route through Parkmore has footpath facilities in place and a large green area running parallel. Pedestrian access via Tuam Stars will be through the main gate and parallel to the pitch, it then follows the path to the training facilities and runs parallel to the all-weather pitch.
Image one Parkmore pedestrian entrance:
Planning / zoning:

Based on the online planning system, the site has no current or previous planning applications. The Site is currently zoned Open Sport, Recreation and Amenity, which matches with the proposed development. This zoning is proposed to be kept as same in the 2018-2024 Tuam Local area plan.
2. Location two is located 4.2km south east of Tuam Town on the Dublin road (R332).

Location two is not subject to Local area plan zoning as it is not within the boundary of the Town of Tuam.

Location does not have an OPW record of flooding.

Location two is not subject to a Part 8 planning application, location two does not have a Compulsory purchase order.

Location two does not have a live planning permission.
Sign usership contracts between the partnership and stakeholder groups.

This will have to addressed when the plans are confirmed, and the facilities are confirmed.

Acquire the identified land.

A selection process was undertaken and at present site no1 on the Dublin road was chosen to progress with. Pending planning meetings and conditions, when agreement between all parties the acquisition of the land should progress in consultation with the owner. This site is sufficiently large enough to accommodate the proposed development. Future potential expansion will be difficult on this site due to the amount of land available.

Please see Appendices 1 for detailed maps.

Create a development plan.

A detailed plan of the development, construction works, and costings will need to be progressed when the land is acquired.
Phase 3:

Create a design brief.

Design plans have been created for location one which is adjacent to Tuam Stars and Tuam Rugby club. More in depth plans for the builds on the location will need to be developed. The design brief should incorporate the overall goals and objectives of each group involved in the partnership.

Appoint a design Team.

Create tender documents and seek tenders from contractors.

Apply for Planning permission.

Carry out necessary planning investigations, example: Hydrology reports, conservation. Following the preplanning discussions and completion of necessary reports, progress with planning application.

Following planning approval - tender for contractors.

Create tender documents and seek applications from contractors.

Award construction contract.

Shortlist potential contractors and select the desired contractor. Hold discussions with the desired contractor.
Phase 4:

Construct a multi-lane running track.

The appointed contractors will need to work in conjunction with Tuam Athletics club.

Construct playing pitches for football, Rugby and Camogie.

Again, construction will need to be done in consultation with Tuam Cortoon Ladies, Tuam Camogie, Tuam Stars GAA and Tuam Rugby.

Construct parking facilities

As part of the planning conditions the agreed amount of parking will have to be constructed.

Handover of facilities

Once final snagging of the construction has been complete and the sign off from the contractor has been done the facility will then be handed over to the respective clubs for use.

Create a maintenance and user schedule agreement between partnership clubs and stakeholders

Maintenance schedules and costings for upkeep of the common ground will have to be agreed upon by the groups involved in the development. User schedules for individual teams will be drafted by each individual club.
Phase 5:

**Evaluate processes and construction**

Before proceeding with further development, We are Tuam will need to conduct an evaluation of the construction and facility planning processes.

**Progress with further development of the facility following agreed processes and protocols**

1. All weather pitches
2. Indoor sporting complex
3. Community sports hub / complex
4. Outdoor viewing stand for the running track

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**Next Steps**

- **Finalise long term business & sustainability plan**
- **A key element to this project being realised is inclusivity and compromise.**
- **A facility for the entire community to enjoy.**
- **Thank you for time & support**

#WeAreTuam

Source: We are Tuam PowerPoint presentation 2018
Preliminary Plan

CORPORATE POLICIES AND PLANS

- To establish maintain and conduct a club or centre for the promotion of sports, games and other forms of athletic activity and social engagement amongst persons residing in or out of, having an association with or without and an interest in the district of Tuam in the County of Galway and for the accommodation of the member of such a Centre. To provide playing fields, running tracks, pavilions or other premises or conveniences and generally to afford such members, their friends, members of their families and their friends all the usual privileges, advantages, conveniences and accommodation of a community sports facility.

- To manage the affairs of such a centre and to generally do whatever may seem to the company as best practice for the promotion of the interests of such a community sports centre, for and on behalf of the members and wider community thereof.

- To promote, advertise, hold, manage, regulate, conduct and carry on all manner of matches, contests in any kinds of football, camogie, track and field athletics, tennis, badminton, squash, volleyball, handball, basketball, net ball and all other sports, competitions, pastimes, amusements, exhibitions, entertainments, bazaars, fetes, tournaments and recreations which may be lawfully promoted, held or carried on in the Republic of Ireland.

- To provide a hall or other suitable rooms buildings and places and to permit the same or any part thereof to be used on such terms as the Company sees fit for the purposes."

All children’s sport should be conducted in an atmosphere of fair play. Ireland and the UK have adopted and are committed to the European Code of Sports Ethics which defines fair play as: “much more than playing within the rules. It incorporates the concepts of friendship, respect for others and always playing within the right spirit. Fair play is defined as a way of thinking, not just a way of behaving. It incorporates issues concerned with the elimination of cheating, gamesmanship, doping, violence (both physical and verbal), exploitation, unequal opportunities, excessive commercialisation and corruption.”

Governance

Principle 1: Providing Leadership

This governance principle is all about being clear about the purpose, value and vision of the organisation and making good use of resources to achieve these. To ensure that staff, members, volunteers, beneficiaries and funders understand and hopefully buy-in to the aims and objectives of the organisation a number of critical documents or policy statements need to be in place, relevant and widely communicated.

Principle 2: Exercising Control Over the Organisation
This governance principle is all having strong, robust and effective controls in place and ensuring that your organisation complies with relevant legal and regulatory requirements.

**Principle 3: Being Transparent and Accountable**

This governance principle is about having the systems and policies in place to show clearly what you do, what you achieve and how the organisation uses its resources to its various stakeholders - your beneficiaries, members, staff, funders, regulators and the general public.

**Principle 4: Working Effectively**
This governance principle is about the need for board members to have a clear understanding of their roles and responsibilities and about having documented procedures and policies on how the board and the individual board members will fulfil their duties and conduct the business of the board.

Principle 5: Behaving with Integrity
This governance principle is about doing the right thing and behaving ethically and honestly. The following assessment and checklist of questions is a helpful guide to see where your organisation is against the specific requirements of the Code’s Behaving with Integrity Principle and the spirit and values underpinning the requirements.

We are Tuam Sports Facility CLG’s core business is to provide community sports facilities for its three clubs, Tuam Camogie, Tuam Athletics and Tuam and Cortoon Ladies Football clubs and the wider community in
general. Given that the sporting pursuits are the main reason that the We are Tuam Sports Facility CLG was established, the group has agreed to work with people with expertise in Social Enterprise, Governance Practices and Community Development to assist in the development of project. All involved in the establishment of this project have agreed to apply and adhere to the Code of Ethics & Good Practice for Children in Athletics as it applies to children in all forms of sporting pursuits. This Code is intended to provide guidelines for those working with young people in athletics. It is not a definite legal interpretation of the legislation. While it is not a legal document, failure to comply may have legal implications or consequences.

**Code of Ethics & Good Practice for Children in Athletics - Principles**

Children have a lot to gain from athletics. Their natural sense of fun and spontaneity can blossom in positive sporting environments. Athletics provides an excellent opportunity for children to learn new skills, become more confident and maximise their own unique potential. These benefits will increase through a positive and progressive approach to the involvement of children in sport that places the needs of the child first and winning and competition second. Winning and losing are an important part of athletics but they must be kept in a healthy perspective. A child centred approach to children’s athletics will return many benefits in terms of the health and wellbeing of our future adult population. The organisation of sport for children should be guided by a set of core values that provide the foundation for all practice.

**i. Importance of Childhood**

The importance of childhood should be understood and valued by everyone involved in athletics. The right to happiness within childhood should be recognised and enhanced at all levels of sport.

**ii. Needs of the Child**

All children’s sport experiences should be guided by what is best for children. This means that adults should have a basic understanding of the emotional, physical and personal needs of young people. The stages of development and ability of children should guide the types of activity provided within athletics.

**iii. Integrity of Relationships**

Adults interacting with children in athletics are in a position of trust and influence. They should always ensure that children are treated with integrity and respect, and the self-esteem of young people is enhanced. All adult actions in sport should be guided by what is best for the child and carried out in the context of respectful and open relationships. Physical, emotional or sexual abuse and neglect of any kind or threat of such abuse is totally unacceptable within sport, as in society in general.

**iv. Fair Play**
All children’s sport should be conducted in an atmosphere of fair play. Ireland and the UK have adopted and are committed to the European Code of Sports Ethics which defines fair play as:

“much more than playing within the rules. It incorporates the concepts of friendship, respect for others and always playing within the right spirit. Fair play is defined as a way of thinking, not just a way of behaving. It incorporates issues concerned with the elimination of cheating, gamesmanship, doping, violence (both physical and verbal), exploitation, unequal opportunities, excessive commercialisation and corruption.”


This model of fair play should be incorporated into all sport organisations that have juvenile and child members as participants. The principles of fair play should always be emphasised, and organisers should give clear guidelines regarding acceptable standards of behaviour. The importance of participation for each child, best effort and enjoyment rather than winning should be stressed. Children should be encouraged to win in an open and fair way. Behaviour, which constitutes cheating in any form, for example, should be discouraged.

v. **Quality atmosphere and ethos**

Children’s sport should be conducted in a safe, positive and encouraging atmosphere. Standards of behaviour for leaders and children in athletics should be as important as the standards set for performance. Standards of excellence should extend to personal conduct.

vi. **Competition**

Competition is an essential element of athletics and should be encouraged in an age appropriate manner. A child centred ethos will help to ensure that competition and specialisation are kept in their appropriate place. A balanced approach to competition can make a significant contribution to children’s development while at the same time providing fun, enjoyment and satisfaction. Through such competition children learn respect for opponents, officials and the rules of athletics. Too often competitive demands are placed on children too early, which results in excessive levels of pressure on them. This is one of a number of factors, which contribute to high levels of dropout from sport. It should always be kept in mind that the welfare of children comes first and competitive standards come second. While under eight is a very different age group to under eighteen the same general principle should apply. As adults we need to strike a balance between a young person’s desire to win and a young person’s right to participate, irrespective of ability. Remember that success is not the same as winning and failure is not the same as losing.

vii. **Equality**
All children should be valued and treated in an equitable and fair manner regardless of ability, age, gender, religion, social and ethnic background or political persuasion. Children, irrespective of ability or disability should be involved in sport activities in an integrated and inclusive way, whenever possible, thus allowing them to participate to their potential alongside other children. Athletics Leaders should be aware of and seek to gain competence in addressing the needs of young people with disabilities or any other additional needs.

**viii Legislative Basis**

While the Code of Ethics is not a legal document it is based on the Child Care Act (IRL) 1991 and the Children (NI) Order 1993, as well as subsequent related legislation, such as Children’s Act 2001, Protection of Children and Vulnerable Adults Act (NI) 2003 and the Protection for Persons Reporting Act (IRL) 1998. Furthermore, Ireland is a signatory to the UN Convention on the Rights of the Child, which acknowledges the right of the child to protection from all harm. Article 31 of the UN Convention on Rights of the Child recognises the “right of the child to engage in play and to have the chance to join in a wide range of activities”.

In order to promote this charter and in response to consultation with young people the Office of the Minister for Children (IRL) includes in its strategy the objective that “children will have access to play, sport and recreation and cultural activities to enrich their experience of childhood”. The Office of the Minister for Children appointed an Ombudsman for Children in 2004, while Northern Ireland appointed the Commissioner for Children and Young People in 2003.

**Developing a Community Sports Facility**

**Sports in Ireland**

Sport is at the centre of Irish society – from the local club to the national success of the elite sports people and teams the grass roots of community development. According to the Federation of Irish Sport “Sports in the community is the largest single source of volunteering in Ireland with over 500,000 Irish adults’ volunteering in sports each year with the economic value of their work estimated to be more than €350 million. 38% of all Irish people are members of the estimated 12,000 sports clubs in Ireland, whilst 2.1 million participate in sporting activities.

However, despite the success that has been achieved in recent years in both participation and improved consistency of performance on the national stage, funding remains a big challenge for facing the continued growth in the Irish sports sector.
Participation rates in sport across Ireland are generally above average but do fall below neighbours Great Britain and are some way behind countries like Switzerland, Finland and New Zealand. Interestingly, swimming remains the most popular type of individual physical activity in which Irish people take part.

Sport plays not only a significant role in the lives of Irish residents, but also contributes substantially to the Irish Economy. According to the Indecon report in 2012 there is a return to government of €149 for every €100 invested:

- 2% of employment is in sport - over 38,000 jobs;
- Sport generated over €1.8 bn to GDP;
- Household expenditure on sport in 2011 was €1.9bn.

**Wider Impacts**

Participation in sport can also have a lasting and significant impact on the economy through a range of secondary benefits. Increased participation can reduce the financial burden of the healthcare system through the reduction of a number of physical and mental health issues. Sport has also been shown to have a positive effect on educational attainment and employability. From a social point of view, sport participation has been linked to community development, social cohesion, and a reduction in anti-social behaviour. This can help reduce crime and the associated costs of such activity.

**National Household Survey**

A complementary study has been undertaken by the Central Statistics Office in their Quarterly National Household Survey2 which included in 2013 a question on participation in sport, with a sample size of 5,000. The CSO survey provided remarkably consistent data, reporting that 73% of the population over age 15 years participated in some physical exercise over the past 12 months, up from 63% in 2006. The CSO reported that for all sports 90% of participants were involved in sport at least weekly.

The CSO study also found that 10% of the population participated in athletics, including running (cross country, middle distance, track and field) and jogging.

Several key issues on athletics participation emerge in the analysis of this data, set out subsequently:

- There is no gender difference in athletic participation and both males and females participate equally.
- Substantial variations in athletics participation occurs across the age spectrum, with the 25-44 age group dominating the activity.

http://www.cso.ie/en/releasesandpublications/er/q-sp/qsp2013q02
• There were no significant differences between degrees of urbanisation, an especially important finding suggesting that urban/rural factors are not relatively important for athletics.
• In terms of economic status, those at work substantially exceed other groups in athletic participation, confirming the recognised influence of income on sports participation.

Participation in sport

Nearly 4 in 10 (37.8%) persons participate in sport and/or other physical activity (excluding walking). See table 1a and headline table. The top three sports are individual sports, rather than team sports - aerobics/keep fit/gym (the main sport of 19.2% of persons), followed by swimming (14.2%) and then cycling (13.6%). Over a quarter (26.5%) of females stated that aerobics/keep fit/gym was their main sport/physical activity. Swimming is the second most popular sporting activity (14.2%). This is the main activity for over one fifth (21.5%) of females. Nearly 3 in 10 (29.8%) of all persons in the 65 years plus age group stated that golf was their main sport. Some 13% of males as opposed to 4% of females stated that golf was their main sport. For the 65 years plus age group, swimming is the second most popular sport or physical activity at nearly 16%. Cycling is the third most popular sport, with nearly 16% of males and over 10% of females stating that this was their main sport. It is the most popular sport in the 45-54 years age group (19.7%). Athletics follows as the fourth most popular sport at just under 10%.

Potential Users

The potential users of the facilities proposed is everyone. The clubs that set up the programme will ultimately have a place to call home and this includes people of all ages, gender, religion, creed, nationality and so on. It is
proposed that this facility will cater for the needs of the three clubs and the plan is to develop a site large enough to construct an 8 lane running track, a long jump track, all weather training facilities for football, camogie, soccer etc. There is also a plan to develop a club house, parking facilities, conference and training rooms and community suites.

It is proposed that these facilities will be made available to community projects for education and training, for community seminars and meetings. It is proposed that all local schools in the area will have access to the facilities which they currently do not have access to.

National Schools

<table>
<thead>
<tr>
<th>School Name</th>
<th>Address</th>
<th>Phone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attymon N.S. Attymon, Athenry, Co Galway</td>
<td>Tel: 091 848454</td>
<td></td>
</tr>
<tr>
<td>Ballinderry N.S. Cummer, Tuam, Co Galway</td>
<td>Tel: 093 41670</td>
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<tr>
<td>Barnadarg Central Sch, Tuam, Co Galway</td>
<td>Tel: 093 49357</td>
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<td>Brierfield National School, Tuam, Co Galway</td>
<td>Tel: 093 49376</td>
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<td>Bunscoil Naomh Chuana, Kilcoona, Headford, Co Galway</td>
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<td>Carnain N.S. Athenry, Co Galway</td>
<td>Tel: 091 844668</td>
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<tr>
<td>Ceanthru Na Ngardhanta, Tuam, Co Galway</td>
<td>Tel: 093 24081</td>
<td></td>
</tr>
<tr>
<td>Clonberne Central Sch, Clonberne, Ballinasloe, Co Galway</td>
<td>Tel: 093 45936</td>
<td></td>
</tr>
<tr>
<td>Creggs Central N.S. Creggs, Via Roscommon, Co Galway</td>
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<tr>
<td>Croi Ronaofa Measaithe, Williamstown, Castlerea, Co Galway</td>
<td>Tel: 0907 43124</td>
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<tr>
<td>Crumlin N.S. Ballyglunin, Co Galway</td>
<td>Tel: 091 797128</td>
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<tr>
<td>Esker N.S. Athenry, Co Galway</td>
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</tr>
<tr>
<td>Galway North Educate Together N.S. Cloonebeggan Road, Claregalway</td>
<td>Tel: 091 798356</td>
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<td>Garrafrauns Central Sch, Tuam, Co Galway</td>
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<tr>
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<td>Newtown G N S, Mainistir, Tuam, Co Galway</td>
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<tr>
<td>Nicolas Naofa, Dunmore, Co Galway</td>
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<tr>
<td>Presentation Convent, Tuam, Co Galway</td>
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<td>S N Bhrid, Turloughmore, Co Galway</td>
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<td>S N Naomh Padraig, Creagmore, Baile Clar Na Gaillimhe</td>
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<td>S N Naomh Uinseann, Cul Arann, Turloughmore, Co Galway</td>
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It is proposed that there will be a STEP Sport Transition to Education / Employment Programme. This programme is initiated to tackle the growing problem in education drop out in our youth. In the 2016 Census it has identified that some 10,700 youths up to the age of 18 have ceased mainstream education.
**Theme 10: Education**

<table>
<thead>
<tr>
<th>Age</th>
<th>Males</th>
<th>Females</th>
<th>Total</th>
</tr>
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<tr>
<td>Under 15 years</td>
<td>1,259</td>
<td>692</td>
<td>1,951</td>
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<tr>
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<td>16</td>
<td>1,169</td>
<td>773</td>
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<td>17</td>
<td>976</td>
<td>929</td>
<td>1,905</td>
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<tr>
<td>18</td>
<td>1,825</td>
<td>1,966</td>
<td>3,791</td>
</tr>
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</table>

*Census 2016 Sapmap area Municipal District of Tuam*

This is an alarming statistic and shows that many of our youths are not interested in mainstream education and are not pursuing 3rd level education. Many of our youths are now showing an increased interest in health and wellbeing following suit with many of the fitness gurus they see on social media and on reality tv and so on.

Health and fitness has had a massive impact on adolescence and it is proposed to harness that interest in our youth and give them the platform to study in a field that they are interested in, to create careers for themselves by providing them with programmes that enable them to work towards personal development, to learn how to work as a team, to learn how to share their knowledge and to coach others and learn how to become mentors in their own right. STEP will be developed in a way that will create a progression path with the help of partner groups that bring with them to tool set to deliver this programme. A provision will also be made to offer our youth education and training rooms, after school homework groups and so on.

Another proposal of the group is to work with action groups to provide provisions for age active programmes. These facilities will offer soft training programmes that keep our elderly active, to provide a meeting place for our elderly to combat isolation in the community. Also included in the plan is the community facilities, this will give provision for meeting rooms for our elderly, social events of various types including meditation rooms, dance classes, and Zumba.

It is further proposed that the facilities will cater for Special Olympics training and Paralympic Training. In Tuam, there is approximately 434 people currently unable to work due to disability. The facilities proposed will be designed from the get go with a plan which makes provision for all access and the proposed facilities totally available to people with disabilities. Planning for the facilities will be tailor made to allow access to everyone. There will be regular training times set out for the physically challenged along with special events. All staff will be trained in disability awareness.
**Theme 12: Disability, Carers and General Health**

<table>
<thead>
<tr>
<th>Disability</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>2,680</td>
<td>2,754</td>
<td>5,434</td>
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*Census 2016 Sapmap area Municipal District of Tuam*

It is further proposed to adopt the social inclusion strategy of the GAA see appendices 5. GAA is a national sporting pursuit but the GAA is often the only show in rural towns and villages. GAA is more than sport, it is our culture, our heritage and in appendices 4, it is clear to see that GAA is the centre of the community in every village and town across Connaught. With this in mind, the GAA has developed a social inclusion strategy and it is proposed by the We are Tuam Sports group to adopt and implement this strategy from the get go.
Assessment of Need

The ten most popular sports in Ireland in 2017 are the same as in 2015, and with only one exception appear in the same order as they did in the previous study. As in all previous survey waves, personal exercise (primarily consisting of gym-type activities) is the most popular form of sporting activity, with 12.4% regularly participating in this sport. Swimming and running are the second and third most popular forms of sporting activity, with 8.5% and 6.2% respectively participating in these sports. With the exception of cycling (5.1%), all other sports have a regular participation rate of below 5%. The order of popularity of the top ten sports remains the same as in the previous study, with the exception of Gaelic Football which is now the eighth most popular sporting activity in terms of participation, having previously been the ninth most popular.

As in previous waves of this study, participation in sports typically played on an individual basis is much higher than in those participated in a team environment. Nine out of ten participants take part in individual sports, and of the ten most popular sports, only two (soccer and gaelic football) are team-based sports. However, as discussed later in this section, many of these individual sports can be participated in with others, and there is some evidence of increased participation in sport in group settings.

A comparison of the participation rates between 2017 and 2015 shows a decline in running while participation rates in other sports remain unchanged. This decline in running may seem contrary to appearances when participation in many organised running events is at historically high levels. However, it is important to consider that while organised events are a crucial part of sports participation, much of the participation occurs away from these events and among individuals who may attend infrequently or never attend such an event. This is explored in more detail later in this report.
Those participating in team sports are more likely than those participating in individual sports to regularly participate in multiple sports. Just over half (53.4%) of those participating in a team sport have also participated in another sport, compared with 31.4% of those participating in an individual sport. However, this has declined for both types of sport since the previous survey (61.2% and 33.5% respectively), and is responsible for some of the decline in running which may be used to supplement training in team-based activities.

Ideally, the provision of sport and recreation facilities should be guided by a Strategic Recreation Plan which establishes a future direction and vision and strategies for achievement, guiding service and facility provision.

**Participation in sport**

- 43% of the population regularly participate in sport. This is at the same level as in 2015 indicating that participation in sport is unchanged in an improving economic environment where people may have more time pressures.

- While 8 out of the 10 most popular sports are those typically participated in on an individual basis, there has been an increase in the proportion participating in sport with other people in a casual social or organised basis.

- Gender gap in sports participation (4.5%) is narrower now than at any point since the ISM was introduced in 2007 when it was 15.7%.

- Increased participation among females aged 45 and older means that they are now more likely to participate in sport than males of the same age.

- Those with a long term illness or disability are less likely than others to participate in sport, and those that do participate in sport are less likely to participate in a group/team setting.

- Persistent social gradient remains, with lower levels of sports participation among those who are unemployed, those on lower incomes and those with no third level education.

**Broader physical activity**

- Increase in the proportion that is highly active, with almost a third (32.6%) now achieving the minimum level of activity set by the National Physical Activity Guidelines. The proportion categorised as sedentary remains unchanged (13.0%).

- Notable increase since 2015 in the proportion aged 65 and older that is highly active (from 24.4% to 29.5%). This means that their activity levels in this respect are more closely aligned with the population as a whole.
• Increase in the proportions that are walking for recreation (from 63.6% to 66.2%), and the proportion walking for transport (from 45.6% to 46.6%). Decline in the proportion cycling for transport (9.8%, a decline from 11.1%)

• Strongest increases in recreational walking among those aged 25 to 34, and for walking for transport among those aged under 35. Similarly, higher increase in walking for transport among those who are in employment

• Large differences in activity levels between those with a long-term illness or disability and those without, and similarly those living in rural and urban areas.

**Social participation in sport**

• 45.2% are involved in a social form of sports participation (attending events, club membership or volunteering). This is at broadly the same level as in 2015, with each individual component unchanged since the previous survey

• A strong gradient exists in social participation, with those earning higher incomes and with higher education much more likely to participate socially. Additionally, those with a long-term illness or disability are less likely to participate in this way

• Decline in social participation among males aged under 35 – and in particular males aged 16 to 19. However, overall social participation among under-35s is unchanged due to a corresponding rise among females

• A decline in female involvement in volunteering means that males are more likely to volunteer than females (12.6% and 9.1% respectively). The decline among females is due primarily to fewer females aged 35 to 54 volunteering for sport (14.5%, a decline from 17.5%)

• The gender differential in volunteering roles remains consistent, with female involvement more likely to be in terms of providing transport. The decline in female involvement in volunteering means that fewer are providing transport than previously

**Investment in sport**

• Almost 9 out of 10 (86%) feel that there are more opportunities now to participate in sport than there were 10 years ago. However, those living in lower income households are less likely to perceive this than those in higher income households

• General public suggest that, in developing sport in Ireland, the government should place a greater focus on general participation rather than elite sports. Equally a greater focus should be placed on encouraging those who are inactive to become more active (rather than those already active to become more active), and a greater focus on facilities rather than initiatives to encourage more activity.
• Across different groups in society, policies to increase activity levels should focus on children and young people. A greater responsibility for this lies with parents rather than schools • Just under half (44%) feel that women have fewer opportunities than men to participate in sport. This is higher among women (49%), and older women (those aged 45 and older: 55%) in particular

**Coaching and training**

• The majority (57%) of those participating in sport recently received coaching or training for the sport that they participate in

• Those participating in team events are more likely than those participating in individual events to receive coaching (71% and 54% respectively). Similarly, those who are members of a club are more likely than non-members to have received coaching (64% and 47% respectively)

• Most of those participating in coaching or training do so at a location convenient to where they are based, with 70% travelling less than 20 minutes to attend coaching/training

• A significant majority are satisfied with the quality of coaching received over the past six months (91%), with most (84%) saying that structured training is important to their continued participation in that sport

• A fifth (20%) have participated in a competitive event related to their sport in the past month

Business proposal

At present Tuam Cortoon Ladies, Tuam Camogie and Tuam Athletics have no home facilities and they must rely on agreements with other local sporting clubs to train and compete competitively. There are over 1000 members between the three clubs. Tuam athletics club have members from 31 different schools in the locality across primary and secondary.

Across all three clubs, members are travelling from up to 25km away. At present Galway city and Ballinasloe have running tracks, there is no running track facility in north Galway. Tuam Cortoon ladies and Tuam Camogie have very active membership and it is unique for clubs of their size operating with out a dedicated pitch for training and matches.

The coming together of the three clubs has presented a unique opportunity for the Tuam locality as it will serve the need and demand for extra sporting facilities.

The need for a facility of this type is justified given the numbers of participants across the three clubs. Demand is very high for existing sports facilities and the We are Tuam clubs suffer due to lack of access to suitable facilities.

The three clubs have a significant number of volunteers behind them and “According to Federation of Irish Sport - Sports in the community is the largest single source of volunteering in Ireland with over 500,000 Irish adult volunteering in sport each year with the economic value of their work estimated to be in excess of €350 million. 38% of all Irish people are members of the estimated 12,000 sports clubs in Ireland, whilst 2.1 million participate in sporting activities.”

Tuam currently has a range of sporting facilities several of which are currently used by the three clubs in the We are Tuam partnership.

1. Tuam Stars GAA
2. Tuam Rugby
3. Tuam Celtic Soccer Club
4. Dynamo Blues Soccer Club
5. Tuam Stadium
6. Tuam Golf Club
7. Palace grounds public park
8. School Facilities
   a. St Jarlaths College
   b. Presentation College
   c. Mercy Convent
d. Archbishop McHale

As outlined in a 2016 feasibility study conducted by Limerick County council and Garland Concepts Realised Consultancy. There are advantages and disadvantages to buying, leasing and operating land.

<table>
<thead>
<tr>
<th>Option</th>
<th>Comment</th>
<th>Advantages</th>
<th>Disadvantages</th>
</tr>
</thead>
</table>
| Provide the Land           | Provide the local club(s) with a land bank for future development | • Fulfils the LC&CC’s role to support the project  
  • Enabler for development  
  • Leaves the option to get involved as the project develops | Acquire land  
  • No guarantee of a facility  
  • May have to takeover in future |
| Co-Fund and Lease          | Agree to co-fund and lease to club            | • Fulfil the LC&CC’s role  
  • Capping funding  
  • Club(s) to provide funding • Guarantees facility | • Left to council to run |
| Fund and Lease             | Agree to fund the full development and lease to club | • Fulfils LC&CC’s role  
  • Guarantees Facility  
  • No management & maintenance role | • Left to council to run  
  • No guarantee of success  
  • Ongoing upgrade cost |
| Fund and Operate:          | Provide the funding and operate as a LC&CC facility | • Fulfils role  
  • Guaranteed facility  
  • 100% control | • 100% cost  
  • Future management issues  
  • Demand for facility in other locations  
  • No guarantee of success  
  • Ongoing cost base |

As outlined above Tuam Town has a number of sporting facilities and while the clubs of the We are Tuam partnership do have access to some of them, it is not a feasible practice into the future as access to these facilities is limited and often times at unworkable schedules. The member clubs of We are Tuam have operated in a range of agreements in the past and with other clubs and facilities but the continued growth has brought them to this point where there current agreements are no longer sustainable for the clubs and their membership. Physical
facilities is a key aspect of participation in club sports and it fosters inclusivity and equal opportunity for the members.

While participation in women’s field sports has grown in the past number of years it still falls behind male participation “In terms of actively competing, 10 per cent of men of all ages take part in “competitive and organised sports” (such as playing for a GAA or soccer club) versus 4 per cent of women. Of the male numbers, 22 per cent play “recreational sport” (such as playing five-a-side soccer), as opposed to 13 per cent for women.” Source: The 2016 Sports and Sponsorship Sentiment Index (SSSI*), produced by PSG Sponsorship. Access to suitable facilities is a key component to ensuring long-term engagement and growth within a club.

Women are much more likely to take part in exercise with 56 per cent and Men at 43 per cent. The main fitness avenue women choose is class-based exercise such as spinning, bootcamp and yoga as opposed to walking running and team sports. The participation in team sports for women decreases after they exit secondary school. The GAA have created the program Gaelic4teens and this is aimed at teenage girls, it encourages young women to play football and camogie and it is hoped to this program will retain the numbers of female athletes participating in GAA sports after they finish school.

Athletics in Ireland has seen an increase with more people patriating in social running clubs like the couch to 5km program. Between running clubs and individuals, participation in Athletics in Ireland has almost reached 300,000. With the onset of this increased demand, the need for suitable facilities has also increased. In the past Clubs and individuals relied on grass tracks, public trails and existing sports facilities. With advances in terrain technology synthetic tracks are now the norm and in the long term much better for athletes in today’s armature and commutative athletics almost all official competitions take place on synthetic surfaces.

“Unlike many of the mass-participation team based sports clubs and associations whose focus has been on providing and building physical infrastructure – athletics because of its relative size, the number of small clubs and the fact that access to track facilities was always limited has remained for the most part focused on the development of the individual athlete(s). This approach is reflected in Athletics Ireland’s own philosophy, which unlike other codes, do not own or manage physical facilities.”

A key aspect of the We Are Tuam sports facility is community engagement with the clubs, community engagement and participation will be central to making the facility economically viable. Appointing or employing a development co-ordination is recommend to increase engagement with the facility. A development coordinator would be tasked with developing programs to increase participation in clubs and standalone programs for members of the public and corporate entities to generate external revenue.

As outlined above the preferred option for We Are Tuam is the development of a new facility with a running track and playing fields. With the lack of availability in current facilities and no purpose-built running track it is the most
appealing option, if successful it also provides each of the clubs the opportunity compete on home ground and grow their current membership numbers and revenue.

**Sizing the Market**

This section of the report will look at who the potential users will be in the regional area and how much will they pay.

As already outlined earlier in this report the driving force for this proposed facility is a culmination of sporting clubs in the Tuam vicinity. The main drivers are the We are Tuam partnership and key stakeholders Tuam Stars GAA and Tuam Rugby Club. The Partnership has received support from sporting organisations, schools, businesses and the members of the public in Tuam Town and the surrounding areas.

This support is very important as it highlights the need for a facility of this kind. Support from stakeholders is important, the different levels of engagement must be considered as the facility must be economically sustainable. There will be different levels of participation from the different stakeholder groups.
We are Tuam

Tuam Athletics

Tuam Rugby Club

Tuam Cortoon Ladies

Tuam Camogie

Tuam Stars GAA

Members of the Public

Businesses

Other sporting clubs

Schools

Community Groups
Key Stakeholders:

We are Tuam

1. Tuam Cortoon Ladies football Club
2. Tuam Camogie Club
3. Tuam Athletics Club

Clubs

1. Tuam Stars GAA Club
2. Tuam Rugby Club

External stakeholders

1. Other sports clubs and organisations
2. Schools
3. Businesses
4. Members of the public
5. Community groups

To be able to quantify possible users of the facility two possible approaches can be used

1. Top down – focus in on local demographics and the national participation in facilities of this kind in other similar regional locations, this will help to identify current and future potential users.
2. Focus on the ground up current participation within stakeholder groups.

Currently there are approximately 1000 registered users across the three clubs of We are Tuam, between the current membership of We are Tuam, Tuam Stars GAA and Tuam Rugby Club, the facility would be used daily. This use would not be full capacity usage daily, it would however be used at a high level of occupancy on an almost daily basis. The usage would be primarily evening usage during weekdays, a secondary use for day time hours could be considered during week days to offset the development and overhead costs of the projects.
Comparative facilities:

In 2016 Garland consultants researched 5 different locations as part of the Newcastlewest Athletics facility feasibility study. Those locations were:

1. Castleisland, Co. Kerry
2. Ballina, Co. Mayo
3. Enniscorthy, Wexford
4. Killaloe, Co. Clare
5. Templemore, Co. Tipperary

There are key messages a new Athletic Hub in Tuam can take from their shared experiences:

1. In order to achieve success, the project needs key local drivers either within the club or Local Authority.
2. Where possible build to the highest specification – it is hard to retrofit – with 8 lane and provision for all track and field activity as the gold standard.

3. Track and Field facilities are not revenue generators. In order to be successful they need to be innovative in terms of the operating model. This ranges from including net revenue generators such as gym and fitness studios or running the facilities on a low or zero cost basis.

4. Provision needs to be made for relining; repair and respraying and resurfacing through some of form sinking fund.

Case Studies conducted in 2016

| Case Study 1 - Castleisland, Co. Kerry |
|-----------------|----------------------------------|
| Population      | 2,500                            |
| Ownership       | An Riocht AC                     |
| Management      | An Riocht AC                     |
| Site Siz        | 7 Acres                          |
| Constructed     | 1999                             |
| Investment      | €2.5 M – Clubhouse €1.8 M        |
| Facilities - Athletics |
|                  | • 400 metre track               |
|                  | • Steeplechase                  |
- Hammer cage
- Discus
- Javelin
- Shot Putt
- High Jump
- Pole Vault
- Floodlit (100 Lux)

**Other On Site Facilities**

- Clubhouse
- Changing Rooms and Toilets
- Gym
- Treatment rooms
- Jacuzzi and Steam Room
- Fitness suite
- Meetings rooms
- Town Park

**Employees**

- 2 Fulltime
- 2 Parttime
- 2 Tús Scheme

**Track Revenue**

- €32,000 p.a.
- Pay n' Play Rates

**Revenue Sources**

- Track Membership
- Pay N' Play
- Other Athletic Clubs
- Other Sports Clubs
- Community Games
- Events

**Operating Cost**

- Maintenance - €6,000 p.a.
- Insurance - €7,000 p.a.
- Rates - €1,500 p.a.

**Sinking Fund**

- €7,000 p.a. for respraying the track at a cost of c. €140,000 (first time in Year 16)
<table>
<thead>
<tr>
<th>Lessons Learned - Construction</th>
<th>Lessons Learned - Operations</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Local Club Driver</td>
<td>• No trees bordering the site – leaves an issue in Autumn</td>
</tr>
<tr>
<td>• Build to IAAF standard - 8 lane</td>
<td>• Mark out both straights for sprints and hurdles – juvenile and senior</td>
</tr>
<tr>
<td>• All Field Sports</td>
<td>• Regularly sweep the track to remove debris that causes moss and weeds</td>
</tr>
<tr>
<td>• Quality of the site important</td>
<td>• Power Spray once per annum and professionally every 3 years</td>
</tr>
<tr>
<td>• Include ducting for timing</td>
<td>• Field Sport area doubles as soccer pitch</td>
</tr>
<tr>
<td>• Fence and CCTV for Security</td>
<td>• Track if well maintained can be resprayed twice before resurfacing</td>
</tr>
<tr>
<td></td>
<td>• Timing Equipment not supplied</td>
</tr>
<tr>
<td></td>
<td>• P.A. for hire</td>
</tr>
</tbody>
</table>
## Case Study 2 – Ballina, Co. Mayo

<table>
<thead>
<tr>
<th>Description</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>10,361</td>
</tr>
<tr>
<td>Ownership</td>
<td>Mayo Co. Council - 100% Mayo Co. Council</td>
</tr>
<tr>
<td>Management</td>
<td>Ballina AC</td>
</tr>
<tr>
<td>Site Size</td>
<td>7 Acres</td>
</tr>
<tr>
<td>Constructed</td>
<td>2004</td>
</tr>
<tr>
<td>Investment</td>
<td>€600,000 excluding land</td>
</tr>
<tr>
<td>Capital Funding</td>
<td>€70,000 - Government</td>
</tr>
<tr>
<td></td>
<td>€170,000 - IPB</td>
</tr>
<tr>
<td></td>
<td>Club €150,000 (Club Lease buy-out)</td>
</tr>
<tr>
<td></td>
<td>€360,000 Town Council and Local Authority</td>
</tr>
<tr>
<td>Facilities - Athletics</td>
<td>400 metre track</td>
</tr>
<tr>
<td></td>
<td>Floodlit (150 Lux)</td>
</tr>
<tr>
<td>Other On Site Facilities</td>
<td>Clubhouse</td>
</tr>
<tr>
<td></td>
<td>Changing Rooms and Toilets</td>
</tr>
<tr>
<td></td>
<td>Town Park</td>
</tr>
<tr>
<td>Employees</td>
<td>Volunteer Run</td>
</tr>
<tr>
<td></td>
<td>2 from Tús Scheme</td>
</tr>
<tr>
<td>Rental Rate</td>
<td>€6,000 p.a.</td>
</tr>
<tr>
<td>Track Revenue</td>
<td>N/A</td>
</tr>
<tr>
<td>Revenue Sources</td>
<td>Club Membership</td>
</tr>
<tr>
<td></td>
<td>Other Athletic Clubs</td>
</tr>
<tr>
<td></td>
<td>Other Sports Clubs</td>
</tr>
<tr>
<td></td>
<td>Community Games</td>
</tr>
<tr>
<td></td>
<td>Events</td>
</tr>
</tbody>
</table>
Operating Cost

- Maintenance – Local Authority
- Grass Cutting – Local Soccer Club in return for access

Sinking Fund

- €6,000 p.a. for remarking/ respraying held by the Council

Lessons Learned - Construction

- Local Authority Champion
- Build to IAAF standard - 8 lane
- Include ducting for timing
- CCTV for Security

Lessons Learned - Operations

- Individual on site Storage for each Club

---

**Case Study 3 – Enniscorthy, Co. Wexford**

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>10,838</td>
</tr>
<tr>
<td>Ownership</td>
<td>Wexford County Council</td>
</tr>
<tr>
<td>Management</td>
<td>Wexford County Council</td>
</tr>
<tr>
<td>Site Siz</td>
<td>7 Acres</td>
</tr>
<tr>
<td>Constructed</td>
<td>2013</td>
</tr>
<tr>
<td>Investment</td>
<td>€1 M – excluding the land</td>
</tr>
<tr>
<td>Funded</td>
<td>100% funded by Wexford County Council and Department of the Environment</td>
</tr>
<tr>
<td>Facilities - Athletics</td>
<td>400 metre track, Steeplechase, Hammer cage, Discus</td>
</tr>
<tr>
<td><strong>Other On Site Facilities</strong></td>
<td>Toilet Block</td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>--------------</td>
</tr>
<tr>
<td><strong>Employees</strong></td>
<td>2 from Tús Scheme</td>
</tr>
<tr>
<td><strong>Track Revenue</strong></td>
<td>€32,000 p.a</td>
</tr>
<tr>
<td><strong>Revenue Sources</strong></td>
<td>Track Membership</td>
</tr>
<tr>
<td><strong>Operating Cost</strong></td>
<td>Maintenance - €6,000 p.a</td>
</tr>
<tr>
<td><strong>Sinking Fund</strong></td>
<td>Not Applicable</td>
</tr>
<tr>
<td><strong>Lessons Learned - Construction</strong></td>
<td>Local Authority Champion</td>
</tr>
<tr>
<td><strong>Lessons Learned - Operations</strong></td>
<td>Field Sport area doubles as soccer pitch</td>
</tr>
</tbody>
</table>

- Javelin
- Shot Putt
- High Jump
- Pole Vault
- Floodlit (350 Lux) – generator
- Pay n' Play Rates
- Other Athletic Clubs
- Other Sports Clubs
- Community Games
- Maintenance - €6,000 p.a
- Insurance - €7,000 p.a
- Local Authority Champion
- Build to IAAF standard - 8 lane
- All Field Sports
- Quality of the site important
- Include ducting for timing
- Fence and CCTV for Security
- Individual on site storage for each club
<table>
<thead>
<tr>
<th>Case Study 4 – Killaloe, Co. Clare</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
</tr>
<tr>
<td>Ownership</td>
</tr>
<tr>
<td>Management</td>
</tr>
<tr>
<td>Site Size</td>
</tr>
<tr>
<td>Constructed</td>
</tr>
<tr>
<td>Investment</td>
</tr>
<tr>
<td>Funding</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Facilities - Athletics</td>
</tr>
<tr>
<td></td>
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<td></td>
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<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Other On Site Facilities</td>
</tr>
<tr>
<td>Employees</td>
</tr>
<tr>
<td>Revenue Sources</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Operating Cost</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Sinking Fund</td>
</tr>
<tr>
<td>Lessons Learned - Construction</td>
</tr>
</tbody>
</table>
| Lessons Learned - Operations                                                                 | • Community not for profit organisation  
|                                                                                              | • 35 year lease from Clare Co. Co. in 2010 |

| **Case Study 5 – Templemore, Co. Tipperary**                                              |
| **Population** | 1,943 |
| **Ownership** | Tipperary County Council/ Templemore AC |
| **Management** | Templemore AC |
| **Site Size** | 7 acres |
| **Constructed** | 2009 |
| **Investment** | €800,000 – excluding the land |
| **Funding** | • €430,000 - Government/ Sports Capital Grants  
|                                                                                              | • €100,000 - Local Authority  
|                                                                                              | • €200,000 - Templemore AC |
| **Facilities - Athletics** | • 400 metre track  
|                                                                                              | • Steeplechase  
|                                                                                              | • Hammer cage  
|                                                                                              | • Discus  
|                                                                                              | • Javelin  
|                                                                                              | • Shot Putt  
|                                                                                              | • High Jump  
|                                                                                              | • Pole Vault  
<p>|                                                                                              | • Floodlit |
| <strong>Other On Site Facilities</strong> | Toilet Block |
| <strong>Employees</strong> | TBC |
| <strong>Revenue Sources</strong> | • Track Membership |</p>
<table>
<thead>
<tr>
<th>Category</th>
<th>Items</th>
</tr>
</thead>
</table>
| Pay N’ Play                   | • Other Athletic Clubs  
|                               | • Other Sports Clubs       
|                               | • Community Games         |
| Operating Cost                | • Maintenance             
|                               | • Insurance               |
| Sinking Fund                  | • Not Applicable          |
| Lessons Learned - Construction| • Local Club Drive        
|                               | • Build to IAAF standard - 8 lane  
|                               | • All Field Sports        
|                               | • Quality of the site important  
|                               | • Fence and CCTV for Security |
| Lessons Learned - Operations  | • Individual on site storage for each club                           |
Market

This area of the report will look at the target markets for the Sports Facility in Tuam, the report will contain key sociodemographic details for the area. We will look at the target markets, opportunities for the project as well as a marketing strategy for the facility.

Tuam is a town in Ireland and the second-largest settlement in County Galway. It is situated west of the midlands of Ireland, approximately 35 km north of Galway city. The town became increasingly important in the 11th and 12th centuries in political and religious aspects of Ireland. The market-based layout of the town and square indicates the importance of commerce.

Figure 1: Tuam Map

The above map shows the urban and rural areas of Tuam, while the town itself is quite small the rural area is very spacious.
the above screen capture shows the latest statistics for the Tuam Settlement which were undertaken by a national census. The total Population in the settlement area of Tuam is 8,767 of which there were 603 households.

Of the total population of Tuam, 4,253 are male and 4,514 are female.

The author conducted various research on the topic of sports participation in Ireland, there is an annual report released that summarises rising trends in sports as well as participations. The report Irish Sports Monitor and is undertaken by Sports Ireland starts out as follows:

The Irish Sports Monitor (ISM) is a large population study undertaken biennially to provide trends in participation in sport and physical activity in Ireland. It sets a broad definition of sport and measures participation in both active and social contexts (i.e. includes club membership, volunteering and attendance at sports events). It also measures other forms of physical activity including recreational walking as well as walking and cycling for transport.

Sport plays a variety of important roles in Ireland today. Participation in sport not only provides considerable physical benefits, but also enhances mental wellbeing. This report finds that most sports – even those that can be participated alone – are played in group environments providing a social outlet and a support network for individuals. Social participation in sport is a key community bond. Sports clubs are at the heart of communities throughout Ireland and play a key role in bringing individuals together and forging community spirit.
Three out of every five people in Ireland regularly participate in sport – either actively or socially. Ensuring that everyone has an opportunity to participate in sport, and is encouraged to take this opportunity, is a key vision. Considerable investments are made by Sport Ireland and other stakeholders to achieve this.

Some interesting points laid out in the report under the topic of Social Participation:

**Social participation in sport**

- 45.2% are involved in a social form of sports participation (attending events, club membership or volunteering). This is at broadly the same level as in 2015, with each individual component unchanged since the previous survey.

- A strong gradient exists in social participation, with those earning higher incomes and with higher education much more likely to participate socially. Additionally, those with a long-term illness or disability are less likely to participate in this way.

- Decline in social participation among males aged under 35 – and in particular males aged 16 to 19. However, overall social participation among under-35s is unchanged due to a corresponding rise among females.

- A decline in female involvement in volunteering means that males are more likely to volunteer than females (12.6% and 9.1% respectively). The decline among females is due primarily to fewer females aged 35 to 54 volunteering for sport (14.5%, a decline from 17.5%).

- The gender differential in volunteering roles remains consistent, with female involvement more likely to be in terms of providing transport. The decline in female involvement in volunteering means that fewer are providing transport than previously.


In looking at issues facing the population of Tuam as well as identifying Ethnic Groups, the researcher has decided to use information from a Needs Analysis that was conducted in Tuam in May 2017. This report gauged issues affecting local communities through a door to door survey. The researcher will highlight some of the information from that report so there will be a better understanding of the market.

In gauging the level of employment in Tuam, a question was asked of participants as to their current employment status as well as the status of whoever live in their home. The researcher wishes to point out that these surveys did not cover all areas of Tuam, just those classed as “Very Disadvantaged” according to the POBAL HP Deprivation Index 2016.

Overall in Tuam, 36% respondents are unemployed and 21% are employed. A high percentage of respondents identified themselves as retired (21%). This may reflect the fact that many of the respondents have been living in
the area for a long time. The remaining respondents have identified themselves as working in the home, working in childcare, having a disability, special needs or suffering from an illness.
Continuing from the previous question from the Needs Analysis, a question was also asked to gauge the level of Education in the most disadvantaged parts of Tuam, the information is as follows:

Overall in Tuam, most of the respondents have obtained leaving certificate, primary education, or junior certificate. Around 7% of the respondents have not received any formal education and 2% have completed an apprenticeship among the seven areas surveyed in Tuam region.

Finishing up with information from the Needs Analysis, the chart below identifies socially excluded groups within the community.

Overall in Tuam, more than 85% of respondents fell into the three categories i.e. Traveller, a person with a disability or unemployed. The other respondents identified themselves as a Lone Parent.
Comparing Census 2011 to Census 2016 to gauge population growth which in turn would provide us with more information on potential future consumers indicated that in 2011 that population of Tuam was 8,242 while in Census 2016 the population is 8,747 this is a assumed estimate of 505 increase in the population of the area. The researcher mentions "assumed" as there are many variables to take into consideration regarding the overall Census.

The below table breaks down the population of the Tuam settlement into different age brackets.
Further research into the Census information provides us with the information in the table below.

<table>
<thead>
<tr>
<th>Marital Status</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single</td>
<td>2,378</td>
<td>2,385</td>
<td>4,763</td>
</tr>
<tr>
<td>Married (incl. same sex civil partnership)</td>
<td>1,545</td>
<td>1,510</td>
<td>3,055</td>
</tr>
<tr>
<td>Separated</td>
<td>138</td>
<td>169</td>
<td>307</td>
</tr>
<tr>
<td>Divorced</td>
<td>104</td>
<td>165</td>
<td>269</td>
</tr>
<tr>
<td>Widowed</td>
<td>88</td>
<td>285</td>
<td>373</td>
</tr>
<tr>
<td>Total</td>
<td>4,253</td>
<td>4,514</td>
<td>8,767</td>
</tr>
</tbody>
</table>

The total number of individuals who identify as being from Ireland/other EU Countries as well as Ethnic Minorities.

<table>
<thead>
<tr>
<th>Ethnic or Cultural Background</th>
<th>Persons</th>
</tr>
</thead>
<tbody>
<tr>
<td>White Irish</td>
<td>5,622</td>
</tr>
<tr>
<td>White Irish Traveller</td>
<td>724</td>
</tr>
<tr>
<td>Other White</td>
<td>1,443</td>
</tr>
<tr>
<td>Black or Black Irish</td>
<td>129</td>
</tr>
<tr>
<td>Asian or Asian Irish</td>
<td>276</td>
</tr>
<tr>
<td>Other</td>
<td>136</td>
</tr>
<tr>
<td>Not stated</td>
<td>357</td>
</tr>
<tr>
<td>Total</td>
<td>8,687</td>
</tr>
</tbody>
</table>
Tuam athletics club has been popular over the years with no show of decline in interest and growth. The club cater to 300 young people aged from 6 – 18 years old. The various other groups cater for people of all ages and skill level, providing a supportive space and promoting physical activity/positive mental health.

According to the Sports Ireland Annual Report participation rates are on the rise with targets that in the past have been a great issue and now are at a stage of nearly being resolved.

**PARTICIPATION IN SPORT – Sport Ireland (National)**

- 43% of the population regularly participate in sport. This is at the same level as in 2015 indicating that participation in sport is unchanged in an improving economic environment where people may have more time pressures
- While 8 out of the 10 most popular sports are those typically participated in on an individual basis, there has been an increase in the proportion participating in sport with other people in a casual social or organised basis
- Gender gap in sports participation (4.5%) is narrower now than at any point since the ISM was introduced in 2007 when it was 15.7%
- Increased participation among females aged 45 and older means that they are now more likely to participate in sport than males of the same age
- Those with a long term illness or disability are less likely than others to participate in sport, and those that do participate in sport are less likely to participate in a group/team setting
- Persistent social gradient remains, with lower levels of sports participation among those who are unemployed, those on lower incomes and those with no third level education

Tuam Sports facility wouldn’t just target Tuam as its target market, the facility would be looking to the municipal district which covers many different towns in Galway County also. The population of the municipal district as well as the populations therein are seen below.

The total population of the municipal district is 41,708 of which 20,986 are Male and 20,722 are Female. The age bracket of this group is 0-85+

The author suggests that this be the main target market for the Tuam Sports Facility, the facilities in the planned premises would include something to cater to all included in the above bracket.
Figure 3:

The above screen capture shows the population of the Tuam municipal district which totals: 41,708 of which 2,488 household were counted by the census 2016.

Tuam has a rich history regarding sport, there is major links with GAA football teams such as Galway. Tuam Stadium has lay desolate over the last number of years due to match fixtures being moved to other areas. The stadium is now used for local football matches, which even then are not quite often. There are many different sports clubs in Tuam, such as:

- Tuam Celtic
- Tuam Stars
- Dynamo Blues
- Tuam Athletics Club
- Tuam Camogie Club
- Tuam/Cortoon Ladies GAA

As you may notice there are a lot of clubs within Tuam and surrounds, this provides a brief view of the popularity of all sports in the area. The proposed sports facility for the area of Tuam would surpass any other facility in the area, there are still other competitors who could potentially draw in a few members due to past relationships, familiarity, cost etc.

None of these points regarding the competition would be an issue as Tuam Sports Facility would offer services and products that other facilities in the area would not be able to host, such as a professional running track.
While these services and products are on offer, any competition could still be a viable threat even though these competitors would be at a level of one of the sub industries of Tuam Sports Facility as the competitors could not provide the services that Tuam Sport Facility plan to offer. The researcher will now provide details of the potential competitors in the area.
Coral Leisure Centre

Coral are an Irish owned company who manage and run nine fitness centers across Ireland. Their vision is to supply the highest quality standards to the fitness industry nationwide by providing customers with exciting and cutting-edge services and programmes.

Their vision is to be renowned as a national market leader in the leisure industry, recognised for expertise and as well appeal to all segments of the community through the provision of exciting innovative programming and to be valued by our customers and employees.

Coral Leisure Centre is made up of three main elements, the pool area, the upstairs gymnasium, and the aerobics studio.

The pool hall has three swimming pools and a changing area on the ground floor. The main pool is a six-lane pool measuring 25m x 10.5m, this pool is 1m deep at the shallow end and 2m deep at the deep end. The learner pool is 10.5m x 7m, with the depth ranging from 0.6m to 0.9m. The circular toddler pool is 3.5m in diameter and located at the shallow end of the learner pool.

There is a spectator's area with a seating capacity of 150 people overlooking the swimming pools.

Coral Leisure offer many different programmes for customers. They have a relatively new GYM, included in the facility is a Sauna and Steam Room. Classes are provided in the Gym facility, Services on offer include: Bootcamp, one to one personal training session, boxercise, group training sessions as well as support and advice to individuals who plan their own workout. Coral Leisure offers monthly membership at a cost of €50.00.
Total Fitness Tuam

Total Fitness Solutions Training facility is located on the Ballygaddy road, Tuam Co Galway. Total Fitness offer state of the art gym equipment as well as a solid reputation gained by providing results to members through a variety of programmes.

They have a system in place for individuals to achieve desired results, this is achieved through breaking down nutrition into simple, easy to follow and extremely fun plans that cut out the crap and nonsense you read on the internet.

The programmes on offer can provide strength training that increases your metabolism that leads to fat loss. 60 minute sessions have provided great opportunity to get fit. TFS offer techniques and methods of training so you will learn and bring your training with you.

Facilities Include Gym, Intensive workout programmes.

Total Fitness Tuam offers membership at a cost of €30.00 monthly.
The Basement Gym

Another competitor in the Tuam area is the Basement Gym, this facility is still relatively new. It has been drawing in customers due to positive reviews and customer experience while offering good membership prices as well as different classes to cater to many different people in Tuam.

The Basement Gym provides monthly membership at a cost of €30.00

Facilities include State of the art Gym, Intensive Workout Programmes.

While the main target area will be the municipal district of Tuam, this would not be an appropriate approach upon first opening the facility. The first step in gathering customers will be to target the market of the Tuam settlement which as you see from the figures above has a big enough population to capture those not currently targeted e.g. Unemployed, People with Disabilities etc. Tuam Sports Facility will envelop to capture a share of the market to become a sustainable business.

The most popular facility used in Tuam is the Coral Leisure, as it caters to families where as the other competitors do not. While they may be competitors, they will not offer the services and programmes that Tuam Sports Facility plan to offer to the public. The Competitors in Tuam are limited to what they can offer due to their size and location. There facilities are not equipped to host any sporting events, also they are not actively seeking to engage young people who have dropped out of sport which is an issue on the increase. Tuam Facilities are well managed and are popular businesses with good customer retention.

While strengths of the competitors in Tuam may lay with Customer Loyalty, competitive pricing, location etc. Tuam Sports Facility will strive to ensure that they capture most of the market share which is held by the three competitors in Tuam by providing Programmes and Services that other businesses cannot host/cater. The professional running track alone in the new proposed facility will be enough to attract customers.
There is a demand for training facilities from many local clubs in the Tuam Area. Current pitches available come at too great a cost for rental to be a viable place for training. While others refuse to let clubs train in their facilities.

The Tuam Sports Facility would cater for clubs like these. Providing a reduced cost training area for clubs who need it. Tuam Sports Facility would also aim to promote the centre as an all-inclusive area that would be accessible to people from all aspects of the community. The researcher assumes that when the facility has opened it would be a huge distraction for the competitors in the area, loyal customers from these businesses would be curious to know about the facilities on offer. Tuam Sports Facility would look to market the business as having something for everyone.

This will be achieved through promotion on different multimedia platforms, which in turn will promote positive word of mouth. Through this we will achieve the market share expected.

Tuam Sports Facility won’t necessarily look to take customers from other businesses, instead it will work with the other facilities in the town to promote the overall health and well-being of the community, especially targeting socially excluded communities while offering facilities that others in the town cannot.

Collaboration with Local Development Companies would provide tailored programmes for the socially excluded target market that Tuam Sports Facility has in place. Galway Rural Development are responsible for delivering the Government Programme SICAP (Social Inclusion Community Activation Programme). A detailed description of the programme is seen below.
The Social Inclusion and Community Activation Programme (SICAP) 2018 – 2022 provides funding to tackle poverty and social exclusion through local engagement and partnerships between disadvantaged individuals, community organisations and public sector agencies.

Administered by Pobal and funded by the Irish Government through the Department of Rural and Community Development, it also receives funding from the European Social Fund under the Programme for Employability, Inclusion and Learning (PEIL) 2014-2020.

SICAP addresses high and persistent levels of deprivation through targeted and innovative, locally-led approaches. It supports disadvantaged communities and individuals including unemployed people, people living in deprived areas, people with disabilities, single parent families, people on a low income, members of the Traveller and Roma community and other disadvantaged groups.


The SICAP programme has been successful in engaging the socially excluded groups that Tuam Sports Facility hope to target. They have been engaged through a variety of programmes that include, Education, Sport, Employment, Training, Personal Development, Support in returning to work for the long-term unemployed. Providing supports to Local Community Groups and Social Enterprises in the Rural Areas of Galway County led by Galway Rural Development.
## Developmental Opportunities for Tuam Sports Facility

<table>
<thead>
<tr>
<th>Tuam Sports Facility</th>
<th></th>
</tr>
</thead>
</table>
| A Core stadium requirements | • Stadium and Circulation amenities  
• Players and Officials areas  
• Venue Management, Operations and Security  |
| B Sports Facilities | • Community Hub  
• Running Track  
• All Weather Pitches  
• Indoor Recreation Area  
• Outdoor Viewing Stand for Running Track  |
| C Community sport and physical activity | • Club Academies  
• Community Health and Fitness  
• Flexible indoor sports space  
• Playing fields/ open space provision  
• Other sports provision  |
| D Education | • Event Space for possible seminars and training  |
| E Other community/ cultural provision | • Dance / rehearsal / performance space  
• Flexible meeting space for Community use/Personal Development Courses etc.  |
| F Commercial uses | • Branded Health and Fitness  
• Business/Enterprise Opportunities  
• Conference/ Exhibition space  
• Commercial Leisure  
• Convenience Retail  |
Incorporating these services within the sports facility is thought to provide opportunities to access users who would not normally access facilities such as this.

- The case study below provides an example of a Sports Facility being used to successfully provide community related facilities.

---

**Case study – Provision of Community facilities/benefits of a Community Sports Facilities**

The Finn Valley Centre Stranorlar has developed from the Finn Valley Athletic Club which was founded in 1971 to cater for the athletic needs of athletes in the area. Starting out with humble beginnings, training at the nearby GAA field, before purchasing a disused factory on the current site, the club has taken gigantic steps to where it finds itself today. Since then it has made its mark in the athletics world and has entered a highly competitive arena, catering for the needs of the local community.

**Finn Valley Centre Service Statement Vision**

- To enrich sporting, social and cultural life of local population and community beyond.
- To provide effective opportunities for people to take part in sport and recreation and improve fitness or performance to what level required.

**Strategic Aims**

- Provide & manage first class accessible facilities and services for all.
- Provide welcoming, safe sporting and multi-use environments.
- Maximise opportunities for fulfilling sporting experiences, both recreational and competitive.
- Emphasise Customer Care and all its components i.e. friendliness, professionalism, providing clean and safe facilities, maintenance, monitoring of clients, service development and review.
- Work with local and national agencies to deliver local and national sports policies and events, various non-sporting events.

**Services Offered**

- Clubs provision
- A varied recreation programme for all user groups and individuals
- Structured classes i.e. Gymnastics, soccer
- Walking Groups
- Schools activity
- Halloween camps
- Summer camps
- Easter camps
- Finn Valley needs provision
- Personal fitness instruction
- Community use (Sports and Social activities)
- National and local Cultural and Sports Events
- Non-sporting activity i.e. Concerts / Conferences
Tuam Sports Facility will be marketed as a unique service to the west, offering a variety of programmes and facilities to engage community participation of the overall health and wellbeing of the district and surrounds.

While the area of Tuam is well serviced regarding Leisure activities offering competitive prices to the community, there is no proposed service on offer that potentially offer what Tuam Sports Facility will offer. While offering services to engage those interested in physical activity, the facility will also be used to deliver programmes that will overall benefit the community while targeting the socially excluded in society.

The facility will look to beat competitive prices to attract all target groups put in place by the Tuam Sport Facility. Special discounts will apply to students and OAP’s.

Tailored programmes and training will be delivered to target groups based on their needs. These needs will be identified through collaborating with local development companies who will provide up to date information on the target groups they assist. Tuam Sports Facility will be accessible to programme times and durations to cater to groups such as schools.

The primary marketing strategy for the Tuam Sports Facility will include paid advertising through social media channels as to reach the target market. The facility will also consider the use of other multimedia platforms. Wearable technology is becoming increasingly popular. Mobile Phones now have the capabilities of hosting Apps that can provide you with information relating to training and diet while also recording your activity per day. This is also another avenue the company could pursue.

The table below outlines some target groups that Tuam Sports Facility will cater to as part of their Social Inclusion effort.
<table>
<thead>
<tr>
<th>Group</th>
<th>Age</th>
<th>Programmes</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unemployed</td>
<td>18 – 67</td>
<td>Training, Education, Healthy Programmes, Personal Development, Confidence Building, Employment Opportunities</td>
<td></td>
</tr>
<tr>
<td>Disadvantaged Communities</td>
<td>18+</td>
<td>Education Programmes, Well Being Programmes</td>
<td>Mental Health Awareness</td>
</tr>
<tr>
<td>Travellers</td>
<td>18+</td>
<td>Education and training Programmes, Employment Training Work Experience, Culturally Appropriate Programmes.</td>
<td>Increased Positive Self Image, Mental Health Awareness</td>
</tr>
<tr>
<td>Other Ethnic Minorities</td>
<td>18+</td>
<td>Education Programmes, Well Being Programmes</td>
<td>Increased Positive Self Image, Mental Health Awareness</td>
</tr>
<tr>
<td>Early School Leavers</td>
<td>14+</td>
<td>Training Courses, Work Experience, Education Programmes</td>
<td>Confidence Building, Employment Opportunities</td>
</tr>
<tr>
<td>NEETS – Not in Education, Employment or Training - Youth</td>
<td>16+</td>
<td>Training Courses, Work Experience, Education Programmes</td>
<td>Confidence Building, Employment Opportunities, tackling Social Behavior Issues</td>
</tr>
</tbody>
</table>
Product

Tuam Sports Facility will offer a variety of services to the district of Tuam and surrounds, programmes of education and training as well as personal development. An example of a potential project that could be rolled out by Tuam Sports Facility:

The Sports Facility will look to cater to young people through offering a Sports Programme that could potentially have them transition to part/full time education or employment. The Programme is an innovative practice based initiative which will look to engage young people (NEETS) – Not in Education, Employment or Training. The programme will have a clear set of outcomes aimed at progression of ambition and education, with potential progress onto further education or employment.

The programme will consist of 6 modules:

- Football Coaching
- Personal & Professional Development
- ECDL
- Mentoring Programme
- Health and Safety
- Child Protection

The outcomes of this programme will aim to deliver grassroots change in some of the disadvantaged areas of our community.
Production

Regarding the production of the facility, there would be no need to include the use of raw materials/commodities within this study as the project would be undertaken through a construction company. The company would source whatever materials needed. There would also be a project manager in place to make sure the facility is made to specification.

There are many suitable businesses that could undertake this project. The researcher has the sourced the following company, through their portfolio to would be ideal in the undertaking of this project. Company information is as follows:

Walls Construction Limited is an Irish owned building contractor operating nationally with offices in Dublin and Cork. The business was established by PJ Walls in 1950 and is today recognised as one of Ireland’s leading construction companies. In the early years we were recognised as a major civil engineering contractor and have since the seventies established ourselves as a leading Irish building contractor, with a portfolio of work that includes a number of major buildings on the UCD Belfield campus, the Westin Hotel and Trinity Biosciences building in Dublin’s city centre and the redevelopment of the 3 Arena and the new Central Bank of Ireland headquarters, both located on Dublin’s North Wall Quay.

http://walls.ie/company-profile - accessed August 18

Another potential route to take with the development of this project would be to hire a management company to work on the finer details of what will be needed for the facility, this could include Health & Safety, Project Management etc. Working collaboratively with the construction company to decide scheduling etc. The following company could deliver these services:

Acacia work in partnership with our clients and provide them with expert advice and support on all facilities and property related matters. We have a proven track record in achieving savings through innovative solutions, operational efficiency and the use of best practice. We focus on our clients’ non-core services so that they can focus on their core business.

We make a difference by focusing on our values:

- Exceed our customers’ expectations
• Value and support our employees
• Build long term relationships
• Be trustworthy

Acacia provide the following core services:
• Facilities Management Service
• Facilities Management Consultancy Services
• Technical Services
• Environmental, Health & Safety
• Project Management Services

Supporting clients across the following sectors:
• Corporate
• Manufacturing
• Oil & Gas
• Public Sector
• Healthcare

https://acacia.ie/about-us/ - accessed August 2018

In an era of massive technological change and innovation a company will need to stay ahead of the curve to beat out competitors, especially with people becoming increasingly environmentally conscious there is a need for a company to be innovative in their strategy for their future.
Staffing

A project of this scale would create a need for staff in the day to day running of the facility and future project management. Staffing costs are generally the largest operating cost of a facility and excessive staffing will dramatically increase the operating costs, however understaffing may result in loss of revenue due to missed opportunities and there may be non-compliances with legislation due to lack of staff. This is a very important balance to strike for any facility.

Staffing:

1. Facility manager (full time)
2. Secretary (part time)
3. Development coordinator (Part time for phase 1 – Full time when the whole site is developed and operational)
4. CE / Tus Scheme employees (In accordance with their scheme and allotted hours)
5. Volunteers – for events and fundraising

As outlined above a facility of this size would need employees to ensure that it operates in accordance with the goals, objectives and policies outlined in its vision and governance plans.

A facility manager who oversees the daily operation of the site and in accordance with the elected board membership and the Chairperson carries out the management functions of the facility. The Facility manager would be tasked with overseeing all the operations on site and the spearhead for the facility. This person is not to be confused with the chairperson of the organisation. The facility manager would also be tasked with the daily financial aspects of running the facility, this task would be done in partnership with the treasurer of the board. The desired qualifications and experience of the facility manager would be a qualification in one of the following Business / Management / Sports / Community Development. Desired experience would be a background in Management / Project Management / Event Management / Facility Management, with a proven track record for results.

A part time secretary would be recommended for the initial period of the project and as the facility grows its usership and profile this position can be increased to full time if the demand and revenue income permits at a later date. The secretarial position should not be confused with the secretary positions of the individual clubs which are statutory positions of their boards. The secretary would be tasked with the administrative roles for the facility, they would handle correspondence and filling applications for grants in conjunction with the board and facility manager. The desired qualifications and experience of the secretary would be a qualification in one of the following Business / Arts / Administration / Clerical. Desired experiences would be a background in Business / Community development / Civic service.
A development coordinator could be merged with the facility manager initially if the successful candidate for the facility managers position has the correct qualifications and experience. A development coordinator would be tasked with the creation of revenue schemes for the facility, engaging with corporate partners and sole trades to maximize use of the facility and generate revenue, the development manager would also be tasked with review of the facilities and finding alternative uses which could generate further revenue. The desired qualifications and experience of the Development coordinator would be a qualification in one of the following Business Development / Project Management / Community Development. Desired experience would be a background in Business Development / Project Management / Event Management / Revenue generation / Corporate engagement with the community sector, with a proven track record for results.

Looking at the case studies of athletic facilities in the business proposal section most of the facilities have engaged with the Tus community work place incentive. Tus and CE workers are invaluable asset to communities and theses schemes would provide much needed frontline employees for this facility. Given the scale of the project and the land mass it will cover it is too early to determine the exact numbers needed and the organisation would have to engage with the local schemes to analyze the number of employees they need and how many they would be entitled to.

Volunteers are key to this project and between all the groups and stakeholders involved there is already a large pool of volunteer engagement. Volunteers will be particularly important for events and gatherings at the facility. A volunteer charter and policy will need to be drafted to ensure legislation is met by both the facility and the volunteers, this policy will have to be created in line with the governance manual.

Staff contracts will have to drafted for all members of staff outlining their roles and responsibilities for the position they are filling, and the board will have to determine if the positions are filled on a contract, permanent or temporary basis. The organisation will have to use their legal representation to create the employment contracts to ensure legislative regulations are met. HR policies in line with the governance policies must be created.

When the project reaches the recruitment phase the positions will need to be advertised and shortlisted in accordance with the HR policy. Awarding conditions for selection of candidates must be structures in a fair and unbiased manner.
Staff and Operations

Board Of Management

Project Manager

CSP (Part time Staff)

CE/Tus Scheme Staff

Facility Manager

CSP (Part time Staff)

CE/Tus Scheme Staff
Management

The day to day running of the business would be by the manager and staff. In addition to this the business would need a voluntary Board of Management for any bigger decisions, grievances etc.

Staffing

We would look to get funding from the Community Services Programme, Pobal. In order to run this effectively we would seek to run 2 CSP Programmes, 1 for the facilities manager itself and 1 for the educational officer (this provides for a total of 4 part time staff and 2 managers) The total funding received from Pobal (CSP) would be €140,000. The CSP funded staff would be the core staff, and would provide 6 jobs locally. We would look to get a C.E scheme and Tus schemes involved. This would lower the cost of staffing while also giving the business a broad range of people with diverse backgrounds and experience which will bring the personality of Tuam to the facility. There would also be positions made available..

<table>
<thead>
<tr>
<th>Staff Needed</th>
<th>Full Time Managers (CSP)</th>
<th>Part Time 19hrs (CSP)</th>
<th>CE/TUS 19hrs</th>
<th>OVERALL TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facility</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Maintence</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>4</td>
<td>8</td>
<td>14</td>
</tr>
</tbody>
</table>
**Training Plans**

As there will be different facets to this facility there will be various levels and skill sets required. Staff that will be working in a culturally appropriate environment and will need training on equality and diversity, customer service skills and cash handling training.

Staff that are involved in Education will need to be enthusiastic and bring the enthusiasm across to the client. This can be achieved by positive/practical workshops.

<table>
<thead>
<tr>
<th>Basic Training Needs</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilitators</td>
<td>Train the Trainer</td>
<td>Engaging with Men</td>
<td>Manual Handling</td>
<td>Customer Service Training</td>
</tr>
<tr>
<td>Sports Facility</td>
<td>Cultural Awareness</td>
<td>Mentoring</td>
<td>Knowledge of Social Impacts</td>
<td>Customer Service Training</td>
</tr>
</tbody>
</table>

Creating the illusion of a match atmosphere and the differences and similarities between inclusion and Integration. A good example of how this is done is Finn Valley the visitor by means of atmosphere is brought into the world they are creating.
Finance

Sources of Capital Expenditure Funding

The main source of capital granting funding that the We Are Tuam Sports Facility could apply for is the Sports Capital Programme (SCP) which aims to foster an integrated and planned approach to developing sports and physical recreation facilities throughout the country.

The objectives of the programme are:

- Assist voluntary and community organisations, national governing bodies (NGBs) of sport, local authorities and ETBs and schools to develop high quality, safe, well-designed, sustainable facilities in appropriate locations and to provide appropriate equipment to help maximize participation in sport and physical recreation.

- Prioritize the needs of disadvantaged areas in the provision of sports facilities.

- Encourage the multi-purpose use of local, regional and national sports facilities by clubs, community organisations and national governing bodies of sport.

In 2012 the programme distributed €31 million, in 2014 the programme distributed over €40.5 million to 800 organisations and in 2015 a further €41 million was distributed to 891 projects, in 2016 €30 million was distributed.

Other Capital Grant

A further €17 million has also been made available through special allocations in recent years.

Accessing this funding is less transparent. However, given the strong community support a multi club lead submission should be considered immediately.

In addition, funding can be made available under the Dorman Accounts Fund – a facility administered by Pobol.

Irish Public Bodies (IPB)

IPB Insurance (IPB) has been a sustainable and successful business for many years. Their success has allowed IPB the opportunity to make a significant commitment in the area of corporate social engagement. In 2012, IPB made corporate history by becoming the first company to issue a social dividend as part of its commitment to giving back to Irish society. Since launching the social dividend model, IPB have allocated €8 million to fund their Corporate Social Engagement (CSE) Framework up to 2016, this supports projects under five themes of Diaspora, Sport, Education, Community and Business Innovation.
Sportnation was an initiative to increase peoples’ opportunities and access to sports through improved facilities in their local area. €1 million of the fund was allocated to this initiative, with funding matched by the Department of Transport, Tourism and Sport (DTTAS).

IPB have supported Athletics Track Development in the past and was a central contributor to Mayo County Council for the Ballina facility (€160,000).

**Local Development Company – LDC Funding**

Galway Rural development administers European and national funding programmes on a local level. The two core funding programmes are the Rural Development (LEADER) Programme and the Local & Community Development Programme through which they work with individuals and the community to support or initiate projects of benefit to the local people and area. Funding for Local Development Companies has been announced and there may be opportunities for support for the Multi use sports facility. At a minimum GRD should be able to support the operational aspects of the project under the Tús Programme.

**Dormant Accounts**

The Dormant Accounts Fund is a scheme for the disbursement of unclaimed funds from accounts in credit institutions in Ireland. The fund is administered under the 2001 Dormant Accounts Act, together with the Unclaimed Life Assurance Policies Act 2003 and the Dormant Accounts (Amendment) Act 2012 and is under the statutory function of the Minister of the Environment, Community and Local Government with effect from the 1st January 2013.

Community Funding is Core to the success and sustainability of the proposed We are Tuam Sports facility. To ensure such participation and buy-in. Here the core potential users – Tuam Cortoon Ladies, Tuam Camogie and Tuam Athletics would be the shareholders (in their registered company limited by guarantee) that would ultimately own and manage their aspects of the joint facility.

The Community through the Local Clubs, would also need to provide funding – this could be capped as percentage of the total investment.

The Tuam Sports Facility through such a Community Company structure should not ignore lobbying politically for one-off financial support for the project.

**Local Authority Funding**

Galway County Council participation in providing some funding / resources is core to the project advancing beyond feasibility stage. Ongoing GCC participation could also be considered through a Community Company or company limited by guarantee structure. This would give GCC the option to be involved in the project in the event of corporate governance or operational issues in the future.
**Participation by GCC could involve:**

1. GCC approval for support in principle.

2. Complete the site evaluation process and secure the desired site.

3. Assist the Community Company.

4. Input into the design and specification process.

5. Input into the Grant Application Process – for Sports Capital, IPB and LDC Grant assistance.

6. Provide capital funding

**Borrowings**

We are Tuam can look to borrow from several organisations as a community group:

1. Clann credo
2. St Jarlath Credit Union
3. Local Banks
The following costings have been identified

Inclusive Development programme €25,000
Coach Education Equipment and Delivery Tools €22,000
Development of Community Sports Hub €83,500
Development of Regional Athletics Hub €96,500
Floodlighting €89,000
Dressing rooms €111,500
District League All Weather Pitch €76,000

Total €503,000


Security Fencing, Ball-stop, Mower & Dugouts €34,000
Essential Field drainage & ancillary work. €26,500
Installation of synthetic pitch €100,000
Artificial playing surface €125,000
Artificial Grass Training Pitch €39,500
400m tarmac athletics track & training field. €55,000
Community Facilities Development Plan €54,000
Construction of clubhouse €64,000
Hurling Wall area, dug outs and scoreboard. €35,000
equipment for training youth and children program €6,500

Total €523,500


Overall Total Cost including 5% match funding €1,077,500
Recommendations

Key recommendations of this report:

• Engage with Galway County Council Planners to assess the want is needed to develop the preferred site. This may take some time as fold risk analysis reports will more than likely be needed to develop the site. Safe guarding works may also need to be carried out and the removal of the drainage system which currently exists on the preferred site.
• Engage with all stakeholders to develop programmes that will make the facility economically viable. Working with local schools and corporate partners to reach optimum usership levels, community groups for daytime usage and potential further educational uses.
• Work with other clubs that may be lacking in facilities, particularly athletics clubs that do not have access to running tracks.
• Develop a social inclusion strategy to ensure the facility caters for the entire community
• Develop a business plan that can be used to back up this report and to use as a funding application tool
Tuam Community Sports Facility

Appendices 1
Draft Maps
Proposal 3
It is clear from the information on the GAA website that Tuam town is a central location for all the clubs in Connaught.
Tuam Community Sports Facility

Appendices 3

Athletics in Connaught
Tuam has been identified as a central position for the creation of a regional athletics centre for Connaught. Outlined in red is the area identified as lacking with regards to facilities proposed by the data shown on the Athletics Ireland website with the name of all clubs and possible users listed below of the Proposed Tuam Sports Facility.

**Galway**

**South Galway Athletics Club**
Address: Gort, Co Galway (adult club) & Ballinderreen, Co Galway (Juvenile club)
Contact:
Email: southgalwayac@gmail.com

**Maree A.C.**
Address: Ballinacloughy, Maree, Oranmore, Co Galway
Contact: 0874105404
Website:https://www.facebook.com/mareeathleticsclub
Email: mcdonagh.paul@gmail.com

**Loughrea A.C.**
Address: Bushfield, Ballaun Road, Loughrea, Co. Galway
Contact: 0864034652
<table>
<thead>
<tr>
<th>Club Name</th>
<th>Address</th>
<th>Contact</th>
<th>Website</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Galway A.C.</td>
<td>3 Sycamore Grove, Gort, Co. Galway</td>
<td>0872240317</td>
<td><a href="http://www.southgalwayac.com/">http://www.southgalwayac.com/</a></td>
<td><a href="mailto:southgalwayac@gmail.com">southgalwayac@gmail.com</a></td>
</tr>
<tr>
<td>Galway City Harriers A.C. (Juv)</td>
<td>13 Dangan Court, Newcastle, Galway City</td>
<td>086-8514474</td>
<td><a href="http://www.galwaycityharriers.com/">http://www.galwaycityharriers.com/</a></td>
<td><a href="mailto:coyle.pj@hotmail.com">coyle.pj@hotmail.com</a></td>
</tr>
<tr>
<td>Tuam A.C.</td>
<td>22 The Demense Cottage, Tuam, Co Galway</td>
<td>085 1311063</td>
<td><a href="http://www.tuamac.com/">http://www.tuamac.com/</a></td>
<td><a href="mailto:brendan@tuamac.com">brendan@tuamac.com</a></td>
</tr>
<tr>
<td>Craughwell A.C.</td>
<td>Collin, Killeeneen, Craughwell, Co. Galway</td>
<td>0879390366</td>
<td><a href="http://www.craughwellac.com">www.craughwellac.com</a></td>
<td><a href="mailto:mcevilly.craughwellac@gmail.com">mcevilly.craughwellac@gmail.com</a></td>
</tr>
<tr>
<td>Corrib A.C.</td>
<td>Hazelwood, Cloonnabinnia, Moycullen, Co. Galway</td>
<td>087-6206742</td>
<td><a href="http://corribac.ie/">http://corribac.ie/</a></td>
<td><a href="mailto:martinjconneely@hotmail.com">martinjconneely@hotmail.com</a></td>
</tr>
<tr>
<td>Corofin A.C.</td>
<td>Gortbeg, Ballyglunin, Tuam, Galway</td>
<td>086-8509117</td>
<td></td>
<td><a href="mailto:jalorniamh@hotmail.com">jalorniamh@hotmail.com</a></td>
</tr>
<tr>
<td>Club Luthchleas Chonamara</td>
<td>Letterard, Cashel, Connemara, Co. Galway</td>
<td>0877930029</td>
<td><a href="https://www.facebook.com/ConnemaraAthleticClub">https://www.facebook.com/ConnemaraAthleticClub</a></td>
<td><a href="mailto:connemaraac@gmail.com">connemaraac@gmail.com</a></td>
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<tr>
<td>Clare River Harriers A.C.</td>
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<td></td>
</tr>
<tr>
<td>Club</td>
<td>Address</td>
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<td>----------------------------------</td>
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<td>------------------------------</td>
</tr>
<tr>
<td>Castlegar A.C.</td>
<td>19 Glenview Drive, Riverside, Galway</td>
<td>091-755484</td>
<td><a href="https://www.facebook.com/castlegar.ac">https://www.facebook.com/castlegar.ac</a></td>
<td><a href="mailto:mcduffy33@hotmail.com">mcduffy33@hotmail.com</a></td>
</tr>
<tr>
<td>Ballinasloe &amp; District AC</td>
<td>Glentaun, Creagh, Ballinasloe, Galway</td>
<td>087-6385575</td>
<td><a href="https://www.facebook.com/ballinasloe.ac.5">https://www.facebook.com/ballinasloe.ac.5</a></td>
<td><a href="mailto:ballinasloeanddistrictac@gmail.com">ballinasloeanddistrictac@gmail.com</a></td>
</tr>
<tr>
<td>Athenry A.C.</td>
<td>Athenry, Co. Galway</td>
<td>086-3849186</td>
<td><a href="http://www.athenryac.com">http://www.athenryac.com</a> - <a href="https://www.facebook.com/athenryac">https://www.facebook.com/athenryac</a></td>
<td><a href="mailto:kennethohara1@gmail.com">kennethohara1@gmail.com</a></td>
</tr>
</tbody>
</table>
Mayo

Claremorris AC
Address: Claremount, Claremorris, Co. Mayo
Contact: 087 9119578
Email: claremorrisathleticclub@gmail.com

Moy Valley A.C.
Address: Hawthorn Lodge, Tullysleva, Ballina, Co. Mayo
Contact: 087 9947505
Website: moyvalleyac.ie
Email: moyvalleyac@gmail.com

Mayo A.C.
Address: 34 Sion Hill, Castlebar, Co. Mayo
Contact: 086-8635534
Website: www.mayoac.com
Email: annmcdonnell@live.ie

Lake District Athletics
Address: Currabui, Ballinrobe, Co Mayo
Contact: 087-9137627
Email: mariecameronboyle@yahoo.co.uk

Westport A.C.

105
<table>
<thead>
<tr>
<th>Club</th>
<th>Address</th>
<th>Contact</th>
<th>Website</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Swinford A.C.</td>
<td>Knockbrack, Aclare, Co. Mayo</td>
<td>087-9014211</td>
<td><a href="http://www.swinfordac.com">www.swinfordac.com</a></td>
<td><a href="mailto:hynes245@hotmail.com">hynes245@hotmail.com</a></td>
</tr>
<tr>
<td>Castlebar A.C.</td>
<td>97 Aglish Estate, Castlebar, Co. Mayo</td>
<td>087-6334643</td>
<td><a href="http://www.castlebar.ie/clubs/cac/Training.html">http://www.castlebar.ie/clubs/cac/Training.html</a></td>
<td><a href="mailto:gmbell@eircom.net">gmbell@eircom.net</a></td>
</tr>
<tr>
<td>Ballycastle A.C.</td>
<td>Killerduff, Ballycastle, Co. Mayo</td>
<td>830084747</td>
<td></td>
<td><a href="mailto:leefinnerty@yahoo.ie">leefinnerty@yahoo.ie</a></td>
</tr>
<tr>
<td>Ballina A.C.</td>
<td>Rathglass, Ballysokeery,Killala, Co Mayo</td>
<td>086-0679278</td>
<td><a href="https://www.facebook.com/BallinaAthleticClub">https://www.facebook.com/BallinaAthleticClub</a></td>
<td><a href="mailto:fionakellyra@gmail.com">fionakellyra@gmail.com</a></td>
</tr>
<tr>
<td>Achill A.C.</td>
<td>4 St Josephs Crescent, Bunnacurry, Achill Co. Mayo</td>
<td>086-3469464</td>
<td></td>
<td><a href="mailto:achillathletics@gmail.com">achillathletics@gmail.com</a></td>
</tr>
</tbody>
</table>
Roscommon

North Roscommon A.C.
Address: Ross Lawn, Boyle, Co. Roscommon
Contact: 086 0681035
Website: http://northrosac.blogspot.ie/
Email: majelladodd@eircom.net

Lough Ree A.C.
Address: -Contact: -Email: mimnaghs@gmail.com

Roscommon A.C.
Address: Ballybride, Roscommon, Co. Roscommon
Contact: 087 2952646
Email: brianandgrainne@eircom.net
<table>
<thead>
<tr>
<th>Club</th>
<th>Address</th>
<th>Contact</th>
<th>Website</th>
<th>Email</th>
</tr>
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<tbody>
<tr>
<td>Roscommon Harriers A.C.</td>
<td>Roscommon</td>
<td>000000000000</td>
<td><a href="https://www.facebook.com/RoscommonHarriersAc">https://www.facebook.com/RoscommonHarriersAc</a></td>
<td>unknown</td>
</tr>
<tr>
<td>Sliabh Bawn A.C.</td>
<td>Moyglass, Strokestown, Co. Roscommon</td>
<td>087 7756439</td>
<td><a href="https://www.facebook.com/sliabh.ac">https://www.facebook.com/sliabh.ac</a></td>
<td><a href="mailto:msavrilhunt@yahoo.com">msavrilhunt@yahoo.com</a></td>
</tr>
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</table>
Sligo

North Sligo A.C.
Address: Gortarowey, Carney, Co Sligo
Contact: 087 6340263
Website: http://www.northsligoac.com/
Email: marie.mullen@gmail.com

Sligo A.C.
Address: 7 stone park, ballymote, Sligo
Contact: 087 6150926
Website: www.sligoathleticclub.com
Email: sligoac@gmail.com

South Sligo A.C.
Address: Powellsborough, Tubbercurry, Co. Sligo
<table>
<thead>
<tr>
<th>Club</th>
<th>Address</th>
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<tr>
<td>Tireragh A.C.</td>
<td>Caltragh, Dromard, Co. Sligo</td>
<td>086 0876253</td>
<td><a href="mailto:tireraghac@gmail.com">tireraghac@gmail.com</a></td>
</tr>
<tr>
<td>Corran A.C</td>
<td>Mullagheor, Ballymote, Co. Sligo</td>
<td>087 -6698418</td>
<td><a href="mailto:tighes.shop@hotmail.com">tighes.shop@hotmail.com</a></td>
</tr>
<tr>
<td>Calry A.C.</td>
<td>Ballure, Clogherevagh, Sligo</td>
<td>087-9434710</td>
<td><a href="mailto:zolaflynn@hotmail.com">zolaflynn@hotmail.com</a></td>
</tr>
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</table>
Leitrim

Mohill A.C.
Address: 3 Sliabh View, Mohill, Co. Leitrim
Contact: 087 - 9272545
Website: https://www.facebook.com/MohillDistrictAcAdultRunningClub
Email: annkelleghe@gmail.com

North Leitrim A.C.
Address: The Barrs, Gubulaun, Rossinver, Co. Leitrim
Contact: 0877850231
| Website: [http://northleitrimac.webs.com/](http://northleitrimac.webs.com/) |
| Email: [ann.mulvaney@hotmail.com](mailto:ann.mulvaney@hotmail.com) |

| **Carrick-on-Shannon A.C.** |
| **Address:** 7 Summerhill Court, Carrick On Shannon, Co. Leitrim |
| **Contact:** 0879446961 |
| **Website:**[https://www.facebook.com/carrickonshannon.ac](https://www.facebook.com/carrickonshannon.ac) |
| **Email:** [connollyjohnb@eircom.net](mailto:connollyjohnb@eircom.net) |

| **Ballinamore A.C.** |
| **Address:** Aghadark, Ballinamore, Co Leitrim |
| **Contact:** 087 2238242 |
| **Email:** [ballinamorelass@gmail.com](mailto:ballinamorelass@gmail.com) |
St Cronan’s AC
Address: Cranagher, Quin, Co. Clare
Contact: 086 0662998
Email: stcronansac@gmail.com

Kilmhil A.C.
Address: St Michaels Community College, Kilmihil, Clare
Contact: 087-2933095
Email: jdevine1952@gmail.com

Marian A.C.
Address: 9 Clondrina, Crusheen, Co. Clare
Contact: 086-1517744
Website: http://www.marianac.com/
Email: jmadden07@eircom.net

Kilnaboy A.C.
Address: Anneville, Kilnaboy, Ennis, Co. Clare
Contact: 0870636236
Website: https://www.facebook.com/kilnaboy.ac
Email: vmccarthykilnaboy@eircom.net

Kilmurray/Ibrick/N.Claire A.C.
Address: 2 Kilcorcoran, Ballard Road, Miltown Malbay, Co. Clare
Contact: 872472623
<table>
<thead>
<tr>
<th>Club Name</th>
<th>Address</th>
<th>Contact</th>
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<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shannon A.C.</td>
<td>Ash View Stonehall Road, Newmarket On Fergus, Co. Clare</td>
<td>086 3994698</td>
<td><a href="mailto:jsexton.ennis@eircom.net">jsexton.ennis@eircom.net</a></td>
<td><a href="http://www.shannonac.ie/">http://www.shannonac.ie/</a></td>
</tr>
<tr>
<td>St. John’s A.C.</td>
<td>Corbally, Kilkee, Co. Clare</td>
<td>085 2049640</td>
<td><a href="mailto:stjohnsac@eircom.net">stjohnsac@eircom.net</a></td>
<td></td>
</tr>
<tr>
<td>West Clare Sports &amp; Fitness Club</td>
<td>Moyasta, Kilrush, Co. Clare</td>
<td>065 906262</td>
<td><a href="mailto:galvindermot@hotmail.com">galvindermot@hotmail.com</a></td>
<td></td>
</tr>
<tr>
<td>Fergus A.C.</td>
<td>Lisseycasey, Ennis, Co. Clare</td>
<td>086-8672354</td>
<td><a href="mailto:monahan.triona7@gmail.com">monahan.triona7@gmail.com</a></td>
<td></td>
</tr>
<tr>
<td>Ennis Track A.C.</td>
<td>Lees Road, Ennis, Co. Clare</td>
<td>0876228325</td>
<td><a href="mailto:info@ennistrackathleticclub.com">info@ennistrackathleticclub.com</a></td>
<td>ennistrackathleticclub.com</td>
</tr>
<tr>
<td>Tulla A.C.</td>
<td>Gurteen, Tulla, Co. Clare</td>
<td>876620465</td>
<td><a href="mailto:eugeneconlon@eircom.net">eugeneconlon@eircom.net</a></td>
<td><a href="https://www.facebook.com/pages/Tulla-Athletic-Club-East-Clare/433920089998106">https://www.facebook.com/pages/Tulla-Athletic-Club-East-Clare/433920089998106</a></td>
</tr>
<tr>
<td>Derg A.C.</td>
<td>5 Ballyvalley, Killaloe, Co. Clare</td>
<td>087-6838599</td>
<td><a href="mailto:deegearry@indigo.ie">deegearry@indigo.ie</a></td>
<td></td>
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<tr>
<td>B.M.O.H. A.C.</td>
<td>5 Ard Ratha, Broadford Road, Sixmilebridge Co. Clare</td>
<td>0874184051</td>
<td><a href="mailto:bmohathleticsclub@gmail.com">bmohathleticsclub@gmail.com</a></td>
<td><a href="https://www.facebook.com/bridgemilers.sixmilebridge">https://www.facebook.com/bridgemilers.sixmilebridge</a></td>
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Tuam Community Sports Facility

Appendices 4
GAA Clubs
Ardagh
Ardnaree
Ballina Stephenites
Ballycastle
Ballycroy
Bellmullet
Bonniconlon
Crossmolina Deel Rovers
Kilcommon
Kilfian
Killala
Kiltane
Knockmore
Lacken
Lahardane
Moygownagh
Ballinrobe
Carras
Claremorris
Davitts
Garrymore
Hollymount/Carramore
Kilmaine
Mayo Gaels
Shrule-Glencorrib
The Neale:
Ballaghaderreen
Ballyhaunis
Caiséal Gaels
Charlestown
Eastern Gaels
Kilmurry
Kiltimagh
Moy Davitts
Swinford
Tooreen
Aghamore
Achill
Ballintubber
Balla
Ballyvary Hurling
Breaffy
Burrishoole
Castlebar Mitchels
Castlebar Hurling
Islandeady
Kilmeena
Louisburgh
Parke-Keelogues-Crimlin
Tourmakeady
Westport
Kilrush Shamrocks
Clarecastle
Clooney Quin
Clonboney
Clondeagad
Clonlara
Newmarket on Fergus
Corofin
Cratloe
Crusheen
Cooraclare
Coolmeen
Six Mile Bridge
Doonbeg
Inagh / Kilnamona
Eire Og Ennis
Feakle
Shannon Gaels
Ennistymon Football
Lissycasey
Liscannor
Bodyke
Smith O'Briens
Moy
Michael Cussacks
Meelick
O'Callaghans Mills
St Brekans Lisdoonvarna
Naomh Eoin
St Josephs Miltown Malbay
St Sennans Kilkee
St Josephs Doora Barefield
Parteen
Ruan
OGannalloe
O’Currys
Wolfe Tones Shannon
Allen Gaels
Annaduff
Aughavas
Aughawillan
Aughnasheelin
Balinaglera
Ballinamore
Sean O'Heskins
Bornacoola
Carrigallen
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<tr>
<td>Cloone</td>
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<td>Fenagh St Caillins</td>
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<td>Glencar/Manorhamilton</td>
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<td>Gort Letteragh</td>
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<tr>
<td>Leitrim Gaels</td>
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<tr>
<td>Melvin Gaels</td>
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<tr>
<td>Mohill</td>
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<tr>
<td>St Marys</td>
</tr>
<tr>
<td>Kiltogher</td>
</tr>
<tr>
<td>St Osnats</td>
</tr>
<tr>
<td>Glencar</td>
</tr>
<tr>
<td>St Patricks</td>
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Ballinameen
Roscommon Gaels
Boyle
Shannon Gaels
Castlerea
St Barrys
Clann Na nGael
St Bridgets
Eire Og
St Ciarans
Elphin
St Croans
Four Roads
St Dominics
Killbride
Kilglass Gaels
St Marys Tulsk
Kilmore
St Michaels
Strokestown
Oran
Western Gaels
Padraig Pearses
Corofin
St James
An Ceathru Rua
Glaregalway
Corroon Shamrocks
Anaghdown
Tuam Stars
CLG Bhearna
Salthill Knocknamacarra
Moutbellew / Moylough
Kilconoly
Caherlistrane
Killererin / Clonberne
Naomh Anna Leitirmore
Moycollen
Miltown
Monivea Abbey
St Michaels
Caltra
Oughterard
Maigh Cuilin
Oranmore Maree
GLG Oileain Arann
Headford
Carna Caiseal
Dunmore McHales
Anfhairche Clonbur
Glenamaddy
St Gabriels
Clifden
St Brendans
Athenry
St James
Glinsk
Padraig Pearces
Menlough
St Brendans
Meelick / Eyrecourt
Loughrea
Kiltormer
Ballinasloe
Fr Griffins Eire Og
Na Piarseigh
CLG Michael Breathnach
Northern Gaels
Portumna
Sarsfields
Kilcoinierman
Menlo Emmets
Liam Mellows
Castlegar
Enniscrone / Kilglass
Geevagh
Naomh Owen
Owenmore Gaels
Shamrock Gaels
St Farrans
St Johns
St Marys
St Michaels
St Molaise Gaels
St Patricks
Tourlestrane
Tubbercurry
Western Gaels
Inclusion & Integration

Inclusion & Integration

The first line of the GAA Official Guide spells out how the GAA reaches into every corner of Ireland and many communities around the globe. In doing this, the GAA is fully committed to the principles of inclusion and diversity at all levels. This is what the GAA believes in and expects its members to adhere to. Opting out of these responsibilities is not an option.

Since the vast bulk of the GAA’s work is undertaken at club level, it follows that we must bring life to these principles of inclusion and diversity amongst our clubs. They’re not just something for our provincial or national leaders: they are something for us to work on and deliver on a daily basis at club level. If the clubs don’t drive this work forward, then progress in advancing these ideals will be limited.

This website social inclusion strategy has been created as a resource to assist members looking for information on inclusion and integration throughout the family of Gaelic Games. Information has been divided into activities in the following areas: inclusion and integration, equality legislation, specific grounds of discrimination and best practice measures.

Inclusion & Integration

Our aim: To offer an inclusive and welcoming environment for everyone

In modern Ireland we need to attract members from all sections of the community. We need to ensure that the Association in Connaught offers an inclusive and welcoming environment to all. We will be proactive in ensuring that we promote inclusion and integration in the Association, particularly for people from new and non-traditional communities in the province.
The words “Inclusion” and “Diversity” tend to get bandied about a lot. To keep things simple, we should work to these definitions:

Inclusion essentially means people having a sense of belonging, of being comfortable in being part of something they value. Diversity means being aware of, accommodating and celebrating difference.

Inclusion and Diversity in many ways go hand-in-hand. Real inclusion reflects diversity, i.e. it aims to offer that sense of belonging to everyone, irrespective of gender, marital status, family status, sexual orientation, religion, age, race or membership of the Traveller community and/or disability.

**What this does not mean for the GAA club**

Some people worry that by focusing on Inclusion and Diversity we will water down the GAA, making it into something that caters for everything and stands for nothing. This is most definitely not what Inclusion and Diversity are about.

The GAA remains the Gaelic Athletic Association. That means we’re proud of and celebrate our Irishness; that we focus on Gaelic Games and activities; that we’re community-based; and that we cherish our amateur and volunteer bases. We don’t compromise on those fundamentals. The GAA Club doesn’t become a one-size-fits-all organisation.

We remain and are proud of what we are but in doing so and in remaining true to all that, we should be open and welcoming to others.

**Integration**

The Integration process has been in operation in Ulster since 2002 with the aim of giving a shared focus to the development and promotion of all Gaelic Games and Culture. The GAA, Ladies Gaelic Football Association, and Camogie Association have been working at national level to develop an integration strategy that will focus on co-operation in various areas such as coaching, games development, public relations, marketing, club governance, youth development, refereeing and strategic planning.

Integration is not about assimilation, it is about co-operation. Each organisation and sporting code will keep their identity, while working together on a broad range of issues to enhance the promotion of Gaelic Games.

**Why Integrate?**

The integration process will pull together the resources and talent of the five organisations and assist all codes in developing their games which will increase grassroots participation.

Integration will:

Create a ‘family’ focus in all associations

Create a new focus in coaching and games development
Enhance club development
Better promote the health and wellness agenda
Promote equality
Bring a holistic approach to the future direction of Gaelic Games

**Club Integration**

Club Integration promotes the amalgamation of all the parish/community GAA Clubs into one overarching Gaelic Athletic Club, with one AGM, one membership register and all members having a sense of ownership and responsibility for the overall promotion of Gaelic Games, Culture and identity in the club’s catchment area.

Ten Steps to achieving Club Integration:

- Open Meeting between all of the Club’s members
- Identify areas of common interest and how the club should move forward
- Appoint Integration Officer(s) to drive the process
- Form Integration implementation Committee (if required) – Invite County Integration officer to a meeting for an overview of the Integration Process at County Level
- Design Integration plan/timetable for the club
- Review Governance-rules, bye laws etc., to accommodate new structure
- Establish one general club register
- Host one overall EGM/AGM
- Draft a new mission statement for the club
- Rename the Club as a GAC (Gaelic Athletic Club)

Connacht GAA has appointed Denis O’Boyle as its provincial Inclusion & Integration Officer, and Denis will work with all facets of the Association in promoting Inclusion & Integration in the province and promoting best practice.

The following were nominated as county representatives on the Provincial Inclusion & Integration Committee.

Galway: Mattie Gilroy & Christy Tyrell
Leitrim: Gerry Mc Govern
Mayo: Paraic Staunton
Roscommon: Barry Lowe
Sligo: Cyril Feehily & John Leyden
http://connachtgaa.ie/club/other-club-programmes/inclusion-integration/