

# Belfast Boat Club

VISION FOR **THE FUTURE** OF THE CLUB





## INTRODUCTION

The purpose of this report is for the Council to set out its vision for the future development of the club.

We wish to develop a strategic plan to ensure the club meets the expectations of the existing and future members.

Future development decisions should be taken with reference to the overall strategic plan. This should ensure that the club has a cohesive and coordinated approach to its future development.

We would like to take this opportunity to thank all those members who have volunteered their time to serve on subcommittees for the benefit of the club.

As you will see from the 'Contents Page' most of the subcommittees have contributed to the drafting of this report, and the progress that we have made simply wouldn't have been possible without their help.

On behalf of the Council  
**Paul McAreavey (President)**  
 25 July 2016



*“Excellence in a members club”*

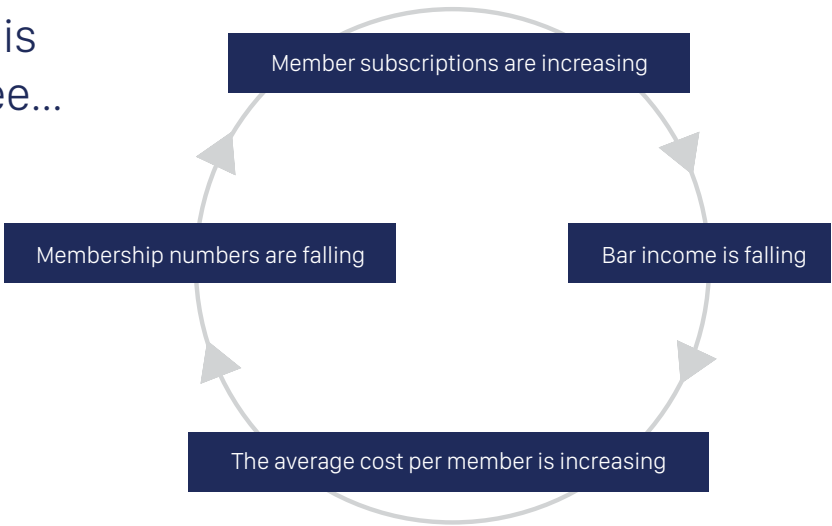
# THE EXISTING FINANCIAL POSITION

(finance subcommittee)

In common with many clubs, there has been a steady decline in the financial position of the club over recent years. This has resulted in the Council requesting two annual subscription increases in 2014 (10%) and 2015 (2.5%) to balance the books. This is a trend that is likely to continue. A brief summary of some of the figures taken from the annual accounts over the past 6 years highlights this point.

	2015	2014	2013	2012	2011	2010
Bar Income	£163,694	£160,710	£176,842	£187,121	£164,380	£163,900
Subscription Income	£326,961	£316,834	£310,232	£312,232	£307,022	£314,992
No. of ordinary members	637	651	658	681	646	694
Average cost per ordinary member	£513	£486	£471	£459	£475	£453

The trend is clear to see...



The membership fees will continue to increase as a shrinking membership is required to contribute to an ever-increasing share of the overall income of the club.

This is the cost of the ‘do little or nothing’ option.

## INVESTMENT

The club has made either a loss or a modest profit for many years.

As a result there has been substantial underinvestment in the club’s facilities.

The club does not have the infrastructure to generate new sources of revenue and it is difficult for the Council to reverse the current trend given the existing state of the clubhouse and the sporting facilities.

There are limited revenue generation levers available.

The investment required needs to be focused on ensuring that every £1 spent is either generating new revenue streams or new members. An investment in the facilities which has little or no effect on revenue or membership numbers is not sustainable.

In addition to creating a facility which attracts a new membership, we should be building a ‘business case’ around generating the following income streams:

- Using our enviable location to hire out the function room for parties, dinners, weddings, business functions, award ceremonies etc.
- Using our aerobic suites to hire for children’s birthday parties, yoga, pilates, etc.
- Consider taking the catering in-house to benefit financially from these functions.

## IN SUMMARY

From a financial point of view the club is sliding backwards.

If the decline was to continue, the future viability of the club would be a concern.

At this point the position is reversible, however, it will require smart investment in the club’s infrastructure that will either generate ‘new members’ or generate ‘new revenue streams’.

Given our enviable location, our proud 140 year history and our passionate membership, it would be a travesty to allow complacency to prevent us from reversing the fortunes of the club.

It is important that the club acts now.

# CLUB MANAGEMENT STRUCTURE

(corporate governance subcommittee)

Council conducted a review of the club’s management structure and processes in April 2016.

As a result a reorganisation of the management structures was proposed at the Council and Committee meetings in April 2016, which was unanimously passed.

The reorganisation involved the creation of eight new subcommittees bringing the total number of subcommittees to sixteen.

Each subcommittee has its own area of responsibility; each subcommittee has a convenor and a Belfast Boat Club email address.

If any member wishes to raise any issue in connection with the management or operation of the club they should raise the issue with the relevant convenor in the first instance.

As all convenors are either on Council or Committee, members now have a direct line of communication to the ultimate decision-making bodies in the club.

We have set out the revised management structure and contact details for your information.

A new staff management structure has been implemented to ensure that staff operate within a modern and professional framework and that they are supported in providing an excellent service for members.


It is important that the management structure supports the staff and ensures that the overall structure of the club is conducive to a harmonious club for staff and members alike.

We will continually review the management structures to ensure we are best meeting the needs of members and staff.

## TRUSTEES







"A culture of excellence in a Members Club"

## HONORARY MEMBERS

				
<b>Paul McAreavey</b>	<b>Noel Campbell</b>	<b>Barbara McMaster</b>	<b>Barry Kane</b>	<b>Trevor Burns</b>
President	Captain	Honorary Secretary	Honorary Treasurer	Honorary Manager
president @belfastboatclub.com	captain @belfastboatclub.com	honsecretary @belfastboatclub.com	hontreasurer @belfastboatclub.com	honmanager @belfastboatclub.com











## COUNCIL

"Responsible for Strategic Development and Corporate Governance"

		
<b>Terry Murphy</b>	<b>Trevor Burns</b>	<b>Andrew Gault</b>
Development sub committee 5 and 10 year Strategic Plan	Development sub committee Clubhouse, Grounds & Sports	Development sub committee Rowing and Sport NI
strategicplan @belfastboatclub.com	development @belfastboatclub.com	rowingandsportni @belfastboatclub.com
		
<b>Barry Kane</b>	<b>Philip Mannus</b>	<b>Barbara McMaster</b>
Sub committee Finance	Sub committee Health Safety and Welfare	Sub committee Corporate Governance
hontreasurer @belfastboatclub.com	healthsafetywelfare @belfastboatclub.com	honsecretary @belfastboatclub.com

## COMMITTEE

"Responsible for the day to day management of the club"

				
<b>Colin McGuigan</b>	<b>Damien Earley</b>	<b>Laurance Wilson</b>	<b>Debbie Trainor</b>	<b>Laurie McGaw</b>
Sub committee Tennis	Sub committee Squash	Sub committee Fitness	Sub committee Rowing	Sub committee Snooker
tennisconvenor @belfastboatclub.com	squashconvenor @belfastboatclub.com	fitnessconvenor @belfastboatclub.com	rowingconvenor @belfastboatclub.com	snookerconvenor @belfastboatclub.com
				
<b>Trevor Burns</b>	<b>Liz Malone</b>	<b>Renee Keys</b>	<b>Gillian White</b>	<b>Susan Templeton</b>
Sub committee House and Grounds	Sub committee Entertainment	Sub committee Juniors	Sub committee Community Outreach	Sub committee Marketing/PR
houseandgroundsconvenor @belfastboatclub.com	entertainmentconvenor @belfastboatclub.com	juniormembersconvenor @belfastboatclub.com	communityoutreachconvenor @belfastboatclub.com	marketingconvenor @belfastboatclub.com

# THE CLUB MASTERPLAN

(house and grounds development subcommittee)

The house and grounds development subcommittee are responsible for the overall design and usage of the clubhouse and sporting facilities throughout the club.

To ensure that the club is optimising its usage of the site, the house and grounds development subcommittee commissioned a ‘masterplan’ of the site.

This plan describes and maps an overall development concept, including present and future land use, landscaping, built form, infrastructure, circulation and service provision. Its purpose is to provide a clear and consistent framework for development.

Following a tender process the house and grounds development subcommittee appointed ‘Place Lab Architects’ to prepare the clubs masterplan.

Place Lab is an architectural practice based in Belfast and headed by John Smylie.

- The house and grounds development subcommittee prepared a design brief (to include the possibility of Belfast Boat Club being successful in the Rowing/Sport (NI) bid).
- The architect prepared an options appraisal.
- The architect develops the design of the preferred option.

It was agreed to approach the masterplan in two separate development phases.



## PHASE 1

### The refurbishment of the existing clubhouse.

With the possibility of being successful in the Rowing Ireland/Sport (NI) bid, the masterplan addressed the possibility of a further enhancement of the club’s facilities.

## PHASE 2

### The further development of the club to include a high performance gym, aerobic suites, enhanced changing facilities, enhanced catering and function room facilities.

In considering Phase 2, Place Lab looked at three possible development options:

- The Weirside option – Building along the south side of the site where the tin hut is presently located.
- The Lockview option – Building along the west side of the site i.e.the Lockview Road perimeter to the site.
- The Boathouse option – Building on the north side of the site where the boathouse is currently located.

The Boathouse option would have the benefit of offering sunshine throughout the day and evening on the tennis courts.

Logistically it would be difficult to find space for all sporting activities as the building would be situated in the narrowest part of the site. It would also require the knocking down of the entire existing clubhouse.

This approach would dramatically alter the character of the site by building out of the line of the existing structures, and may present difficult planning arguments as the site is situated within the protected Lagan Valley Regional Park.

For this reason the architect thought the boathouse option would be an unacceptably expensive option and controversial for that reason.

It is unlikely to be the preferred option and as such the Boathouse option was rejected.

PHASE 1

# REFURBISHMENT OF THE EXISTING CLUBHOUSE

(house and grounds development subcommittee)

At the time of writing, there is a proposal on the table to knock the existing fitness suite into courts 3 and 4. This would increase the space afforded to fitness and reduce the number of squash courts from 5 to 3.

If we carried out this work we would still have a poorly designed gym, we would have reduced our squash courts to three and we would have failed to address most of the issues raised below. We would have incurred considerable cost and achieved little apart from push the clubhouse problem down the line to a future Council.

It would be the house and grounds development subcommittee’s view that the club would be better served by engaging in a more thorough review of the clubhouse; leading to a fundamental refurbishment. This is described in this report as Phase 1 of the overall development strategy. The proposed refurbishment is presented in this report. The refurbishment addresses the following issues:

ISSUE	REFURBISHMENT
Poor entrance to the club.	Entrance of the club moved to a more central location. This offers an opportunity to create high quality architectural statement to support the re-imaging of the club.
Small reception area located under stairs.	Entrance now moved and much larger and more welcoming and impressive reception space.
Inadequate management and staff office space.	Additional office space provided using space previously underused space.
Toilets are in need of updating.	Toilets updated as part of refurbishment.
Inadequate storage facilities.	Storage space increased.
Snooker room which is largely empty but uses valuable space.	Proposed not to continue with Snooker in the future.
Players bar in need of refurbishment.	Players bar updated.

ISSUE	REFURBISHMENT
Main function room in need of refurbishment.	Function room to be replaced by a gym and aerobics suite.
Numerous dark corridors.	Dark corridors removed and replaced with more open design.
Squash courts in need of refurbishment.	New 4 court squash suite created with separate internal entrance.
Small fitness suite squeezed into a squash court which was not designed for this purpose.	Larger fitness suite and aerobic suite proposed where the function room is presently located, with views towards the tennis courts and the river.
Fitness suite difficult to access.	Now moved with direct access from reception foyer.
Inadequate male and female changing facilities; not up to the standard expected in a modern club.	Substantial improvement in both male and female changing facilities in terms of size and quality.
Two small kitchens (when only one would suffice).	One kitchen proposed. Located upstairs to serve the members bar/function room.
No male toilets upstairs.	Male toilet installed upstairs.
Small committee room.	Committee room moved downstairs.
The club has two function rooms when only one is necessary. Both function rooms are underutilised.	Proposal to use the upstairs function room as the only function room. Upgrading of kitchen to service this function room. Installation of lift and toilets and storage area so that it is fit for purpose.

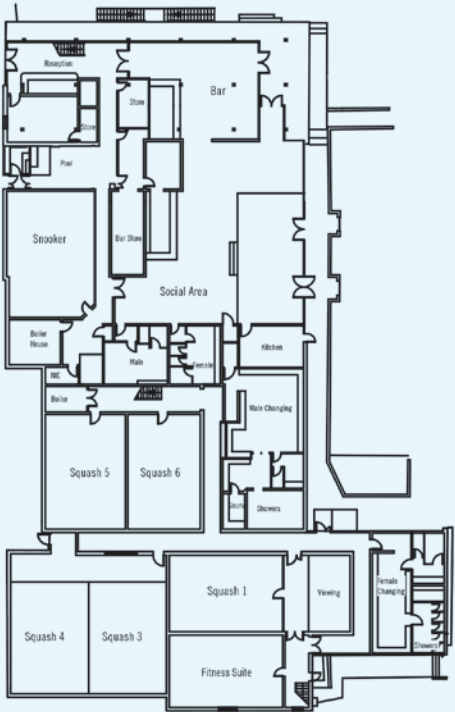
The new design provides a direct visual connection to the tennis courts and the river through a generous new fully glazed circulation spine (with seating), linking reception foyer all the way to the squash courts.

The design has also been completed with a view to completing Phase 2 of the strategic plan which is detailed later in this report.

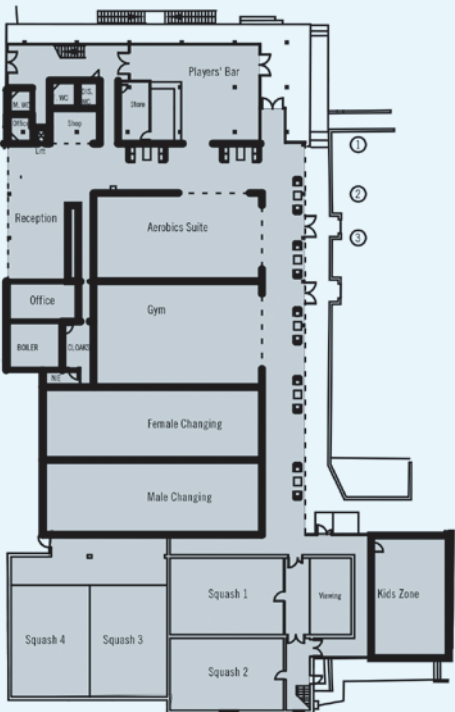
PHASE 1

REFURBISHMENT OF THE EXISTING CLUBHOUSE

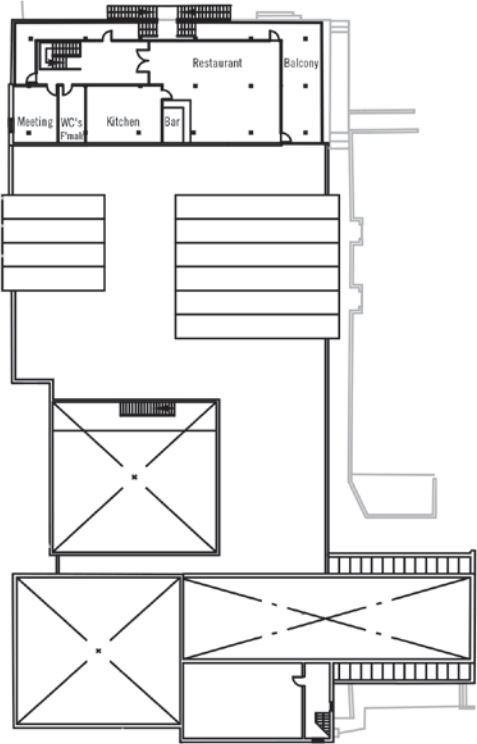
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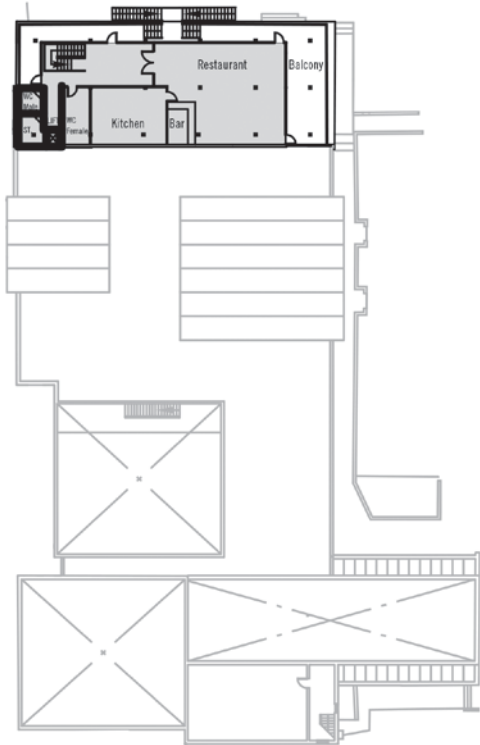
LEVEL 0  
EXISTING



LEVEL 0  
PHASE 1



LEVEL 1  
EXISTING



LEVEL 1  
PHASE 1



# THE ROWING IRELAND/SPORT (NI) HIGH PERFORMANCE FUND

(Rowing Ireland and Sport (NI) subcommittee)

We have a unique opportunity to apply for a Sport (NI) capital grant, designed to provide a high performance gym facility primarily for rowing in Northern Ireland.

Sport (NI) has £8.75m of capital grant funding to distribute, to build a high performance facility in Northern Ireland for the following three sports:

- Boxing
- Rowing
- Athletics

These three sports have been designated as being the most likely to yield medals at the Commonwealth and Olympic Games for Northern Ireland. (Swimming was also considered but swimming already has a world class facility at Bangor).

The final amount of the grant will depend on the proposals that are put forward and accepted by Sport (NI).

We understand that the order of capital grant funding available to develop a high performance facility for rowing is £2.5m+.

Rowing Ireland/Sport (NI) do not have the infrastructure or the inclination to manage such a facility in the future, so they wish to go into partnership with an existing club or organisation to fulfil this role.

Rowing Ireland/Sport (NI) would provide the capital grant at the outset.

The partner would manage, own and run the facility for 10/15 years on a commercial and sustainable basis.

It is important to note that building a ‘high performance gym for rowing’ is only part of the story.

The club’s proposal will ensure that we would gain a world class gym/aerobics facility that would be for the benefit of all Boat Club members, for the use of all sports disciplines at the Club and provide a state of the art health and fitness centre.

The Council unanimously support the submission of an expression of interest bid to Rowing Ireland/Sport (NI). The development of a high performance facility at the Belfast Boat Club directly supports the goals outlined in our mission statement.

## THE STRATEGIC AND TECHNICAL BRIEF

Rowing Ireland has set out a technical brief of their requirements summarised as follows:

**High Performance Gym** – est 5,000 sq ft. gym facility including lifting platforms, specialist floor covering, weights installations and multi-gym equipment

**Aerobic Training Suite** - including ergometers, bikes, cross trainers and mats.

**Dedicated Boat House** - including boat racks.

**Athlete Accommodation and Catering facilities** (our application will not include accommodation) - Rowing Ireland have confirmed that athlete accommodation is a ‘desirable criteria’ but not essential. On this basis we have proceeded with the expression of interest application. We will include numerous accommodation alternatives in the immediate area.

**Other facilities** - including office (rent payable), athlete rest area, meeting room, workshop, male/female toilets, coaching launch, pontoon for launching boats.

**Use of the facilities** - Rowing Ireland would host HP squad sessions and at this time they would require exclusive use of the HP facility on a limited number of occasions. These would be coordinated with the Club through the club manager.

**Gym/aerobic training area during a normal day** - HP athletes will be able to have access at the same time (particular reference - 1-4 persons with a frequency of two hours per session at ten time slots per week). HP athletes would coordinate this through the general manager to ensure that the club always have the access required especially at busy times.

**Training Camps** - 12 times a year, these will occur approximately once a month (and last two days) and exclusive access to the gym/aerobic training area for a four hour slot. This would be coordinated directly in partnership with our general manager.

PHASE 2

# LOCKVIEW

## DEVELOPMENT OPTION

(house and grounds development subcommittee)

The Lockview option proposes a development along the existing building line for the entire Lockview perimeter boundary to the club.

POINTS TO NOTE

The Lockview option is situated on the driest part of the site and not subject to the flood plain restrictions. Such restrictions will include setting the ground floor to achieve a free board level likely to be higher than the existing finished ground level – to be agreed with the Rivers Agency.

The Lockview option would link the existing clubhouse to the existing boathouse which would promote a more inclusive club. Also, the new Rowing Ireland boat house could be sited directly adjacent to the existing club boat house and share a common boat yard.

The new pontoon would be located at the calmest part of the river on our boundary. An area known to have an adequate turning circle for boats.

The boathouse would be adjacent to the pontoon.

We would have clear views over all the tennis courts from the glass corridor and the first floor external viewing balcony. This would enhance the Club’s attractiveness for tournaments. The first floor external viewing terrace would be sunny areas.

Offers the opportunity of a roof garden above the new entrance foyer.

Improved access and additional parking for rowing and the club generally.

As the sun rises in the east and sets in the west we would get sunshine throughout the day on the tennis courts, however, the building would block the evening sun and so many of the tennis courts would be in the shade in the evening.

Reduced number of tennis courts from 12 to 11 with improved reconfiguration and all north/south facing as recommended by the ITF.

Good revenue generating opportunities from the function room which would be available for hire.

Good revenue generating opportunities from the additional aerobic suite ideal for childrens parties, yoga, pilates etc.

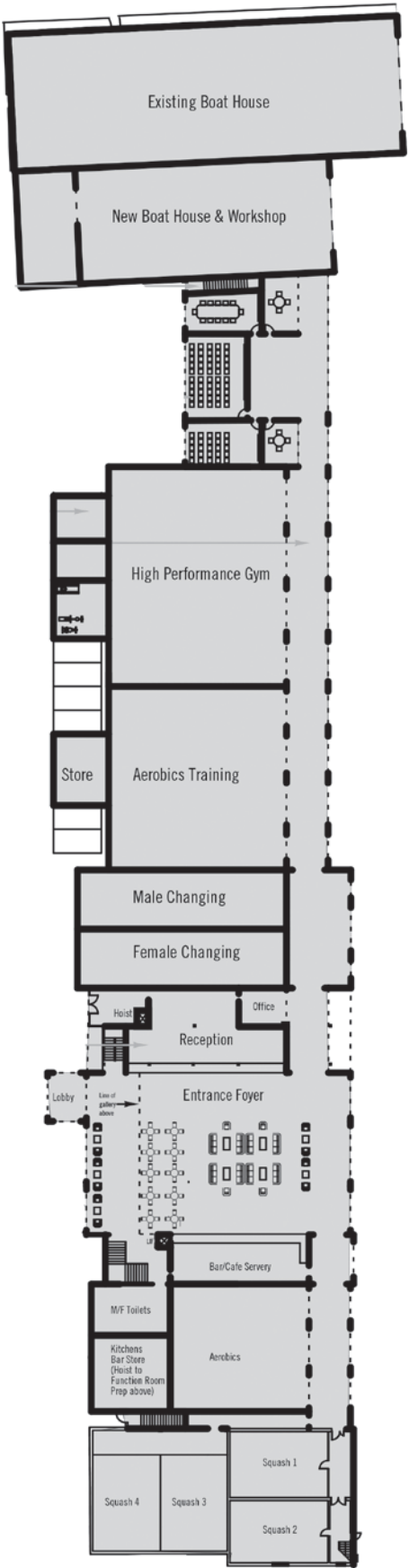
This option infills the gap between the existing clubhouse and the existing boathouse and arguably adheres to an established building line. This may be an attractive approach to the planners.

This option delivers much needed additional parking spaces.

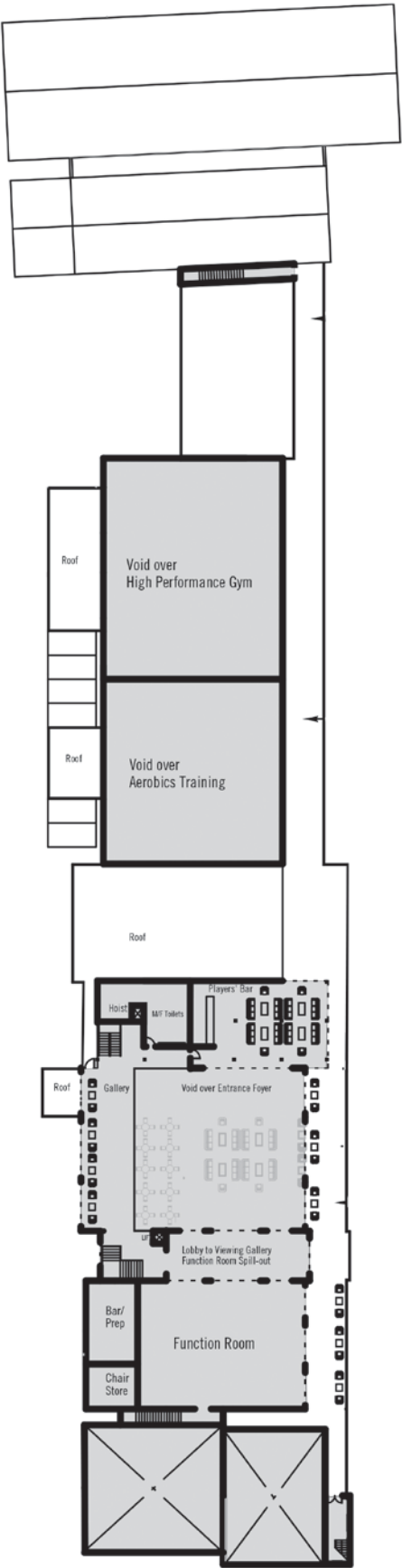
PHASE 2

# LOCKVIEW DEVELOPMENT OPTION

(architect's drawings)



LEVEL 0



LEVEL 1



# WEIRSIDE

## DEVELOPMENT OPTION

(house and grounds development subcommittee)

The Weirside option proposes a development along the south edge of the site where the tin hut is currently located.

### POINTS TO NOTE

This option would have direct views over the Stranmillis Weir from the function room and the players lounge.

There may be planning restrictions because much of the land on the south side of the site is on the flood plain. Also, this option would change the character of the site more than the Lockview development option, and infringe planning policies pertaining to the protection of the natural environment and the existing character of this part of the Lagan Valley Regional Park.

Access to the boat houses will involve vehicles with boat towing platforms negotiating the tight bends around the squash courts building. The boat yard will not be accessible to vehicles and both front and rear access doors will be required to the boat houses.

The boat yard is smaller than may be required for manoeuvring boats etc. - needs to be confirmed through detailed autotracking.

There will be no reduction in the number of tennis courts, which will remain at 12.

The design would require the knocking down of the existing boathouse to accommodate three of the tennis courts, and the re-building of this facility adjacent to the new Rowing Ireland boat house. This may represent waste in terms of a perfectly usable and modern boat house building.

The sun moves from the east to the west everyday and so by building on the south side of the site we are casting many of the tennis courts into a shadow for much of the day.

The boathouse would be adjacent to the pontoon.

An external view gallery at first floor level will give views over 4 courts.

This option will require the loss of more existing trees than the Lockview option, which of course will be more difficult for the Planners to accept.

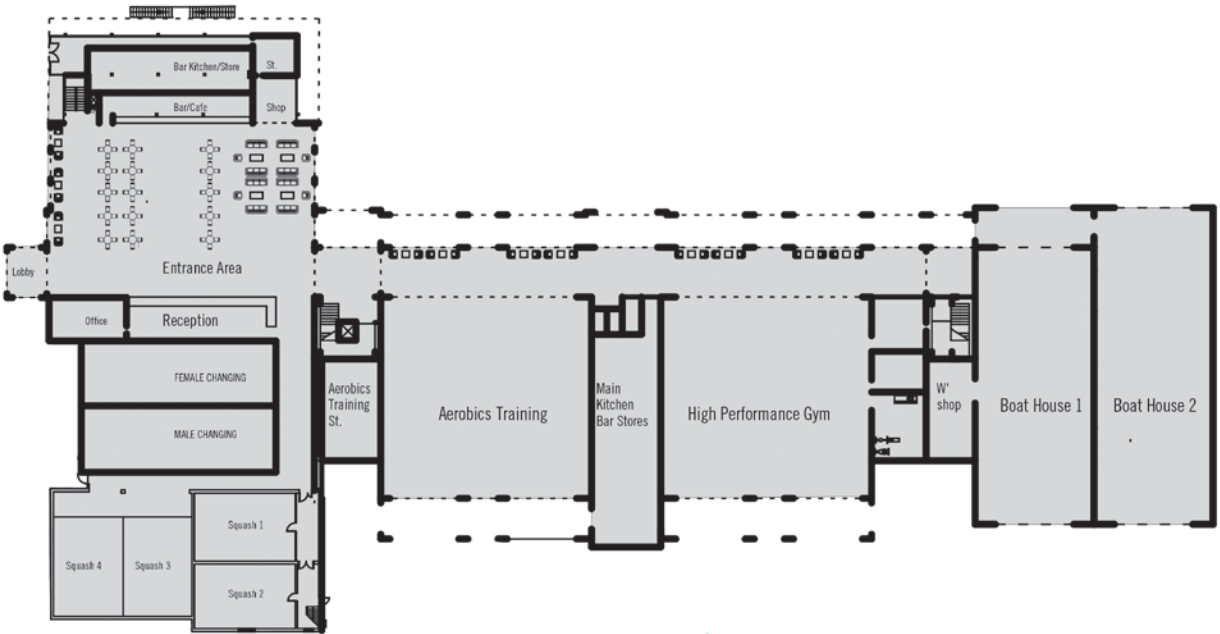
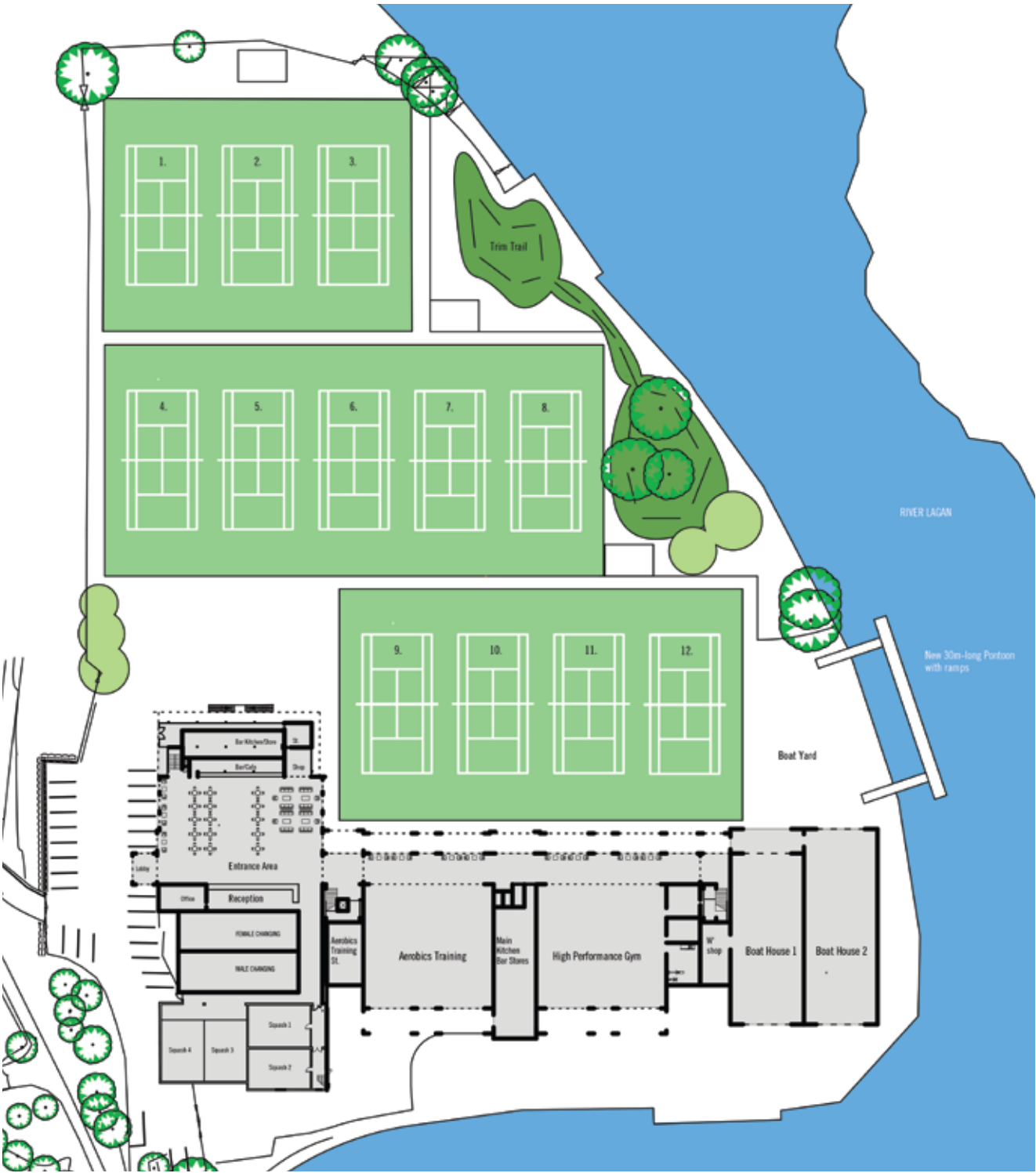
In comparison to the Lockview option, the pontoon will be sited nearer to the unsettled Weir waters.

The kitchens serving the café and the function room will be split across the site.

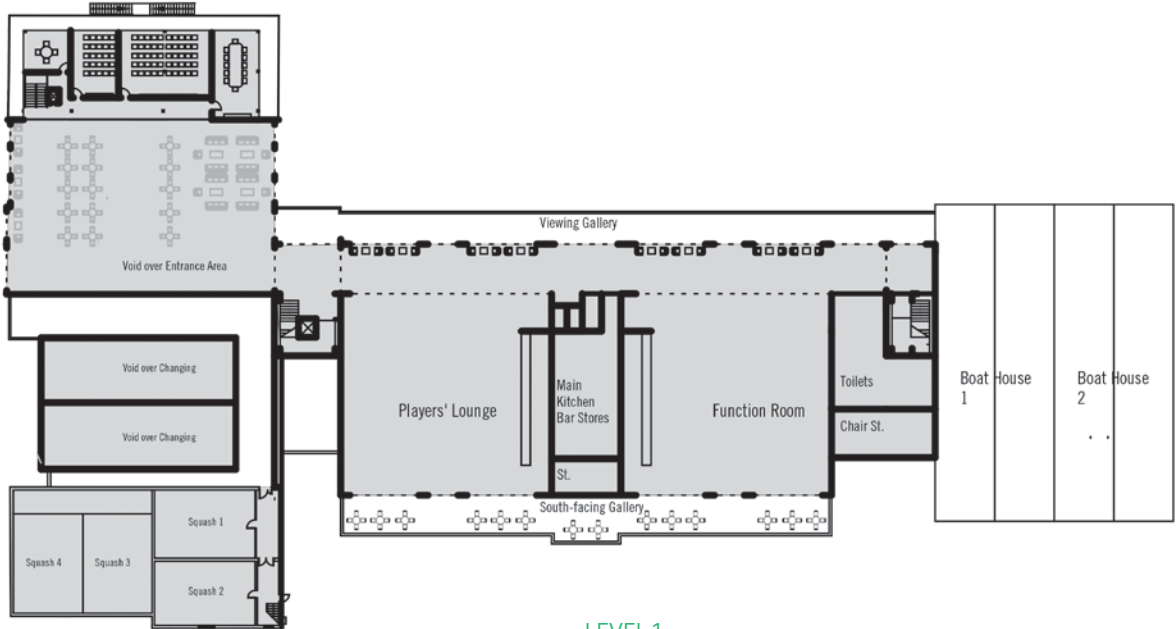
PHASE 2

WEIRSIDE DEVELOPMENT OPTION

(architect's drawings)



LEVEL 0



LEVEL 1

As part of the master planning process, the Council also looked at the impact of the masterplan on the sporting facilities and other aspects of the club.

# TENNIS

(tennis subcommittee)



## Hosting an ATP Challenger Tour Event

We believe that the Belfast Boat Club should investigate the possibility of hosting an ATP Challenger Tour event at the club.

“Thank you for showing interest in hosting an ATP Challenger Tour event in Belfast, very exciting. We would very much welcome an ATP Challenger Tour event in Ireland.”

— Ross Hutchins — Chief Player Officer ATP World Tour - 14 July 2016.

Initially it may be appropriate to host an ‘ITF futures event’ and in following years progress onto an ‘ATP Challenger Tour event’.

This should include open events, junior events and senior events. We should point out that the ATP Challenger Tour does not host events on artificial grass surfaces. We believe sponsorship would be available specially, if this was seen as being good for raising the profile of Belfast and Northern Ireland around the world. We believe Tourism NI and the Belfast City Council would support the event in addition to private sponsors.

## Tennis Court Surfaces

It is widely considered that the artificial grass courts used at the club are not an appropriate surface for club play and coaching. They are too fast particularly in damp conditions.

“Changing the current court surfaces to a slower option such as hard or clay/artificial clay would have huge benefits for both our junior members and adults alike. These surfaces encourage longer rallies which in turn improve cardiovascular health while being more enjoyable for everyone. These surfaces would also allow for high performance training for juniors aspiring to represent Ireland while also helping to promote development for adult members of all levels.”

— Ben Neal on behalf of the BBC tennis coaching team - 22 July 2016.

It is also the case that when the stronger juniors play outside Northern Ireland there are very few tournaments that are played on artificial grass. Most tournaments in Europe would be played on clay or hard court.

This is the perfect time to discuss alternative surfaces as 9 of our 12 courts are nearing the end of their useful lives.

‘Enabling grant funding’ may well be available if we are required to reconfigure our tennis courts as a result of accommodating the HP gym.

## Tennis Court Configuration

“It is important to avoid players having to look into the sun when facing the opposite end of the court. As the sun moves from east to west during the day, then a similar orientation of the tennis court must be avoided.

The effects of the sun are minimised by adopting a generally north-south orientation, such that the sun is to the side of (or directly overhead) the court.

The general principle to follow is that, during times of maximum usage, low elevations of the sun should be avoided behind the server (it should be noted that the sun is at its lowest elevations early and late in the day).”

— International Tennis Federation website - July 2016.

## Alternative Court Surfaces

When considering the tennis court surface we should take into account member enjoyment, tournament criteria (ATP Tour requirements), disabled players requirements and junior coaching requirements.

Pure clay courts would be expensive to maintain however there would be no reason why we could not maintain, for example, 4 clay courts which would be covered in the winter months.

Other alternatives are as follows:

- Hard - Acrylic
- Clay
- Artificial clay - Har-Tru
- Artificial clay - Euro clay
- Artificial grass - traditional
- Artificial grass - tiger turf



“Artificial grass is currently not an option at Challenger Tour events. It has been some time since this was approved on the circuit and there is a reluctance to re-introduce this as a one off.

Your initial proposal of 9 acrylic courts and 3 clay courts sounds good, although bear in mind that we require a minimum of 4 courts with the same surface and speed for Challenger Tour events. You would be fine as far as acrylic goes, but would have insufficient courts for a clay court event.

I second your views on the artificial grass option; this is not a professional playing surface and would compromise your options when it comes to hosting events.

As soon as I can gather some recommendations for manufacturers for you I will forward these.”

— Joanna Langhorne - ATP Challenger Director - 20 July 2016.

Disabled/Wheelchair Tennis

Accessibility for all and in particular disabled tennis should be a priority at the club.

Our choice of tennis court surface and access to courts should be compatible and adapted so that it is suitable for disabled and wheelchair use.

Existing Court Usage

At present we have 12 tennis courts in use, 7 of which are covered in the winter months (courts A, B and C and courts 5-8).

Courts 1-4, 5-8 and centre court are due for replacement in the near future.

Courts 5-8 for whatever reason tend to be wet for much of the season. This could be related to the base or due to poor drainage or rising water from under the courts.

The peak usage is from 6.00pm to 9.00 pm.

The usage of dome courts far exceeds the non dome courts in the winter months.

The key to fulfilling demand is to provide available courts from 6pm to 9pm each day.

The key to achieving this is to provide more dome courts so that there is greater access to year-round tennis.

ROWING

(rowing subcommittee)

Ideally we would wish to get to the position whereby the Rowing Section of the club would have the most modern and complete facilities for rowers in Northern Ireland.

If we are successful in our application for the high performance fund, the rowing section will improve its facilities as follows:

- High performance gym facility.
- Large boathouse.
- Aerobic training suite.
- 30ft floating pontoon.
- 20 no. Erg suite/spin room.
- Physio room.
- Coaching launch.
- Workshop.

# SQUASH

(squash subcommittee)

Squash is already hosting international squash tournaments at the club and this should continue into the future.

Having discussed the squash requirements with the squash convenor, it has been established that squash would be better served with 4 glass back courts rather than the existing 5 courts.

The squash facility would have its own internal entrance set in a standalone facility on the south side of the existing building.

Ideally squash would retain the large viewing gallery, however, this would be dependent on the configuration of the tennis courts.

With the inclusion of the high performance gym squash could develop its own academy and development program for juniors etc to include making use of the training facilities available.

Within the new squash facility there would be the following facilities:

- Separate internal entrance to the squash facilities.
- 4 x glass back courts.
- Court lighting and heating to a high standard.
- Courts would be subject to regular maintenance and cleaning.

We believe that Belfast Boat Club would offer the best facilities for squash players in Ulster.

‘The club of choice in Ulster squash’.

# FITNESS

(fitness subcommittee)

There is plenty of competition when it comes to fitness clubs. The competition does not however tend to have all the other facilities that the Belfast Boat Club offers.

With the development of a modern HP facility the fitness section would have access to one of the best facilities in Belfast/Northern Ireland.

It is important to note that building a ‘high performance gym for rowing’ is only part of the story, it would be the clubs intention to ensure that we would have a world class gym that could be used for general health and fitness or by any of the different sports supported by the club.

In addition, a separate Health and Fitness Membership is planned for new/existing members who wish to use the clubhouse and fitness facilities only.

The fitness section should benefit by securing the following through the HP fund:

- High performance gym facility.
- 12 platforms and advanced training equipment.
- 2 x Aerobic suites.
- 20 no. Ergo suite/spin room.

In addition the gym will benefit from the following additional equipment to cater for all health and fitness requirements:

- 1 treadmill to bring the total to 5.
- 1 cross trainer to bring the total to 3.
- 1 stationary bike to bring the total to 4.
- 20 spin bikes to bring the total to 35.
- 1 rig.
- 1 punch bag.

This compares favourably with any other fitness club in Belfast.

“The high performance gym would represent a significant improvement on our existing facilities at the Belfast Boat Club.

Together with the additional equipment listed, I believe that the high performance gym would attract a significant number of new younger members to the club.

If the club wishes to move forward - this is a must for the club.”

– Kris Boyce – Health and Fitness manager on behalf of the coaching team – 24 July 2016.

“It is accepted that strength training is a vital element of the elite rower's training regime, not just to build upper body strength but also core, stamina and endurance, so leading edge gym equipment is essential.

Fitness techniques change constantly and the public, when choosing a gym to join, will look for equipment to support the latest and most up to date approach.

A leading edge gym will attract more members, which will bring additional revenue into the club. It will also bring much enthusiasm and a lift to all staff members, both on the tennis side and in the gym.”

– David Hanna - Health and fitness coach -25 July 2016.

We believe that if we were successful in the high performance bid, the Belfast Boat Club would have one of the best equipped gyms in Northern Ireland, in unique and picturesque surroundings.

## SNOOKER










There is no provision for snooker included in the Masterplan.

This decision would be subject to membership approval and Council is likely to ask for this approval at the AGM in March/April 2017.

## INTRODUCTION OF NEW SPORTS TO THE CLUB

There are many other sports not presently offered at the Boat Club which are worthy of consideration.

Our proximity to the river and the towpath may be of interest to the following sports:

-  Canoeing  
We are currently in discussions with Canoe NI.
-  Running  
We are currently in discussions with Belfast Running Club.
-  Cycling  
We are currently in discussions with a cycling club.
-  Table Tennis  
There used to be a strong table tennis section within the club. We could restart this section.
-  Padel Tennis
-  Para Rowing
-  Disabled Squash
-  Wheelchair Tennis
-  Racquetball



# BRANDING OF THE CLUB

We have many brands within the club. We think this is confusing and it would benefit the club to try and galvanise around one brand, the purpose of this section is to discover whether there is member interest in modernising our brand.

Belfast Boat Club has great potential to be more than just the go-to destination for fitness and leisure in Belfast – it has the potential to be a brand in itself. The club’s rich heritage and central location provides us with the tools needed to position the club with an aspirational and prestigious identity.

The following concepts draw on the heritage of the club, focusing on the year it was established and its association with water, using the seahorse. Many of the logos are in the form a crest – a symbol associated with membership and exclusivity. Whether these are applied to apparel, stationery or the building itself, they will have the same impressive impact.

Below are two examples of modernised crest-style identities

Budapest City



BEFORE



AFTER

Oxford University Boat Club



BEFORE



AFTER

## TRADITIONAL



(a)



(b)



(c)

## MODERN



(d)



(e)



(f)



(g)



(h)

# UPDATING THE MEMBERSHIP CATEGORIES

(corporate governance subcommittee)

Council wishes to explore the possibility of simplifying the club membership categories and the creation of some new membership categories which are more suited to our potential target markets.

In summary;

- Phase out U.29, U26, and U23 membership categories
- Introduce corporate membership category
- Introduce health and fitness membership category
- Introduce student membership category
- Retain family membership with children under 12 free

## The suggested revised membership categories and rates are as follows;

Ordinary Full	£560 per annum (£47 per month)
Family	£560 per adult per annum (children under 12 free)
Corporate	£420 per annum (Minimum 10 memberships) (£35 per month)
Senior membership	£360 per annum (£30 per month)
Student	£360 per annum (£30 per month)
Ordinary Full (off peak)	£360 per annum (£30 per month)
Health & Fitness	£360 per annum (£30 per month)
Health & Fitness (off peak)	£240 per annum (£20 per month)
Junior (13-18 years)	£240 per annum (£20 per month)
Juvenile (0-12 years)	£90 per annum.

Introduction of Health and Fitness subscription would be phased (initially £20 per month for current facilities).

Council also recommends renewal/adjustments of membership subscriptions in June each year rather than the anniversary of the membership which is proving to be a considerable administrative burden.

## Benefits of the Rowing Ireland/Sport (NI) high performance fund to the club

There are significant benefits in submitting our expression of interest in the club in applying for the Rowing Ireland/Sport (NI) high performance fund.

## 20 reasons to go forward and support the Rowing Ireland and Sport (NI) bid;

1. The club is in considerable need of capital investment.
2. The investment required needs to be significant enough to transform the club and increase the membership.
3. The investment would create genuine revenue generating opportunities which are crucial to building a viable business model going forward.
4. The predicted use of the HP facility by HP athletes is not onerous.
5. The club would have a world class health and fitness facility which would attract new members.
6. The grants will address significant investment that is urgently required at the club.
7. A high performance gym is beneficial to tennis players, squash players and rowers.
8. Enables the internal junior sporting academies to have a high performance facility.
9. Attracts new sports to the club.
10. Allows us to properly invest in a function room and kitchen to host functions - genuine revenue generating opportunities.
11. Provides the club with other gym space suitable for children's birthdays, yoga, pilates etc genuine revenue generating opportunities.
12. Allows the tennis section to consider a change in court surface to hard court or clay court or both.
13. This would make the club eligible to host ATP and ITF tennis tournaments.
14. It includes the rationalisation of tennis courts with the possibility of covering all 11/12 courts, available for use all day/year and especially between 6-9pm the busiest time of the day.
15. Squash should be able to benefit from four glass back, well lit and heated courts.
16. Allows us to be able to properly cater for disabled members.
17. With hard courts and clay courts Ulster Tennis would wish to hire our facilities.
18. Improve cafe and player bar facilities.
19. Proper modern changing facilities.
20. Ensures the future survival of the club and the clubs status as a going concern.



**PLACE LAB**

for the preparation of drawings

**PGM** ■  
CHARTERED ACCOUNTANTS

for the production of the brochure

**stormcreative.**

for the design of the brochure

