

# BRIEF FOR REGENERATION MASTERPLAN TEAM

## SLIGO EAST CITY: CRANMORE AND ENVIRONS REGENERATION MASTERPLAN

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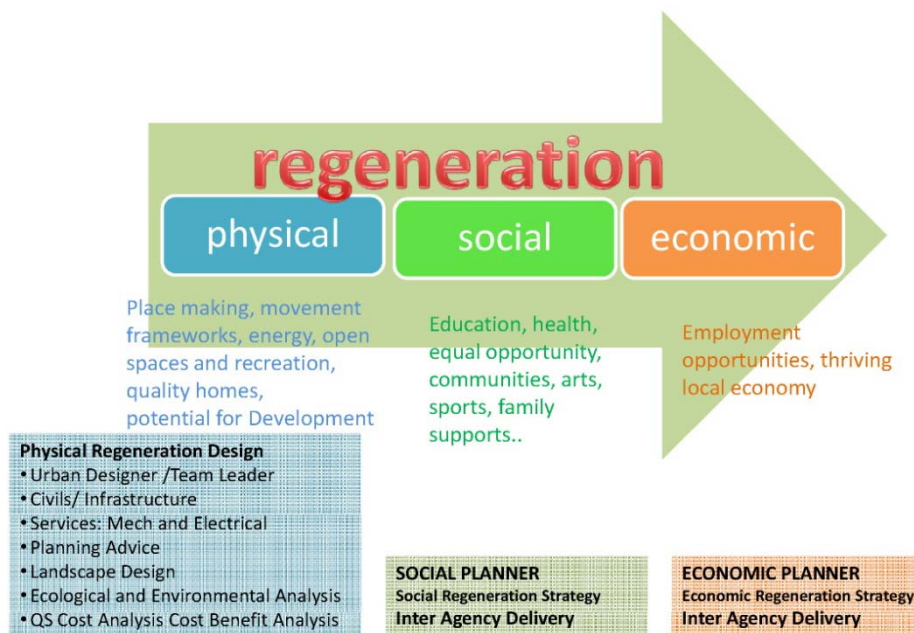
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## INTRODUCTION

Developing a long term vision for the regeneration of Cranmore in the context of the East City area is important both for the communities who live in the area and strategically for the whole of Sligo and for the North West region.

The project aims to transform the social, economic and physical landscape of the area through collaborative long term strategic planning, investment of resources and urban regeneration. The aim is to tackle the inherent problems - physical, social and economic in the Cranmore estate, substantially social and economic in the close by RAPID assisted areas, and identify potential strategic interventions in the Context Area to facilitate this Regeneration. The Regeneration initiative is to be planned in the context of the East City Area. The enclosed maps describe in an indicative manner the extent of the project. The consultant team will be required to define the scope further following their research, evaluation and assessment of needs in Stage 1 and 2 of the process.

Sligo East City area is an area of opportunity and resources. It includes areas on the eastern edge of Sligo's city centre core, well established urban areas and communities, the housing estates of Cranmore, Garavogue Villas, Doorly Park, Martin Savage Terrace, Hazelview and communities in the townlands of Tonaphubble, Commons and Cleveragh, parklands bordering the river and a series of under developed or undeveloped lands. The area has great potential. Many of the major schemes being promoted by the Sligo Local Authorities are within this area of the city or impact on the area. Such projects include the Eastern Bridge and approach roads, Cleveragh Regional Park, and the Regeneration Project. The Regeneration Masterplan will facilitate the development plan objectives in East City Area.

The Masterplan will encompass social economic and physical dimensions but the emphasis may vary depending on the local needs and previous relevant investment programmes. It is envisaged that Cranmore as the original driver of the project will be the subject of some physical change and investment proposals and outcomes as well as social and economic proposals and outcomes. The adjoining RAPID assisted areas of Garavogue Villas, Martin Savage Terrace and Doorly Park are seen as less likely to be the subject of new physical change proposals unless to facilitate strategic interventions. At all times regard must be had to the multi-agency approach required under this Regeneration Masterplan.

The RAPID assisted areas are older and more settled communities. Tenure type varies from all private ownership in Martin Savage Terrace, mostly private in Doorly Park and, circa 30:70 divide of social:private in Garavogue Villas and circa 50:50 in Cranmore. Hazel View comprises of 5 social houses. A refurbishment scheme supported by the Department of the Environment, Heritage and Local Government was completed in recent years in the Garavogue Villas estate.

Residential areas to the south are not part of the RAPID assisted area and are seen as less in need of social and economic initiatives although they may benefit from any social and economic programmes within the East City Area. The area may however be impacted by any strategic intervention identified in the master plan.

This brief does not specify fixed boundaries. The experience elsewhere is that fixing boundaries may not be useful until the initial phases of Masterplanning are undertaken. An indicative context location for Cranmore, the Eastern City Area and the urban boundary are shown on the attached drawing (MAP 1).

Improving access and permeability is seen as critical to the economic and physical regeneration of the East City Area. A scheme for the Eastern Bridge and approach roads has been granted planning approval, and it is expected that this scheme will be integrated into the overall movement strategy to be developed and proposed in the Masterplan for the Regeneration area.

It is intended that the Regeneration Masterplan will be focused on addressing the needs of Communities experiencing significant social and economic disadvantage, living in areas of poor quality housing and infrastructure, identifying necessary interventions and the principles and priorities which will guide their delivery over a ten year period.

The Masterplan will provide a framework in which development can occur. It will provide an outline and flexible overview for lands adjoining Cranmore in Sligo East, to illustrate the long term potential, and, it will identify targeted solutions to address local problems, improve connectivity and guide their delivery over a ten year period.

All proposed interventions should be based on a robust evidence base and all actions should be sufficiently identifiable and measurable to allow the effective tracking of regeneration outputs and outcomes. It is recognized that the same level of detail may not be available for longer term actions or interventions, however it is critical that the Masterplan identify the key delivery and funding agencies for each of the actions. All investment recommendations must be based on the principle of demonstrating value for money and maximisation of investments, consolidating and building on the success of the Regeneration Initiative so far.

**PRIMARY OBJECTIVES:**

The Regeneration Masterplan will be focused on the area of the Cranmore Estate and Environs outlined in Map 1<sup>1</sup> attached and must:

1. Establish a vision for the area, to become a quality urban environment for both existing and new communities. The vision must be innovative, realistic, deliverable and long term taking account of:
  - existing statutory and agency plans<sup>2</sup> relevant analyses, Department Guidance and Communications,
  - the achievements of the regeneration process so far and
  - how these achievements can be consolidated (considering likely availability of future public funding and private investment)

The Masterplan must encourage sustainable development and provide for a quality, healthy safe accessible living environment; a mix of uses in an attractive varied setting; accommodating community needs as part of the overall development and growth of Sligo.

2. Reflect the distinctive context of Sligo as a Gateway city in the North West, the strengths, constraints and potential, the existing social, economic and physical environment, and the potential for change and growth of the east city area. The Masterplan must indicate how the continued and completed Cranmore Regeneration Process will contribute to the integration of the east city area into the wider fabric of Sligo by improving the connectivity of Cranmore to the Sligo's centre and the broader area. The proposals for Cranmore and environs must facilitate sustainable uses and development of adjoining lands in the future.
3. Propose strategies for widening economic and social opportunities for the area, taking account of the existing socio-economic environment and local communities<sup>3</sup>, to address issues of disadvantage, social exclusion, quality of life, allowing local communities to play an active part in the successful growth and development of Sligo.
4. Be developed in consultation with all stakeholders including local communities, agencies and public service providers, (in ways that activate and facilitate the ongoing participation of all stakeholders) so that the long term vision is one that can be confidently owned and built upon by those who live and work in the area.
5. Provide a viable, sustainable and flexible framework of prioritized proposals, able to accommodate changing evaluations of economic growth and trends. The Masterplan must provide a measurable strategy and implementation plan, for agencies, community groups and the private sector to focus concerted initiatives on the social and economic development of the area identifying:
  - needs (establishing a physical and socio economic base-line for the area)
  - how needs can be met (through demonstrable measurable strategies)
  - resources necessary to address needs
  - means/measures to evaluate long term success of proposals

The Plan will need to identify those aspects of the plan that are definitive, and vital to its success, and those where flexibility can be applied. Ultimately the Regeneration proposals must be able to demonstrate value for money, and be able to show benefits<sup>4</sup> for the local and regional economy.

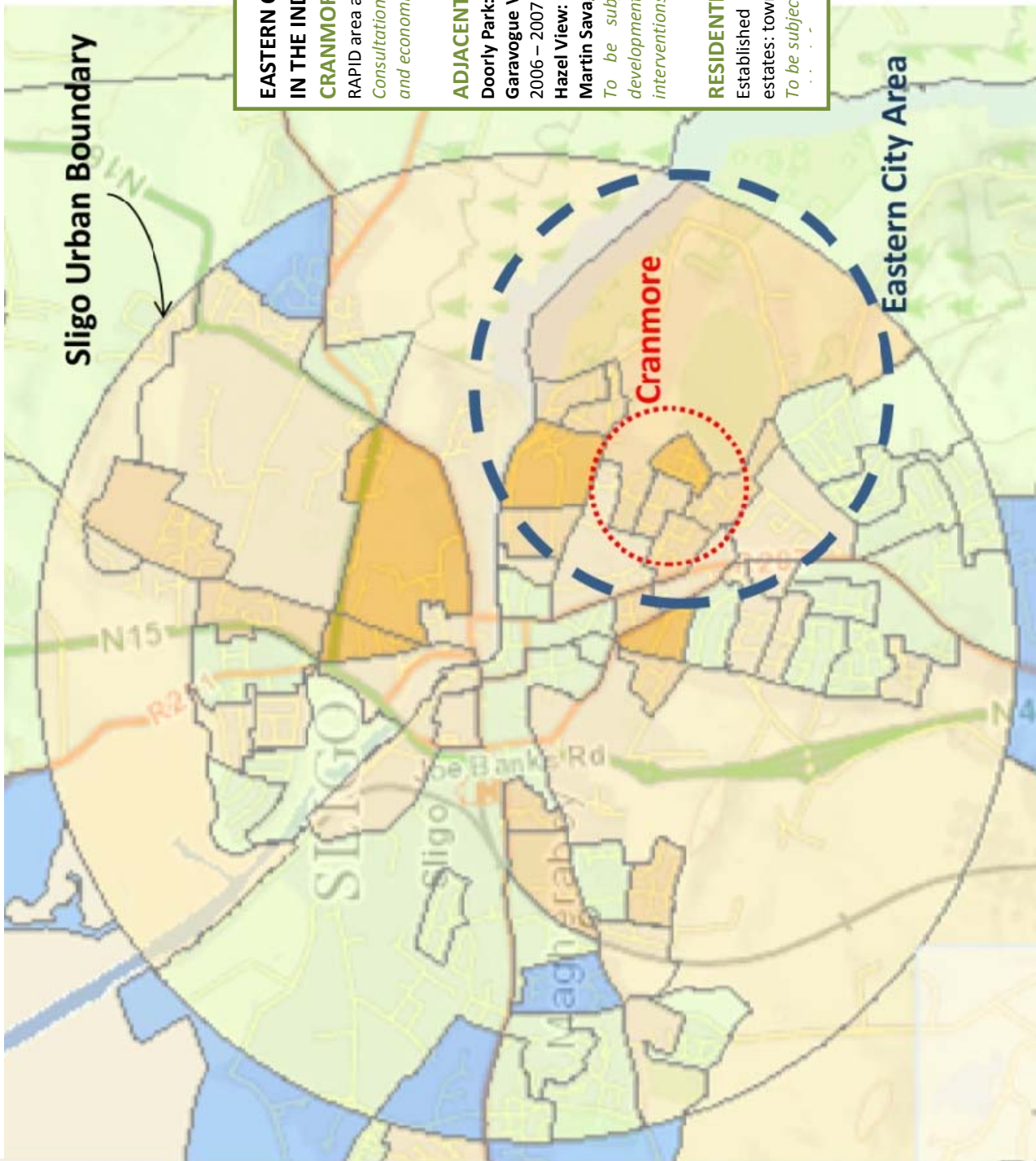
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<sup>1</sup> proposals by the Consultant Team to refine the boundary of the Regeneration area on the basis of objective evaluation of available information will be considered by the Client

<sup>2</sup> though not be limited by them, innovative ideas to be considered in future Agency Reviews should be presented.

<sup>3</sup> Cranmore, Doorly Park, Garavogue Villas and Martin Savage Terrace, Tonaphubble, as outlined in 'Introduction'

<sup>4</sup> Extent of detail of the Cost Benefit Analysis required is outlined in Appendix



**EASTERN CITY COMMUNITIES  
IN THE INDICATIVE CONTEXT AREA**

**CRANMORE**

RAPID area and original driver of the Regeneration Project:  
*Consultations focused on physical investment, change, and social and economic Regeneration Strategies.*

**ADJACENT COMMUNITIES**

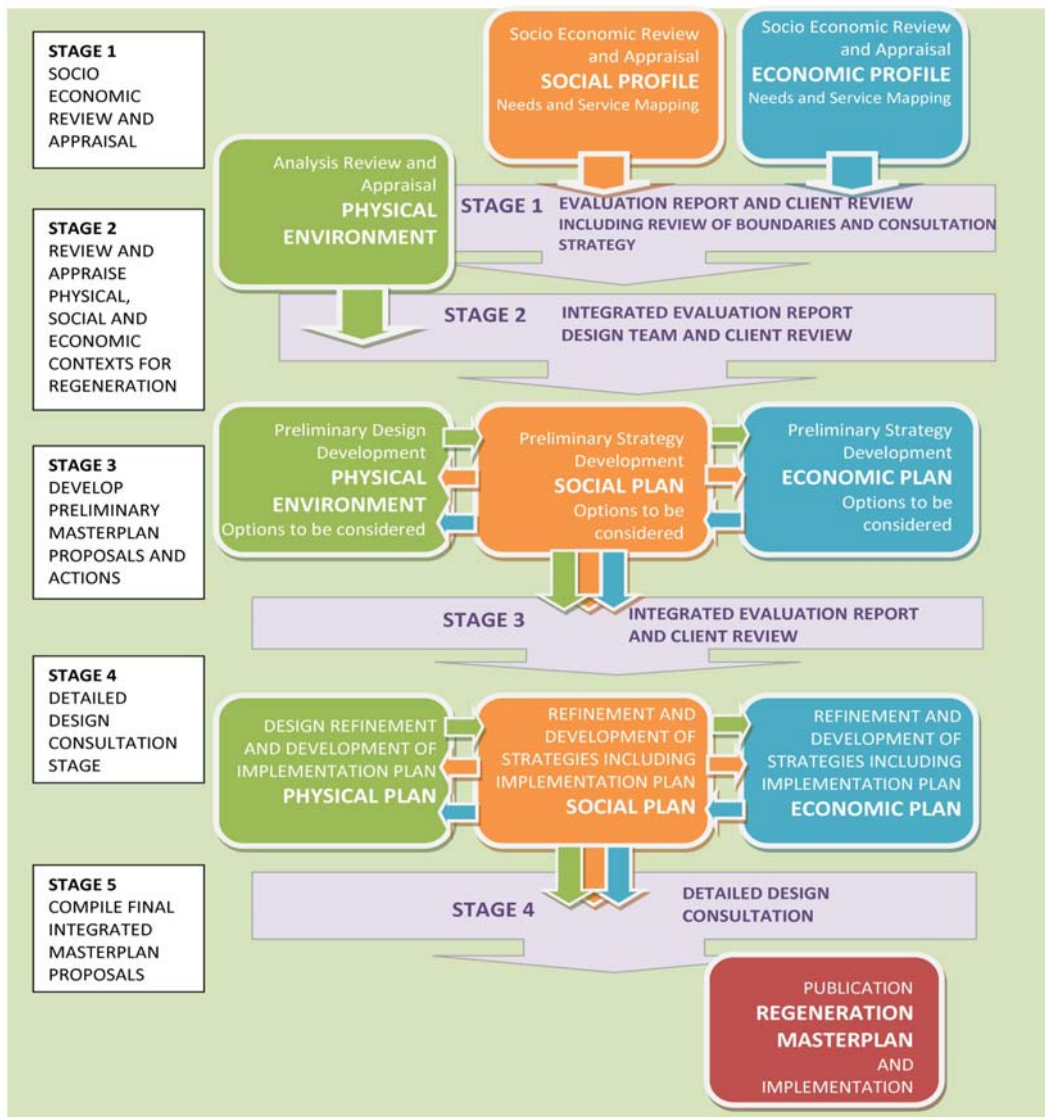
**Doorly Park:** RAPID area  
**Garavogue Villas:** RAPID area, subject of remedial works scheme 2006 – 2007  
**Hazel View:** New SBC housing scheme 2007  
**Martin Savage Terrace:** Integral to above communities.  
*To be subject of consultations on social and economic development strategies and wider impact of strategic interventions.*

**RESIDENTIAL AREAS TO THE SOUTH**

Established residential communities, largely privately owned estates: townlands of Cleveragh, Commons and Tonaphubble:  
*To be subject of consultations on the impact and management of*



## OVERVIEW OF THE MASTERPLAN PROCESS

**MASTERPLAN TO BE DEVELOPED BY THE CONSULTANT TEAM  
 AGAINST A BACKGROUND STRATEGY OF CONSULTATION AND ENGAGEMENT**


Five stages in the Regeneration Masterplan Design Development process have been identified by the Regeneration Team. Meaningful consultations with community groups and agencies will be required at each stage of the Design/Strategy Development. At the end of each stage a briefing and consultation meeting will be held with

- i) Elected representatives and
- ii) Key Stakeholder Leadership Group (see appendix)

As the Masterplan develops, the planning process and outputs must reflect the interplay between the physical, social and economic strands of the plan. At the conclusion of each stage, the emerging vision for the Regeneration Masterplan must be reviewed and tested, in partnership with the Client, under the following criteria:

- Primary Regeneration Objectives
- Cost Benefit Analysis

These Interim Reports and Reviews are aimed to ensure that the Masterplan, as it emerges, is workable and viable, and is focussed on prioritising holistic initiatives which will meet the Regeneration objectives, within the operating constraints. The Masterplan must identify the criteria to be used in the future monitoring and evaluation of the progress of Regeneration, and these will help guide the Implementation Stage.

Developing a plan for the Regeneration of Cranmore and Environs is only a step along the way of the Regeneration process. The real challenge is in the delivery and collaborative implementation of the Plan. Successful realisation will depend on the engagement and 'buy-in' of the stake-holders in developing the Project. For this reason a meaningful and appropriate consultation and engagement process is key to the success of the overall Regeneration Project

## SCOPE OF THE PROJECT

The Masterplan development process must encompass the following five steps, as well as providing for ongoing consultation with the communities and stakeholders. Consultation should be appropriate to the stage of the process, with the level and depth of that consultation increasing as the process moves from assessment (stage 1) to Masterplan development (stages 4/5), and should take account of the roles and responsibilities of all stakeholders including statutory funding approval processes.

The role of the Department funded Community Liaison consultant will be critical here:

- Stage 1 Review the socio-economic profile of the area, previous consultation, services and facilities, define the extent of the regeneration project and establish a baseline for progress measurement;
- Stage 2 Review and appraise the urban design, planning, physical, social and economic contexts for the regeneration
- Stage 3 Develop preliminary Masterplan proposals and actions with preliminary phasing and costs.
- Stage 4 Following detailed consultation with community, departmental, statutory, business, political and other stakeholders on the preliminary Masterplan proposals, amend and update Masterplan proposals actions and costs
- Stage 5 Compile final detailed Masterplan including specific costed and phased actions across all three strands of the regeneration.

## STRATEGY FOR CONSULTATION AND ENGAGEMENT:

### Strategy for Consultation and Engagement

The Masterplanners will be required to propose a detailed consultation strategy appropriate for each stage with anticipated actions and outputs that realise the following objective.

*'The Masterplan will be developed in consultation with all stakeholders including local communities, agencies and public service providers (in ways that activate and facilitate the ongoing participation of all stakeholders) so that the long term vision is one that can be confidently owned and built upon by those who live and work in the various regeneration context areas.*

- The Masterplanners should take cognizance of the history of consultation and local consultative structures developed both as part of the Regeneration Process and the RAPID Programme. The process should build on these finding. (See appendix for a list of previous consultation reports)
- Map 1 (outlining the scope of the project) and diagrams on pages indicates the minimum level of consultation anticipated with the various communities and stakeholders in the regeneration area
- It is intended that the regeneration consultation process should facilitate effective community and interagency co-ordination, co-operation and collaboration.
- The Masterplanning team should demonstrate their capacity to map out a consultation strategy which demonstrate understanding of the local issues that compound disadvantage and exclusion
- All public presentations should allow for the possibility of varying literacy levels within the audience. Presentations should be clear and visual, using plain English, avoiding the use of technical jargon, demonstrating points as graphically as possible.
- It is important that the engagement of the communities is maximised, and that constraints and criteria are highlighted clearly so that the reasoning and the process of developing the Regeneration Masterplan is as transparent as possible for the lay-person.
- The Masterplanners will ensure ongoing liaison with the Regeneration Office
- Masterplanners will engage as appropriate with relevant disciplines in the local authorities

### Definition of roles in respect of consultation

#### Role of the Independent Community Liaison Officer<sup>1</sup>

In advance of the Consultations by the Masterplanning team, the Independent Community Liaison Officer will have worked closely with community groups and representatives to undertake a detailed consultation within the target communities.

It is expected that at the initial Masterplan consultation meetings, community representatives will be in a position to present for further exploration a detailed summary of the local needs, issues and concerns that they have identified.

The Independent Community Liaison Officer will also facilitate community participation in working group discussions

**The Master planning team** will facilitate the overall consultation strategy, keep records of attendees, document discussion, conclusions, feedback and actions required (record pack to be issued to Regeneration team for their records) Agendas and material for meetings to be prepared by consultant team.

**Regeneration Office** will convene consultation meetings and provide administrative support for the organisation of consultation events, convening social and economic group meetings, covering meeting accommodation costs.

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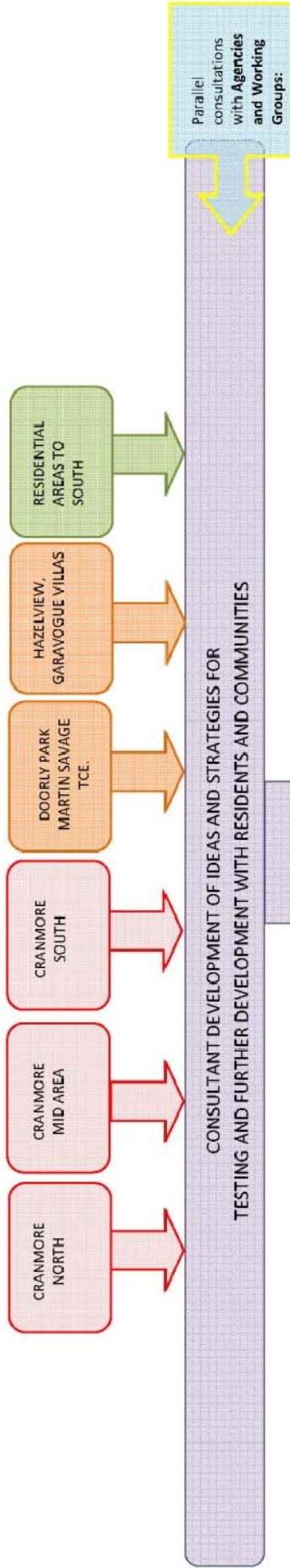
<sup>1</sup> \* (appointed at the request of the Minister for Housing: see description of Role in information pack)

**INDICATIVE RESIDENTS AND COMMUNITIES CONSULTATIVE DIAGRAM: REGENERATION MASTERPLANNING PROCESS**

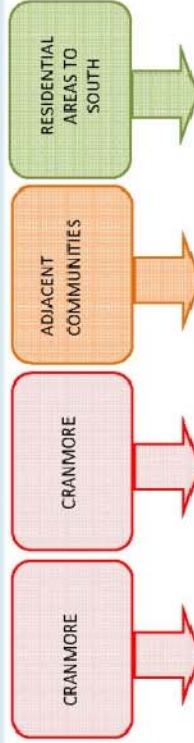
*In advance of consultations by Masterplanning Team the Independent Community Liaison Officer will have facilitated detailed consultation within target communities*

**STAGE 1: SOCIO ECONOMIC REVIEW AND APPRAISAL: CONSULTANT MULTI-DISCIPLINARY TEAM: QUANTITATIVE AND QUALITATIVE EVALUATION RESEARCH AND REVIEW**

**STAGE 2: REVIEW AND APPRAISE THE PHYSICAL, SOCIAL AND ECONOMIC CONTEXTS FOR REGENERATION: CONSULTANT MEETINGS WITH RESIDENTS (MIN 6 MEETINGS)**



**STAGE 3: DEVELOPMENT OF PRELIMINARY MASTERPLAN PROPOSALS AND ACTIONS: CONSULTATIONS WITH COMMUNITIES, AGENCIES AND STATUTORY BODIES**



**STAGE 4: DETAILED DESIGN CONSULTATION STAGE**



**STAGE 5: MASTERPLAN TEAM COMPILE FINAL INTEGRATED MASTERPLAN PROPOSALS**

**FINALISED MASTERPLAN FOR PUBLICATION**

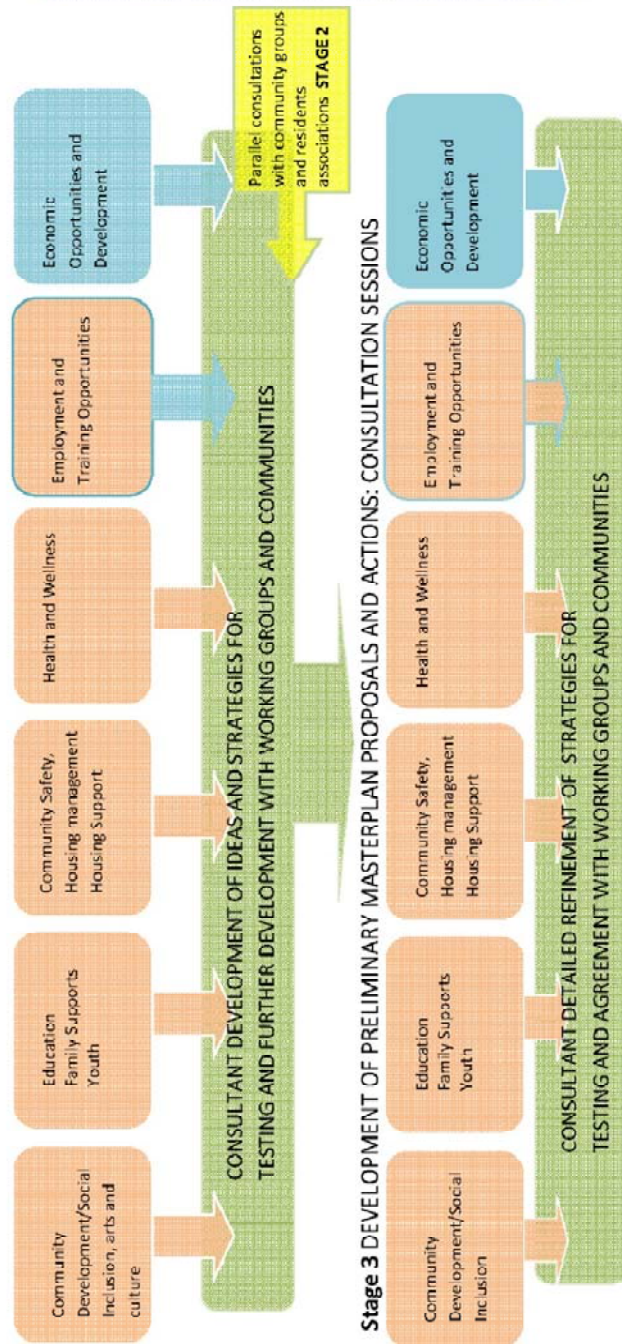


DRAFT FOR DISCUSSION July 2012

**INDICATIVE WORKING GROUPS CONSULTATIVE DIAGRAM: FOR SOCIO ECONOMIC ELEMENTS OF THE MASTERPLAN** ( indicating meetings required, minimum) In advance of Consultations by the Masterplanning Team, the Independent Community Liaison officer will have facilitated consultation within the Target Communities

**STAGE 1: Socio-Economic Review and Appraisal**  
**CONSULTANT MULTI-DISCIPLINARY TEAM: Quantitative and Qualitative evaluation, research and review**  
 in preparation for WORKING GROUP STRATEGY and PROJECT DEVELOPMENT

**SOCIAL ELEMENTS AND ECONOMIC ELEMENTS**



- Indicative List of members of Working Groups :**
- Community Development/Social Inclusion/ art and culture**  
 Arts, Sports, Community Activities;  
 SCC Arts Office, Abbeyquarter Community Centre, Avalon Community Centre, Family Resource Centre, Cranmore Co-Op, HSE, Sligo Social Services, Sports and Recreation Partnership, RAPID, Sligo Leader Community Reps, Chair of Social Inclusion, Community Reps, others
  - Education, Family Supports and Youth**  
 Sligo Education Centre, Life Start Sligo, Family Resource Centre, Sligo County Childcare Committee, Mercy School, Project School, School Completion Service, Sligo Leader, Community Reps, others etc, as indicated in Social Plan 2007
  - Community Safety, Housing Management, Support**  
 SBC Housing, Cluid Housing Association, Focus Ireland, Family Resource Centre, An Garda Siochana, Neighbourhood Watch, Community Reps, others etc, as indicated in Social Plan 2007
  - Health and Wellness**  
 HSE, Public Health Nurse, Community Mental Health, Addiction Services, Community Welfare, Sligo Sports and Recreation Partnership, Family Resource Centre, Community Reps, others etc, as indicated in Social Plan 2007

- Employment and Training Opportunities**  
 Cleveragh Training Centre, Sligo VEC, FAS, Probation Service, Sligo Leader, Sligo IT, St Angelas, Dept of Social Protection, Youth Reach, Community Reps, others etc, as indicated in Social Plan 2007

- Economic Opportunities**  
 Local Businesses, Chamber of Commerce, Western Development Commission, Sligo Leader, Sligo County Enterprise Board, Chair of Economic Development Board, Community Reps and others as indicated in Sligo and Environs Development Plan 2012-16

**Stage 4 MASTERPLAN DETAILED DESIGN REFINEMENT**

**Stage 5 COMPLETION OF FINAL INTEGRATED MASTERPLAN PROPOSALS**  
**PUBLIC DISPLAY WORKSHOPS AND OPEN DAYS** outlining and explaining  
 DETAIL OF MASTERPLAN OPTIONS AND PROPOSALS

**FINALISED MASTERPLAN**

**STAGE 1 SOCIO-ECONOMIC ANALYSIS REVIEW AND APPRAISAL:**

Using existing information sources compile a socio-economic profile of the communities to be considered for inclusion in the Regeneration Masterplan. As set out in the introduction, the Masterplan must focus on communities experiencing significant social and economic disadvantage and with a poor quality living environment.

Having identified the regeneration area this profile will act as the baseline against which the success of the regeneration interventions will be measured.

	<b>Deliverable</b>	<b>Additional Information</b>
1.	<p><b>Review and tabulate socio economic Data for the Area: Establishing Base line Criteria of need in the Area*</b></p> <p>Key statistics are required to evaluate needs to be addressed in the Regeneration Initiative) and as a base-line measure for the progress of Regeneration Interventions. Using existing information resources, review and prepare presentation of existing socio- economic data for the area</p>	See Information Pack section 2 for further detail Also SAPS 2011
2.	<p><b>Desktop Review</b> of previous consultations and relevant social and economic agency and plans and strategies and preliminary contact with agencies as required. Report to analyse and offer conclusions from these findings to inform the Regeneration Masterplan Process.</p>	Information pack section 2
3.	<p><b>Describe and analyze the context for the economic regeneration taking account of:</b></p> <p><b>Economic linkages:</b> how the area fits into wider sub-regional, regional and national markets.</p> <p><b>Features of Sligo's local economy:</b> key sectors and industries, sectors with growth potential or vulnerability, and the contribution of social enterprise.</p> <p><b>Enterprise and Innovation:</b> trends in business start ups and closures, growth of small and medium-sized enterprises and self employment.</p> <p><b>Business Needs :</b>views of the local business community on what is contributing to and what is hindering business investment and economic growth.</p> <p><b>Labour Market:</b> labour market participation with analysis of worklessness levels, barriers to enterprise and employment, and issues of long term unemployment</p> <p><b>Skills:</b> skills profile, educational attainment, type of skills and skills gaps match between skills provision and current and future needs of business.</p> <p><b>Transport and infrastructure:</b>Identify deficiencies and opportunities (see appendix)</p> <p><b>Housing:</b> the extent to which the needs of the population are met, tenure mix in the area, options for tenure diversification.</p>	Drawing on available data, reports and plans
4.	<p><b>Services mapping</b> – to inform the social and economic strands of the Masterplan, the design team must review the existing services (both statutory and voluntary) being provided in the Regeneration Area and its environs. This review must establish the uptake of the services, the funding streams being accessed and assess the service provision against the socio economic profile of the area. The Services Mapping must also assess appropriateness of the space provision for services and community facilities (Draft Space Analysis will be provided by SBC)</p> <p>Services to be considered include: Community, Employment and Training, Education, Community Safety and Housing, Family Supports, youth, sport and Recreation, Health and Wellness.</p>	Information pack section 1.2 and appendix 3.9
5.	<p><b>Consultations with Social and Economic Agencies and Communities Groups in the Area</b></p> <p>Familiarisation with workers, community groups and programmes in the Area</p> <p>Identification of gaps in provision to be addressed in the Social and Economic Regeneration Plan</p>	Socio-economic Consultation Diagram page 9
6.	<p><b>Collaborative Review of existing Social Plan (2007)</b>, with delivering agencies, working groups and communities, see consultation diagram for the extent of consultation required.</p> <p><b>Areas to be addressed in Review:</b> Success of the Regeneration Plan, lessons to be learnt, initiatives to be continued, new elements to be addressed. The review is to encompass Health and Wellness (previously not included in 2007 plan)</p>	Socio-economic Consultation Diagram page 9
7.	<p>Briefing and Consultation meeting with</p> <p>(i)Elected Representatives (ii)Key Stakeholder Leadership group</p>	
8.	<p>Presentation of <b>Draft Evaluation Report</b> to Regeneration Office and Stakeholders, including:</p> <p>Reports on Reviews/assessments outlined above,</p> <p>Identification of Needs, definition of extent of regeneration area.</p> <p>Recommendations for Draft Indicative Bench Mark Indicators for the Regeneration</p> <p>Draft Socio Economic Strategies for exploration/Development/Consultation in Stage 3</p> <p>Consultation Strategy for Design Development Stage 3: Develop and agree with Regeneration Office the detail, strategy and extent of consultation over the remainder of stages.</p>	
9.	<p>Allow for Reformatting of Presentation/Interim Report for Regeneration Office and DOECLG sign-off</p>	

**STAGE 2: REVIEW AND APPRAISE THE, PHYSICAL, SOCIAL AND ECONOMIC CONTEXTS FOR REGENERATION**

Informed by the socio-economic baseline assessments developed in stage 1, this stage will be one of analysis, review and appraisal (generally desk-top studies or review of existing information, studies and guidance, combined with initial consultations). This analysis will provide a baseline assessment of the physical environment: strengths weaknesses and opportunities within the area against which future proposals will be assessed and should inform the development of strategies in stages 3-5. An initial evaluation report to be prepared shall provide

	<b>Deliverable</b>	Support documentation
1.	<p>Identification and review of existing Planning Strategies/Agency Plans relevant for the Area, such as:</p> <ul style="list-style-type: none"> <li>• Sligo and Environs Development Plan 2010-16</li> <li>• Border Regional Planning Guidelines 2010-22</li> <li>• National Development Plan 2007-13</li> <li>• Sligo's Gateway Innovation Fund Submission (Nov 2007)</li> </ul> <p>It is intended this Report will identify and review the relevant Strategies which have the potential impact on the Masterplan and to what extent.</p>	See appendix 3.1
2.	<p>Ecological Screening Report for the Area using existing published data* and the best scientific knowledge in the field to describe habitats and species;</p> <p>Report to be prepared in consultation with the appropriate agencies such as Sligo County Councils Heritage Office and National Parks and Wildlife Service, as required etc and in compliance with the appropriate legislation</p>	See Appendix 3.2
3.	<p>An Urban Design Appraisal of the Environment in Cranmore and Environs, Identifying Issues to be addressed and Overview of the potential of the Area.</p> <p>The Appraisal will address a series of Urban Design assessment categories</p>	See appendix 3.2
4.	<p>Analysis of existing Movement Framework in the Regeneration Area including proposed bridge and access routes, to inform an overall Movement Framework strategy for the Eastern environs of Sligo, Identification of need for improvements to increase connectivity and reduce the perception of physical boundaries and delineations between areas.</p>	see appendix 3.4 and consultation diagrams pages 8 and 9
5.	<p>Desktop capacity study of Public Utilities and Provision Appraisal: Water Supply, Drainage Infrastructure, Electrical and Telecoms Infrastructure (as advised by utility providers).</p> <p>Identification of needs in the Area and capacity to meet future needs in line with population projections.</p>	See appendix 3.5
6.	<p>Design Team Assessment of Housing Provision, Condition (including energy performance), Needs and Potential:</p> <p>Design Team Review and Condition Survey of SBC and Cluid Typical House Types and Housing Stock, utilising and building on existing information held by SBC and Cluid:</p> <p>BERs gathered to date, SBC's Housing Survey Information, etc,</p> <p>It is intended that this Report will inform the Assessment of Need for the Regeneration Area</p>	See Appendix 3.6 for Information Schedule
7.	<p>Open Space Appraisal: Review and Appraisal of open space in the public realm and recreation space, sporting and recreational infrastructure</p>	See appendix 3.7
8.	<p>Initial Design Team Consultations with Resident Groups, Community Groups and Agencies in relation to their experiences and aspirations for the Physical Environment. See Consultation Diagram for extent of consultation required as a minimum with various groups</p> <p>The Design Team must review the reports from previous consultations with Resident Groups, Community Groups and Agencies, and analyse and offer conclusions from these findings to inform the Regeneration Masterplan Process and Consultation Strategy from the perspective of residents experience of the physical environment.</p>	Consultation Diagrams pages 8 and 9 and Information Pack List of Consultation Reports
9.	<p>Assessment of potential for sustainable energy strategy including for example potential for a district heating scheme, See Appendix for information to be provided by Regeneration Office.</p>	See appendix 3.9
10.	<p>Briefing and Consultation meeting with</p> <p>(i) Elected Representatives and (ii) Key Stakeholder Leadership group</p>	
11.	<p>Presentation of <b>Draft Evaluation Report</b> to Regeneration Office including Assessments and Findings from Reviews and Consultations described above, Clear statement of social, economic and physical needs identified in Stages 1 and 2</p> <p>Draft Indicative Bench Mark Indicators for the Regeneration</p> <p>Allow for Reformatting of Presentation/ Interim Report for Regeneration Office and DOECLG sign-off</p>	<b>Deliverable:</b> Interim Reports and Draft proposals



**STAGE 3 DEVELOP PRELIMINARY MASTERPLAN PROPOSALS AND ACTIONS**

This stage will be one of developing and advancing ideas (through design development and analysis). Referring to the objectives and aims of the regeneration project and responding to needs identified in Stages 1 and 2 assessment, preliminary Masterplan proposals shall be developed by the Masterplanning team in conjunction with the client body for consultation with communities agencies and statutory bodies

	<b>Deliverable</b>	Appendix
1.	<p><b>DEVELOP AND PRESENT PRELIMINARY PHYSICAL MASTERPLAN, PROPOSALS AND ACTIONS</b></p> <p>The Physical element of the Regeneration Master Plan responding to identified need must consider:</p> <ul style="list-style-type: none"> <li>• Urban Design Proposals/interventions to improve the Regeneration Area in its Environs</li> <li>• Any Infrastructural Recommendations arising from review</li> <li>• Improvements to the housing stock</li> <li>• Promoting a sustainable community through consideration of tenure diversification, consolidation and minimizing opportunities for anti-social behaviour</li> <li>• Options for a Sustainable Energy Strategy arising from Condition Report</li> <li>• Movement Framework and Connectivity Recommendations with potential future routes</li> <li>• Potential of key sites in the Area, and recommendations for their future use</li> <li>• Potential for strategic interventions in the area which may respond to identified need</li> <li>• Opportunities to strengthen wider community facilities (in partnership with key stakeholders as part of the Regeneration programme): e.g. education and health facilities, sport, leisure and recreation facilities, community, civic arts and culture facilities, spaces for youth, elderly and families, spaces for employment and enterprise.</li> </ul>	Consultation Diagram pages 8 and 9
2.	<p><b>DEVELOP AND PRESENT PRELIMINARY SOCIAL MASTERPLAN PROPOSALS AND ACTIONS</b></p> <p>The Social plan must address issues of need within the Regeneration Communities, developing relevant options/strategies to be evaluated through Consultations under the following headings:</p> <ul style="list-style-type: none"> <li>• Employment and Training (in partnership with Economic strategy)</li> <li>• Education, Family Supports, and Youth</li> <li>• Community Safety, Housing Management and Support</li> <li>• Health and Wellness ( including access to medical services, mental health, addictions, health promotion etc)</li> <li>• Community Development including Arts, Culture, Sport and Recreation</li> </ul> <p>In preparing this social plan the consultants should focus on ensuring the appropriate mix and level of services and initiatives to meet the need of the regeneration communities. Gaps in service provision together with services that are under used and do not meet the needs of the community should also be identified. The plan must be broadly supported by all the stakeholders. The Consultant team must identify a framework of priorities which will guide the Social Regeneration Process, over a life span of 10 years.</p>	Consultation Diagram pages 8 and 9
3.	<p><b>DEVELOP AND PRESENT PRELIMINARY ECONOMIC MASTERPLAN, PROPOSALS AND ACTIONS</b></p> <p>The Economic Regeneration plan must address issues of</p> <ul style="list-style-type: none"> <li>• educational, skills and employment opportunities within the Regeneration Communities</li> <li>• economic opportunity in the Regeneration Area.</li> <li>• Draft scoping of cost implications identify funding sources and potential costs and benefits.</li> </ul> <p>Options/ strategies must be evaluated and supported by the Agencies working in the field, and with local community representative groups and potential funding agencies. This section must also propose strategies to maximize the Social Dividend that may arise from investment, to the best socio-economic gain and benefit of the residents in the regeneration area consistent with EU guidelines (Ref: Buying Social- A guide to taking account of social considerations in public procurement)</p> <p>The team must identify a framework of priorities which will guide the Economic Regeneration Process, over a life span of 10 years.</p>	Consultation Diagrams pages 8 and 9
4.	<p><b>CONSULTATION AND ENGAGEMENT WITH COMMUNITIES, AGENCIES AND STATUTORY BODIES</b></p> <p>Reports and Presentations outlining the above will be required for consultations to facilitate option appraisal and cost benefit analysis in partnership with:</p> <p>Communities, Inter-agency Working Groups, DOECLG and other Statutory groups and Agencies</p>	Consultation Diagrams pages 8 and 9
5.	<p>Briefing and Consultation meeting with</p> <p>(i)Elected Representatives and (ii)Key Stakeholder Leadership group</p>	



## Stage 3 continued develop preliminary masterplan proposals

	Deliverable	Appendix
6.	<p><b>A MEASURABLE STRATEGY FOR IMPLEMENTATION</b></p> <p>The Regeneration Plan must indicate a measurable strategy:</p> <ul style="list-style-type: none"> <li>• identifying initiatives,</li> <li>• why they are needed ,</li> <li>• the resources needed to implement them and</li> <li>• ways in which their success can be measured.</li> </ul> <p>The necessary structures for ongoing implementation, monitoring, evaluation, planning and reporting and must also be outlined.</p> <p>The Master-plan must be agreed with the stakeholder reference group and reflect emerging national and local strategies targeting economic and social disadvantage.</p> <p>The proposals will also need to demonstrate value for money and be assessed as part of the Cost Benefit Analysis of the Regeneration Masterplan.</p>	
7.	<p><b>DEVELOP OUTLINE BUDGET COSTING, IMPLEMENTATION AND PHASING STRATEGIES</b></p> <p>The Draft Plan must be developed to allow for Outline Budget Costing and Development of Implementation and Phasing strategies.</p> <p>(Developed Costing Strategies and Cost Benefit Analysis will be required to inform the Implementation Plan)</p> <ul style="list-style-type: none"> <li>• Prepare an initial review of the likely costs, identifying both the outputs and outcomes expected to arise from the investments and identifying the proposed funding sources (responsible agency); The focus of this work will be to build on existing structures and funding streams.</li> <li>• The likely phasing of such interventions over 5-10 year timeframe within an anticipated funding envelope</li> <li>• The value for money of all proposals</li> </ul>	
8	<p>The Regeneration Plan must also consider the economic implications and potential of possible proposals such as:</p> <ul style="list-style-type: none"> <li>• physical works, management systems or other improvements to the housing stock</li> <li>• any infrastructural recommendations</li> <li>• potential of sites</li> <li>• sustainable energy strategy</li> <li>• opportunities to strengthen wider community facilities</li> <li>• educational and employment training or programme initiatives, etc</li> </ul> <p>Taking into account the likely phasing of such interventions over a 5-10 year time frame, assess how these economic benefits can be maximized for local benefit</p>	Refer to appendix 3.10
9	<p>Presentation of <b>Draft Stage 3 Evaluation Report</b> to Client Team including:</p> <p>Developed Bench Mark Indicators for the Regeneration</p> <p>Assessments and Findings from Reviews and Consultations described above</p> <p>Recommendations for Regeneration proposals to be refined in detail in Design Stage 4</p> <p>Allow for Reformatting of Presentation/ Final Report for Sign Off by Regeneration Office and DOECLG (allow for a minimum of two meetings with Regeneration Office)</p>	

**STAGE 4 DETAILED DESIGN CONSULTATION STAGE**

This stage will be one of further developing, refining and if necessary augmenting proposals identified during stage 3 in light of consultation with stakeholders including residents, interagency working groups and the Department of Environment, Community and Local Government. A framework of principles and priorities to inform the masterplan shall also be developed by the Masterplanning Team in consultation with the various stakeholders.

	<b>Deliverable</b>	Appendix
1.	<p>Preparation of Final Draft Masterplan Document for Consultation encompassing:</p> <ol style="list-style-type: none"> <li><b>1. Physical Strands of the Regeneration Masterplan</b> including: <ul style="list-style-type: none"> <li>• Urban Design Proposals/interventions to improve Regeneration Area in its environs</li> <li>• Any Infrastructural Recommendations arising from review of services</li> <li>• Improvements to the housing stock, including sustainable energy and strategies for tenant purchased or privately owned stock</li> <li>• Movement Framework and Connectivity Recommendations</li> <li>• Proposals for promoting a sustainable community through tenure diversification including strategies for tenant purchase, privately owned stock and promoting private development</li> <li>• Potential of key sites in the Area, and recommendations for their future use</li> <li>• Identification of Strategic intervention opportunities in the East City Area which might benefit physical improvement in Regeneration Area</li> </ul> </li> <li><b>2. Social Strands of the Regeneration Master-Plan</b> indicating specific strategies needed to address disadvantage in the area, under indicative headings, such as: <ul style="list-style-type: none"> <li>• Community Development including Arts, Culture, Sport and Recreation</li> <li>• Employment and Training</li> <li>• Education and Family Supports, and Youth</li> <li>• Community Safety and Housing</li> <li>• Health and Wellness</li> </ul> </li> <li><b>3. Economic Strands of the Regeneration Master-Plan</b> namely: Strategies to develop economic opportunity in the Regeneration area</li> <li><b>4. Refinement of Cost Benefit Appraisal</b></li> <li><b>5. Implementation Strategy</b></li> </ol>	
2	<p><b>Communicating the Regeneration Vision</b></p> <p>The Plan must graphically illustrate the vision for the physical, social and economic Regeneration of the Area, clearly indicating the interaction between the following:</p> <ul style="list-style-type: none"> <li>• How Quality urban spaces can be achieved in Cranmore and environs the proposed massing, height, densities, orientation, grids and blocks of key areas in the plan (without architectural or style details) Locations, quantity, type and design form of housing, Refurbishment Strategies</li> <li>• Locations for service providers, both private and public, and relocations where necessary</li> <li>• How any infrastructure requirements are to be provided for</li> <li>• Movement framework towards delivering improved connectivity particularly to city centre</li> <li>• Alignments and key dimensions of streets and roads</li> <li>• The location, form and role of open space and recreational amenity</li> <li>• The Framework for delivery of the Social Regeneration Initiatives,</li> <li>• The Framework of the Economic Regeneration Initiatives</li> </ul>	
3	<p><b>Consultation with communities, agencies and statutory bodies</b></p> <p>Series of Workshops (minimum of two) and Open Day (minimum of one) to showcase and promote the key elements of the Draft of the Regeneration Masterplan, providing an opportunity for final refinement of Strategies before Publication.</p>	Consultation Diagram
4	<p><b>Implementation Plan with Investment Recommendations</b></p> <p>The implementation Plan shall describe phasing and delivery of the works within an exact annual budgetary allowance, within a time-frame of 10 years</p> <p>All investment recommendations shall be based on the principles of value for money and maximization of existing investments.</p>	
5.	<p>Briefing and Consultation meeting with (i)Elected Representative and (ii)Key Stakeholder Leadership group</p>	
6	<p><b>STAGE 4 REVIEW:</b> Review of proposed Final Masterplan in light of consultation findings with Regeneration Office updating of budget cost and phasing strategy, refinement of Cost Benefit Appraisal and mapping out of delivery of Final Masterplan Report in preparation for publication and circulation. Draft to be circulated to DOECLG for comments</p>	

**STAGE 5 PUBLICATION OF FINAL REGENERATION MASTERPLAN REPORT**

Incorporating feedback from Stage 4 workshops, this stage should provide a finalised Masterplan, with a clear set of actions for delivery under that plan. These actions should clearly identify the costs, the funding stream and the benefits arising from the investment. The Masterplan must propose an indicative phasing of the programme and should provide for continuous monitoring of outputs and outcomes, as well as identifying the key performance indicators for the final evaluation of the regeneration. The Masterplan should acknowledge that the plan will be reviewed over the period, which may result in changes to the plan as the needs of the community evolve.

The Consultant will present the information required for the Finalised Masterplan Document for publication/graphic design preparation by the Regeneration Office. Consultants should allow for a two meetings.

**The Final Masterplan Report will include the following:**

- Introduction and Overview of the areas addressed in the Masterplan
- Executive Summary of the Masterplan proposals, and Implementation Plan
- Overview/Commentary on the Masterplan Development Process: consultations undertaken and overview of how the Vision for Regeneration was developed.
- Assessment of need in the Regeneration Area
- Socio economic baseline
- Description of the Regeneration Vision outlining physical social and economic strategies for positive change, and the vision for the physical regeneration of the area together with relevant drawings, site plans and 3D images.
- The elements needed to deliver the Vision (Social, Economic and Physical) addressing issues such as the urban environment, potential for development, housing, improved connectivity, movement and traffic , energy and fuel poverty and social and economic issues such as education, health, sports and recreation, training, employment and enterprise issues
- Implementation Plan, indicating Phasing, a Time Frame and Resources Required
- Finalised budget costs with projected annual expenditure
- Monitoring Structures for the Regeneration Process
- Cost Benefit Analysis of the Regeneration Proposals
- Summary of Ecological Screening report in line with Habitats Directive

**SUBMISSION OF REPORT FOR PUBLICATION BY CLIENT**

The final document will be published by the Regeneration Office

All graphic costs and publishing costs associated with publishing the document will be provided for by the Regeneration Team.

The final report must be submitted in word format for the Graphic Designer to work with:

- All images to be used must be submitted separately and must be clearly labelled.
- All images must be in their native format, eg jpeg, pdf, png, eps def etc.
- Any image files must be print resolution quality ( 300 dpi)
- All images for inclusion must be publishable i.e. copyright vested in consultants or approval obtained from owner.
- All logos must be submitted also, preferably as eps (vector file)

**POST PROJECT REVIEW**

In line with the good practice promoted by the Capital Works Procurement Reform, a Post Project Review will be undertaken after 12 months (but within 18 months) of the conclusion of the project, to identify areas of success in the project and areas of learning.

The Consultant Team will be required to undertake this review in partnership with the Client Team, and consultants should allow for a minimum of two meetings for this.

Representatives from all members of the Consultant Team will be required to attend, to partake in this review.