

# Sligo East City, Cranmore and Environs

## Regeneration Masterplan 2016

Building on our past... looking to our future



# Credits

Many thanks to all who contributed to the making and the delivery of this Regeneration Masterplan

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# Sligo East City, Cranmore and Environs

## Regeneration Masterplan 2016

Building on our past... looking to our future



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# Foreword

## Minister Simon Coveney



As Minister for Housing, Planning, Community and Local Government, I am very pleased to launch the Regeneration Masterplan for Sligo East City, Cranmore and environs.

My role as Minister with responsibilities that cover housing, planning and communities, means I have the opportunity to drive the co-ordination of many of the elements that are required to make a successful regeneration programme. Those of us involved in these important issues, whether as officials or elected representatives, will be acutely aware of the myriad of reports over the past 20 years that have called for a more joined-up approach to local service delivery. People who work at local level in our communities see this need for Government and local agencies to better coordinate their efforts and resources and to empower communities to take the lead in these efforts.

This Masterplan is an example of this collaboration in action; it draws from real collaboration and consultation between Sligo County Council, Government Departments and State Agencies working in the area and, most importantly, the people living in Cranmore and its environs. It has resulted in a Plan which sets out the changes which residents wish to see in Cranmore over the coming ten years.

A space has been created for central government, local government and communities to talk to each other, to identify important local regeneration priorities, to develop locally agreed solutions, and ultimately, to ensure that they are delivered in the most effective way possible, with a real and positive impact on people's lives.

Despite the difficult economic climate over the last few years, my Department retained its commitment to the regeneration of Cranmore. Already to date there has been a significant amount of work commenced including housing improvements and community development initiatives. Further funding is committed for improvements to housing, public realm and community infrastructure works and these will be progressed over 2017 and 2018.

As Minister, I am keen to see the heart restored to communities across our country. We must work to revitalise our cities, towns and villages and reinforce the sense of community on which our identity is built. For that reason, I am pleased to see the ambition in this Masterplan and I thank the many people who have contributed to it for their ongoing enthusiasm and commitment. Sligo County Council's leading role in this work is crucial and a testament to the commitment of the elected members and the officials to make a real difference for their citizens. I am confident that the Council, my own and other Departments, public bodies and Agencies involved, will support the delivery of this Plan. In particular, I thank the residents of the area for their input which is central to all that we are doing. I believe that the investment we are now committing through this Masterplan will all see real change in the area in the years to come.

# Foreword

Cathaoirleach Hubert Keaney



As Cathaoirleach of Sligo County Council, I am delighted to introduce the Regeneration Masterplan for Sligo East City, Cranmore and Environs.

The Regeneration Project is a significant project for the people of Cranmore, for the communities who live in the East City area, and for the whole of Sligo. Many have recognised the improvements in the area to date. This plan has the potential to deliver further positive change. The plan recognises that addressing issues of disadvantage is complex, and that physical, social or economic measures on their own will not have a transformative impact. It is the interplay between all these factors that provides an important chance for change. I am delighted that we have the chance in Sligo to work towards this. It will require collaborative effort, we will need to work with local communities, with the voluntary sector, and with agencies to deliver on this ambitious plan.

In introducing and commending the Regeneration Masterplan, I would like to pay particular tribute to the hard work and commitment of all those who played a part in shaping it, and who will now be working to realise it. In the time since the Regeneration Project was first conceived we have seen how the community of Cranmore has developed, has found its' voice, has shown a real pride for the area. These are welcome developments that we are all heartened to see.

The vision for the Regeneration Masterplan seeks to make the area a more attractive place to live, to enable individuals and communities in the area to avail of emerging opportunities and to secure Cranmore and the East City area as a location of choice in which to live, work and visit. We are making progress. We look forward to working with the community, stakeholders and agencies to help realise the aims of this Regeneration Masterplan.

# Foreword

## Sligo County Council Chief Executive Ciarán Hayes



The Regeneration of Cranmore and Environs in the East City area has been a priority objective of Sligo County Council for some time and the adoption of the Regeneration Masterplan has brought its' achievement considerably closer.

It is a triumph for the local community who have been centrally involved in the development of the Plan. Sligo County Council is delighted to have had the support of the community in bringing it to fruition. Indeed it was community involvement and support that greatly facilitated approval and adoption of the Plan by the Members of the Council.

It has been a long road of intensive consultation, workshops, exhibitions, questionnaires and analysis that has led to this point. This process has allowed the local community to prioritise what is important for their area and what needs to happen. The local input has been vital to the formulation of the Plan and will be equally important to its' implementation.

What has emerged is an ambitious and wide-ranging Plan made up of physical, social and economic objectives, projects and initiatives, with funding already secured for some of the key initiatives. The investment in housing, community facilities, open spaces and streets has the capacity to impact not just on the physical infrastructure, but on the lives of the Cranmore residents in a very positive way.

There are still challenges ahead and there is a need to find ways to deliver on the entire Plan. We will continue to explore ways in which all of the Regeneration Masterplan actions and objectives can be delivered and we will continue to work closely with the local community in doing so.

I wish to pay tribute to all involved in getting the Regeneration Masterplan to this point, particularly the local community, Council Project Team and Council Members and I look forward to the implementation of the actions for the benefit of the Cranmore and wider East City area residents.



# Foreword

Director of Service, Bartley Gavin



The launch of the Regeneration Masterplan for Sligo East City, Cranmore and Environs is a momentous day for many. It represents a very significant milestone in a project that has enormous potential to contribute positively to the future of Sligo.

I became part of the regeneration team in early 2008. Those early days involved a great deal of meetings in the community. Very quickly I was taken with the warmth and welcome extended to us from the community despite the obstacles faced by the community and individual residents, on a daily basis. As I became more familiar with the area I was taken with the amount of talent and resource within the community, much of which lay dormant and untapped.

The challenge for our team was to build trust and understanding and to demonstrate that we were prepared to face the difficult issues. Much of what now needed to be addressed were failings and shortcomings in public policy of the past, making it an even bigger ask of the community to put its trust in us.

The key to successes achieved is the community and in particular those who took up leadership roles. I want to commend them; only those who were deeply involved know the hours of toil they committed and the sacrifices they have made on behalf of others and towards a brighter future for

Sligo. They are driven by a passion to improve the lives of their neighbours and generations who will follow.

Many organisations and individuals have contributed to the launch of the regeneration masterplan becoming a reality. They are too numerous to mention individually but include the elected members of Sligo County Council and the former Borough Council, colleagues in many statutory bodies, development agencies and voluntary/ community groups.

Finally I want to acknowledge and express my appreciation to the regeneration team in Cranmore and to colleagues, past and present, in the Council and the many officials of the Department who have supported the project from its inception.

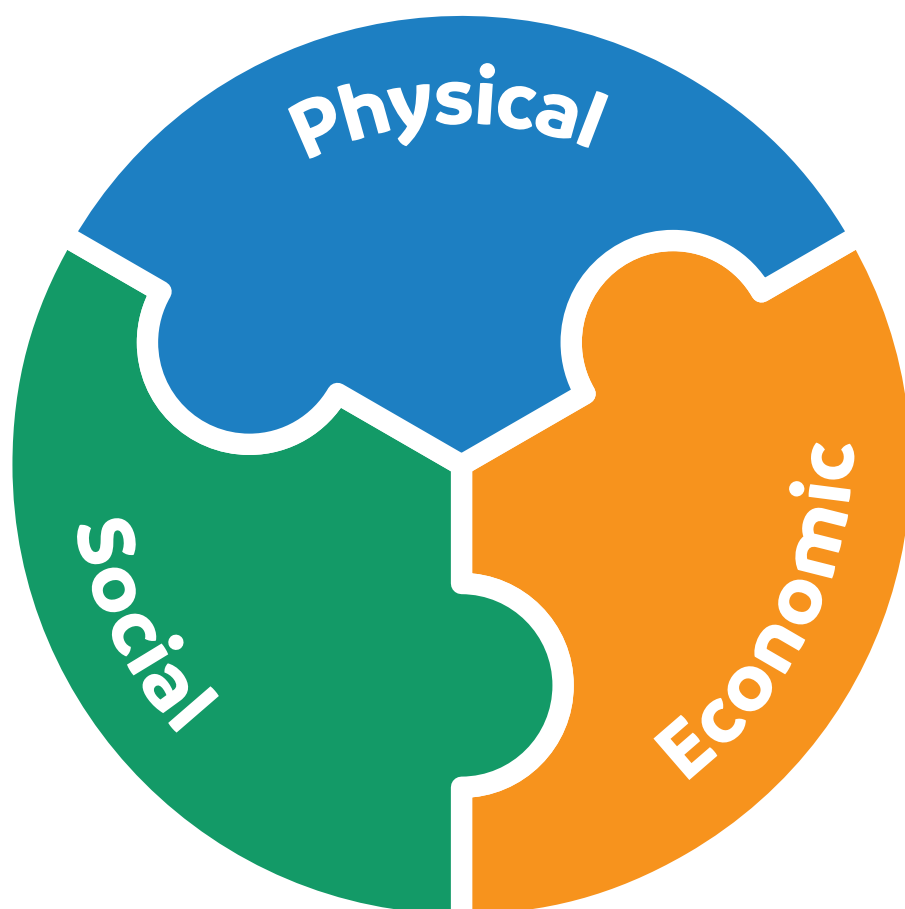
We look forward to continuing to work together and the implementation of the many individual projects making up the master plan.

**Bartley Gavin**

Director of Cranmore Regeneration

# Executive Summary

The Regeneration Masterplan 2016



## Introduction

The Regeneration Masterplan for Sligo East City, Cranmore and Environs seeks to build on the success of the Regeneration Project to date. The project was first initiated in 2004. Significant resources and funds have been invested in the area since then, and some major achievements have been realised. There are distinct signs of change and a real sense that the regenerative process is underway.

An extensive consultation process has been undertaken to develop the Regeneration Masterplan, identifying specific themes, projects and initiatives to address the area's needs. Collaboratively the social, economic and physical strategies can achieve a transformative impact for the East City area. The Regeneration Masterplan provides an action plan for change with benefits for both the local and the wider community.



Group discussion

## Chapter 1 Vision for Regeneration

Chapter 1 describes how the Regeneration Masterplan is inspired by a vision that encompasses an integrated social, economic and physical approach to the transformation of Sligo East City, Cranmore and Environs, it seeks to achieve three goals:

- Make the area a more attractive place to live with better, convenient connections to existing and new facilities, locally and in the rest of Sligo City.
- Enable individuals and communities in the area to avail of emerging opportunities and access to employment, education, health and family support services.
- Secure the East City area as a location of choice for future generations to live, work and visit.

The way these goals can be achieved is described in summary, through an approach that integrates the three elements of the Regeneration Masterplan: the Social Strategy, the Economic Strategy and the Physical Strategy, and the important themes within each.

The chapter also outlines how the vision and the themes for the Regeneration Project complement the vision and goals outlined in the Local Economic and Community Plan for Sligo.

## Chapter 2 Regeneration Social Plan

Chapter 2 outlines how the social plan is based on a life cycle approach, focussing on the relevance of each strategy for children and young adults, people of working age, older people and the overall community. This framework is intended to address the cumulative and interlinked disadvantages experienced by people in Cranmore and the East City area. The underlying principles that informed the development of the social plan are outlined.

The social element of the Regeneration Masterplan is comprised of seven intervention areas:

- Education and learning
- Employment and training
- Health and wellbeing
- Family support
- Community safety and housing management
- Income adequacy
- Sport and recreation

Three underpinning strategies are intended to enable and support the thematic interventions:

- Arts and culture
- Community development and youth work
- Interagency collaboration and engagement

For each strategy, a series of objectives are outlined. These are complemented by a detailed series of actions agreed in consultation with a wide range of lead agencies and partners.

The social plan actions are described in detail in Appendix C: Social Actions

## Chapter 3 Regeneration Economic Plan

Chapter 3 describes how the economic plan seeks to enhance employment and economic development in the East City area. It aims to do this by enhancing the employability of people by including strategies to stimulate inward investment, such as engaging the private sector in providing employment and stimulating a package of corporate social responsibility measures within the private sector. It outlines how social objectives are to be included within public procurement strategies and is concerned with developing the local economy including microenterprise, social and community enterprise. The economic plan aims to address and change perceptions of the area.

The strategy for the economic element is built on five thematic intervention areas:

- Private sector employment
- Local enterprise development
- Investment incentives
- Public procurement
- Perception

For each theme, a series of objectives are outlined.

The economic plan actions are described in Appendix C: Economic Actions

## Chapter 4 Regeneration Physical Plan

Chapter 4 outlines the physical element of the Regeneration Masterplan. The physical regeneration plan is based on eight urban design objectives:

- Provide quality spaces for community facilities
- Improve access to quality amenities and open spaces
- Improve housing quality and opportunity
- Improve quality of roads, streets and urban spaces
- Improve access and links
- Get the most out of the vacant and potential sites
- Develop and promote historical assets
- Explore options for sustainable energy

For each objective a series of projects are outlined, with potential social, economic and physical benefits for the regeneration area.

## Chapter 5 Delivering Regeneration: Funding, Implementation and Monitoring

Chapter 5 outlines how the masterplan is built upon the success of the Regeneration Project to date, and the various physical, social and economic initiatives that have been delivered so far. It outlines a framework for the delivery of the physical plan and a strategy for the monitoring of the implementation of the social, economic and physical elements of the Regeneration Masterplan.



## Appendices to the Regeneration Masterplan

### Appendix A The Masterplan Process

Appendix A outlines the process of the development of the Regeneration Masterplan and the key actions at each stage. It provides an overview of the consultation process, and the level of engagement in the development of the masterplan. Appendix A also contains a commentary by the independent community liaison officer on the masterplan process.

### Appendix B Needs to be Addressed 2013

Appendix B provides an overview of the needs to be addressed by the Regeneration Project, it provides a summary of the findings of the Socio-Economic profile (2013) and the physical, social and economic appraisal (2013)

### Appendix C Social and Economic Actions

Appendix C contains the detailed social and economic actions agreed under the objectives of the social and economic plan. For each action lead partners and a time frame is outlined.

### Appendix D Planning Considerations

Appendix D provides an overview of the actions in the physical element of the masterplan from a planning context.

### Appendix E Ecological Report

Appendix E contains the Ecological Considerations Report and the Appropriate Assessment Screening Report.

## Regeneration Masterplan 2016

Masterplan Vision  
Elements of Masterplan  
Regeneration Delivery

### APPENDICES A and B

Appendix A Masterplan Process  
Appendix B Needs to be addressed

### APPENDIX C

Social and Economic Action Plans

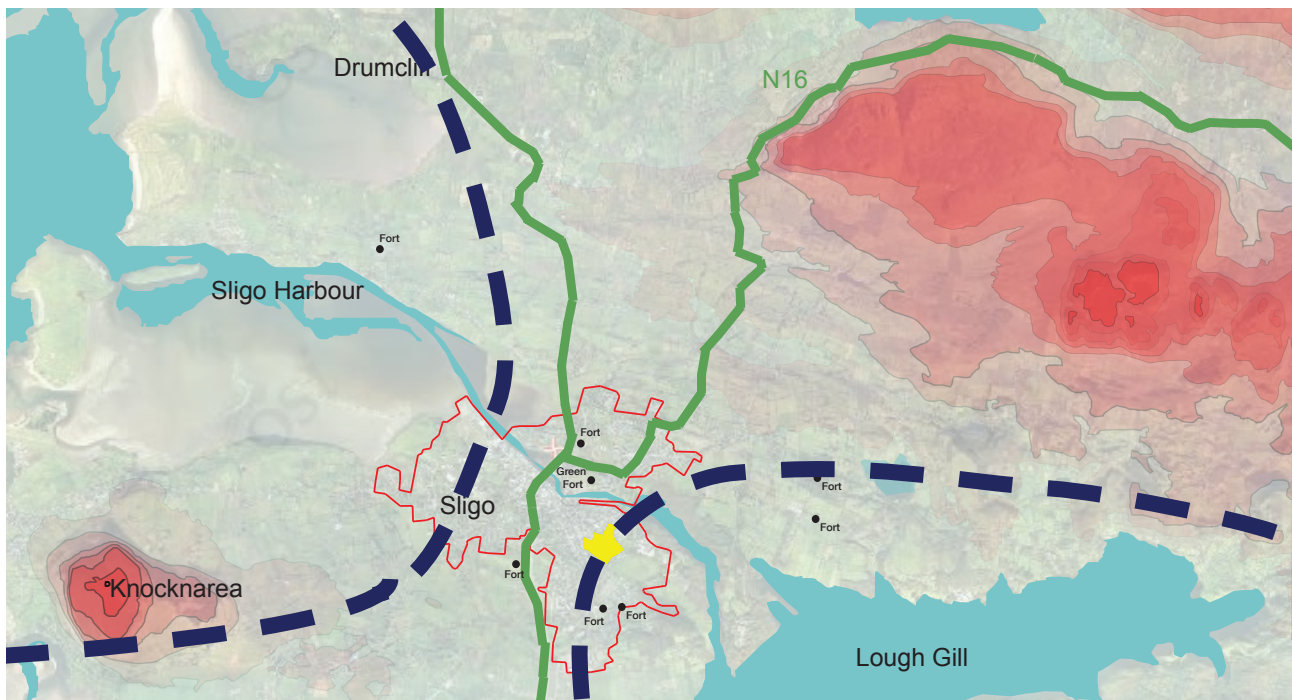
### APPENDICES D and E

Appendix D Planning Considerations  
Appendix E Ecological Considerations





Community Consultation 2015



Cranmore and East City area lies to the south of the Garavogue River



# Preface

## Building on our past.. looking to our future

Sligo East City Cranmore and Environs has an important role to play in the social, economic and cultural life and development of Sligo. It has many assets:

- its' people, local residents, communities;
- its' strategic location, close to Sligo City centre and to a wide range of amenities;
- the built environment providing homes, facilities and places of work;
- natural amenities such as Doorly Park, Cleveragh Regional Park, Sligo Racecourse and the Garavogue River;
- a number of open spaces and vacant sites

There are many opportunities to be explored.

There are challenges also: issues associated with cumulative disadvantage; unemployment; educational disadvantage; stigma; housing and urban spaces in need of investment.

The Regeneration Masterplan recognises these issues and assets and seeks to build upon them.



Cranmore Context Destinations and natural amenities

# Introduction

## A Regenerative Process Underway

In order to reverse the social, environmental and physical decline of the Cranmore area, and recognising this as an issue requiring long-term targeted intervention, Sligo Borough Council initiated the Cranmore Regeneration Project in 2004.

Significant resources and funds have been invested in the area over the past number of years and some major achievements have been realised:

- a regeneration office was established in Cranmore (2005),
- a new playground was provided (2006)
- a series of actions from the 2007 Social Plan have been implemented (2007-16),
- a major demolition strategy has been undertaken (2009), and
- a series of on going housing and environmental improvements have been completed (2005-16)

There are distinct signs of change in the area and a real sense that the regenerative process is underway.

### A Need for a Masterplan for Regeneration

Building on the success of the Regeneration Project to date, the masterplan described here provides a holistic vision for the regeneration of Cranmore and the East City area, with a series of targeted social, economic and physical actions.



2004 working group meeting



Playground Opening 2006



Social Plan Launch March 2008



# Introduction

## Overview of Regeneration Progress

### Building on the Achievements of the Regeneration Project So Far

In seeking to build on the achievements so far, it is recognised that the Regeneration Project to date has focused on the Cranmore Estate and that the achievements have been considerable, addressing some of the key issues that residents raised in early consultations.

A comprehensive estate management and community safety process has been put in place. A number of houses were demolished, and sites cleared, opening up potential for redevelopment. Landscape improvements have opened up green spaces. Dereliction has been addressed, and is constantly managed through an ongoing programme of refurbishment of houses as they become vacant. The location of the Regeneration Office within the estate has provided an important centre and contact point for residents. The appointment of an estate manager and community wardens has greatly improved the interfaces between residents and the County Council and as a result issues are addressed or resolved effectively, avoiding escalation into more significant problems.

Regeneration has been a catalyst for an improved level of services within the estate. Services in the area such as those based in the Abbeyquarter Centre, Avalon Centre, the Resource House and the Cranmore Co-Op are key assets for the community. The combination of estate management, tenancy sustainment and community safety activities with family support and sports and art initiatives have contributed to a significant reduction in anti-social behaviour. Openly visible drug dealing reported in earlier studies has largely been addressed, although substance abuse remains a problem. The ongoing work of the Cranmore Co-Op, the Abbeyquarter Centre and the Abbeyquarter Men's Group is evidence of some of the strong community structures in place in Cranmore, providing important services and resources for the community.

Addressing cumulative disadvantage, however, takes time, investment and a collective focus. The accumulation of different forms of deprivation and exclusion such as low levels of education, unemployment, poor health etc., mean that problems become embedded and require multi-faceted interagency approaches to deal with them. Despite the significant achievements of the Regeneration Project to date, the data and information gathered for the Socio-Economic profile (2013) suggested that those living in the Regeneration Area still faced the challenge of a significant degree of disadvantage. Income levels of the residents of local authority housing are relatively low with some considerably below the poverty line.

The impact of the recession has exacerbated matters for many people. The unemployment rate in the Regeneration Area is significantly higher than the national average with little in the way of economic or enterprise development. As unemployment has increased, competition for scarce jobs has become increasingly difficult. Those with low education levels and few skills are less likely to be able to compete, making the routes out of poverty increasingly challenging.

Levels of educational disadvantage in the area are also considerable. Initiatives to address some of these issues have begun, for example, support given to programmes such as the TAPPED\* project and the delivery of Music Network projects in local schools and centres.

The masterplan described here seeks to build on the achievements of the Regeneration Project so far, supporting and promoting greater collaboration and interagency engagement in the tackling of these complex issues.

Addressing these issues will require a commitment and strategic focus that establishes the vision for regeneration as a priority for all involved in the social, economic and physical development of the Regeneration Area.

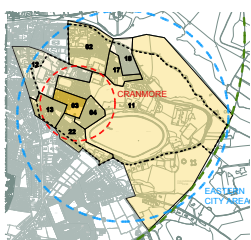
*\*Technical and Personal Pre-employment Development*



# Introduction

## The Masterplan Process 2013-2016

Building on our past, looking to the future



**2013**

### Stage 1: Social and Economic Appraisal

Census results analysis  
Consultation with community groups and agencies  
Assessment of disadvantage and need in the area

**Stage 1 Report: Socio-Economic Profile**



**2015**

### Stage 4: Refining the Regeneration Masterplan

Building on Feedback from 2014

Focus on ideas raised as concerns by residents, deciding the best options for Cranmore and the East City area

Questionnaires to gather feedback, results analysed and published

**Stage 4 Overview Report: recommending key projects for final masterplan**



**2013**

### Stage 2: Social, Economic and Physical Appraisal

Consultation with residents, community groups, agencies and businesses in the area, determining what is needed

**Stage 2 Report: Physical Social and Economic Appraisal**



**2014**

### Stage 3: Ideas for Regeneration

Ideas on public display, with questionnaires to gather feedback.

Feedback analysed and results published

**Stage 3 Overview Report: Ideas for Masterplan Proposals and Actions**



**2016**

### Stage 5: Approval of Final Regeneration Masterplan

The final Regeneration Masterplan is made up of a series of projects - physical, social and economic. Funding has been secured for a number of the projects

# Introduction

## The Consultation Process 2013-2016

An extensive collaborative process has been undertaken to develop the Regeneration Masterplan, identifying specific themes, projects and initiatives to address the area's needs. Collaboratively, these social economic and physical strategies can achieve a transformative impact for Cranmore and the East City area.

The consultation process to develop this masterplan has been a long one, undertaken over a series of stages. It is described in summary overleaf and in more detail in the appendices and stage reports. The reports for each stage document the consultation process, the many comments and contributions received from residents and various stakeholders during the development of the masterplan.

The local community played a very important part, taking ownership of the regeneration vision, influencing projects for inclusion and indicating which projects were high priority.

The Regeneration Masterplan described in this document is a reflection of what the community wants and need. While the regeneration masterplan encompasses a wide range of projects across the East City area, the focus of the Regeneration project is the Cranmore area. The Regeneration Masterplan provides an action plan for transformative change with benefits both for the local and the wider community.



Community Consultation 2015



Aerial photo



# Introduction

## Inter-relationship between

### The County Sligo Local Economic and Community Plan (2016-21) and the Regeneration Masterplan for Cranmore and Environs (2016)

Section 36 of the Local Government Reform Act 2014 provides for the establishment of Local Community Development Committees (LCDCs) in all local authority administrative areas, 'for the purposes of developing, coordinating and implementing a coherent and integrated approach to local and community development'.<sup>1</sup>

One of the primary functions of the LCDCs is to develop a Local Economic and Community Plan (LECP), in conjunction with the Economic Development Strategic Policy Committee.

The Local Economic and Community Plan is a six-year plan, which sets out the objectives and actions needed to promote and support the development of the relevant local authority area. The plan highlights areas of critical need or opportunity. It concentrates on high-level priorities where collaboration among local agencies will deliver better services to the citizens of the county. Agencies operating in the county are required to incorporate the relevant LECP priorities in their operational plans.

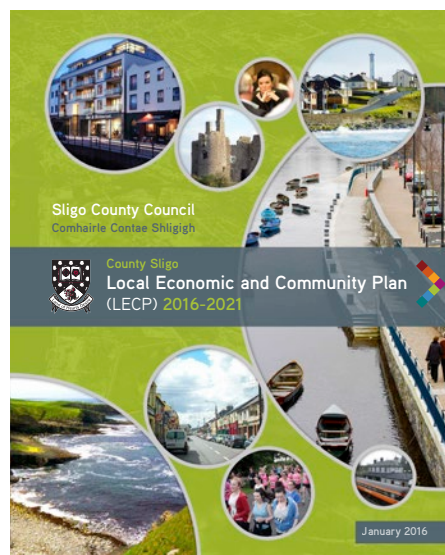
The County Sligo Local and Community Plan (LECP) 2016-2021 aims to improve the wellbeing of the people and the economy of the County through enhanced strategic planning, better targeting and co-ordination of resources and more meaningful impacts for local communities. It further aims to develop a culture of trust, co-operation and collective purpose by providing a framework for the achievement of common goals for the good of County Sligo.

Delivering the County Sligo LECP goals requires interagency, cross-sector collaboration. In that context, the commitment of all organisations and agencies with a role in the promotion and delivery of local and community development will be crucial to the successful implementation of Sligo's LECP. The same collaborative, interagency approach underpins the Regeneration Masterplan. The support of the LCDC and its partner members will be fundamental to delivering on the masterplan objectives and actions.

The LECP makes a number of references to the Cranmore Regeneration Plan including a commitment to 'develop, implement and review the Social Regeneration Plan for Sligo East City area, Cranmore and Environs' (Action 4.1.3 under the objective of 'Develop measures to address exclusion and poverty in disadvantaged and isolated areas' page 88).

In turn the Regeneration Masterplan is consistent with the high-level priorities and goals of the County Sligo LECP. The Regeneration Masterplan sets out goals and actions for economic and community development to ensure that Cranmore and its Environs develop and thrive in line with other areas of the city.

<sup>1</sup> The LCDCs have primary responsibility for co-ordination, planning and oversight of local development spend, whether that spend is delivered by local authorities or on behalf of the State or by other local development agencies and structures. Membership of LCDCs include local authority members and officials, State agencies and people actively working with local development, community development, and economic, cultural and environmental organisations to implement a joined-up, cross-sector approach to local and community development programming. Economic Development Strategic Policy Committees have also been established in each local authority area to provide oversight to the expansion and strengthening of local authority functions in economic development.



# Introduction

The Regeneration Masterplan complements the vision, goals and themes of Sligo's Local Economic and Community Plan 2016-21

## Vision

### Sligo Local Economic and Community Plan 2016-21

#### Overarching Vision for County Sligo

County Sligo will be an enterprising, inclusive, resilient and environmentally sustainable place that values and celebrates its unique landscape, culture and heritage, where the wellbeing of future generations is central to everything we do

#### Vision for Sustainable Economic Development

County Sligo will be known locally, nationally and internationally for its rich talent, innovative education system, robust infrastructure, supportive business environment, entrepreneurial culture and high quality of life

#### Vision for Sustainable Community Development

County Sligo will be a vibrant social and cultural hub where all members of the community are encouraged to achieve their full potential, active citizenship is fostered and human rights, equality, and diversity are valued and respected

### Sligo East City, Cranmore and Environs Regeneration Masterplan 2016

#### Regeneration Masterplan Vision:

Make the East City area and Cranmore a more attractive place to live with better convenient connections to existing and new facilities, locally and in the rest of Sligo

Enable individuals and communities of the area to avail of opportunities, with good access to employment, education, health and family support services

Secure the East City area as a location of choice for future generations, to live, to work and to visit

#### The masterplan seeks to:

Foster resilience within the community to enable local people to better address and manage the issues in their area

Resource the community, so that local people can avail of emerging opportunities

Stimulate an atmosphere that promotes the capacity of local people to lead lives that they value and enjoy

## Goals and Themes

### Sligo Local Economic and Community Plan 2016-21

### Sligo East City, Cranmore and Environs Regeneration Masterplan 2016

Goals and Themes	Social	Economic	Physical
<p><b>Employment and Economic Activity</b></p> <p>We will promote and develop Sligo as the economic driver of the North West and as an attractive location for sustainable investment, tourism, commerce, entrepreneurship and employment</p>	<ul style="list-style-type: none"> <li>• Employment and economic development</li> </ul>	<ul style="list-style-type: none"> <li>• Private sector employment</li> <li>• Local enterprise development</li> <li>• Incentivise investment</li> <li>• Improve perceptions of the area</li> </ul>	<ul style="list-style-type: none"> <li>• Improve quality of the roads, streets and urban spaces</li> <li>• Improve access and links</li> <li>• Get the most out vacant and potential sites in the area</li> </ul>
<p><b>Education and Training</b></p> <p>We will harness the transformative power of education and training to boost sustainable economic and community development</p>	<ul style="list-style-type: none"> <li>• Education and learning</li> <li>• Community and youth work</li> <li>• Arts and culture</li> </ul>		
<p><b>Health and Wellbeing</b></p> <p>We will promote community wellbeing by making Sligo a healthier place to live, grow, work and play through lifecycle planning</p>	<ul style="list-style-type: none"> <li>• Health and wellness</li> <li>• Sport and recreation</li> <li>• Arts and culture</li> <li>• Community safety and housing management</li> </ul>		<ul style="list-style-type: none"> <li>• Improve access to quality amenities and open spaces</li> </ul>
<p><b>Social Inclusion, Equality and Poverty</b></p> <p>We will promote a culture of inclusion and equality and address poverty</p>	<ul style="list-style-type: none"> <li>• Family support</li> <li>• Community and youth work</li> <li>• Income adequacy</li> </ul>	<ul style="list-style-type: none"> <li>• Public procurement and social benefit</li> </ul>	<ul style="list-style-type: none"> <li>• Quality spaces for community facilities</li> <li>• Improve housing quality and opportunity</li> </ul>
<p><b>Environment and Climate Change</b></p> <p>We will safeguard our environment for future generations by supporting only sustainable economic and community development that ensures that the receiving environment is adequately protected</p>			<ul style="list-style-type: none"> <li>• Promote and develop historical assets</li> <li>• Explore options for sustainable energy</li> </ul>
<p><b>Collaborative Framework</b></p> <p>We will create a framework for joint working through strategic planning, sharing of services and resources, evidence-based research, the elimination of duplication and a clear commitment among all sectors to collaborative action</p>	<ul style="list-style-type: none"> <li>• Interagency collaboration</li> <li>• Community and youth work</li> <li>• Arts and culture</li> </ul>	<ul style="list-style-type: none"> <li>• Interagency collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Interagency collaboration</li> </ul>



# 1 Vision for Regeneration

## Outlining Strategies for Positive Change

### Vision

The Regeneration Masterplan is inspired by a vision that encompasses an integrated social, economic and physical approach to the transformation of Sligo East City, Cranmore and Environs and that seeks to achieve three goals:

- Make the area a more attractive place to live with better, convenient connections to existing and new facilities, locally and in the rest of Sligo City.
- Enable individuals and communities in the area to avail of emerging opportunities with access to employment, education, health and family support services.
- Secure the area as a location of choice for future generations to live, work and visit.

### How do we achieve this Vision?

The masterplan recognises that social, economic or physical regeneration interventions individually are insufficient to transform an area - an integrated approach is required. This approach is based on an understanding that interventions need to be tailored to address underlying causal factors and that social and economic, as well as, physical interventions are required. The approach seeks to ensure that the social, economic and physical elements of the plan are cohesive, complementary and comprehensive.

The masterplan aims to:

- Enable resilience within the community so that local people are better able to manage and respond to issues in their local area.
- Resource the community, so that local people can avail of emerging opportunities during the regeneration process as well as in the changing national economic environment.
- Stimulate a flourishing culture within the community so that local people have the capabilities to lead the lives that they value and enjoy.



Cranmore Co-Op Fun-Day September 2016

# 1 Vision for Regeneration

## Outlining Strategies for Positive Change

### The Three Elements of the Regeneration Masterplan

#### Social Strategy

The strategy for the social element focusses on the needs and strengths of local people. It encompasses a range of thematic interventions and a smaller number of underpinning strategies. The thematic interventions are the core strands for actions that will achieve the masterplan objectives. **They cover:**

- Education and learning
- Employment and training
- Health and wellbeing
- Family support
- Community safety and housing management
- Income adequacy
- Sport and recreation

The underpinning strategies are designed as strands of action to facilitate the successful impact of the overall masterplan and, in particular, to enable and support the thematic interventions in the social plan. They cover:

- Arts and culture
- Community development and youth work
- Interagency collaboration

The social plan is based on a life-cycle approach, with a focus on the needs of children and young adults, people of working age, older people and the overall community.

The detail actions for the social strategies are outlined in Appendix C.

#### Economic Strategy

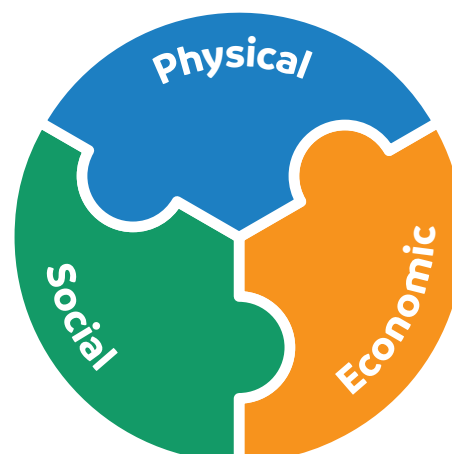
Economic development and employment are particularly important factors in the regeneration of disadvantaged areas. Increased competition for scarce jobs coupled with low levels of skills and education will create difficulties for some residents in the Regeneration Area without significant intervention.

The economic plan action themes are:

- Private sector employment
- Local enterprise development
- Incentivising investment in the area
- Public procurement and social benefit
- Perception

The economic strategy aims to strengthen the local economy and to create wealth by tackling unemployment and promoting job creation. It aims to support local people to become more entrepreneurial and to address the barriers that can prevent people from accessing job opportunities. It aims to challenge and change perceptions of the area to stimulate investment in the area.

The detail actions for the economic strategies are outlined in Appendix C.



The Three Elements of the Regeneration Masterplan

## Physical Strategy

The physical plan was developed to address issues and opportunities arising from consultation with the local community and stakeholder agencies.

Eight physical themes emerged:

- Provide quality spaces for community facilities
- Improve access to quality amenities and open spaces
- Improve housing quality and opportunity in the area
- Improve quality of roads, streets and urban spaces
- Improve access and links
- Get the most out of the vacant and potential sites in the area
- Develop and promote historical assets in the area
- Explore options for sustainable energy

## Need for a long term vision

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

The masterplan encompasses long-term time frames; maintaining the support of the community and managing community expectations over time is critical.

Having a clear vision of regeneration for the transformation of Sligo East City, Cranmore and Environs is an important first step in fully realising the potential for the area.



Cranmore Co-Op Fun-Day September 2016

# 2 Social Plan

## Social Plan Strategy

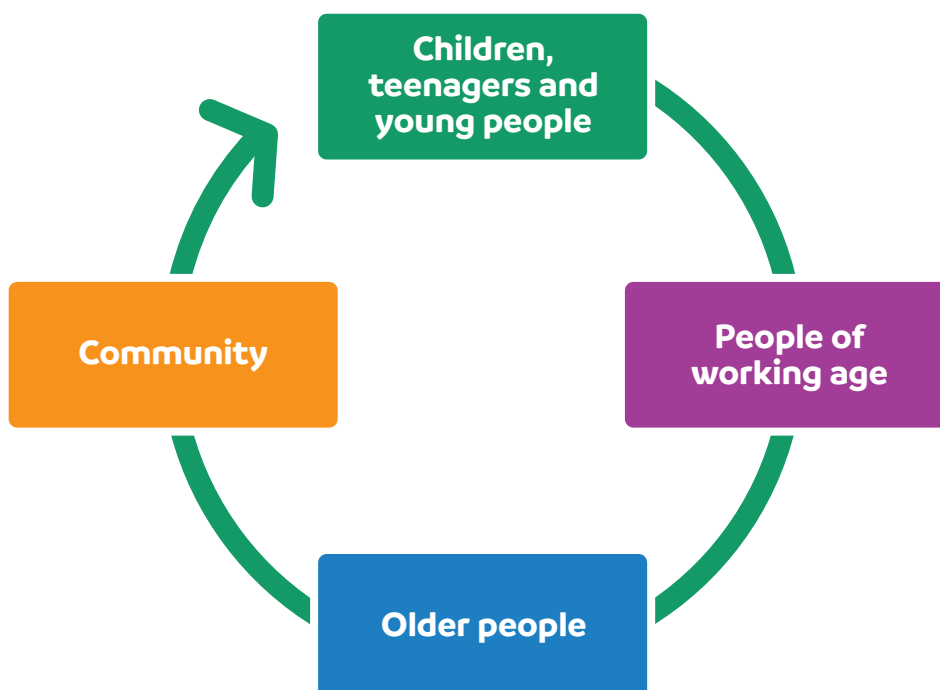
### A life cycle approach

The social plan is based on a life cycle approach. The transmission of advantage and disadvantage from one generation to the next, particularly in relation to occupation and education, is well established.

Research has shown that inequality affects children from an early age, with lasting personal and societal consequences. The factors affecting the cycle of disadvantage are complex. Family and environmental factors can negatively affect a child's intellectual, social and emotional development. 'Parental level' risk factors such as unemployment, low income, job stress, marital conflict and disruption in the family, as well as environmental factors such as poor housing conditions, experience of violence, or discrimination affect the outcomes for a child.

Breaking this cycle requires an emphasis on early intervention, addressing the familial and environmental risk factors. Implementation of the social plan will involve a focus on children and young people, people of working age and older people. A child does not experience disadvantage on her/his own, but in the family context. Integrated strategies are needed to combine support to parents to access the labour market with adequate income support, and access to services that are essential to children's outcomes such as quality pre-school education, health, housing and social services and opportunities to participate. These strategies can help children live up to their potential and contribute to their resilience.

The life cycle approach is based on an integration of initiatives to address cumulative and interlinked disadvantages experienced by people of the regeneration area.



Life Cycle Diagram



# 2 Social Plan

## Thematic Intervention Areas and Underpinning Strategies

**The strategy for the social element is built on seven thematic intervention areas:**

- Education and learning
- Unemployment and training
- Health and wellbeing
- Family support
- Community safety and housing management
- Income adequacy
- Sport and recreation

**With three underpinning strategies:**

- Arts and culture
- Community development and youth work
- Interagency collaboration and engagement

The Social Plan is based on a life-cycle approach.



Cranmore Family Fun Day

### Social Plan Strategy Working Across The Life Cycle

#### Children, teenagers and young adults

Supported to fulfil their full potential from birth to adulthood

#### Men and women in employment or working in the home

Requiring an adequate income to provide for themselves and their family, work fulfilment, continuing education and skills development

#### Older people

Older people to be adequately provided for in terms of income, health, social support and safety

#### Community

A coherent and mutually supportive community that can provide support to vulnerable members, act collectively for the common good, assert its needs and pursue and achieve its objectives

# 2 Social Plan

## Themes, Lead Agencies and Action Areas

Lead Agencies	Social Plan Action areas
<b>Education and Learning</b> Sligo Education Centre MSL Education Training Board Regeneration Project Sligo Childcare Committee IT Sligo St Angelas Sligo Lifestart Sligo Library Service	Early School Learning Primary School Support for children Addressing early school leaving Parents and Learning: family learning Higher and further education: improving access Lifelong learning opportunities Spaces for study and learning
<b>Employment and Training</b> Department of Social Protection Intreo Regeneration Project Local Training Providers	Employment opportunities Routes to employment – activation and training
<b>Health and Wellbeing</b> Health Service Executive Sligo Leader Partnership Sligo Social Services Sligo Age Friendly Regeneration Project North West Drugs Taskforce MSL Education Training Board	Improve health and wellbeing of all Improve mental health outcomes across the age ranges Improve access to services and early intervention Improve the range and availability of primary health care services locally
<b>Community Safety and Housing Management</b> Garda Siochana Sligo County Council Cluid Housing Association North West Drugs Taskforce Foroige MSL Education Training Board Sligo Mediation Service Local residents Associations Regeneration Project	Address and prevent anti-social and illegal behaviour Ensure housing management work continues Ensure faster turnaround of vacant properties Support downsizing by tenants Support for residents' associations to take part in estate management

## Lead Agencies

## Social Plan Action areas

### Family Support

MSL Education Training Board  
Sligo Education Centre  
Tusla  
Sligo Social Services  
Regeneration Project  
Health Service Executive  
Sligo Sports and Recreation Partnership  
Abbeyquarter Centre  
Resource House  
DVAS

Help families at risk improve outcomes  
Maintain and expand family support services  
Ensure needs of very vulnerable are met

### Income Adequacy

Department of Social Protection  
Intreo  
Regeneration Project  
Local advice agencies: MABS, Citizens Information Service

Support the take-up of entitlements  
Combat illegal money lending  
Support households in debt and provide alternative access to credit and advice

### Sports and Recreation

Sligo Sports and Recreation Partnership  
Sligo Education Centre  
Regeneration Project  
Health Service Executive

Build on opportunities for participation in regular exercise for all  
Support volunteers and expand local capacity  
Maintain and develop facilities and infrastructure for sports and recreation

## Underpinning Strategies

## Action Areas

### Arts and Culture

Sligo Leader Partnership  
Sligo County Council  
Regeneration Project  
Health Service Executive  
Local Arts Organisations  
Local Community Groups

Develop diverse forms of arts education  
Provide opportunities to access arts and culture provision  
Develop and implement a programme of community arts  
Integrate an arts and culture dimension into all elements of the Regeneration Plan

### Community Development and Youth Work

MSL Education Training Board  
Foroige  
Sligo County Council  
Regeneration Project  
Local Community Groups  
Abbeyquarter Centre  
Resource House Project  
Cranmore Co-Op  
Avalon Centre

### Community Development

Support and promote organised, empowered communities that are active in decisions that affect their lives

### Youth Work

Respond to the needs of young people  
Ensure the voice of young people is heard and that they participate in the area

### Inter-Agency Collaboration and Engagement

All of the agencies and groups working in the regeneration area

Regeneration Project Sligo County Council

Secure long-term commitment and engagement from key public sector bodies and other agencies

Support for interagency collaboration and partnership between public sector bodies, other agencies and the community

Mainstream a focus on the area for effective targeting: supporting adaptability, innovation and flexibility in provision of services and programmes

# 2 Social Plan

## Education and Learning Strategy

'The importance of the role played by education in society is well accepted. Educational qualifications or the lack of them, determine to a large extent the life chances of people. Young people with higher levels of educational qualifications are more likely to access high quality employment and receive higher pay levels leaving school and these advantages persist into adult life. On the other hand, educational disadvantage can have significant impacts on an individual throughout their life, not only in terms of economic uncertainty, but also in terms of wellbeing, health, self-esteem and participation in family and community life.

Educational disadvantage is a significant issue in the regeneration area. Census 2011 data showed that 29.2% of people in the area had low educational levels, considerably higher than national and Sligo wide averages (16.0% and 16.6%).

Education is a key issue for consideration in the regeneration area, both from the perspective of supporting and enabling individuals to reach their full potential and from an economic perspective, supporting individuals to make an economic contribution to society and to move out of poverty.

Interventions need to be strategic and take a life-cycle approach to educational need, beginning at early childhood education through to higher and further education and adult education'.

Page 9, Social Plan Stage 4 report

Levels of educational disadvantage in the regeneration area are documented in the Socio-Economic profile (2013) and summarised in Appendix B



Social Plan Education Workshop 2014



Social Plan Education Workshop 2014



Social Plan Education Project Garden 2007

# 2 Social Plan

## Education and Learning Strategy

The Education and Learning Strategy involves a concerted effort to break the cycle of educational disadvantage.

Breaking the cycle of disadvantage and putting in place remedial initiatives to address current educational disadvantage requires investment, prioritisation and resources. The focus is on early education, maintaining children in school, providing community supports and improving transition rates to third level. There will also be a focus addressing educational disadvantage in adulthood and the overall development of a culture of valuing education and learning throughout the lifecycle.

**Objectives:**

1. Establish foundations for the Education and Learning Strategy
2. Support learning and socialisation in the very early years
3. Support children in primary school
4. Retain children in school by addressing issues that lead to early school leaving
5. Support parents as primary educators
6. Improve access to higher and further education
7. Develop and implement a series of lifelong learning, adult education and training initiatives
8. Ensure that the physical infrastructure requirements for education and learning are addressed

### Education and Learning Strategy Working Across The Life Cycle

Children, teenagers and young adults	Men and women in employment or working in the home	Older people	Community
<p>Early childhood education In school supports Family learning initiatives, beginning at toddler and pre-school Community based educational supports: preschool, afterschool childcare, homework support, transitioning from primary to post primary to third level Third level supports</p>	<p>Literacy, numeracy and language teaching Continuing or further education up to third level Lifelong training and education Access to preparatory and accredited training programmes</p>	<p>Access to further education and the pursuit of subjects of interest</p>	<p>Community based educational supports such as preschool, afterschool childcare, homework support, transitioning from primary to post primary to third level Third level supports</p>

# 2 Social Plan

## Employment and Training Strategy

### Background:

Unemployment is a critical issue in the regeneration area, in particular, long term unemployment and youth unemployment. Alongside education and learning, tackling unemployment is a prime concern if a flourishing, resilient, learning community is to be enabled as an outcome from regeneration.

Census 2011 data showed that the unemployment rate in the regeneration area was high at 37.6%. This rate was substantially higher than the national rate at the time (19%) and the rate for County Sligo (18.1%).

Many of those at work in the regeneration area are employed in elementary occupations (16.2% compared with national average of 9.2% Census 2011). A significantly higher proportion of people than the national average did not state their occupation (31% compared to 9%) suggesting that at least a proportion of these people are also in low income, low skills employment.

Significant numbers of people in the regeneration area are experiencing long term and intergenerational unemployment. Interventions need to acknowledge this level of disadvantage. Additional supports will be required to build the capacity of people to engage with opportunities that are available. Particular attention will need to be given to groups in the regeneration area that are most distant from the labour market, and specific interventions are required to address their particular needs.

There are challenges to ensure labour market activation can be effective in a context of disadvantage. There is a need to develop skills in relevant fields and, in particular, to ensure that skills development opportunities are both accessible and linked to real opportunities in the local labour market.

### Important initiatives in the Regeneration area

Sligo Community Training Centre (CTC) provides important training opportunities that young people (under 23 years) in the regeneration area have been able to access. Community Employment, Job Initiative and Back to Work Allowance have been the key economic interventions in recent years in the regeneration area. As part of the work of the Regeneration Project, in partnership with the Cranmore Co-Op, an enterprise and training group was established with young men in the area, in response to demands made by the young men themselves. This evolved into the TAPPED\* programme. A number of community training initiatives have also been supported in the area such as home repair and maintenance, computer training, childcare and horticulture.

Page 23-25 Social Plan Stage 4 report

\*Technical and personal pre-employment development.

# 2 Social Plan

## Employment and Training Strategy

The interwoven strands to the Employment and Training Strategy are that there are community benefits from economic opportunities from physical regeneration, labour market activation, and personal development and skills training.

These strands underpin new routes to economic participation and employment for the diversity of local people. Supports are required to build the capacity of local people to engage with opportunities that are available. It is intended to build on steps already taken in the area as part of the regeneration process. This is a long-term strategy and will require sustained and intensive activity by all agencies involved.

### Objectives

1. Establish foundations for the Employment and Training Strategy
2. Explore potential for employment opportunities for people through the physical regeneration projects
3. Develop and secure routes to employment for local people - activation
4. Develop and secure routes to employment for local people - training



Social Plan employment and Training workshop 2014



### Employment and Training Strategy Working Across The Life Cycle

Children, teenagers and young adults	Men and women in employment or working in the home	Older people	Community
To live in households without poverty	Entry to employment services and personalised progression plan Seek and secure adequate employment Develop in-work skills and experience Follow a chosen or redirected career path	To live in households without poverty	To live in households without poverty

# 2 Social Plan

## Health and Wellbeing Strategy

### How do we define health?

The World Health Organisation states that 'health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity'.

The World Health Organisation defines mental health as 'a state of well-being in which every individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community'.

This understanding of health is a positive one emphasising social and physical resources as well as physical and mental capacity

Nationally and internationally, it is accepted that health is impacted by social, economic, environmental and cultural factors, including levels of education, lived environment, income, employment or unemployment and health services. This suggests that good physical and mental health can be promoted by addressing issues relating to these determining factors.

### Government Policy

*Healthy Ireland* (2013) sets out a wide framework of actions to improve health and wellbeing and reduce the risks posed to future generations. The strategy emphasises health and wellbeing as everyone's concern and stresses the critical nature of inter-agency collaboration in achieving the vision.

Goal 2 of *Healthy Ireland* acknowledges that health and wellbeing are not evenly distributed across Irish society. This goal requires interventions to target particular health risks and a broad focus on addressing the wider social determinants of health – the circumstances in which people are born, grow, live, work and age – to create economic, social, cultural and physical environments that foster healthy living. This is particularly relevant to, and complements the aims of, the Regeneration Project.

The Framework acknowledges that local authorities play a critically important role in protecting and promoting health and wellbeing at local level and proposes a necessary shift towards a broader, more inclusive approach to governance for health, moving beyond the health service, across national and local authorities, involving all sectors of society, and the people themselves.

The Stage 1 Masterplan Report, "Building on our Past...Looking to our Future", identified that the perception of health in the Regeneration Area is poor in comparison to the average for the State and those for County Sligo and the Borough Council Area. The proportion of those unable to work due to permanent sickness or disability is 8% in the Regeneration Area, double that of the State (4%).

Anecdotally, high levels of drug and alcohol abuse were identified, including a high level of prescription and over the counter drug dependency. Mental health problems including depression were cited as issues for some in the community and these are compounded by unemployment, income inadequacy and social isolation. According to some, loneliness and isolation are factors within the area and these are leading to further health problems. The lack of health services in the area was identified as a major issue.

Breaking the cycle of health inequality in the Regeneration Area will require investment in the area. This will include additional resources being targeted at the area and improved interagency work that will improve efficiencies and effectiveness of current resources.

Page 33-34, Social Plan Stage 4 report



# 2 Social Plan

## Health and Wellbeing Strategy

The Health and Wellbeing Strategy includes actions to improve the poor levels of physical and mental health, and address the high levels of behaviours that lead to ill health that are reported in the area.

These actions will be implemented in the context of Sligo's Healthy Cities project and will focus on improving access to the interventions services required. The strategy will include a focus on improving health service provision in the area.

### Objectives

1. Improve the health and wellbeing of local people across the lifecycle
2. Improve mental health outcomes across the lifecycle for local people
3. Improve access to appropriate services and early intervention for local people experiencing health related difficulties
4. Improve the range and availability of primary health care services in the area



Health walking groups



Health Bootcamp 2013

### Health and Wellbeing Strategy Working Across The Life Cycle

#### Children, teenagers and young adults

Access health services when necessary  
Healthy lifestyles promoted and supported

#### Men and women in employment or working in the home

Access health services when necessary  
Healthy lifestyles promoted and supported

#### Older people

Good health monitoring service by public health nurses and GPs  
Adequate and balanced diet  
Able to maintain a warm home, encouragement to retain good room temperatures

#### Community

Develop sports clubs and activity centres, and promote the development/use of existing sports/activities and centres  
Encourage the development of environmental and horticultural projects

# 2 Social Plan

## Family Support

### Family Support Strategy

The Family Support Strategy involves a concerted effort to reach those most in need with intensive support provided to ensure that the hardest to reach families are linked in with and receive appropriate services. This includes outreach work to identify and engage with those most in need and support work to ensure they are linked into services.

The strategy will strengthen and support current family support initiatives and ensure that these are available throughout the area. It also seeks to address the specific needs of particular groups such as young (teenage) and separated parents, lone parents, those experiencing domestic violence, those seeking refugee status living in direct provision, and older people.

### Objectives

1. Improve the functioning of families at risk in the area, with an emphasis on improving outcomes for children
2. Maintain and expand current family support services
3. Ensure that the needs of particularly vulnerable sections of the community are met



Cranmore Family Fun Day

### Family Support Working Across The Life Cycle

Children, teenagers and young adults	Men and women in employment or working in the home	Older people	Community
Available and targeted at children and their families that need them	Family supports available where needed, including available and affordable childcare Additional family supports and services as needs present Adequate and available primary and acute healthcare	Services available and targeted at older people in need Organised activity to prevent isolation Social interaction with the surrounding community	Provide adequate support services for the community Provide supportive projects for vulnerable families Work closely with statutory providers in fulfilling their service objectives

# 2 Social Plan

## Community Safety and Housing Management Strategy

### Community Safety Strategy

The Community Safety Strategy reflects a concern by all stakeholders at the impact of anti-social and illegal behaviour, including illegal money lending and issues around drugs.

Addressing anti-social and illegal behaviour is a priority for the community to feel secure and a prerequisite for successful regeneration.

The first strand of initiative is to address any such behaviour and the second, to prevent it.

#### Objectives

- 1. Address anti-social and illegal behaviour
- 2. Prevent anti-social and illegal behaviour

### Housing Management Strategy

The Housing Management Strategy is concerned with ensuring that the well-developed management infrastructure is maintained. It seeks to ensure an efficient use of the housing resources available and good practice in tenant participation in housing management.

#### Objectives

- 1. Ensure that the current housing management team remains in place
- 2. Establish initiatives so that there is a faster turnaround of vacant properties
- 3. Support the development of initiatives to facilitate downsizing of properties by tenants
- 4. Support for residents' associations to develop and to participate in housing management

### Community Safety and Housing Management Strategy Working Across The Life Cycle

Children, teenagers and young adults	Men and women in employment or working in the home	Older people	Community
All children enabled to live and contribute to their community free of fear of anti-social behaviour	Enjoy and participate in neighbourhood and community activities without fear or trepidation Not be bullied or intimidated	Adequate protection in the home, including alarms and Community Alert Monitoring by neighbours Maintaining active social networks	Create and secure a safe environment for individuals, families and communities Adequate policing and responses from emergency services

# 2 Social Plan

## Income Adequacy Strategy

The Income Adequacy Strategy acknowledges that social welfare supports are a key source of income in the area. Welfare rights work needs be implemented to ensure local people are aware of and take up their full entitlements.

A reduction in recourse to illegal money lending is important in supporting people to make the most of the income available to them. Raising awareness and access to alternatives sources of credit, and support in budgeting and financial management needs to be developed.

### Objectives

1. Support the take-up of welfare payments and ensure that local people are aware of and avail of their entitlements
2. Develop initiatives to combat illegal money lending, support households in debt and provide alternative access to credit and to budgetary advice

### Income Adequacy Strategy Working Across The Life Cycle

Children, teenagers and young adults	Men and women in employment or working in the home	Older people	Community
To live in households without poverty	To live in households without poverty	To live in households without poverty	To live in households without poverty

# 2 Social Plan

## Sport and Recreation Strategy



# 2 Social Plan

## Sport and Recreation Strategy

### Background:

Sport is identified in the Government policy Healthy Ireland: A Framework for Improved Health and Wellbeing 2013 -2025' as one of the key determinants for health and wellbeing. 'Sporting partnerships' are named as valued local actors in progressing health and wellbeing.

The Cranmore Regeneration Project recognises sport and recreation as playing a crucial role in an enhanced quality of life. The collaborative working with the Sligo Sports and Recreation Partnership since 2006 has been one of the key successes of the Regeneration Project to date. Annual Cranmore Regeneration through Sport action plans have been developed and coordinated by the Community Sports Development Officer. The strategic plan of the Sligo Sports and Recreation Partnership 2013-2016 reflects significant commitment to the Regeneration Area.

Funding has recently been secured from Sport Ireland (through Dormant Accounts) to support the Sligo East City Community Sports Hub project, a programme of activities that supports strong sports organisation, community sport, club outreach programmes, school club links, sports inclusion, well trained people and the development of quality facilities.

Various community and statutory organisations have been involved in the sports and recreation strategies to date with the ongoing aim to increase participation by children, young people and adults of all abilities in sports and recreation activities. A wide range of activities and clubs have been supported, and volunteer training has been provided.

Increasing participation in sports and in physical activity is understood to require multi-sectoral effort. It requires the involvement of agencies from education, transport, environment, health, and sporting bodies at national and local level. Initiative is also required from schools, and from private and voluntary groups.

Improvements in the provision of high quality facilities and maximising the use of the amenities in the area will be important in implementing the Sport and Recreation Strategy. This will benefit local people, draw people in from the hinterland to the Regeneration Area, and enhance the tourism potential of the area.

Page 60, Social Plan Stage 4 report



Sport Cycling Cranmore 2016



East City Community Sports Hub Boxing Cranmore 2016

# 2 Social Plan

## Sport and Recreation Strategy

The Sport and Recreation Strategy is aimed at supporting and sustaining opportunities for the community, recognising the importance of the infrastructure that plans, co-ordinates and enables activities. Volunteering by local people and the training of local people involved in the provision of sports and recreation activities are to be stimulated and supported. The clubs, facilities and amenities available in the area must be maintained and expanded in response to new needs emerging.

### Objectives

1. Maintain and further develop opportunities for participation in regular exercise for all members of the community
2. Support and expand local capacity in the provision of sports and recreation opportunities
3. Maintain, and further develop, new and existing local facilities, amenities, clubs and school links to provide an adequate infrastructure for sports and recreation in the area



### Sports and Recreation Strategy Working Across The Life Cycle

#### Children, teenagers and young adults

To be used as a medium for education, healthy lifestyles and social inclusion

#### Men and women in employment or working in the home

To be used as a medium for education, healthy lifestyles and social inclusion

#### Older people

To be used as a medium for education, healthy lifestyles and social inclusion

#### Community

To be used as a medium for education, healthy lifestyles and social inclusion





# 2 Social Plan

## Underpinning Strategies

### Art and Culture Strategy

The Arts and Culture Strategy is a long-term process, to be sequenced over time and developed in overlapping phases. The first phase is focussed on building an infrastructure for arts and culture within the area. The second phase is focused on implementing a local arts and culture plan through this infrastructure. The third phase is focussed on sustaining and further evolving the model of local arts and culture development into the long-term.

#### Objectives

1. Build foundations for a long-term Arts and Culture Strategy in the area
2. Develop diverse experiential forms of arts education through all sectors of the community
3. Provide opportunities for local people to access arts and culture provision in Sligo City and county
4. Develop and implement a programme of community arts provision and practice
5. Integrate an arts and culture dimension into all elements of the Regeneration Plan



Art Lessons: Abbeyquater Mens Group



Arts Mural Cranmore Road: Sligo Tidy Towns 2016

### Art and Culture Strategy Working Across The Life Cycle

#### Children, teenagers and young adults

Sustained arts and cultural initiatives to develop a sense of pride in self and pride in place

#### Men and women in employment or working in the home

Sustained arts and cultural initiatives to develop a sense of pride in self and pride in place

#### Older people

Able to become involved in crafts, art and heritage groups  
Sustained arts and cultural initiatives to develop a sense of pride in self and pride in place

#### Community

Promote active engagement with policy makers and statutory agencies/authorities  
Develop artistic and cultural dimensions to neighbourhood/community

# 2 Social Plan

## Underpinning Strategies

### Community Development and Youth Work Strategy

#### Community Development Strategy

The Community Development Strategy is concerned with embedding community development in the area. This involves a focus on collective action, capacity building and empowerment of local people and communities; working with organisations and programmes that already exist in the area; and building and co-ordinating activities, supports and initiatives that empower the local community. There should be a particular focus on working with sectors of the community identified as particularly disadvantaged such as lone parents, those with educational disadvantage, older people, people with a disability, the Traveller community, new communities and the long-term unemployed.

#### Objectives

1. Embed and build on conditions for effective community development in the area
2. Ensure an active, engaged and empowered community in the area
3. Ensure all local people are organised and represented
4. Ensure local people are engaged in decisions that affect their lives



Pride of Place Award 2014



Cranmore Age Friendly Strategy



Launch of Cranmore Age Friendly Strategy 2015

# 2 Social Plan

## Underpinning Strategies

### Youth Work Strategy

The Youth Work Strategy is concerned with embedding professional youth work in the area. This involves a focus on capacity building and empowerment for young people, working with organisations and programmes already in the area, and ensuring that the voice of young people is central to developments in the area. A particular concern that needs to be pursued is ensuring the involvement of disadvantaged young people.

#### Objectives

1. Embed and build on the conditions for effective youth work in the area
2. Develop and implement effective and innovative responses to the needs of young people in the area
3. Ensure the voice of young people is heard and that they participate in the area



Cranmore Co-op Family Fun Day 2016

### Community Development and Youth Work Strategy Working Across The Life Cycle

Children, teenagers and young adults	Men and women in employment or working in the home	Older people	Community
Clubs and activities available to all Targeted developmental youth work at children in need community development with children Active citizenships initiatives with children and young adults	Avail of personal development opportunities Develop community leadership potential Facilitate the formation and development of community groups	Community focus on older people's activities Meals on wheels and day care provided locally	Community development and leadership training Form groups based on needs and interests

# 2 Social Plan

## Underpinning Strategies

### Interagency Engagement and Collaboration Strategy

The Interagency Engagement and Collaboration Strategy requires leadership from senior management in the relevant public sector bodies and other agencies, and a championing of the needs of the community by agency staff who are working in the area. It underpins the impact to be made by public sector bodies and other agencies through the regeneration process.

Formal structures enable interagency collaboration, and allow these bodies to engage directly with local community representatives about the problem solving, innovation and flexibility required on an ongoing basis by the regeneration process.

Systems will be required within public sector bodies and other agencies to mainstream a focus on the area in their policies and programmes as well as to target resources on the area.

### Objectives

1. Secure long-term commitment to and engagement with the regeneration process from key public sector bodies and other agencies.
2. Support the development or deepening of institutional structures for interagency collaboration and for partnership between public sector bodies and other agencies and the community.
3. Develop systems for mainstreaming a focus on the area within public sector bodies and other agencies, for effective targeting of the area by these organisations, and for supporting adaptability, innovation and flexibility in the provision of services and programmes in the area.



Social Plan Workshop 2014

### Interagency Engagement and Collaboration Working Across The Life Cycle

Children, teenagers and young adults

Men and women in employment or working in the home

Older people

Community

Commitment to regeneration initiative, sustained activities, joined-up collaborative working and provision of services

Commitment to the regeneration initiative, collaboration and sharing of information, effective targeting

Commitment to regeneration initiative, collaboration and sharing of information, responding to variety of needs

A partnership approach supporting and promoting community resilience and capacity

# 3 Economic Plan



# 3 Economic Plan

## Vision and Strategy

The overall vision for the economic element of the Regeneration Masterplan seeks to enhance employment and economic development in the area.

The economic plan is concerned with:

- Developing the local economy including microenterprise, social enterprise and community enterprise.
- Changing external perceptions of the area and perceptions about entrepreneurship within the area.
- Enhancing the employability of people in the area.
- Stimulating inward investment into the area.
- Engaging the private sector in providing employment for people in the area.
- Stimulating a package of corporate social responsibility measures to support employment and economic development.
- Developing social objectives within public procurement strategies to target employment and economic development.

The strategy for the economic element is built on five thematic intervention areas:

- Private sector employment
- Local enterprise development
- Incentivising investment
- Public procurement
- Perception

The strategies and actions are not designed to replace or displace existing work. They are designed to build on and consolidate on going work in the area. They are also designed to develop and expand existing strategies as well as to develop new strategies where need has been identified.

### Integration with the social and physical elements of the Masterplan

The economic plan complements, and is complemented by, the actions and strategies of the social and physical regeneration Plans.

The potential of the physical elements of the masterplan to contribute to the economic development of the Regeneration Area is significant. The plans include considerable investment in housing, energy saving schemes and infrastructural development in the area.

Proposals in the social plan, particularly in the areas of education and learning, and unemployment and training seek to create the conditions for successful economic regeneration by ensuring that people of all ages receive the supports they need to avail of opportunities.



Economic Workshop September 2014

# 3 Economic Plan

## Private Sector Employment Strategy

### Goals

The goal of the Private Sector Employment Strategy is to increase and realise employment opportunities in the private sector for people from the Regeneration Area.

### Principles

The Private Sector Employment strategy is based on three key principles:

**Mainstreaming** The strategy will involve mainstream agencies and organisations with mandates to support business development that include (a concern for) employment of people from the Regeneration Area in their activities.

**Inclusion** Specific steps will be made to include the full diversity of people within the Regeneration Area. Particular attention will be given to the specific needs of long-term unemployed people, women, people with disabilities, lone parents, young people, older people, and members of minority ethnic groups.

**Building on Progress Made** There have been valuable developments in the Regeneration Area over the past years, this strategy should build on these developments and further enable them.

The Private Sector Employment Strategy is driven through the development of a private sector forum and the involvement of Sligo Chamber of Commerce.

Employment schemes play an important role for economic development and training interventions specifically designed to address the needs of people in the area hold particular potential.

Areas for business growth have been identified in tourism, food production, precision engineering, and customer service/contact centres. These areas are being addressed by the business support agencies. Opportunities for skills development need to be provided in time for people in the Regeneration Area to compete for jobs in these fields on an equal footing.

There is also potential to develop a corporate social responsibility approach to employment in the area with particular companies.

### Objectives

1. Establish an infrastructure to stimulate and support private sector engagement in the area.
2. Sustain and enhance the employability of people in the area.
3. Develop and implement 'fast-track' initiatives to enable people in the area to compete successfully for new jobs coming on stream in Sligo.
4. Promote and support corporate social responsibility packages from large companies that enhance employment levels in the private sector for people from the area and that stimulate the local economy.

A series of actions have been agreed under these objectives and are described in detail in Appendix C. For each action lead and partner agencies are identified.



Economic Plan Workshop Sept 2014

# 3 Economic Plan

## Local Enterprise Development Strategy

### Goal

The goal of the Local Enterprise Development Strategy is to stimulate and support the local economy within the Regeneration Area through a mix of market economy and social economy microenterprise startups.

### Principles

This Local Enterprise Development Strategy is based on four key principles:

**Inclusion** Specific steps will be taken to include the full diversity of people within the Regeneration Area. Particular attention will be given to the specific needs of long-term unemployed people, women, people with disabilities, lone parents, young people, older people, and members of minority ethnic groups.

**Tailoring** The strategy will acknowledge the particular disadvantage in the Regeneration Area. This demands particular models of intervention, a tailoring of mainstream supports to ensure that they are relevant and accessible to local people and supports that are long-term over the life of the masterplan.

**Social Gain** The strategy will give some priority to initiatives that can demonstrate both economic and social gain. The emphasis on social gain will receive particular additional support to ensure that it can be realised.

**Building on Progress Made** There have been valuable developments in the Regeneration Area over the past years and this strategy should build on and further enable them.

### Objectives

1. Build an infrastructure to stimulate and support the development of enterprise and the local economy in the area.
2. Stimulate and support the emergence of entrepreneurs from within the area and stimulate and support startup microenterprises in both the market economy and the social economy.
3. A series of actions have been agreed under these objectives and are described in detail in Appendix C. For each action lead and partner agencies are identified.

### Support for Strategy

The Local Enterprise Development Strategy requires a support infrastructure that includes enterprise support personnel, enterprise and training facilities, interagency structures, enterprise startup funding, and additional funding for key agencies to provide the intensive and targeted support required.

Entrepreneurs from within the area will be the key actors in this strategy and initiatives to promote entrepreneurship and to build capacity among local entrepreneurs are needed.

A model of enterprise development is needed that addresses the particular barriers these local entrepreneurs face, involving market based enterprises and social economy based enterprises.



CTC catering course



# 3 Economic Plan

## Incentivising Investment Strategy

### Goal

The goal of the Inward Investment Strategy is to create the conditions for investment in the Regeneration Area through collaboration between the relevant agencies and local actors.

### Principles

The Inward Investment Strategy is based on two key principles:

**Prioritisation** The strategy will favour inward investment that will benefit and prioritise the employment of local people.

**Non-displacement** The strategy will ensure that no local business is displaced.

Attracting inward investment to the Regeneration Area will be a critical factor to success.

There are a number of largely undeveloped sites in the Regeneration Area that are owned by Sligo County Council that may be suitable for small enterprises that Sligo County Council may be able to provide incentives to develop. Crucial to the marketing of these sites will be the construction of the new Eastern Garavogue Bridge. Currently there are no significant north-south linkages across the River Garavogue to the east of Sligo City Centre and one of main objectives of the bridge project is to link communities north and south of the River Garavogue. The proposed Eastern Bridge and approach roads will provide the required north-south linkages and will enable the social and development benefits available from greater critical mass to be achieved.

There are also a number of vacant premises in the Regeneration Area that could be made available for commercial activity. An important first step is an evaluation and assessment of the reasons why premises are vacant and a strategy to address issues.

### Objectives

1. Establish a collaborative approach to inward investment in the area
2. Establish the prerequisites for promoting inward investment into the area
3. Develop and implement a marketing strategy

A series of actions have been agreed under these objectives and are described in detail in Appendix C. For each action lead and partner agencies are identified



Regeneration Consultation 2015

# 3 Economic Plan

## Public Procurement and Social Benefit Strategy

### Goal

The goal of the Public Procurement and Social Benefit strategy is to ensure that potential social benefits from public contracts relating to the regeneration of Sligo East City, Cranmore and Environs are explored and developed wherever possible.

### Principles

**Social benefit:** The strategy will seek to ensure that social benefits result from public procurement contracts where possible, appropriate and lawful. Particular attention will also be given to developing economic opportunities, e.g. to improve work-related skills and/or provide training or apprentice programmes to meet specific needs.

**Inclusion:** The strategy will take specific steps to include for diversity of needs and disadvantage.

Particular attention will be given to the specific needs of long-term unemployed people, women, people with disabilities, lone parents, young people, older people, and members of minority ethnic groups.

### Strategy

The area of public procurement is highly regulated. Public procurement legislation allows, under certain circumstances, social clauses to be included in tenders and in contract terms.

The implementation of the Public Procurement and Social Benefits strategy will seek to ensure that full advantage is taken to maximize social benefits, in accordance with public procurement legislation.

### Objectives

**Objective 1:** Provide information for local service providers and employers about opportunities afforded by public procurement, particularly those relating to regeneration projects

**Objective 2:** Research and develop opportunities for social benefits from public procurement where possible, appropriate and lawful

A series of actions have been agreed under these objectives and are described in detail in Appendix C. For each action lead and partner agencies are identified.

# 3 Economic Plan

## Perception Strategy

### Goals

The goal of the Perception Strategy is to challenge prejudicial assumptions of the Regeneration Area and to promote a more positive image, ultimately changing perceptions of the Regeneration Area.

### Principle

**Positivity** The Perception Strategy will challenge stereotypes and prejudices and actively promote the positive aspects of the Regeneration Area.

The role of stigma in precipitating estate decline has been the subject of academic research. Some housing estates do not simply endure material disadvantage but also suffer from poor reputations. They can be viewed as ‘problem places’ home to ‘problem people’ and these types of reputations can reinforce an estate’s difficulties. Other research found that despite substantive changes on estates, poor local images persisted, suggesting that an estate’s reputation does not automatically improve as the estate improves.

Stigma associated with an area can have a profound effect on the economic and social life of residents. Residents from Cranmore, for example, reported changing their address in job applications to hide the fact that they live in the Regeneration Area. Research from the UK strongly suggests that unless a housing estate’s image problems are effectively challenged alongside regeneration, stigma will remain.

Attention to addressing negative image and stigma has played an important part in a number of regeneration projects in Ireland, for example in Ballymun in Dublin and in the regeneration areas in Limerick.

Challenging stigma and external perceptions of the Regeneration Area in Sligo will be a key area of action. This will require a concerted effort to highlight the positive aspects of the area.

### Objective

Challenge stigma and prejudice and promote a more positive view of the area

### Strategy

Externally held views based on stigma of an area can be detrimental to those living there, particularly for those seeking employment and young people. Challenging perceptions of an area can be difficult.

The media, word-of-mouth, gossip and exaggeration all play a part in developing, and perpetuating, prejudices and stigma about an area. They will equally have a role to play in challenging conventionally held perceptions of the Regeneration Area and promoting a more positive view.

Local people will be supported to promote a positive image of the area and to challenge negative stereotyping.

A series of actions have been agreed under this objective, they are described in detail in Appendix C. For each action lead and partner agencies are identified.



Perception Strategy

# 4 Physical Plan



# 4 Physical Plan

## Urban Interventions

### Elements of the Physical Plan

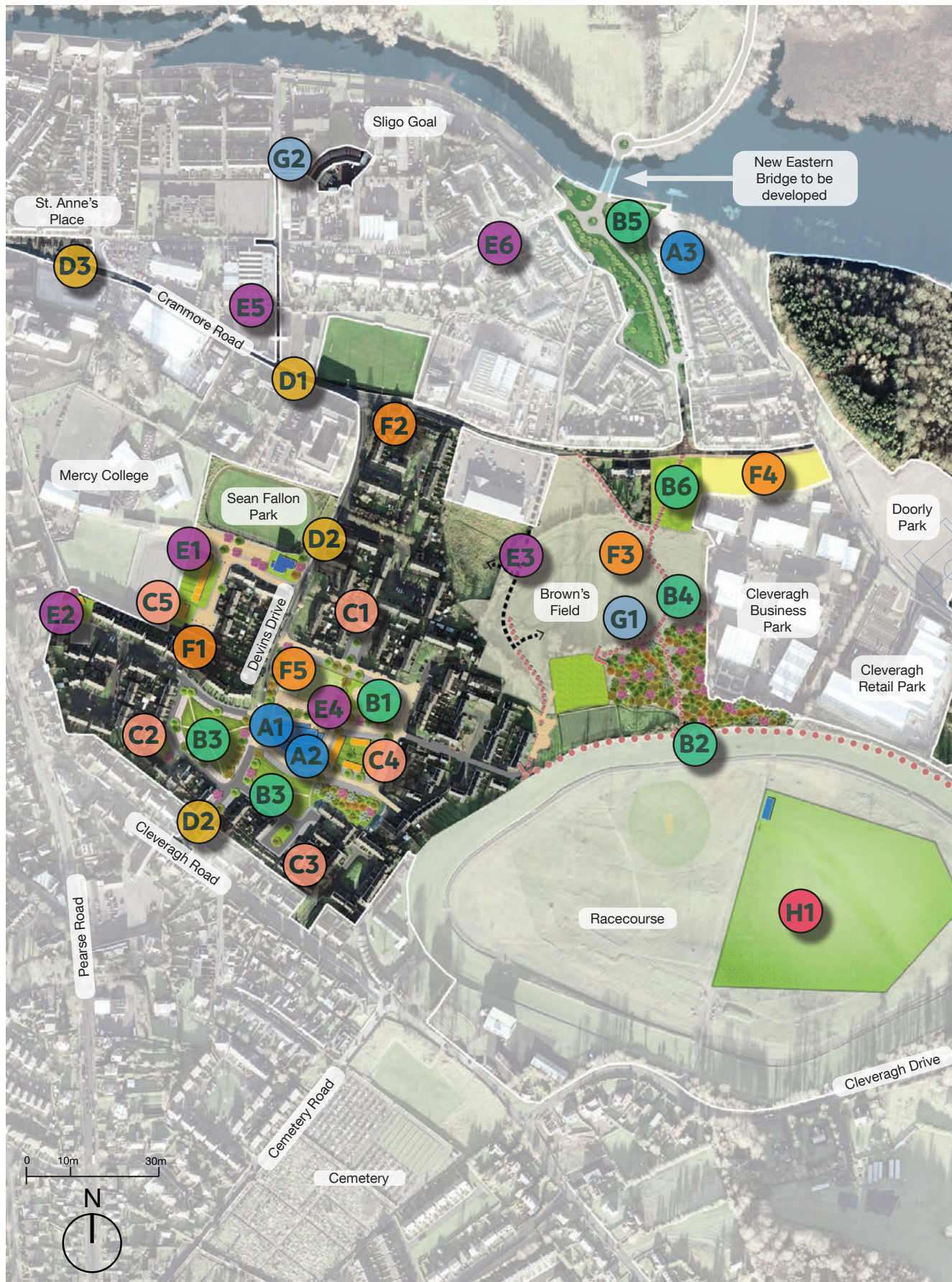
The measures identified for the physical regeneration of the East City area are derived from eight urban design themes, to:

- Provide quality spaces for community facilities
- Improve access to quality amenities and open spaces
- Improve housing quality and opportunity
- Improve quality of roads, streets and urban spaces
- Improve access and links
- Get the most out of the vacant and potential sites in the area
- Develop and promote historical assets in the area
- Explore options for sustainable energy

Proposals under each of these eight themes are outlined on the following pages.

# 4 Physical Plan

## Physical Themes and Projects





**Provide Quality Spaces for Community Facilities**

- A1 Provide quality spaces for delivery of services and community activities
- A2 Space for medical services provision
- A3 Doorly Park Lodge restoration to be explored

**Improve Access to Quality Amenities and Open Spaces**

- B1 Play areas: Cranmore
- B2 Improve access to Regional Sports Centre and Cleveragh Regional Park
- B3 Create quality open air spaces within Cranmore area
- B4 Extend exercise trail through Brown's Field and Racecourse
- B5 Support development of water-based recreational opportunities and associated facilities at Doorly Park
- B6 New park at Doorly Park: junction of Martin Savage Terrace and Cranmore Road/Brown's Field site

**Improve Housing Quality and Opportunity in the Area**

- C1 Housing improvements: focus on energy efficiency for Cranmore Estate
- C2 Housing environmental improvements: Focus on Cranmore Estate building
- C3 Colliery Drive/John Fallon Drive link
- C4 Housing: Centre Block site (sites also considered under F)
- C5 Housing: Geldof Drive (sites also considered under F)

**Improve Quality of the Roads, Streets and Urban Spaces**

- D1 Cranmore Road enhancements
- D2 Devins Drive improvements
- D3 St Anne's Place urban landscape

**Improve Access and Links**

- E1 Explore Mercy College pedestrian access from Geldof Drive
- E2 Joe Mc Donnell pedestrian/bicycle link to Chapel Hill
- E3 Brown's Field pedestrian/bicycle link to Cranmore
- E4 New centre block avenue (pedestrian/bicycle)
- E5 Explore Sligo Gaol to Cranmore Road link
- E6 Garavogue Villas access: traffic management plan

**Get the Most out of the Vacant and Potential Sites in the Area**

- F1 Redeveloping Geldof Drive bungalow site
- F2 Cranmore Road cleared site: new residential (apartments)
- F3 Brown's Field: mixed-use site for development
- F4 Doorly Park former maisonettes site: residential development use
- F5 Centre block site: community amenity and residential development
- F6 Cleveragh Drive rezoning: residential

**Develop and Promote Historical Assets in the Area**

- G1 Carnsfoot House remains of walled garden
- G2 Sligo Gaol

**Explore Options for Sustainable Energy**

- H1 Racecourse - central site: explore geothermal potential

# 4 Physical Plan

Provide Quality Spaces for Community Facilities



Indicative Arrangement of Physical Plan Projects, highlighted in blue and orange.



# 4 Physical Plan

## Provide Quality Spaces for Community Facilities

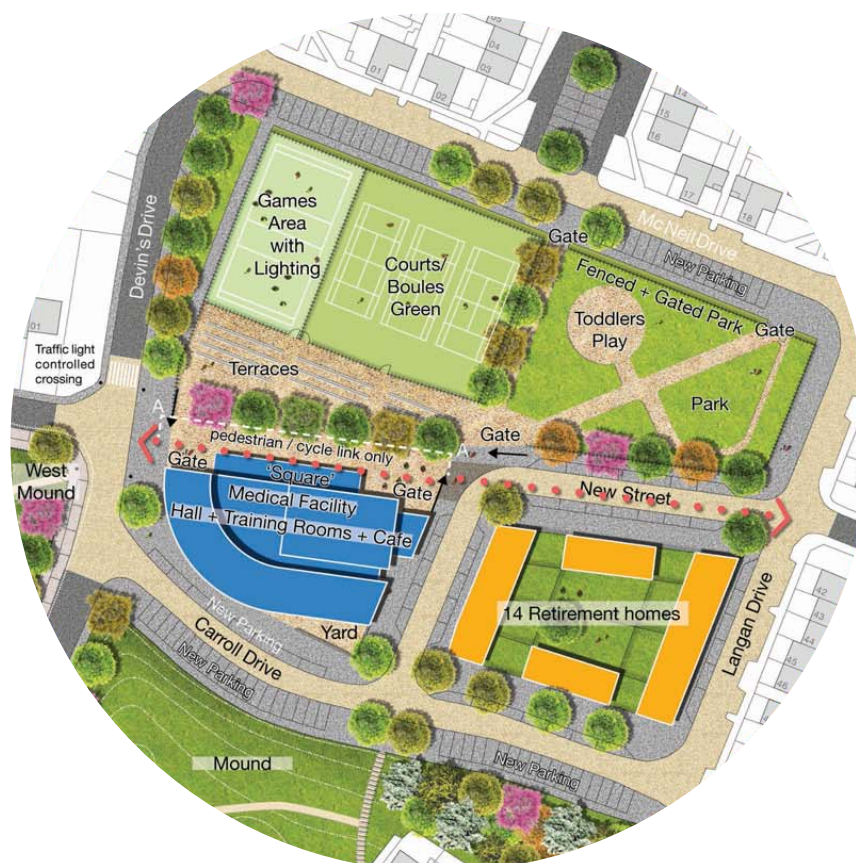
### A Provide quality spaces for community facilities

**A1** Provide quality spaces for delivery of services and community activities

**A2** Space for medical services provision

**A3** Doorly Park Lodge restoration to be explored

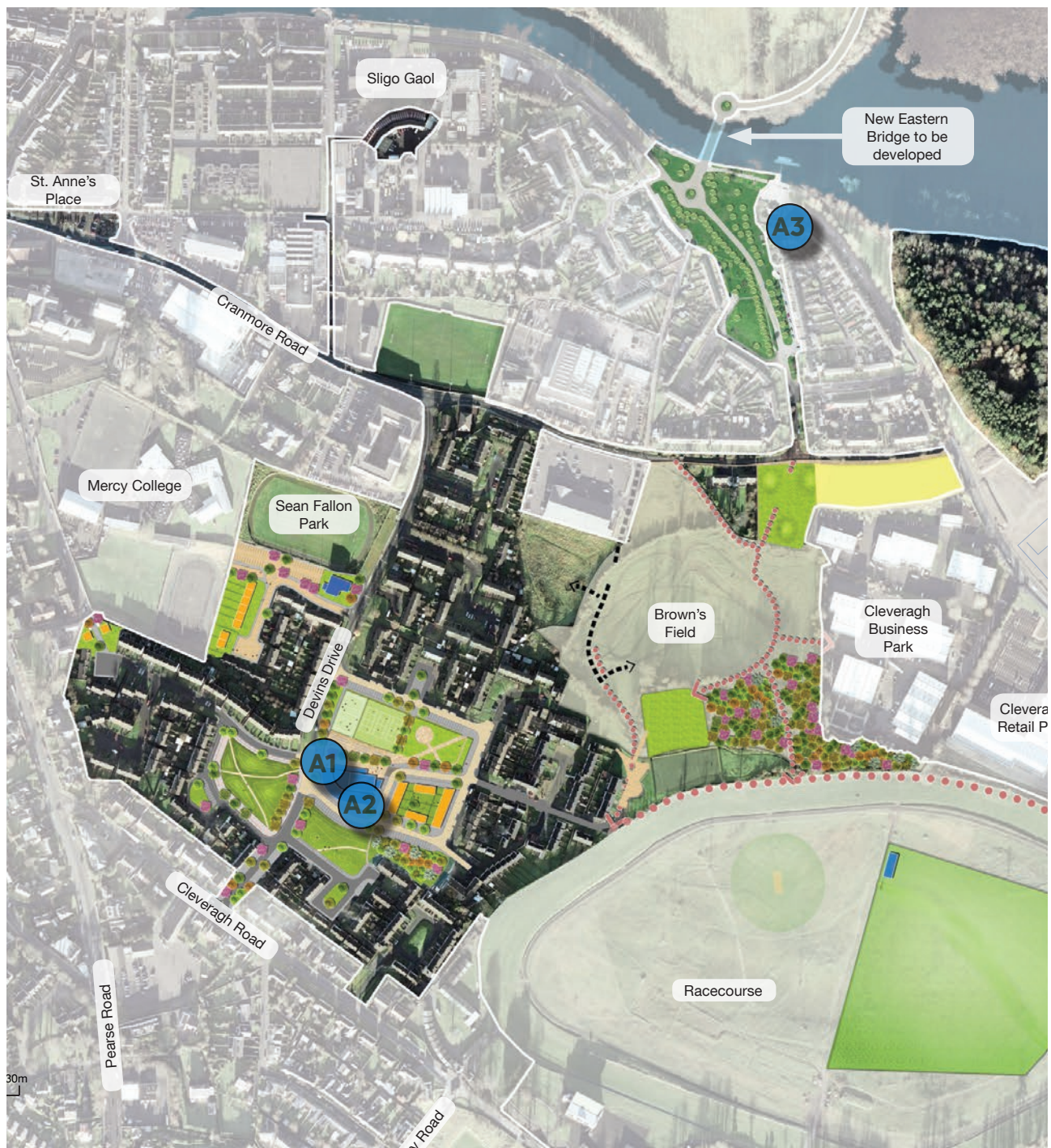
The importance of quality spaces for community uses was highlighted during the masterplanning process, in consultations and appraisals. Good quality spaces that are accessible and flexible for community use and service provision (e.g. for sports, meetings, training, health services, etc.) are needed. Further consultations, design appraisals and business planning are required to implement this action.



Potential for the centre block area in Cranmore to provide playing spaces, community facilities and retirement homes

# 4 Physical Plan

Provide Quality Spaces for Community Facilities



**A** Provide Quality Spaces For Community Facilities – locations of potential projects.

# 4 Physical Plan

## Provide Quality Spaces for Community Facilities

### A Provide quality spaces for community facilities

Project	Potential Benefits		
	Social	Economic	Physical
<b>A1 Provide quality spaces for delivery of services and community activities: sports, meeting spaces etc.</b>			
<p>The brief for space needs are to be developed in consultation with existing community resources such as the Abbeyquarter Centre and the Co-Op to determine exact needs and business case.</p> <p>Project subject to detailed feasibility and design studies for further consultation during the process for planning permission.</p> <p>Subject to capital appraisal guidelines and project approval for funding.</p>	<p>Opportunity to provide accessible space to meet needs, for activities and services: meeting needs throughout the life-cycle, space to address core issues: social inclusion, participation in healthy life activities, community development etc</p>	<p>Opportunity to change perceptions, improve image of the area, increase interactions with other communities and visitors.</p> <p>Improves attractiveness of the area as a place of choice to live</p>	<p>Meeting community social and economic need; opportunity for good relationships between quality indoor and outdoor spaces, challenging issues of visual identity of Cranmore: a project with potential for high regenerative impact</p>
<b>A2 Space for Medical Services provision</b>			
<p>The brief for space for medical services provision will be developed in consultation with agencies to determine exact needs and business case.</p> <p>Project subject to detailed feasibility and design studies for further consultation during the process for planning permission.</p> <p>Subject capital appraisal guidelines and project approval for funding.</p>	<p>Opportunity to meet identified needs locally, in easily accessible spaces</p>	<p>Provides for a healthier community.</p>	<p>Availability and visibility of access point for health services: proximity to east city community</p>
<b>A3 Doorly Park Lodge restoration to be explored</b>			
<p>Refurbishment of existing building provides opportunity to create a new public/ community space close to the river, adjoining park and recreation areas. A brief to be developed as part of a business plan, funding needs to be sourced.</p>	<p>Space for community or amenity use: opportunities for community development</p>	<p>Opportunity for employment or tourism promotion, opportunity to improve perceptions, signs of investment and change in area</p>	<p>Improved use of landmark structure, strategic, close to key local amenities: Doorly Park and the Garavogue river, project with potential for high regenerative impact</p>

# 4 Physical Plan

## Improve Access to Quality Amenities and Open Spaces

### **B Improve access to quality amenities and open spaces**

- B1** Play areas: Cranmore
- B2** Improve access to Regional Sports Centre and Cleveragh Regional Park
- B3** Create quality open air spaces within Cranmore area
- B4** Extend exercise trail through Brown's Field and Racecourse
- B5** Support development of water-based recreational opportunities and associated facilities at Doorly Park
- B6** New park at Doorly Park: junction of Martin Savage Terrace and Cranmore Road/Brown's Field site

The importance of quality amenities and open spaces was highlighted in the physical appraisal and in the public consultation feedback (2014-15). While there are plenty of open spaces in the area, much of it is underused, and residents identified the need for play spaces for all ages.

New play spaces are proposed for the cleared site in the centre of Cranmore.

A new park area is also proposed for the Doorly Park Martin Savage/Brown's Field junction area.

Good quality competitive sports and recreation facilities are located nearby in the Doorly Park/Cleveragh area (Sligo Regional Sports Centre, Cleveragh Regional Park and Doorly Park). The Regeneration Masterplan aims to develop and support initiatives and facilities to improve access to these quality amenities and open spaces. Further design appraisals and consultations are needed to implement this action.

# 4 Physical Plan

Improve Access to Quality Amenities and Open Spaces



**B** Improve access to quality amenities and open spaces – locations of potential projects.

# 4 Physical Plan

## Improve Access to Quality Amenities and Open Spaces

### B Improve access to quality amenities and open spaces

Project	Potential Benefits		
	Social	Economic	Physical
<b>B1 Play Areas: Cranmore</b>			
<p>Play areas to be provided as part of the overall design of central block site (to include play area for toddlers and multi-use games area) Detail design to be developed and consulted upon.</p> <p>Subject to capital appraisal guidelines and project approval for funding.</p>	<p>Meets need for quality play space, shared spaces for family and community benefit, encouraging play and good socialisation skills</p>	<p>Provides no-cost activity for low income families, changes impressions and perceptions of the area</p>	<p>Potential for attractive amenity and community asset, addresses concerns of bleak open spaces and responds to need identified by residents</p>
<b>B2 Improve Access to Regional Sports Centre and Cleveragh Regional Park</b>			
<p>Gated access to new path to Sports Centre and Regional Park: a safe and more direct pedestrian and cycle access to Sports Centre and pitches in Regional Park. A detailed design needs to be agreed with Racecourse Committee and Sports centre with funding to be sourced.</p>	<p>Improves opportunities for access to quality sports and recreational activities and low/ no-cost healthy life-style choices: encourages new routes through Cranmore</p>	<p>Improved access can help improve customer base for regional sports centre, contributes to changing perceptions and public understanding of the Cranmore area</p>	<p>Improved connectivity for pedestrians and cyclists of Cranmore with neighbouring areas and resources, contributes to increasing attractiveness of area</p>
<b>B3 Create Quality Open Spaces within Cranmore Area</b>			
<p>Detailed designs for reduction of mounds to be developed and consulted upon.</p> <p>Subject to capital appraisal guidelines and project approval for funding.</p>	<p>Improved play, sports and passive spaces, improves no-cost healthy life-style choices, enhances image of the area; may mitigate against anti-social behaviour by providing quality over-looked spaces</p>	<p>Opportunity for improved image of the area: challenging perceptions and associations with bleak council estate image.</p>	<p>Improved use of valuable amenity space and open space, of greater benefit to community</p>
<b>B4 Extend Exercise Trail through Browns Field and Racecourse new pedestrian and cycle routes as opportunities present.</b>			
<p>Locations and type of equipment to be identified at detail design: funding needs to be sourced.</p>	<p>Increases healthy activity opportunity, increases attractiveness of Cranmore and East City: challenging perceptions</p>	<p>Provides low-cost activity: challenging perceptions and stigma associated with the area</p>	<p>Creates attractive healthy pedestrian routes through east city, linking Cranmore, improving opportunities</p>

# 4 Physical Plan

## Improve Access to Quality Amenities and Open Spaces

### B Improve access to quality amenities and open spaces

Project	Potential Benefits		
	Social	Economic	Physical
<b>B5 Support the development of water based recreational opportunities and associated facilities at Doorly Park</b>			
<p>Support for Doorly Park Pontoon proposed to be developed at the Garavogue near Doorly Gate Lodge.</p> <p>Support for water sports Pavillion proposal, having regard to the environmentally sensitive location and informed by taking account of the status of the area as a Special Area of Conservation and the requirements of the Habitats Directive</p>	<p>Increases amenity value of the Garavogue River for locals and tourists: healthy activities and community benefits associated with access to river and opportunities for water activities</p>	<p>Increased tourism/visitor attractiveness improves local economy and opportunities for local employment, contributes to changing perceptions of east city area</p>	<p>Improves attractiveness of the area: maximises use and potential of key local amenity</p>
<b>B6 New Park at Doorly Park: junction of Martin Savage Terrace and Cranmore Road/Browns Fields site</b>			
<p>The layout and potential of existing lawned open space as a more useful and attractive community resource to be reviewed in consultation with the local community. Funding to be sourced to deliver project.</p>	<p>Provides local amenity and community asset: improves attractiveness of area, space for community activities and passive recreation</p>	<p>Improving quality of urban environment in key strategic locations improves opportunity to challenge negative perceptions of east city area</p> <p>Increased land and property values</p>	<p>Opportunity to address under-used open space in key strategic location (nameless without particular character)</p> <p>Opportunity to challenge visual perceptions of area</p>

# 4 Physical Plan

## Improve Housing Quality and Opportunity

### **C** Improve housing quality and opportunity

- C1** Housing improvements: focus on energy efficiency for Cranmore Estate
- C2** Housing environmental improvements: focus on Cranmore Estate building
- C3** Collery Drive/John Fallon Drive link
- C4** Housing: centre block site
- C5** Housing: Geldof Drive

Housing quality in the Cranmore area is a key priority for local residents, especially in terms of energy efficiency. The appraisal of the housing stock focused on Cranmore, and found low levels of thermal efficiency and high levels of fuel poverty. A strategy has been identified that aims to improve the average energy efficiency within the Cranmore Area to a Building Energy Rating (BER) of C1.

Funding has been secured to deliver a range of housing improvement measures that focus on energy efficiency but also addresses local environmental concerns in the various streets and drives within Cranmore.

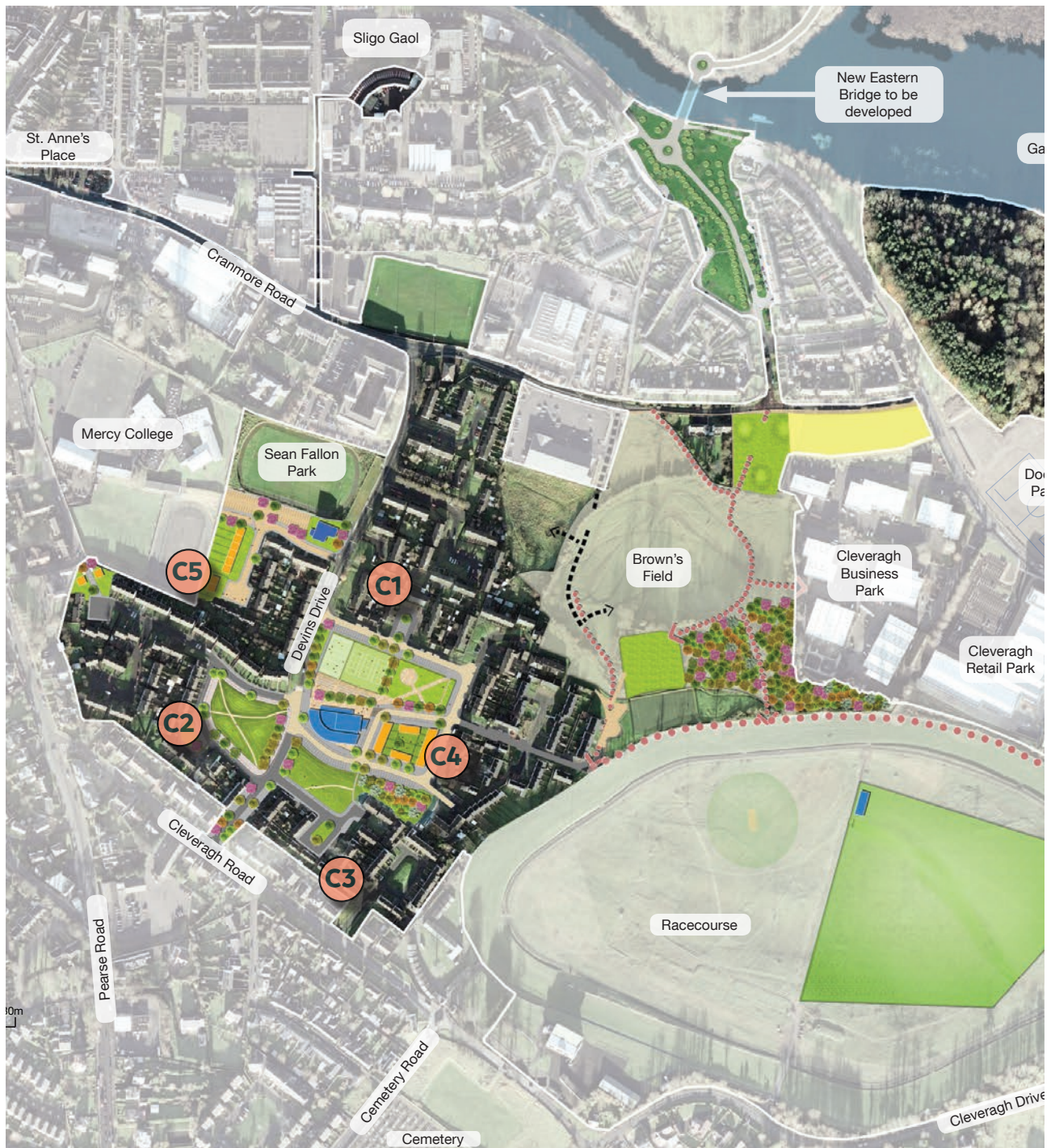
Meeting housing needs is also an issue to be addressed under this theme. There are some key sites within the area that provide opportunities to meet specific housing needs, such as for the elderly and people with special needs. Two key sites are identified for this, part of the centre block site in the centre of Cranmore and the Geldof Drive bungalow site. Specific proposals will need to be developed and consulted upon for each of these sites.

Further design appraisals and consultations are needed to implement this action area.



# 4 Physical Plan

Improve Housing Quality and Opportunity



**C** Improve housing quality and opportunity – locations of potential projects.

# 4 Physical Plan

## Improve Housing Quality and Opportunity

### C Improve housing quality and opportunity

Project	Potential Benefits		
	Social	Economic	Physical
<b>C1 Housing Improvements: focus on energy efficiency for Cranmore Estate</b>			
<p>Dwellings will be assessed to determine the nature of works needed to achieve an agreed level of energy efficiency. Measures will be undertaken on a phased basis in clusters of dwellings on a case by case basis.</p> <p>Subject to capital appraisal guidelines and project approval for funding</p>	<p>Addresses issues of fuel poverty for low income households, with potential economic and health benefits. Meets a housing need and improves quality of home</p>	<p>Makes heating more affordable, releases more money into local economy, has benefits for national economy by reducing demand for imported fossil fuels</p>	<p>Improves quality and energy efficiency of the housing stock, addressing a number of key issues raised. Improves the overall quality of the housing stock, responding to resident and housing need</p>
<b>C2 Housing Environmental Improvements: focussing on Cranmore Estate</b>			
<p>Building on the series of environmental improvement projects undertaken in recent years, this project will focus on issues raised by residents such as unused backland areas and alleys and areas which are vulnerable to anti-social behaviour and dumping etc. Street by street consultations will prioritise local concerns to be addressed and detail designs.</p> <p>Subject to capital appraisal guidelines and project approval for funding</p>	<p>Enhances the character and overall impressions of the area</p> <p>Opportunity to address vulnerable areas, access issues and other local concerns</p>	<p>Reduces maintenance and potential policing issues: will also have an impact on the value of the housing stock</p>	<p>Enhances character and impressions of area, major potential impacts in terms of perceptions from outside the estate, and levels of satisfaction for local residents regarding issues of concern</p>
<b>C3 Collery Drive/John Fallon Drive Link</b>			
<p>This project will address security and safety issues as part of environmental improvements by improving passive surveillance, and addressing security concerns of vulnerable residents on pedestrian lane connecting Collery Drive with John Fallon Drive.</p> <p>Subject to capital appraisal guidelines and project approval for funding.</p>	<p>Addresses resident's security concerns regarding vulnerable areas and tenants, creates opportunity for safer circulation</p>	<p>Reduces maintenance and policing issues, changes impressions and perceptions of the area, improves property values</p>	<p>Provides opportunity to improve appearance and identity of area, and address circulation issues</p>

# 4 Physical Plan

## Improve Housing Quality and Opportunity

### C Improve housing quality and opportunity

Project	Potential Benefits		
	Social	Economic	Physical
<b>C4 Housing: Centre Block Site*</b>			
<p>Site identified with potential to meet specific housing needs for elderly and people with special needs. The project will be subject to detailed feasibility and design studies to clarify height, mix, tenure and car-parking considerations. Further consultations will be undertaken on detailed design in addition to planning process.</p> <p>Subject to capital appraisal guidelines and project approval for funding.</p>	<p>Potential to meet specific housing needs for the elderly and people with special needs</p>	<p>Opportunity to facilitate down-sizing by 'empty nest' households, freeing up family homes to meet housing needs. Good use of valuable resources</p>	<p>Key site, with potential to increase diversity and variety of housing opportunity, improving character of area, reducing impact of consistent repetitive house-type</p>
<b>C5 Housing: Geldof Drive*</b>			
<p>Bungalow site with potential to meet needs for the elderly and people with special needs. Feasibility options will be developed to determine the best use of site and mix of units. Further consultations will be undertaken on detailed design in addition to planning process.</p> <p>Subject to capital appraisal guidelines and project approval for funding.</p>	<p>Potential to meet specific housing needs for the elderly and people with special needs in purpose designed housing</p>	<p>Productive use of available residential zoned land to meet housing needs. Redevelopment reduces risk of vandalism, anti-social behaviour and costs associated. Potential to improve property values perceptions of area, removing negative impact of uncertainty.</p>	<p>Addresses issues of dereliction and difficult to let units. Improves presentation and character of cul-de-sac with infill scheme, meet housing needs. Improve quality of housing opportunity and urban environment</p>

\*sites also considered under potential of vacant sites: for Regeneration impact

# 4 Physical Plan

## Improve Quality of the Roads, Streets and Urban Spaces

### **D** Improve quality of the roads, streets and urban spaces

- D1** Cranmore Road enhancements
- D2** Devins Drive improvements
- D3** St Anne's Place urban landscape

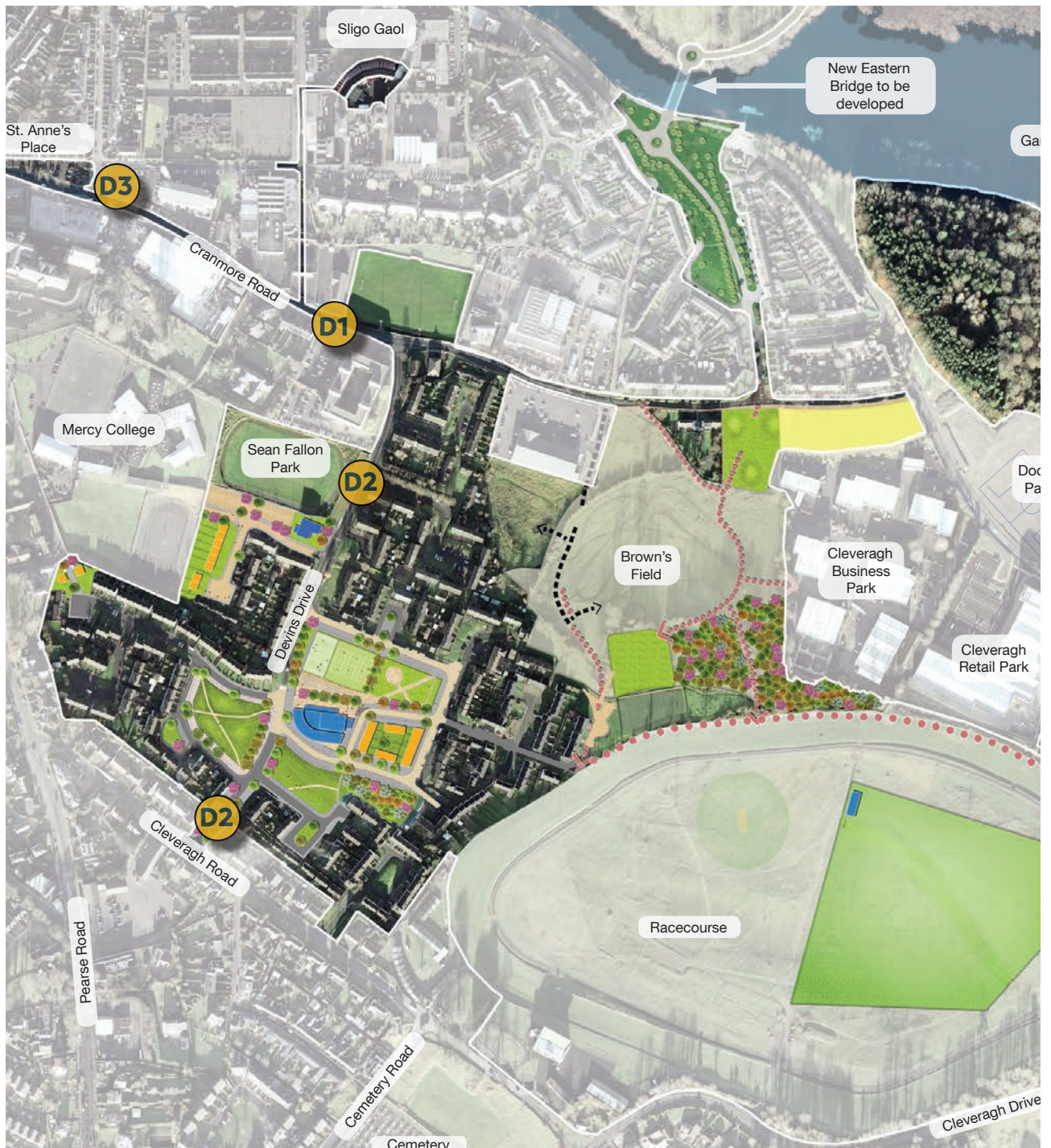
The quality of the urban environment within Sligo's East City area was highlighted as a need to be addressed in the consultations and appraisals.

The existing network of roads, streets and urban spaces can be improved through a series of simple landscaping and enhanced mobility measures. Projects proposed include enhancing Cranmore Road, eg improving the Cranmore Road Devins Drive junction for vehicles and pedestrians and cyclists without reducing the traffic capacity. Additional landscaping along Devins Drive will be worked into measures to improve pedestrian crossings and formalise car parking and access. The poor quality of St. Anne's Place as an urban environment and entrance point to the East City area was identified, and proposals to enhance it received a high level of community support.

Further design appraisals and consultations are needed to implement this action area.

# 4 Physical Plan

Improve Quality of the Roads, Streets and Urban Spaces



**D** Improve quality of the roads, streets and urban spaces – locations of potential projects.

# 4 Physical Plan

## Improve Quality of the Roads, Streets and Urban Spaces

### D Improve quality of the roads, streets and urban spaces

Project	Potential Benefits		
	Social	Economic	Physical
<b>D1 Cranmore Road Enhancements</b>			
<p>Improvements include enhancement of urban/street boundaries and pavement improvements to include replacing the Ray McSharry Park boundary wall with wall and railings and widen pavement, ESB frontage enhanced and new planting and pavement treatments. Detail design proposals to be reviewed with disability groups and others.</p> <p>Subject to capital appraisal guidelines and project approval for funding</p>	<p>Improves identity and character of Cranmore Road, improves accessibility and safety for pedestrians and cyclists</p>	<p>Improves perceptions of area, contributes to challenging negative impressions of East City area. Potential uplift in land and house values</p>	<p>Potential to achieve high regeneration impact: key arterial route through east city area, used by many. Improving character and quality of urban space</p>
<b>D2 Devins Drive Improvements</b>			
<p>Improvements include traffic calming measures, road crossings, junction treatments and landscaping to improve character and safety of street. Detailed design proposals to be developed for review with disability groups and others.</p> <p>Subject to capital appraisal guidelines and project approval for funding</p>	<p>Improves identity and character of Devins Drive, improves accessibility and safety for pedestrians and cyclists</p>	<p>Improves perceptions of area, contributes to challenging negative impressions of East City area. Potential uplift in land and house values</p>	<p>Potential to achieve high regeneration impact: key route through east city area, used by many. Improving character and quality of urban space</p>
<b>D3 St Anne's Place Urban Landscape</b>			
<p>Urban design proposals to be developed to improve character and attractiveness of St Anne's open space/parking layout. Detail design proposals to be developed for consultation with disability groups and others. Funding to be sourced to deliver project.</p>	<p>Improves civic and social space: improves accessibility and safety for pedestrians and cyclists</p>	<p>Improves perceptions of area, contributes to challenging negative impressions of East City area. Potential uplift in land and house values</p>	<p>Potential for high regeneration impact: key point in east city area: gateway between city centre and east city area of Sligo</p>

# 4 Physical Plan

Improve Quality of the Roads,  
Streets and Urban Spaces



# 4 Physical Plan

## Improve Access and Links

### **E Improve access and links**

- E1** Explore Mercy College pedestrian access from Geldof Drive
- E2** Joe McDonnell pedestrian/bicycle link to Chapel Hill
- E3** Brown's Field pedestrian/bicycle link to Cranmore
- E4** New centre block avenue (pedestrian/bicycle)
- E5** Explore Sligo Gaol to Cranmore Road link
- E6** Garavogue Villas access: traffic management plan

The need to improve access and links was identified in the appraisals. The aims of this strategy are to improve access within Cranmore and between Cranmore and the wider East City area, to encourage integration, promote good easy access, and improve perceptions of the area. Ways to improve access and links were explored during the development of the masterplan. The projects that have emerged under this strategy have focussed on improving pedestrian and cycle access, and have received high levels of community support.

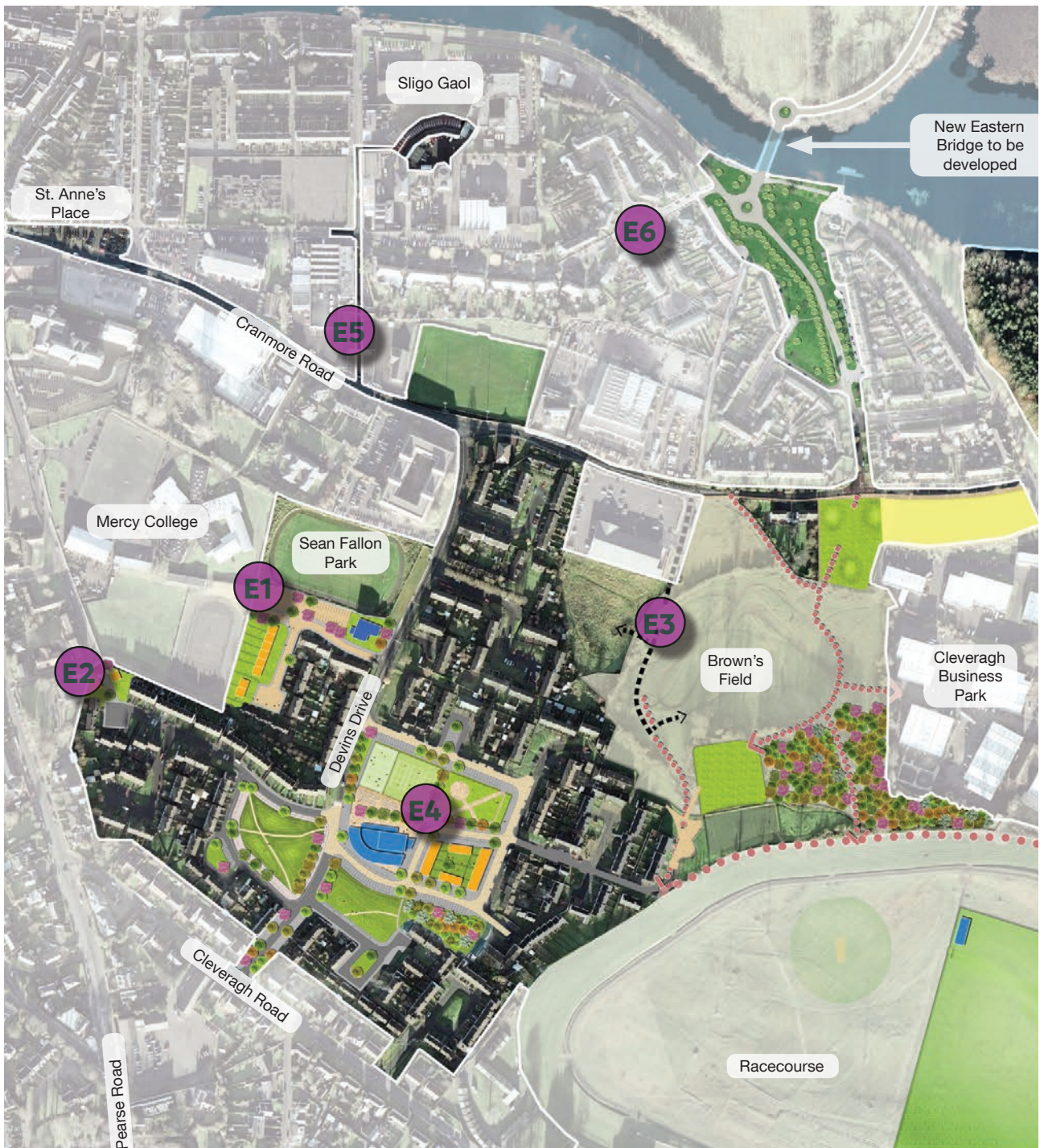
Projects include a new pedestrian-cycle link at Joe McDonnell Drive and Chapel Hill junction, new pedestrian-cycle routes through the centre of Cranmore and a new pedestrian-cycle route through Brown's Field. The masterplan also proposes improving traffic management in Garavogue Villas, and pedestrian cycle-access to Sligo Gaol/Gaol Road, and the Mercy School.

Further discussions, agreements, design appraisals and consultations are needed to implement actions under this heading.



# 4 Physical Plan

## Improve Access and Links



**E** Improve access and links – locations of potential projects.

# 4 Physical Plan

## Improve Access and Links

### E Improve access and links

Project	Potential Benefits		
	Social	Economic	Physical
<b>E1 Explore Mercy School Pedestrian Access from Geldof Drive</b>			
<p>A new side gated access to Mercy School for pupils to allow for pedestrian and cycle access only.</p> <p>Subject to agreement with Mercy School Management and Abbeyquarter Centre. Detailed design proposals to be developed for consultation with Mercy School Management and Abbeyquarter Centre.</p> <p>Subject to capital appraisal guidelines and project approval for funding</p>	<p>Improves accessibility and safety for young pedestrians and cyclists and contributes to promoting Sligo Healthy city agenda</p>	<p>Improves perceptions of area, contributes to challenging negative impressions of East City area</p>	<p>Improves accessibility, connectivity of area: promotes linkages between Cranmore and adjacent school asset</p>
<b>E2 Joe McDonnell Pedestrian/Bicycle Link to Chapel Hill</b>			
<p>This project requires acquisition and demolition of 4 houses, and includes redevelopment of the area to provide 4 new houses overlooking pedestrian cycle link to connect Joe Mc Donnell Drive with Chapel Hill. Negotiations and agreement required with households affected, detail design proposals to be developed for further consultation.</p> <p>Subject to capital appraisal guidelines and project approval for funding</p>	<p>Improves accessibility and safety for pedestrians and cyclists: contributes to promoting Sligo Healthy city agenda</p>	<p>Potential for high impact at key pedestrian/cyclist entry point to Cranmore: Improves perceptions of area, contributes to challenging negative impressions of East City area</p>	<p>Creates better connectivity. Enhanced city and school connectivity for east city pedestrians and cyclists</p>
<b>E3 Brown's Field Pedestrian/Bicycle Link to Cranmore Link</b>			
<p>This project involves a long term aspiration to improve urban links and connectivity through the area. It involves a new pedestrian cycle route through Browns Field lands connecting Racecourse View with access road adjacent to Lidl. This new link is to be provided as part of the redevelopment of Browns Field lands. Subject to detail design and consultation as part of planning process</p>	<p>Improves accessibility and safety for pedestrians and cyclists: contributes to promoting Sligo Healthy City agenda</p>	<p>Improves perceptions of area, contributes to challenging negative impressions of East City area</p>	<p>Improves pedestrian and cyclist connectivity of area: promotes good linkages for Cranmore with shopping facilities on Cranmore Road, new developments and access to east city bridge (when constructed)</p>

# 4 Physical Plan

## Improve Access and Links

### E Improve access and links

Project	Potential Benefits		
	Social	Economic	Physical
<b>E4 New Centre Block Avenue (pedestrian/bicycle)</b>			
<p>New pedestrian cycle route through centre block site connecting Langan Drive/ Racecourse View with Devins Drive as part of redevelopment and re-landscaping of Centre Block lands.</p> <p>Subject to capital appraisal guidelines and project approval for funding</p>	<p>Improves accessibility and safety for pedestrians and cyclists: contributes to promoting Sligo Healthy city agenda</p>	<p>Improves perceptions of area, contributes to challenging negative impressions of East City area</p>	<p>Improves accessibility, connectivity of area</p>
<b>E5 Sligo Gaol to Cranmore Road Link</b>			
<p>This project involves a long term aspiration to improve urban links and connectivity.</p> <p>It involves a new route through lands adjacent to Aldi Store, a potential long term initiative to be explored as part of any redevelopment of the area. This will be subject to detail design and consultation as part of planning process</p>	<p>Improves accessibility and safety for pedestrians and cyclists: contributes to promoting Sligo Healthy city agenda</p>	<p>Improves quality of urban environment for residents and tourists: to access key amenities. Contributes to improving perceptions and challenging negative impressions of East City area</p>	<p>Improves access and visibility of assets such as Sligo Gaol and Garavogue River amenities</p>
<b>E6 Garavogue Villas Access - Traffic Management Plan</b>			
<p>A traffic management plan to be developed and measures introduced to remove risk of heavy vehicles using Garavogue Villas as a short cut, plan will involve a review of the presentation of historic Neolithic stone circle, as part of proposals. Detail design proposals to be developed for consultation with residents, disability groups and others. SCC internal funds and others to be sourced to deliver project</p>	<p>Improves safety for pedestrians and cyclists: respects local heritage and history and character of residential area</p>	<p>Reduces risk of accidents and maintenance issues</p> <p>Improves presentation of key east city tourism site</p>	<p>Improves traffic movement for east city area and environmental quality of residential area</p>

# 4 Physical Plan

## Get the Most Out of the Vacant and Potential Sites in the Area

### F Get the most out of the vacant and potential sites in the area

- F1** Redeveloping Geldof Drive bungalow site
- F2** Cranmore Road cleared site: new residential (apartments)
- F3** Brown's Field: mixed-use site for development
- F4** Doorly Park former maisonettes site: residential development use
- F5** Centre Block site: community amenity and residential development
- F6** Cleveragh Drive rezoning: residential

Vacant sites and potential sites within the East City area offer opportunities for new investment in the East City area, meeting regeneration objectives, challenging perceptions, providing new homes, new attractions and new jobs for the area. Ideas for a number of sites within Sligo's East City area received a high level of community support. The masterplan highlights these key sites as assets to be promoted and developed with a focus on how they can help to meet regeneration objectives.

**Brown's Field:** a site with great potential for mixed use - vehicular access from Cranmore Rd with pedestrian-cycle routes to connect to Cranmore.

**Former maisonette site Doorly Park:** a site with great potential as a private housing site, to encourage new residents to live in the area.

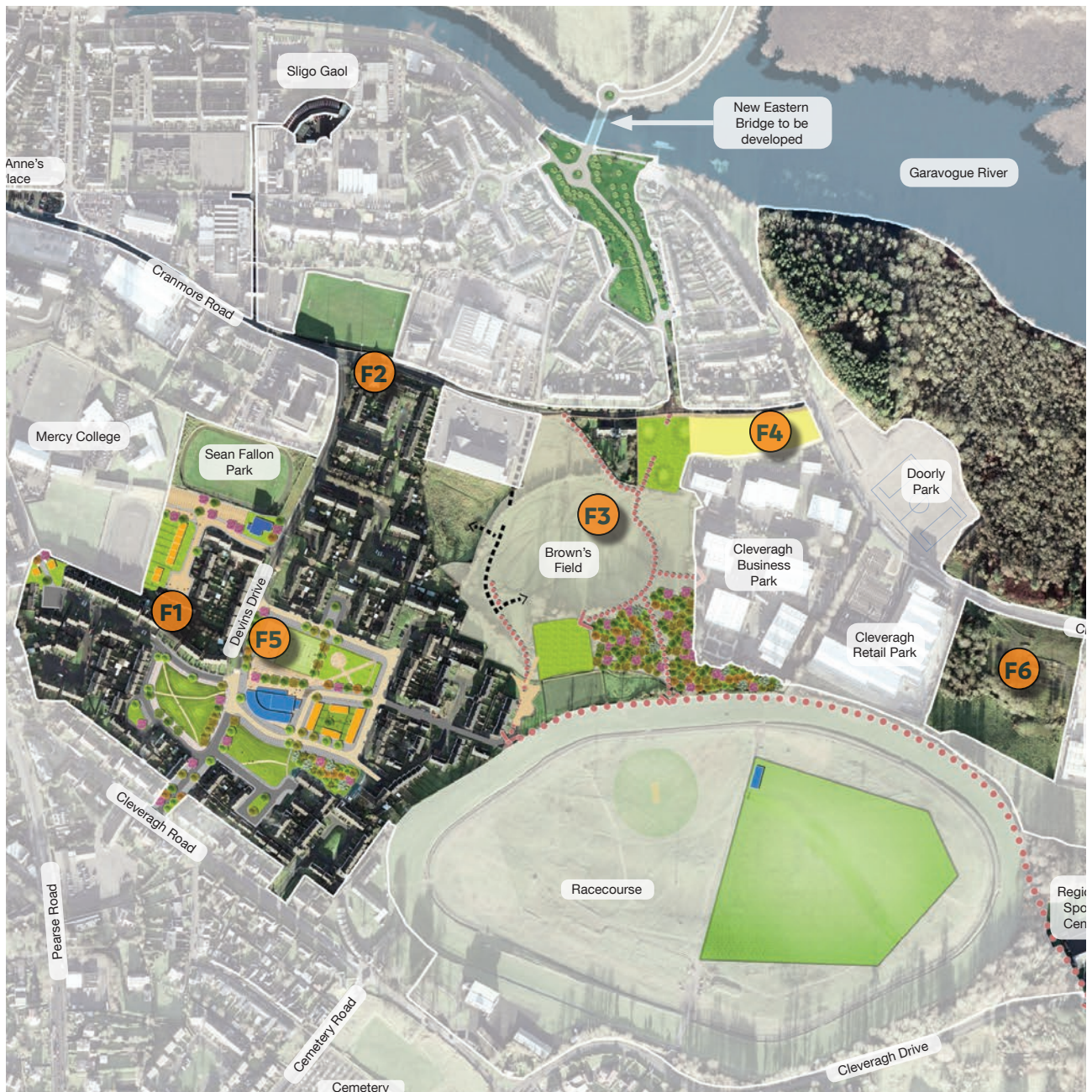
**Centre block site:** a site with great potential for community use and new housing to meet local needs (such as the elderly, people with special needs).

**Cranmore Road cleared site:** a site with great potential as a housing site, to encourage new residents to live in the area.

**Cleveragh Drive site:** a site with great potential for residential/mixed use, to take advantage of its location close to popular amenities such as Doorly Park and Cleveragh

# 4 Physical Plan

Get the Most Out of the Vacant and Potential Sites in the Area



**F** Get the most out of the vacant and potential sites in the area – locations of potential projects.

# 4 Physical Plan

## Get the Most Out of the Vacant and Potential Sites in the Area

### F Get the most out of the vacant and potential sites in the area

Project	Potential Benefits		
	Social	Economic	Physical
<b>F1 Geldof Drive Bungalow Site</b>			
<p>Bungalow site with potential to meet needs for the elderly and people with special needs. Feasibility options will be developed to determine the best use of site and mix of units. Further consultations will be undertaken on detailed design in addition to planning process.</p> <p>Subject to capital appraisal guidelines and project approval for funding</p>	<p>Potential to meet specific housing needs for elderly/special needs in purpose designed housing</p>	<p>Productive use of available residential zoned land to meet housing needs.</p> <p>Redevelopment reduces risk of vandalism, anti-social behaviour and costs associated. Potential to improve property values perceptions of area, removing negative impact of uncertainty.</p>	<p>Addresses issues of dereliction and difficult to let units. Improves presentation and character of cul-de-sac with infill scheme, meet housing needs.</p> <p>Improves quality of housing opportunity and urban environment</p>
<b>F2 Cranmore Road Cleared Site: New Residential (apartments)</b>			
<p>Proposed as private sector development project. The project is subject to detailed feasibility and design studies that will clarify height, mix, tenure and car parking considerations during the process for planning permission</p>	<p>Increased private market diversity and tenure mix: contributes to sustainable community</p>	<p>Productive use of available residential zoned land to meet housing needs.</p> <p>Potentially attractive for private sector investment and development</p>	<p>Strategic location with opportunity to improve housing tenure mix and opportunity and quality of urban environment</p>
<b>F3 Brown's Field: Mixed Use site for Development</b>			
<p>Proposed as private sector development project.</p> <p>The project will be subject to detailed feasibility and design studies that will clarify site layout, mix of use and other design considerations during the process for planning permission</p>	<p>Increased private market diversity and tenure mix: contributes to sustainable community</p>	<p>Productive use of available mixed use zoned land to introduce diversity and economic and employment opportunity to east city area.</p> <p>Potentially attractive for private sector investment and development</p>	<p>Opportunity for high quality mixed use development to contribute to changing character of east city area. to improve housing tenure mix and opportunity and quality of urban environment</p>

# 4 Physical Plan

## Get the Most Out of the Vacant and Potential Sites in the Area

### F Get the most out of the vacant and potential sites in the area

Project	Potential Benefits		
	Social	Economic	Physical
<b>F4 Doorly Park Former Maisonettes Site Residential Development Use</b>			
<p>Proposed as private sector development project.</p> <p>The project is subject to detailed feasibility and design studies that will clarify height, mix, tenure and car parking considerations during the process for planning permission</p>	<p>Increased private market diversity and tenure mix: contributes to sustainable community</p>	<p>Productive use of available residential zoned land to meet housing needs.</p> <p>Potentially attractive for private sector investment and development</p>	<p>Strategic key corner site with good urban potential.</p> <p>Opportunity to improve housing quality and opportunity and quality of urban environment</p>
<b>F5 Centre Block Site: community, amenity and residential Development</b>			
<p>Site identified with potential to meet community and specific housing needs for elderly and people with special needs.</p> <p>Project subject to detailed feasibility and design studies clarifying site layout, open spaces, height, mix, tenure and car parking considerations before further consultation during process for planning permission.</p> <p>Project subject to Capital appraisal guidelines and project approval by DoHPCLG for funding</p>	<p>Potential to meet community needs for facilities and amenities in central location and to meet specific housing needs for elderly/special needs in purpose designed housing</p>	<p>Productive use of key strategic site to respond to community and housing needs.</p> <p>Improves perceptions of area, challenging negative impressions of East City area</p>	<p>Key central site with potential for high regenerative impact:</p> <p>Responding to community and housing needs provides a an key opportunity to change urban character of Cranmore and perceptions associated</p>
<b>F6 Cleveragh Drive re-zoning: Residential</b>			
<p>It is proposed that the next Development Plan for Sligo and Environs rezones these sites to R2 low/medium density residential use because of the adjacent open space amenities at the Racecourse, Doorly Park and Cleveragh Regional Park.</p>	<p>Potential for greater social mix within the regeneration area</p>	<p>Improved land values: identified as a good residential site.</p> <p>Potential to change perceptions of the area</p>	<p>Prime site overlooking the river and the Regional Park. Good urban potential with such proximity to a quality amenity space</p>

# 4 Physical Plan

## Develop and Promote Historical Assets in the Area

### **G** Develop and promote historical assets in the area

**G1** Carnsfoot House remains of walled garden

**G2** Sligo Gaol

There are a number of historic, cultural and natural heritage assets within the Cranmore and East City area. Heritage assets include elements such as: the ancient Neolithic stone circle monument at Garavogue Villas; the early 19th century Sligo Gaol; the woodland and remains of the walled garden associated with the former Carnsfoot House; the Cleveragh Demesne and its association with the prominent Sligo Wood-Martin family; the Garavogue River and Doorly Park.

The Regeneration Masterplan aims to develop and promote local heritage assets, particularly the ways in which they can:

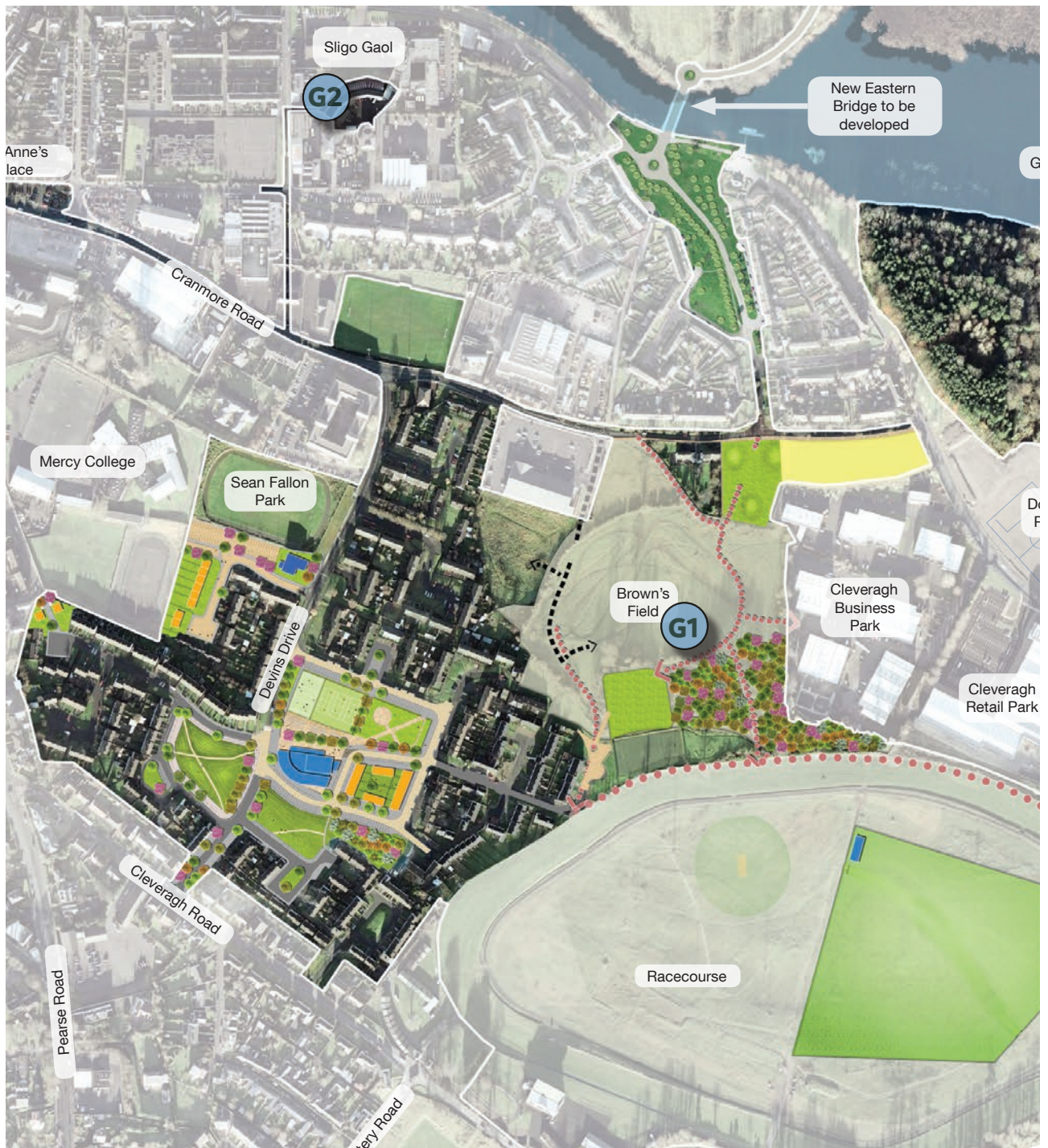
- Enhance the distinctive urban character of the area
- Provide potential for learning, engagement, interpretation and celebration of local history
- Provide potential for economic and community development

There was a very high level of community support for these ideas.



# 4 Physical Plan

## Develop and Promote Historical Assets in the Area



**G** Develop and promote historical assets in the area – locations of potential projects.

# 4 Physical Plan

## Develop and Promote Historical Assets in the Area

### G Develop and promote historical assets in the area

Project	Potential Benefits		
	Social	Economic	Physical
<b>G1 Carnsfoot House: Remains of walled garden</b>			
<p>This project involves the protection and conservation of the remains of Carnsfort house walled garden as an attractive historical asset with learning and tourism potential.</p> <p>The woodland at Carnsfort is of moderate quality but is an old woodland site and potential for woodland restoration. It contains some semi-natural woodland features of local importance-higher value, and could be considered a Local Biodiversity Area as described in Sligo Habitats Mapping Project.</p> <p>Many have memories of Carnsfort House and recognise its importance. Complementary use as an informal play space or garden space to be explored.</p> <p>Design needs to be developed in consultation and funding sourced to realise measures</p>	<p>A local asset with potential for development and promotion of local history:</p> <p>attractive historical destination for the community</p>	<p>An asset with amenity benefit: potential to increase attractiveness of Browns Field for major development opportunity.</p> <p>Potential to contribute to improving perceptions of area, challenging negative impressions of East City area</p>	<p>Enhances distinctive urban character and sense of place of east city area</p>
<b>G2 Sligo Gaol</b>			
<p>This project proposes to develop and promote the remains of Sligo Gaol as a significant historical asset with learning, tourism and employment/enterprise potential.</p> <p>The strategy needs to be explored and developed further in consultation with local community, interest groups, Friends of Sligo Gaol Group and others. Funding needs to be sourced to realise measures</p>	<p>Connects Sligo and East City area to its' local and national history. Opportunities for learning and community development</p>	<p>An asset for tourist and local attraction, could provide enterprise/job opportunities.</p> <p>Potential to contribute to improving perceptions of area, challenging negative impressions of East City area</p>	<p>Enhances distinctive urban character and sense of place of east city area</p>

# 4 Physical Plan

## Explore Options for Sustainable Energy

### H Explore options for sustainable energy

#### H1 Racecourse - central site: explore geothermal potential

Local, national and international policy acknowledges the importance of developing options for sustainable energy. The energy demands of the Regeneration area were assessed in this context as part of the masterplan appraisals (see findings documented in Stage 2 report).

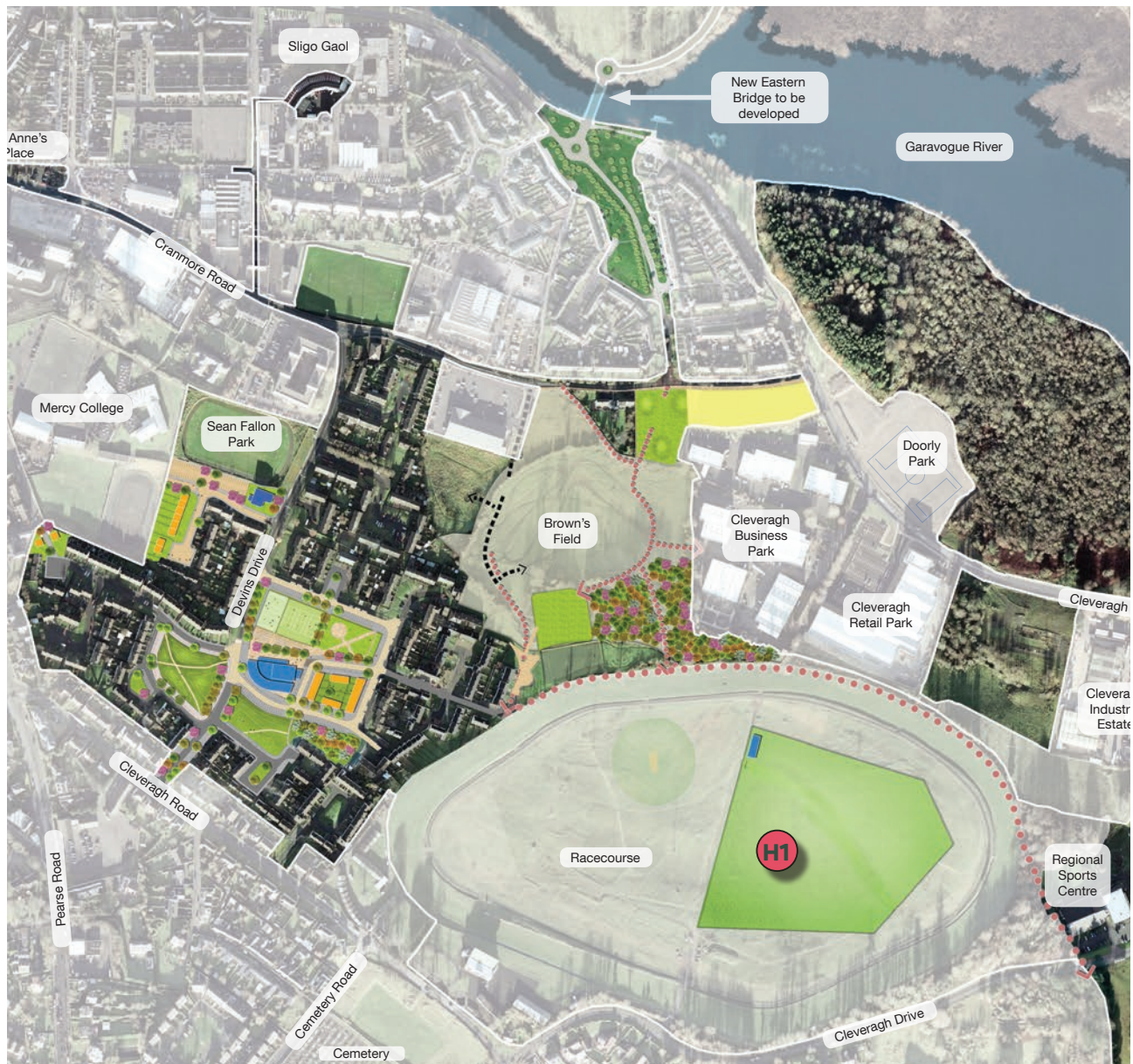
There are a range of building types and uses within the area. Residential demand represents the greatest energy user in this area. Options were explored around district heating. It was, however, concluded that this option was not viable, in terms of the level of investment required to service existing housing and the limited availability of funding for such initiatives.

The first priority is to reduce demand for fossil fuel energy in existing buildings by supporting improvements in thermal performance where possible.

Sustainable energy strategies are to be explored for any new developments in the area. Uses of public land for sustainable energy generation are also to be explored. Funding needs to be sourced to realise measures

# 4 Physical Plan

## Explore Options for Sustainable Energy



**H** Explore options for sustainable energy – locations of potential projects.

# 4 Physical Plan

## Explore Options for Sustainable Energy

### H Explore options for sustainable energy

Project	Potential Benefits		
	Social	Economic	Physical
<b>H1 Racecourse - Central Site: Explore Geothermal Potential</b>			
Uses of public land for sustainable energy generation are to be explored, such as the possibility of geothermal heat pump within the Sligo County Council Racecourse lands. Funding needs to be sourced to realise measures.	Sustainable energy sources will help to reduce running costs thereby improving viability of enterprises and sustainability of public resources such as schools and sports buildings	Makes heating more affordable, releases more money into local economy, has benefits for national economy by reducing demand for imported fossil fuels	Improves the quality and energy efficiency of the building stock, and the environment. Contributes towards creating a sustainable community, with lower running costs and reduced CO2 emissions.

# 4 Physical Plan

## Ecological Considerations



Map indicating the main habitats present in the Cranmore area in terms of biodiversity value (Source: Appendix E)

# 4 Physical Plan

## Ecological Considerations

The Ecology Report (Appendix E) contains information on the natural heritage resources in the general area of the regeneration masterplan.

It contains information from a top level down approach to the conservation of protected natural heritage sites, e.g. those of European-scale ecological importance: Special Areas of Conservation (SACs), Special Protection Areas (SPAs) and Natural Heritage Areas (NHAs) to pockets of local biodiversity, e.g. green areas. This includes habitats and/or species listed in Annex I, II and IV of the EU Habitats Directive, rare plants listed in the Flora Protection Order and other semi-natural habitats of conservational value.

There are eleven European sites located within 15 km of the masterplan area. Three of these have connectivity with the plan area:

- Lough Gill SAC 001976;
- Cummeen Strand/Drumcliff Bay (Sligo Bay) SAC 000627 and
- Cummeen Strand SPA 004035.

These sites are of international importance under the NRA Scheme (2009) for habitat evaluation.

The report identifies five main habitats in the masterplan area that were assigned evaluation ratings of locally important – higher or lower value. With regard to other species of conservation concern, the presence of Annex IV Species was identified from National Biodiversity Data Centre records and from external reports (the Doorly Maisonnets Demolition Project and the Sligo Racecourse Grandstand Project).

The Habitats Directive sets out the requirement for appropriate assessment of plans or projects that may potentially impact Natura 2000 sites and this is addressed in the separate appropriate assessment document.

Potential indirect impacts on water quality and high-quality dependant species such as otter, salmon and lamprey will be avoided by incorporating appropriate and adequate sustainable urban drainage systems and a design feature of the masterplan.

Biodiversity in the Regeneration Masterplan Area will be increased by introducing landscaping with emphasis on the:

- Promotion of biodiversity with native species of local provenance
- Protection of existing local biodiversity

The conclusion of the Screening Report is that there is limited biological and hydrological connectivity to the European sites considered in this report and that it is unlikely that there would be significant impacts on the qualifying interests or conservation objectives of the European sites considered if the Sligo East City, Cranmore and Environs Regeneration Masterplan is adopted.

The Sligo and Environs Development Plan 2010–2016 contains numerous measures that will directly and/or indirectly contribute to the conservation of Natura 2000 sites and the protection of locally important ecological sites. These will assist in the implementation of the requirements of the Habitats Directive and will ensure that the masterplan will not have a significant impact on ecology.

If the policies and objectives of the governing Sligo and Environs Development Plan are employed in the implementation of the Sligo East City, Cranmore and Environs Regeneration Masterplan, then the plan will not have a significant impact on habitats or species of local, regional or international importance.

Based on the information provided above, and by applying the precautionary principle, it was determined that it was possible to rule out likely significant impacts on any European sites.

It was also determined that it was not necessary to undertake any further stage of the Appropriate Assessment process.

# 5 Delivering Regeneration





# 5 Delivering Regeneration

## Funding, Implementation and Monitoring

### Building on the success of the Regeneration Project to date

The Department of Housing, Planning, Community and Local Government (DoHPCLG) has been very involved in the Regeneration Project from the beginning and has provided significant funding for a wide range of regeneration initiatives to date.

#### Support for a structure for Regeneration:

Establishment of a regeneration project office, with a dedicated team to develop and deliver regeneration initiatives, including the regeneration masterplan

#### Physical projects supported to date include:

- refurbishments to a significant number of void houses in Cranmore, addressing risks associated with dereliction
- the clearance and demolition of a number of key sites: the centre block site in Cranmore, part of Carroll Drive, maisonettes at Cranmore Road/ Cranmore Place, and Doorly Park with the relocation of a number of households
- investment in addressing urgent housing needs in Sligo County Council housing stock including window and door replacements to over 100 no. houses
- support for CCTV maintenance
- investment in a series of small-scale environmental improvement contracts focussing on issues of immediate concern in streets and drives in Cranmore

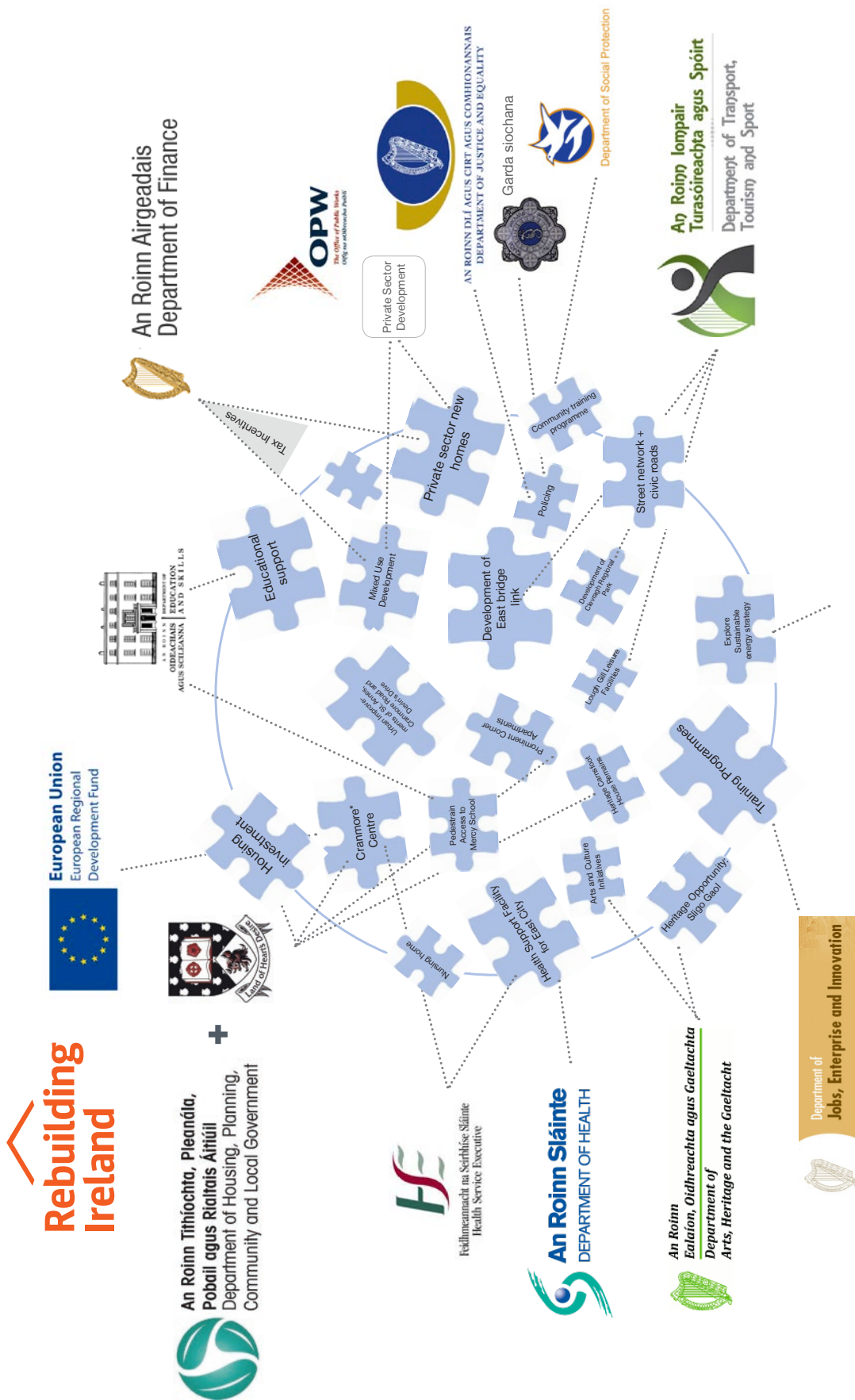
#### Social and economic projects supported to date include:

- Community Warden scheme
- Tenancy Support officer
- Community Sports Development programme
- Community Development initiatives, including support for the Cranmore Co-Op and other projects
- Music education projects in local schools and community facilities
- Training initiatives

These initiatives and projects represent significant investment in the Regeneration Area and have made a huge difference to the people living in Cranmore and its environs.

The project funding provided by the DoHPCLG has been complemented by funding investment and resources of Sligo County Council, and by project partner funding from the Health Service Executive (HSE), the Department of Social Protection (DSP), Sustainable Energy Authority of Ireland (SEAI), Education and Training Board (ETB), Rapid, Music Generation, Department of Justice and others.

# 5 Delivering Regeneration



Funding for Physical, Social and Economic Projects

# 5 Delivering Regeneration

## Funding for Physical, Social and Economic Projects

Funding for the physical, social and economic projects will be sought from a range of sources to deliver the regeneration master plan. Physical projects identified for regeneration funding by the Department of Housing, Planning, Community and Local Government are identified in the implementation table overleaf. Each project will be subject to capital appraisal, under the public spending code guidelines.

## Funding To Deliver the Regeneration Masterplan Vision

The masterplan seeks to build on the success to date, and to this end funding has been secured for a number of elements described in the regeneration masterplan vision.

The remaining projects will be funded through a variety of other sources. These are yet to be agreed but are likely to be mix of exchequer, EU, philanthropic sources and others, as indicated on the jigsaw diagram of funding sources.

The social and economic strategies are also based on actions intended to build on the progress to date. Many of the actions described in the social and economic plans are already underway, and are funded by a wide range of agencies.

Where social and economic actions require additional funding under the Social Interventions Budget, the DoHPCLG has recommended the establishment of an independent evaluation panel (an external review group) who can assess funding against the objectives outlined in the social and economic plans proposals on an annual case-by-case basis. This system has been in place for the Limerick Regeneration and other regeneration programmes.

## Anticipated Time Frames for Physical Regeneration Project Delivery

The timeframes indicated in the physical implementation framework have been categorised as short, medium and long-term, where short-term is anticipated as less than 3 years, medium 3-6 years, and long-term 6 years plus.

These are estimates and may change depending on circumstances including the availability of funding.

# 5 Regeneration Implementation: Physical Plan

	Sources of funding identified to date	ANTICIPATED TIME-FRAME			Status/Notes/Risks
		Short Less than 3 yrs	Medium 3-6 yrs	Long-term 6yrs +	
<b>Improve Quality Spaces for Community Facilities</b>					
<b>A1</b> Provide quality spaces for delivery of services and community activities	DoHPCLG Regeneration ERDF				Subject to further consultation, capital appraisal and project approval for funding
<b>A2</b> Space for Medical Services provision	DOH, HSE to be confirmed				Funding Sources and opportunities to be pursued
<b>A3</b> Doorly Park Lodge restoration to be explored	Not identified				Funding Sources and opportunities to be pursued
<b>Improve Access to Quality Amenities and Open Spaces</b>					
<b>B1</b> Play Area: Cranmore	DoHPCLG Regeneration				Subject to further consultation, capital appraisal and project approval for funding
<b>B2</b> Easy Access to Regional Sports Centre and Cleveragh Regional Park	Not identified				Funding Sources and opportunities to be pursued
<b>B3</b> Create Quality Open Spaces within Cranmore Area	DoHPCLG Regeneration				Subject to further consultation, capital appraisal and project approval for funding
<b>B4</b> Extended Exercise Trail through Brown's Field and Racecourse	Not identified				Funding Sources and opportunities to be pursued
<b>B5</b> Support the development of water based recreational opportunities and associated facilities at Doorly Park	Not identified				Sligo Tourist Development Association developing proposal in Collaboration with SCC
<b>B6</b> New Park at Doorly Park: junction of Martin Savage Terrace and Cranmore Road/ Browns Fields site	Not identified				Funding Sources and opportunities to be pursued
<b>Improve Housing Quality and Opportunity</b>					
<b>C1</b> Housing Improvements: focus on energy efficiency for Cranmore Estate	DoHPCLG Regeneration				Subject to further consultation, capital appraisal and project approval for funding
<b>C2</b> Housing Environmental Improvements: focussing on Cranmore Estate	DoHPCLG Regeneration				Subject to further consultation, capital appraisal and project approval for funding
<b>C3</b> Collery Drive/John Fallon Drive Link: address security and safety issues as part of environmental improvements	DoHPCLG Regeneration				Elements of this may be included as part of environmental works. Subject to further consultation, capital appraisal and project approval for funding
<b>C4</b> Housing: Centre Block Site*	Not identified as yet				Social Housing Funding Sources and opportunities to be pursued. Timeframe subject to securing funding. Subject to further consultation, capital appraisal and project approval for funding
<b>C5</b> Housing: Geldof Drive*	Not identified as yet				Social Housing Funding Sources and opportunities to be pursued. Timeframe subject to securing funding. Subject to further consultation, capital appraisal and project approval for funding

	Sources of funding identified to date	ANTICIPATED TIME-FRAME			Status/Notes/Risks
		Short Less than 3 yrs	Medium 3-6 yrs	Long-term 6yrs +	
<b>Improve Quality of Roads Streets and Urban Spaces</b>					
<b>D1</b> Cranmore Road Enhancements	DoHPCLG Regeneration				Subject to further consultation, capital appraisal and project approval for funding
<b>D2</b> Devins Drive Improvements	DoHPCLG Regeneration				Subject to further consultation, capital appraisal and project approval for funding
<b>D3</b> St Anne's Place Urban Landscape	Not identified				Funding Sources and opportunities to be pursued
<b>Improve Access and Links</b>					
<b>E1</b> Explore Mercy School Pedestrian Access from Geldof Drive	DoHPCLG Regeneration				Subject to further consultation, capital appraisal and project approval for funding
<b>E2</b> Joe McDonnell Pedestrian/Bicycle Link to Chapel Hill	DoHPCLG Regeneration				Subject to further consultation, capital appraisal and project approval for funding
<b>E3</b> Brown's Field Pedestrian/Bicycle Link to Cranmore	Not identified				Funding Sources and opportunities to be pursued
<b>E4</b> New Centre Block Avenue (Pedestrian/Bicycle)	DoHPCLG Regeneration				Subject to further consultation, capital appraisal and project approval for funding
<b>E5</b> Explore Sligo Gaol to Cranmore Road Link	Not identified				Subject to further consultation, capital appraisal and project approval for funding
<b>E6</b> Garavogue Villas Access: Traffic Management Plan	SCC resources and other funds				Funding Sources and opportunities to be pursued
<b>Get the most out of the vacant and potential sites in the area</b>					
<b>F1</b> Geldof Drive Bungalow Site  (as per C5 project note)	Not identified as yet				Social Housing Funding Sources and opportunities to be pursued. Timeframe subject to securing funding. Subject to further consultation, capital appraisal and project approval for funding
<b>F2</b> Cranmore Road Cleared Site: New Residential (Apartments)	PRIVATE SECTOR				Sale of site subject to approval by SCC. Development by private sector or others to be investigated. Risks: Market forces/ Private housing market demand
<b>F3</b> Brown's Field: Mixed Use site for Development	PRIVATE SECTOR				Sale of site subject to approval by SCC. Development by private sector or others to be investigated. Risks: Market forces/ Private housing market demand
<b>F4</b> Doorly Park Former Maisonettes Site: Residential Development Use	PRIVATE SECTOR				Sale of site subject to approval by SCC. Development by private sector or others to be investigated. Risks: Market forces/ Private housing market demand
<b>F5</b> Centre Block Site: Community and Residential Development  (as per C4 project note)	DoHPCLG Regeneration				Social Housing Funding Sources and opportunities to be pursued. Timeframe subject to securing funding. Subject to further consultation, capital appraisal and project approval for funding
<b>F6</b> Cleveragh Drive Re-Zoning: Residential	Not identified				To be recommended as part of Sligo and Environs Development Plan review. Subject to Development Plan consultation process and final approval by SCC
<b>Develop and Promote Historical Assets in the Area</b>					
<b>G1</b> Carnsfoot House Remains of walled garden	Not identified				Funding Sources and opportunities to be pursued
<b>G2</b> Sligo Gaol	Not identified				Funding Sources and opportunities to be pursued
<b>Explore Options for Sustainable Energy</b>					
<b>H1</b> Racecourse - Central Site: Explore Geothermal Potential	Not identified				Funding Sources and opportunities to be pursued

# 5 Regeneration Implementation: Social Plan

## Social Plan Strategy

### Lead Agencies for each of Social Plan Strategies

Education	Sligo Education Centre, Department of Social Protection, Tusla, Sligo Leitrim Mayo Education Training Board, Sligo LEADER Partnership, educational establishments serving the area
Unemployment and Training	Intreo, Sligo LEADER Partnership, Sligo Local Enterprise Office, Mayo Sligo Leitrim Education Training Board, Sligo Community Training Centre
Health and Wellbeing	Health Service Executive, Tusla
Family Support	Department of Social Protection, Gardaí and Probation Service, Sligo Childrens' Services Committee, Sligo County Childcare Committee, Sligo County Council, Sligo Education Centre, Sligo LEADER Partnership, Mayo Sligo Leitrim Education Training Board, Tusla.
Community Safety and Housing Management	Sligo County Council, the Community Gardaí and the Inspector of Community Policing, Community Wardens, Sligo Sports and Recreation Partnership, Sligo Community Mediation Group, Sligo Education Centre, North West Regional Drug and Alcohol Task Force, youth organisations
Sport and Recreation	Sligo Sport and Recreation Partnership, Sligo County Council, Mayo Sligo Leitrim Education Training Board, Health Service Executive, Sligo Volunteer Centre, Sligo County Childcare Committee, and Sligo GP Association, schools and youth organisations
Income Adequacy	Department of Social Protection, Citizen Information Board, Sligo Citizens Information Centre, Garda Síochána, Sligo Money Advice and Budgeting Service, Sligo Credit Union, Resource House, Society of St. Vincent De Paul
Community Development Strategy and Youth Work	Sligo LEADER Partnership, Youth organisations, The Avalon Centre, Comhairle na nÓg, Gaisce, Sligo Family Resource Centre
Arts and Culture	Sligo Arts Service, Sligo Leader Partnership, Mayo, Sligo, Leitrim Education and Training Board, Schools, Sligo Education Centre, Arts organisations, youthwork organisations, community organisations,

Existing interagency structures will be important for the implementation of the Regeneration Masterplan.

# 5 Regeneration Implementation: Social Plan

## New Inter-Agency Structures proposed to target regeneration issues

New inter-agency structure	Role for new structure:
Regeneration Education Steering Group	Co-ordinate, drive forward and further develop the objectives of the education strategy
Early Childhood Education Network	Co-ordinate, drive forward and further develop the early childhood objectives of the education strategy
Employment Taskforce	Co-ordinate, drive forward and further develop employment objectives
Formal network of agencies working with families	Co-ordinate, maintain and improve the interagency approach to family support
Expanded Community Development and Youth Work Network	Co-ordinate focus, promote and support high quality professionalised community development and youth work
Forum of Arts and Culture Stakeholders	Co-ordinate and support the implementation of the Arts and Culture Strategy
Formal network of funders, clubs, schools, youth workers, volunteers, and other providers of sports and recreation activities	Co-ordinate and provide mutual support, identify emerging needs and support new responses to these

# 5 Regeneration Implementation

## Social Plan

### Structures for Driving and Monitoring the Social Regeneration Plan

Recognising the on going nature of many of the social plan strategies and the positive new developments in terms of the adoption of the Sligo County Economic and Community Plan (2016- 2021) and the establishment of the LCDC, the Social Regeneration Plan acknowledges the range of existing interagency structures and aims to build on those, as outlined below:

**1. A Social and Economic Plan Regeneration Oversight Group** will be established. This group will also liaise with the LCDC on the progress of the LECP and report to the Regeneration Steering Group. Public sector bodies and other agencies with a key role to play in the implementation of the Social Regeneration Plan will be invited to nominate a senior representative to act as a member of the oversight group.

The oversight group will support the planning for the Regeneration Project, drive its implementation, and extract learning from it for application over the life of the regeneration and in other parts of Sligo.

Agencies will play a lead role implementing the strategies of the Social Regeneration Plan. The Regeneration Team will play a key leadership role in the implementation of all strategies. The lead agencies for each of the strategies are outlined in table overleaf.

**2. Existing interagency structures** will contribute to implementing the Social Regeneration Plan. The following existing interagency and partnership structures will be supported to make their contribution to the implementation of the Regeneration Masterplan:

- The Sligo Education Working Group
- The Sligo Leitrim Children's Service Committee
- The Youth Mental Health Committee
- The Healthy Cities Initiative
- The Community Safety Task Force
- The Communities against Illegal Money Lending subgroup of the Community Safety Task Force

**3. New interagency structures** will drive and monitor implementation of the specific strategies. These will be established and supported for an appropriate period of time as part of the regeneration process, see table overleaf.

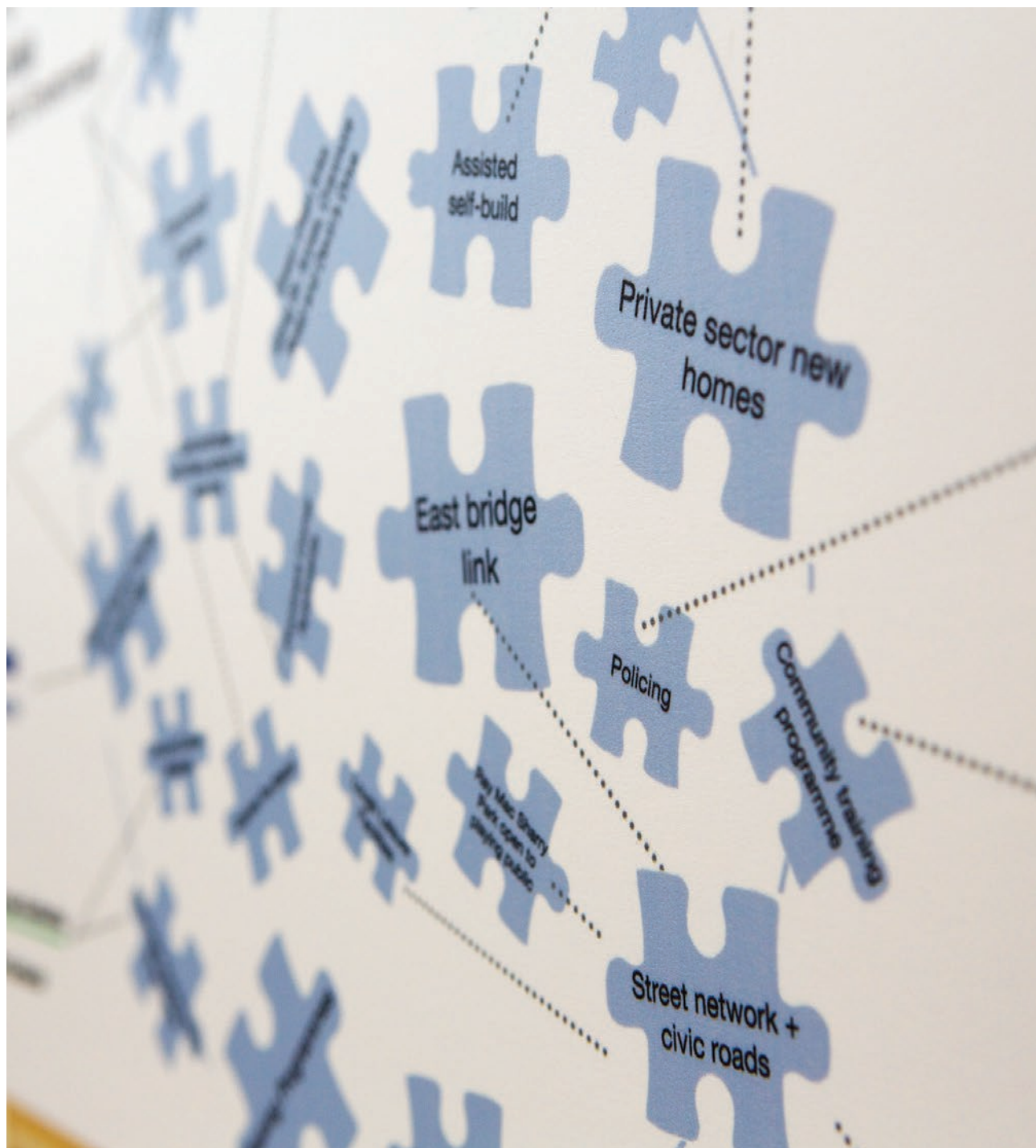


# 5 Regeneration Implementation

## Social Plan

- 4. Foundational initiatives** will drive implementation of key elements of the Social Regeneration Plan. Funding will be sought for posts to be created and initiatives to be developed to secure the full implementation of the social and economic plans and their various strategies:
- Liaison officers will be appointed in each of the public sector bodies and other agencies involved in implementing this plan to support an internal focus on the Regeneration Project.
  - Public sector bodies and other agencies involved in implementing this plan will develop, adopt and implement a statement in relation to their engagement with this Social Regeneration Plan that establishes their commitment to the Regeneration Masterplan.
  - Funding will be sought for the posts of Education Co-ordinator and Education Worker who will drive and secure the implementation of the education strategy.
  - Funding will be sought for an Independent Activation Worker, outside of the Intreo system, who will stimulate, support and implement initiatives to ensure engagement by and outcomes for local people from the activation system.
  - Sligo County Council will maintain the Housing Management Team, including the replacement of current and future vacancies. The positions of the community wardens will continue to be resourced and expanded.
  - The post of Community Sports Development Officer in the Sligo Sports and Recreation Partnership targeting the Regeneration Area will continue to be supported and resourced.
  - Funding will be sought for two community-development worker posts; and two youth worker posts will be supported. Support to develop and build capacity to manage the community development and youth work strategy will be made available to local organisations by a community development support agency.
  - Funding will be sought for an arts organisation, skilled and experienced in community arts practice, on a tender basis to provide guidance, act as a sounding board, and evaluate and extract learning from the actions taken.
  - Funding will be sought for a Community Arts Development Co-ordinator; funded and employed to lead the development and implementation of the Arts and Culture Strategy.

# 5 Regeneration Implementation: Economic Plan



Many factors are important to assist economic development

# 5 Regeneration Implementation: Economic Plan

## Structures for Driving and Monitoring the Economic Regeneration Plan

**A social and economic regeneration oversight group** will be established. The mandate of the oversight group will encompass both the Social Regeneration Plan and this economic plan. The oversight group will report to both the Regeneration Steering Group and the LCDC on the progress of the plan.

In this way it will support the planning for the economic strategy, drive the implementation of the economic plan, and extract learning from the economic plan for application over the life of the regeneration plan and in other parts of Sligo. The oversight group will include public sector bodies and other agencies with a key role to play in the implementation of the economic plan. It will also include local community representatives and organisations.

**An economic interagency forum** will be established to bring together key agencies with a capacity to support economic development in the Regeneration Area. This forum will co-ordinate the deployment in the Regeneration Area of the resources available to these agencies and enable a bridge for local people to access their services. It will enable long-term planning for a coherent response to the challenges of supporting initiatives to enable local people to compete effectively for opportunities that emerge in the private sector and the local economy.

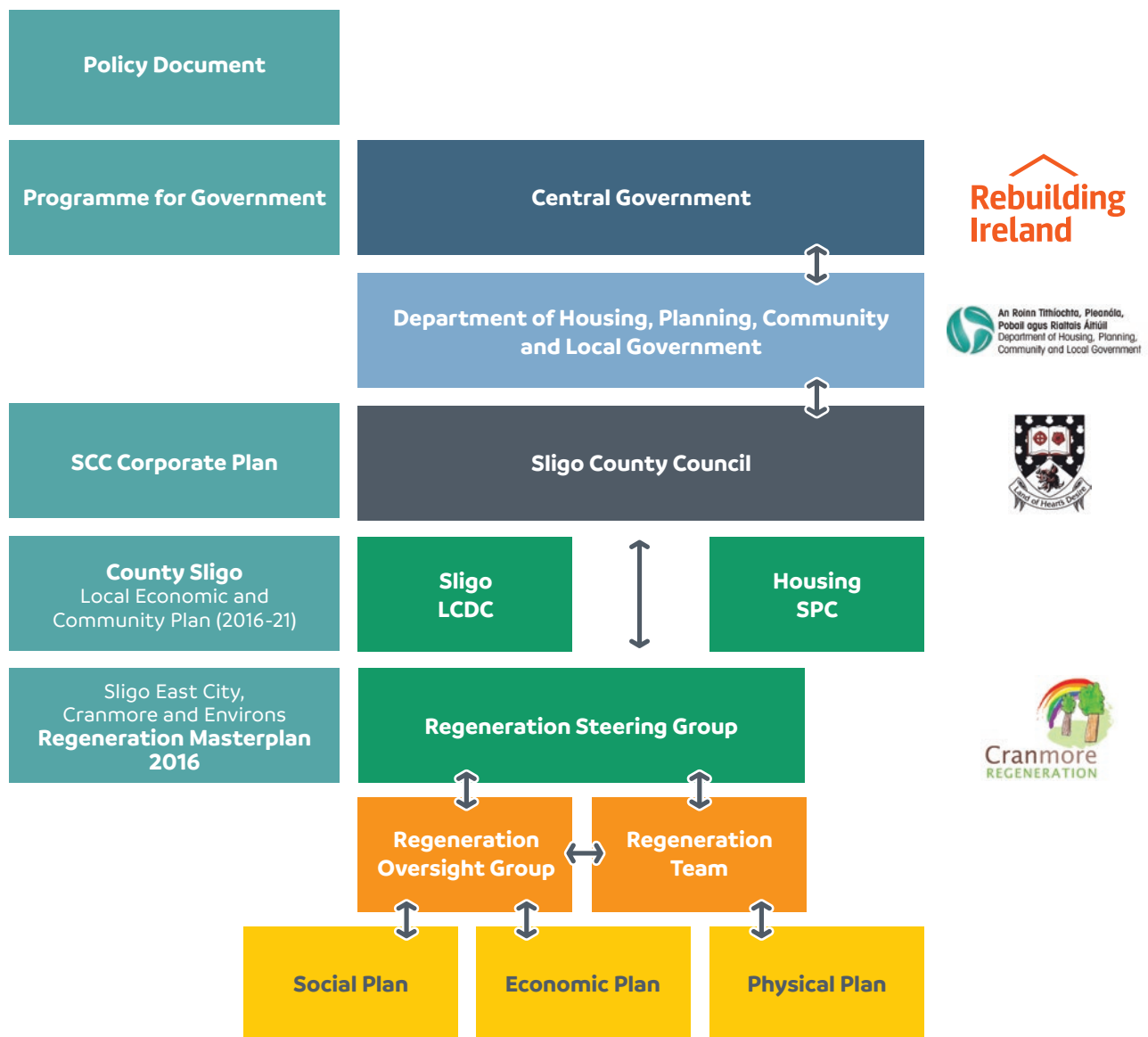
**A private sector forum** will be established under the auspices of the Sligo Chamber of Commerce. The forum will serve to secure access to private sector guidance for the implementation of the regeneration process, and in particular for the implementation of this economic plan. It will promote private sector support for the regeneration process, and enable private sector engagement in regeneration initiatives.

**An economic regeneration task group** will be established to progress key areas of the economic plan. The key agencies for the successful implementation of the economic plan include:

Regeneration Team, Sligo County Council, Sligo Local Enterprise Office, Enterprise Ireland, Sligo, Sligo LEADER Partnership, IT Sligo Innovation Centre, Sligo Credit Union, Fáilte Ireland, Intreo SOLAS, Mayo, Sligo, Leitrim Education Training Board, and Business in the Community Ireland

**A foundational initiative** to drive key elements of the economic plan includes sourcing funding for the employment of an enterprise support officer to support start-up microenterprises and to link local people to mainstream business and economic development supports.

# 5 Monitoring Structure for Regeneration Masterplan



# 5 Monitoring of Regeneration Masterplan

The Cranmore Regeneration Project Office will co-ordinate, manage and report to the Regeneration Steering Group on the progress of implementing the various elements of the masterplan.

## Physical Plan

The Regeneration Team will co-ordinate, manage and report to the Regeneration Steering Group on progress of the various physical actions and projects. Each project will be subject to the requirements of the public spending code.

## Social and Economic Regeneration Plans

Linking in with the delivery of the LECP, an interagency regeneration oversight team will be established (from senior public sector staff) to oversee the delivery of the social, economic and physical regeneration plans and report to both the LCDC and the Regeneration Steering Group on progress.

## Social Plan

New and existing interagency structures will be used, including the LCDC, as outlined within the social plan. Funding will be sought to facilitate the implementation of the social plan actions. An implementation team has been identified for each strategy, made up of key agencies and their partners, as outlined in the social plan action tables.

## Economic Plan

An economic interagency group, private sector forum and economic task group will be established to facilitate the implementation of the economic action plan. These groups will report to the Regeneration Oversight Team, which will in turn feed back to the Regeneration Steering Group.

It is critical to see the masterplan as a holistic strategy.

Delivery of each of the elements will require a series of on-going negotiations with funding agencies to secure the necessary budget allocations needed for successful implementation.

# Thank you to all who took part in the forming of the Regeneration Masterplan



# Contributors to the Regeneration Masterplan

We would especially like to thank the many people who took part in shaping the Regeneration Masterplan, the many residents and community members who came to the various consultations, who took part in workshops and were so helpful in providing feedback on the masterplan ideas.

We would also like to thank the many representatives, agencies and people who contributed, sharing information and insight:

An Garda Síochána

Abbeyquarter Community Centre

Avalon Centre

Clúid Housing Association

Community Representatives

Cranmore Community Co-operative

Cranmore Regeneration Team

Department of Social Protection

Enterprise Ireland

Fáilte Ireland

FÁS

Focus Ireland

Foróige

Health Service Executive - Community Services, Children & Families, Mental Health Services, Addiction Services, Older People's Services

IDA Ireland

Independent Community Liaison Officer

Lifestart Sligo

Mayo Sligo and Leitrim Education Training Board (MSL ETB)

Mercy College Sligo

North Connaught Youth Services

North West Regional Drugs Task Force

Our Lady of Mercy Primary School

Probation & Welfare Services

Sligo County Council Housing Section

Sligo Chamber of Commerce

Sligo Community Training Centre

Sligo County Childcare Committee

Sligo County Council: architecture, planning, roads, environment, heritage

Sligo County Council Arts Office

Sligo County Enterprise Board

Sligo Education Centre

Sligo Family Resource Centre

Sligo Institute of Technology

Sligo Leader Partnership Company

Sligo Local Enterprise Office

Sligo Music Generation Project

Sligo Racecourse Committee

Sligo Regional Sports Centre

Sligo School Project

Sligo Schools Completion Programme

Sligo Social Services Council

Sligo Sport & Recreation Partnership

Sligo Tourism

Sligo Volunteer Centre

Springboard Resource House Project

St Angela's College

Western Development Commission

Youthreach

This list is not exhaustive. We are grateful to everyone who played a part.

## Cranmore Regeneration Project

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