



Managing Historic Towns along the Atlantic Economic Corridor (AEC)

An initiative by



An Roinn Ealaíon, Oidhreachta,
Gróidhail Réigiúnacha, Tuaithe agus Gaeltachta
Department of Arts, Heritage,
Regional, Rural and Gaeltacht Affairs



An Roinn Tithíochta, Pleanáil,
Pobail agus Rialtais Áitiúil
Department of Housing, Planning,
Community and Local Government



AEC Towns Collaborative Town Centre Health Check Workshop **22nd November**

In partnership with



IRISH LANDSCAPE INSTITUTE
INSTITIÚID TIRSHRÁGHA NA hÉIREANN



IRISH PLANNING
INSTITUTE
Institiúid Pleanála na hÉireann



An Roinn Forbartha
Tuaithe agus Pobail
Department of Rural and
Community Development



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1. Background to Collaborative Town Centre Health Check Training Programme and AEC Towns Workshop (Ballina, November 2018)

In mid-2016, the Heritage Council of Ireland (Lead Partner), RGDATA and the Retail Consultation Forum, in collaboration with the Department of Culture, Heritage and the Gaeltacht, the Department of Housing, Planning and Local Government (DoHPCLG), the Irish Planning Institute (IPI), the Irish Landscape Institute (ILI), the Royal Institute of the Architects of Ireland (RIAI) and Third-level Institutes (north and south), created a **'pilot' trans-disciplinary National Collaborative Town Centre Health Check (CTCHC) Training Programme** consisting of **two workshops**, which were held in September 2016 (Naas Town Hall) and February 2017 (Dublin Castle) **with town centre survey programme/mentoring period taking place during October–March 2017**. The findings from both workshops, and from the pilot projects in the specific towns, were included in the Heritage Council's detailed submissions to the National Planning Framework¹ (December 2016, March 2017 and November 2017). Since then, the Department of Rural and Community Development, the Department of Communications, Climate Action and Environment and the Department of the Taoiseach have come on board as CTCHC Training Programme Partners.

The CTCHC training during 2016/2017 supported the creation of robust, collaborative Town Centre Health Checks (TCHCs) for 8 no. Irish towns², which are formally linked to the statutory planning system, through the review of county development plans (CDPs) and Local Area Plans (LAPs). For example, the Rush collaborative town centre health check is included in the *Rush Draft Urban Framework Plan, April 2018*³. Also, the Ballina, Cashel, Ennis, Naas, Monaghan and Tralee collaborative TCHC research and reports⁴ are currently being used to inform the review of Local Area Plans for the historic county towns.

Due to an exponential growth in demand for the 'pilot' training programme during 2016/2017, i.e. 70 no. people attended the first workshop in Naas (September 2016) and 130 no. people attended the second workshop in Dublin Castle (March 2017), i.e. 90% increase in demand, the training programme has been divided into two key strands, as of April 2018, namely:

- **Border Towns** – a workshop was held in Monaghan for Border Towns in June 2018 in partnership with Monaghan County Council. A *Border Towns CTCHC Workshop Feedback Report* has recently been finalised (November 2018). A draft version of this report was submitted to the partner Departments in September 2018. 60 no. people attended the first workshop and a second workshop is planned to be held in Dundalk in early 2019; and
- **Atlantic Economic Corridor (AEC) Towns** – this workshop in Ballina is the first AEC CTCHC Training Workshop for AEC Towns and has been organised by the Heritage Council in partnership with Mayo County Council and the partner government departments including the Department of Rural and Community Development. As with the Border Towns Workshop, it is envisaged that a draft feedback report will be prepared and circulated to all attendees for comment/input before finalisation and publication in early January 2019.

It is anticipated that a further strand to cover/service the East of the country will be created when extra resources are available to the Heritage Council.

¹ The Heritage Council is a member of the National Planning Framework (NPF) Advisory Group.

² The seven towns that participated in the 'Pilot' CTCHC Training Programme were: Ballina, Cashel, Dundalk, Ennis, Monaghan, Naas, Rush and Tralee.

³

<https://consult.fingal.ie/en/system/files/materials/8780/Draft%20Rush%20Urban%20Framework%20Plan.pdf>

⁴ https://www.heritagecouncil.ie/content/files/Tralee_Town_Centre_Health_Check.pdf

Ireland's Collaborative TCHC Training Programme aims to establish a collaborative approach to undertaking Town Centre Health Checks, in order to inform the design and implementation of a new Collaborative TCHC National Investment Programme, which supports various government policies, plans and strategies, including the emerging *Heritage Ireland 2030*⁵ and the:

1. **Action Plan for Rural Ireland, 2017 ('Pilot' TCHC Training Programme included on page 20);**
2. **Implementation of the *National Landscape Strategy 2015-2025 (NLS)*;**
3. **Implementation of *Planning Policy Statement 2015* i.e. evidence-based planning;**
4. **Implementation of the Section 28 (as amended) Retail Planning Guidelines, 2012; and**
5. **Implementation of Government Policy on Architecture 2009-2015.**

In addition, the CTCHC Training Programme supports the delivery of the **Heritage Council's Policy Proposals for Ireland's Towns**, which was launched in late 2015⁶.

Critically, the CTCHC Training Programme strongly supports the implementation of the ***National Planning Framework (NPF) and National Development Plan 2018-2027– Project Ireland 2040***, particularly in relation to the stated National Strategic Outcomes (NSOs), National Policy Objectives (NPOs) and Strategic Investment Priorities (SIPs).

Four key pillars are at the heart of the Collaborative Town Centre Health Check Training Programme:

1. **Local Authorities;**
2. **Chambers of Commerce and Business Improvements Districts (BIDs);**
3. **Local Civic Groups, e.g. Tidy Town Groups; and**
4. **Third Level Institutes – north and south, e.g. the Heritage Council arranged for IT Tralee to work with Kerry County Council and QUB to work with Donegal County Council.**

European Commission (EC) Enquiry re. Best/Good Practice – March 2017

In addition, the programme partners wish to highlight that the European Commission's DG for Internal Market, Industry, Entrepreneurships and SMEs, requested all the 'Pilot' CTCHC documents that record and communicate the conception, design/setting up, delivery and journey from mid-2016 to date, in order to inform a European-wide study into good/best practice in town centre entrepreneurship and management. The following reports were forwarded to the EC in March 2017:

- *CTCHC Training Workshop No.2 Training Pack, March 2017;*
- *CTCHC Workshop No.1 Feedback Report, November 2016;*
- *CTCHC Training Programme - Briefing Note for Minister Humphreys T.D., October 2016;*
- *CTCHC Training Workshop No1. - Training Pack (including 15-Step TCHC Methodology), September 2016;*
- *CTCHC Fact Sheet No.1 - Web Resources for TCHCs, September 2016;*
- *CTCHC Factsheet No.2 - Example of Questionnaire for Shoppers, September 2016; and*
- *CTCHC Training Programme - Agreed Project Charter, July 2016.*

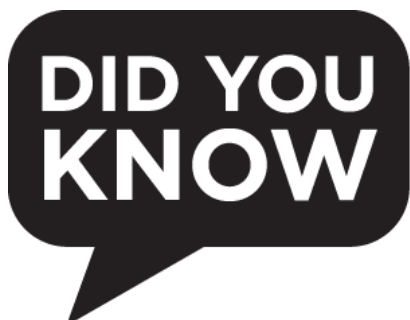
As noted above, the Ballina CTCHC Training Workshop for AEC Towns follows on from three CTCHC Training Workshops held in: - 2016 (Naas Town Hall), 2017 (Dublin Castle) and 2018 (Monaghan).

⁵ <https://www.chg.gov.ie/heritage/>

⁶ http://www.heritagecouncil.ie/fileadmin/user_upload/Publications/Towns_pubs/Policy_document_web.pdf

The Key aims of the AEC CTCHC Workshop in Ballina (November 2018) are to:

1. Raise awareness and understanding of the critical role that our historic Towns along the Atlantic Economic Corridor (AEC) play and the wide-ranging impacts that their *vitality*, *vibrancy* and *viability* have on overall socio-economic, environmental and cultural growth and development, and on quality of life for citizens, investors and visitors alike;
2. Encourage collaboration, co-operation and co-ordination between AEC Towns and the key partners and stakeholders involved in strategic town centre management and regeneration;
3. Strengthen partnership, trust and understanding between all partners/agencies and various levels of government involved in the management and regeneration of AEC Towns;
4. Enable sharing and exchange between AEC Towns and their catchment areas at a policy, programme and project level; and
5. Liaise with historic towns in other EU Member States and continents to encourage international co-operation and understanding of the unique geo-political and cultural issues at play in Atlantic Coastal Towns.



According to the 2016 Census in Ireland, there were 1.9 million persons residing within 5 km of the coast, representing 40% of the total population. Of these, 40,468 people were identified as living less than 100 metres to the nearest coastline.

2. Ballina CTCHC Workshop Programme: 22nd November 2018

- 9.30am** Registration and Tea/Coffee on arrival at Ballina Manor Hotel
- 9.45am** Welcome from Cllr Michael Smyth, Cathaoirleach, Ballina Municipal District, Mayo County Council
- 10.00am** Introduction/outline to training day and programme - Ali Harvey, Heritage Council - Key Aims and Objectives
- Session 1: *Regenerating European Town Centres (40 minutes)***
- 10.10am** **International Guest Speaker: Dr Ioulia Ossokina, University of Eindhoven**
Managing European Town Centres – Emerging Trends, Patterns and Smart Data Technology
- 10.30am** ***Q&A and Group Discussion for 20 mins***
- Session 2: *Understanding Historic Towns along the Atlantic - Project Ireland 2040 and the Atlantic Economic Corridor (AEC) - Funding Opportunities for 2019?***
- 10.50am** **Turlough O'Brien, Department of Rural and Community Development - *The AEC: Developing a strategy to maximise local assets from a regional perspective***
- 11.05am** **Sarah Gearty, Royal Irish Academy (Irish Historic Towns Atlas) - *Exploring the Form and Function of Historic Towns along the AEC***
- 11.20am** **Orla Murphy, UCD and Free Market: Venice Biennale - *Free Market – Learning from Small Towns?***
- 11.35am** **Dr Declan Downey, UCD and Spanish Royal Academy - *Opportunities for Cultural Heritage along the Atlantic Economic Corridor and Wild Atlantic Way – the Historical Continental Connections***
- 11.50am** ***Q&A and Group Discussion - 15 mins from 11.50am (Finish 12.05pm) - recorded for Workshop Feedback Report, which will be submitted to the relevant government Departments and other key partners.***
- 12.05pm** **Tea/Coffee Break – 10 mins**
- Session 3: *A Snap Shot of Collaborative TCHC Initiatives in Tralee, Sligo, Ennis and Ballina***

- 12.15pm** **Martha Farrell, Marketing Department, IT Tralee** - *Building Kerry's Capital: The Role of a Successful Collaborative Town Centre Health Check (CTCHC)*⁷
- 12.30pm** **Gail McGibbon, CEO Sligo BID** - *Measuring Indicators of Town Centre Vibrancy and Vitality*
- 12.45pm** **Brian McCarthy, Senior Planner, Clare County Council** - *Collaboration in Town Centres – example from Ennis*⁸
- 1.00pm** **Dr Deirdre Cunningham, Heritage Officer, Mayo County Council** - *Checking the Pulse in Ballina*
- 1.15pm** **Q&A and Group Discussion - 15 mins from 1.15pm (F 1.30pm)** - recorded for Workshop Feedback Report, which will be submitted to the relevant government Departments and other agencies.
- 1.30pm** **Two course (plus tea/coffee) complimentary lunch in the Ridgpool Restaurant at the Ballina Manor Hotel – Opportunity to network**

2.30pm AEC Towns Workshop Group photo

Session 4: **AEC Towns and Project Ireland 2040 (NPF and NDP) - Group Exercise - Opportunities for Collaboration and Investment?**

2.45pm **Group Exercise (Mixed Groups 30mins)** - AEC Towns and Project Ireland 2040? – Opportunities re. structures, policy and programmes - recorded for Workshop Feedback Report which will be submitted to the relevant government Departments and other agencies.

Facilitators: Ali Harvey and Tara Buckley

Please bring a map of your town centre for Group Exercise, preferably A3

3.15pm **Group Feedback and Discussion in relation to Group Exercise (30 mins) - ALL**

3.45pm **Summary of Next Steps - Ali Harvey**

4.00pm **Workshop Evaluation Forms - 15 mins - Finish 4.15pm**

Contact: Ali Harvey, Heritage Council, M 087 419 3458 or aharvey@heritagecouncil.ie

⁷ https://www.heritagecouncil.ie/content/files/Tralee_Town_Centre_Health_Check.pdf.

Tralee won Bank of Ireland's National Award for Most Enterprising Town in Ireland Award in November 2017.

⁸ <https://www.clarecoco.ie/services/planning/publications/ennis-town-centre-health-check-report-january-2018-27192.pdf>

Useful resources from previous CTCHC Training Workshops:

<https://www.heritagecouncil.ie/content/files/FutureProofYourHistoricBorderTown.pdf>

[https://www.heritagecouncil.ie/content/files/Workshop_pack Town centre-health check March 2017.pdf](https://www.heritagecouncil.ie/content/files/Workshop_pack_Town_centre-health_check_March_2017.pdf)

[https://www.heritagecouncil.ie/content/files/Feedback_report-on naas workshop.pdf](https://www.heritagecouncil.ie/content/files/Feedback_report-on_naas_workshop.pdf)

[https://www.heritagecouncil.ie/content/files/Workshop_pack town centre health check naas.pdf](https://www.heritagecouncil.ie/content/files/Workshop_pack_town_centre_health_check_naas.pdf)

Workshop Accommodation in Ballina – CTCHC Workshop attendees are asked to note that a special rate of €75 (B&B) has been arranged with the Ballina Manor Hotel for the evening of the 21st November 2018:

<https://www.ballinamanorhotel.ie/>

Acronyms used in the CTCHC Workshop:


AEC =	Atlantic Economic Corridor
ATCM =	Association of Town and City Management
CDP =	County/City Development Plan
DOCCAE =	Department of Communications, Climate Action and Environment
DOCHG =	Department of Culture, Heritage and the Gaeltacht
DOHPLG =	Department of Housing, Planning, Community and Local Government
DORCD =	Department of Rural and Community Development
EIA =	Environmental Impact Assessment (for Projects)
EIAR =	Environmental Impact Assessment Report (previously known as an EIS)
ILI =	Irish Landscape Institute
IPI =	Irish Planning Institute
LAP =	Local Area Plan
MSP =	Maritime Spatial Plan
NDP =	National Development Plan 2018-2027 – Project Ireland 2040
NGOs=	Non-governmental organisations
NPF =	National Planning Framework – Project Ireland 2040
PPN =	Public Participation Network
RIAI=	Royal Institute of Architects of Ireland
RSES =	Regional Spatial and Economic Strategy
SDZ =	Strategic Development Zones
SEA =	Strategic Environmental Assessment (for Plans and Programmes)
SHD =	Strategic Housing Development
WAW =	Wild Atlantic Way.

3. Bios for AEC CTCHC Workshop Ballina, 22nd November 2018 - Team (in running order)

	<p>Ali Harvey MIPI manages the Heritage Council's National Planning & Regeneration Programmes. A chartered planner and qualified project manager with a background in economics and regeneration, she has 20 years' experience of setting up and running collaborative planning and regeneration programmes and projects. Ali initiated and set up the all-island <i>Irish Walled Towns Network (IWTN)</i> in 2005, after moving from the private sector (9yrs) to the Heritage Council and wrote the first <i>IWTN Action Plan 2006–2008</i>, based on collaborative workshops, which secured direct funding of €4m during 2007/2008. She initiated/co-ordinated the <i>Landscape Character Assessment CPD Training Course 2009-2011</i>⁹ with 10 no. professional institutes, Clare County Council and the Landscape Observatory of Catalonia, Spain.</p> <p>Ali is author of the award-winning <i>Community-led Urban/Rural Village Design Toolkit, 2012</i> and is a member of EirGrid's National Advisory Group (NAG), EirGrid's Strategic Environmental Assessment (SEA) Advisory Group and the DoHPCLG's National Planning Framework (NPF) Advisory Group. Ali will be a panellist at the ATCM's upcoming conference in London in early 2019¹⁰.</p> <p>www.heritagecouncil.ie</p>
	<p>Tara Buckley is Director General of RGDATA, the Retail Grocery Dairy & Allied Trades Association. RGDATA represents the owners of 3,500 family-run shops, supermarkets, convenience stores and forecourt stores in towns and villages throughout Ireland. RGDATA is an active supporter of sustainable spatial planning, the S28 Retail Planning Guidelines, vibrant town centres, self-sufficient villages and shops people can walk to. RGDATA members are community business people who pay over €100 million annually in local municipal charges and invest €41 million annually in local groups and action-based initiatives.</p> <p>Tara is also a member of the National Oversight and Audit Commission (NOAC), the Retail Consultation Forum and the DoHPCLG's National Planning Framework (NPF) Advisory Group.</p> <p>www.rgdata.ie</p>
	<p>Dr Ioulia Ossokina is Assistant Professor at the Department of the Built Environment of Eindhoven University of Technology, the Netherlands. She is also affiliated as lecturer with Erasmus School of Economics (Rotterdam, the Netherlands). Before moving to Eindhoven, she worked for 13 years as economic researcher at CPB Netherlands Bureau for Economic Policy Analysis, the influential financial think tank of the Dutch Government. She graduated from the University of Tilburg in 1998 and got her PhD in 2003 at Erasmus University Rotterdam.</p>

⁹ The Heritage Council and Partners' *LCA CPD Course* (two-day residential course located in County Clare delivered twice per annum during 2009–2011, 200+ attendees from Ireland, UK and Australia), was conferred with the Irish Landscape Institute's President's Award in November 2009.

¹⁰ www.atcm.org

	<p>Ioulia does empirical research on the economic analysis of cities, urban planning, real estate and transport markets, this using big data and modern econometric techniques. Her models answer questions like: Why do people choose to live and work in cities? What are the effects of investments in urban transportation on the demand for housing? Which retail and office locations are more likely to have high rents and which high vacancies? Ioulia's research often benefits from cooperation with academic colleagues as well as experts from various governmental and market organizations. She strongly believes that this interaction helps to create new scientific insights that are useful in practice.</p> <p>She is a member of national and international networks of urban and transportation economists and regularly gives invited talks about her research in the Netherlands and abroad. She serves as referee and guest editor for national and international journals. She also delivers courses on Urban economics, Financial planning in real estate, Cost-benefit analysis.</p> <p>www.ossokina.com</p>
	<p>Turlough O'Brien is an Assistant Principal Officer with the Department of Rural and Community development, the Government Department with responsibility for implementing the Atlantic Economic Corridor under the National Development Plan – Ireland 2040.</p> <p>Turlough has served in a diverse range of roles in his career to date in the Irish Civil Service. He has worked in the areas of data-driven service process improvement, staff training, information security and data protection for the Department of Employment Affairs and Social Protection; hospital care policy for the Department of Health and healthcare labour market economics for both the Public Sector Pay Commission and the Department of Public Expenditure and Reform in recent years.</p> <p>Turlough recently joined the DRCD as a member of the Rural Strategy Unit, which has responsibility for the implementation of the AEC Programme. At present, Turlough's role is largely focussed on engaging with and co-ordinating relevant stakeholders such as local authorities, regional economic and enterprise development agencies, regional chambers of commerce and higher education institutes through the aegis of the Atlantic Economic Corridor (AEC) Taskforce and its working groups.</p> <p>www.drcd.gov.ie</p>



Sarah Gearty is cartographic and managing editor of the Irish Historic Towns Atlas (IHTA), a research project of the Royal Irish Academy. She has been responsible for the mapping and production of nineteen town atlas fascicles, six pocket maps and five ancillary publications from that project. She has worked on several towns located along the Atlantic Economic Corridor (AEC) including: Ennis, Galway, Limerick, Sligo and Tuam with Ballyshannon and Tralee in progress. Sarah was co-author (with Fergus O’Ferrall and Martin Morris) of IHTA, No. 22, *Longford* (2010) and is co-editor (with H.B. Clarke) of the *Maps and texts* series of publications on towns from the Royal Irish Academy (2013, 2018). She is also the co-ordinator of the annual IHTA Seminar which is held in the Royal Irish Academy each May and compares Irish towns with one other and with counterparts abroad.

The IHTA is part of a wider European scheme and Sarah is a member of the atlas working group of the governing body – the International Commission for the History of Towns. She holds a MA in Geography from University College Dublin and in addition to her interest in the history of towns her research has focused on archaeological representation on early maps, cartographic history and local studies in Co. Longford.

www.ria.ie/research-projects/irish-historic-towns-atlas

www.ria.ie





Orla Murphy is an architect and lecturer in UCD School of Architecture, Planning and Environmental Policy (APEP). Based in the west of Ireland, Orla’s practice and research has focused on the interface between community engagement and architecture: in designs for social housing and education, and in research projects connected with community co-design and rural town morphology.

Orla is Co-Curator/Commissioner of Free Market, the Irish Pavilion at the 16th Biennale di Venezia in 2018, which explores the past, present and future of public space in Irish Towns. After its run in Venice, Free Market will return to Ireland to tour to selected during 2019.

She recently managed and coordinated the first Geodesign Community-led Co-design project in Ireland – in Mulranny Co. Mayo, which was supported by the Heritage Council. Orla is a former Kevin Kieran Award winner, which supported her initial research on the subject of Irish rural towns. Her research has been published with support of the Heritage Council and is also disseminated as an award winning animated short documentary film, *TOWN*, which was part of the first-ever CTCHC Training Workshop in Naas Town Hall in September 2016. Orla is also co-presenter of RTÉ’s documentary series *Building Ireland*.

www.customarchitecture.ie/

www.free-market.ie

	<p>Dr Declan Downey holds the LL.M. degree in International Law from the University of Leiden (The Netherlands), and the Ph.D. degree in Legal & Diplomatic History from the University of Cambridge. For the past twenty-three years he has been lecturing as Assistant Professor in Modern European and Japanese Diplomatic History at University College Dublin. He is co-director of the BCL Law with History degree programme.</p> <p>His research interests include the history of diplomacy and international law; Japanese-European relations and Irish émigrés in Habsburg Europe (1600-1800). His extensive publications and leading role in major international research projects have been recognized with national and international honours, distinctions and awards including Austria's Order of Merit (2003), and Spain's Order of Isabel la Católica (2008), and Japan's Ambassadorial Commendation (2010). On 4 December 2009, he became the first Irish citizen to be elected to membership of the Spanish Royal Academy of History. He has served as a Trustee of the Chester Beatty Library from 2012 to 2017.</p> <p>As part of UCD's outreach and engagement with Irish social and economic development, Dr Downey advises both state and voluntary agencies on foreign relations, as well as on the application and development of the nation's historical patrimony in the development of heritage tourism.</p> <p>www.ucd.ie</p>
	<p>Martha Farrell is a lecturer in Marketing in the School of Business, Humanities and Computing at the Institute of Technology, Tralee with almost fifteen years of lecturing experience at undergraduate and postgraduate levels. She is a founding member and director of coastal community group Maharees Conservation Association CLG: Registered Charity and Winner of the National Clean Coasts an Taisce Ocean Hero 'Group of the Year' Award 2017. Maharees Conservation Association CLG engages a wide-ranging network of volunteers. Working collaboratively with agencies and stakeholders such as Kerry County Council, NUI Galway, NPWS, Clean Coasts an Taisce, IT Tralee and University of Limerick; its work is devoted to protecting the unique coastline and natural heritage of the Maharees, raising awareness of the cultural and ecological importance of the area and ensuring the viability of the Maharees community.</p> <p>Martha was a member of the Tralee Collaborative Town Centre Health Check Steering Group and supervised the Tralee CTCHC research undertaken by IT Tralee during 2016 and 2017. She is a member of the Tralee Chamber Alliance Town Team, currently implementing the Clean Coasts an Taisce Green Local Area Networks (GLAN) programme in Tralee on a pilot basis. GLAN Tralee is an environmental sustainability programme which aims to encourage businesses and organisations to make a transition to more environmentally sustainable practices.</p> <p>www.ittralee.ie</p>



Gail McGibbon, CEO of Sligo Business Improvement District (BID), has worked as a senior corporate account manager in the USA, Australia and Ireland. She has a background in business development, revenue generation, strategic planning, events, destination building and town centre management. A former Chamber CEO and CEO of one Ireland's leading inbound tour operators, Gail has a distinguished reputation across communications, sales and marketing campaigns, event management, and is skilled at building lasting national and international networks.

Gail has worked with destinations in assessing and reconfiguring identified areas of growth, fundamentally underpinned by a strong town centre team. Working with 13 hotels in Dublin, the destination team (public and private) successfully secured large scale conferences/events (economic impact valued at €100+ million) and 68,000 additional bed nights over an 18-month period.

As the first Town Centre Manager in the Republic of Ireland, Gail has worked with business development units in towns and cities in developing a cogent plan for a destination. To date, Gail has secured in excess of €2 million in funding for projects. Sligo BID recently won the award for Partnership from the Association of Town and City Management UK and Ireland, A Purple Flag and was also awarded the first Coach Friendly Destination in Ireland (CTTC). Gail represents the ROI on the Advisory Council and Board of the ATCM and is a Senior Assessor for the ATCM Purple Flag Awards.

www.sligobid.ie



Brian McCarthy is the Senior Planner with Clare County Council, Economic Development Directorate. With over 15 years' experience with Clare County Council, he oversees a multi-disciplinary team in the Planning Department with responsibility for the development management, forward planning, town renewal and the conservation and heritage functions for Ennis and across County Clare.

Brian was a contributor to the Heritage Council's award-winning Landscape Character Assessment (LCA) Training Course (2009-2011) and, in 2016, led the Town Centre Health Check study in Ennis. A graduate of UCC and UCD, Brian is a Member of the Irish Planning Institute.

www.clarecoco.ie



Dr Deirdre Cunningham is Heritage Officer with Mayo County Council. She holds a BSc in Environmental Science, and a PhD from University College Dublin. The Heritage Officer Programme is a strategic partnership between the Heritage Council and Local Authorities; the role is wide-ranging and requires working on a multidisciplinary and partnership basis. Deirdre facilitates the County Mayo Heritage Forum and is responsible for the development and implementation of the County Mayo Heritage Plan. She works with community groups, businesses, third level institutions, individuals, NGOs and other agencies in the conservation and promotion of heritage in Mayo.

Deirdre is the coordinator of the Collaborative Town Centre Health Check for Ballina. She has project managed a number of Village Design Statements and Public Realm Plans in the county, including for the towns of Ballina, Ballinrobe and Knock.

A key element of her role is raising awareness of heritage, and she has been involved in numerous projects which focus on engaging the public with heritage. Deirdre regularly organises seminars and workshops on aspects of Mayo's heritage. She is involved in the promotion of traditional skills in the county, and recently organised a festival celebrating heritage ironwork and craft, held in the historic town of Ballinrobe, Co. Mayo. She has written books on the natural heritage of Mayo and has edited and produced numerous publications on aspects of Mayo's natural, built and cultural heritage.

www.mayococo.ie/heritage










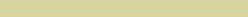





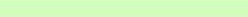




Anne Barcoe is PA to the Heritage Council's Chief Executive and Chairman and has worked for the council for 17 years. Prior to being based in Kilkenny, Anne spent over 12 years in New York working for a global management consultancy. During her time in the US, she gained valuable experience working with one of the company's partners. Since joining the Heritage Council, Anne has worked closely with Ali Harvey in setting up the Irish Walled Towns Network (IWTN) and she also worked with Ali on the IWTN's first All-Island Management Committee (2005-2008).

Anne organised the Heritage Council's very successful TOWNS Conference in late 2015, along with the 25th Anniversary Celebrations for the Heritage Council in 2015, which involved President Michael D. Higgins. Anne is the registered first-aider for the AEC Towns CTCHC Training Workshop.

www.heritagecouncil.ie

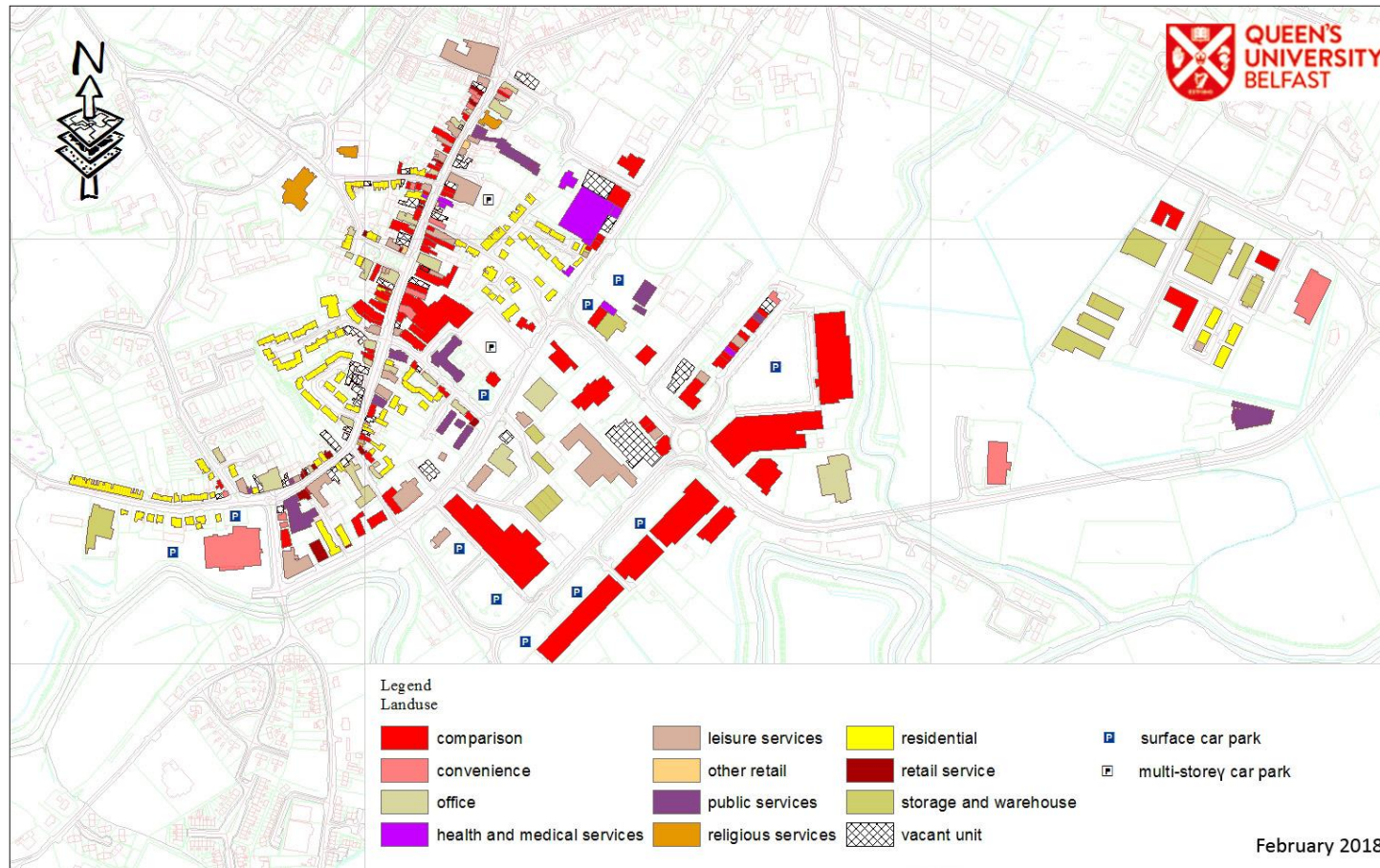
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GIS TCHC Colour Coding for Landuse Maps, Source: Heritage Council and Partners, February 2017 (agreed with MyPlan).

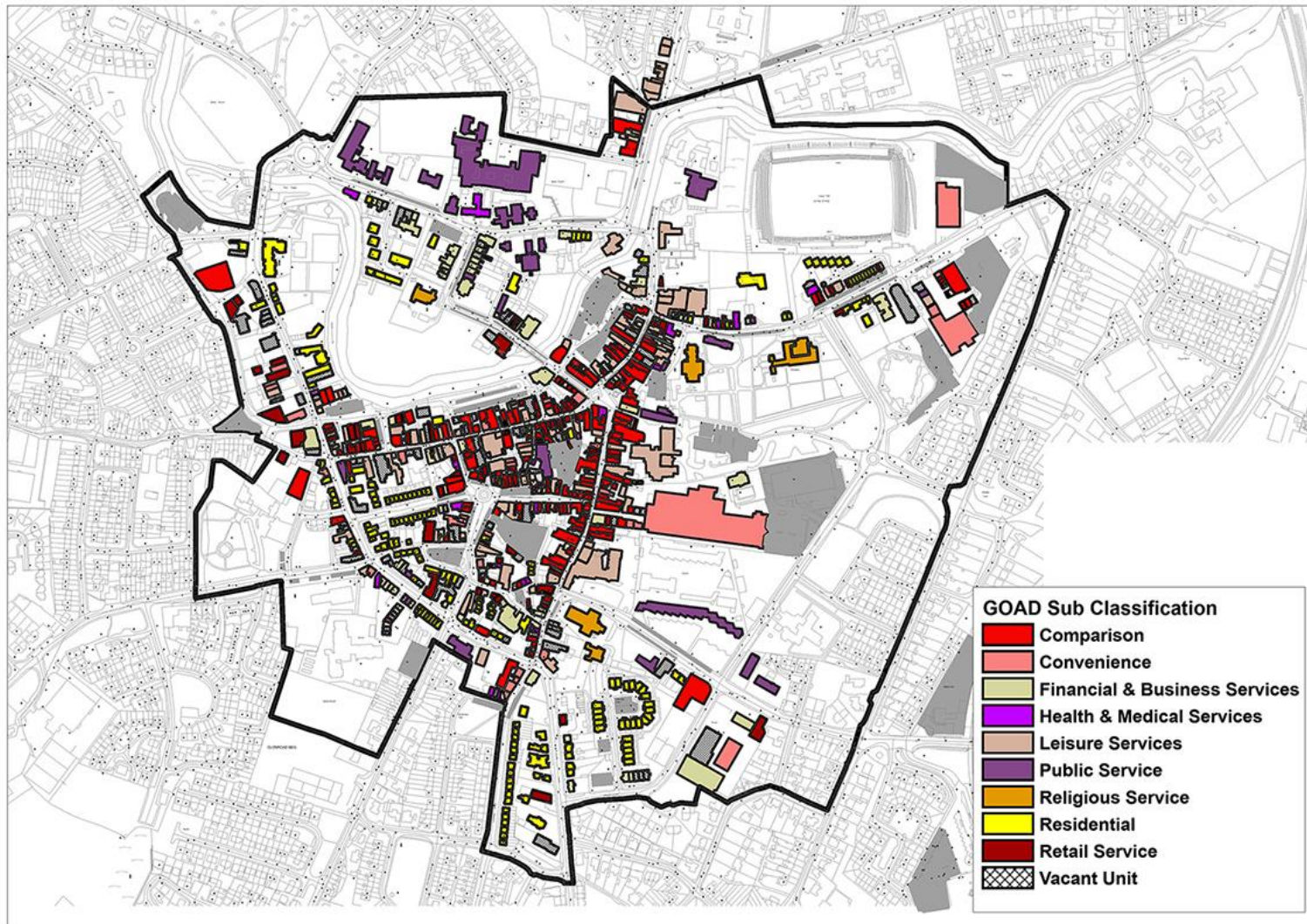
	A	B	C	D	E
1	Pilot' TCHC Training Programme 2016 - General Town Centre Health Check Land/Building use Classification				
2					
3	Town Centre Boundary - TCHC Study Area	3 pts	Solid black line		Preferably should match the boundary set out in the Local Area Plan (LAP) or County Development Plan (CDP), as per pilot TCHC methodology -please state source
4					
5	Primary Retail Area (PRA) - optional	3 pts	Solid Red line		Sourced from LA Retail Strategy or other adopted documents and stratgies - optional - please state
6	Pilot' TCHC Training Programme - GIS Colour Coding for TCHC Landuse Maps				
7					
8	GOAD Classification:	Code	Fill RGB	Fill (on GIS land use map)	Description of use
9					
10	Comparison	RS1 - RS13	255-0-0		Non-food/non-perishable items where customers compare prices e.g. Clothes, jewellery, footwear, furniture, etc.
11	Convenience	CNV 1 - CNV 11	255-127-127		Food items (perishable) - grocers, deli, bakers, confectionary, tobacconist, newsagent
12	Retail Service	COM 1 - COM36	168-0-0		'Services' including hairdressers, post offices, dry cleaner, clothes hire shops, beauty salon, etc.
13	Other Retail	OR1	255-211-127		None of the above or listed - uses not listed in COM1-COM36, CNV 1- CNV11, RS1-RS13
14	Leisure Services	LS1-LS11	215-176-158		Bars, restaurants, cinemas, fast food takeaways, cafes, hotels and guest houses, concert halls, theatres, etc.
15	Financial & Business Services	FBS1-FBS10	215-215-158		Building society, banks, legal services, legal services, financial services, etc.
16	Health & Medical Services	HMS1-HMS9	197-0-255		Dental surgery, health centre, nursing home, doctors surgery, veterinary surgery, etc.
17	Public Service	PS1-PS11	135-68-137		Council offices, advice centre, library, tourist information, community centre, emergency services, education
18	Religious Service	REL1	230-152-0		Place of workshop, churches, church halls, religious meeting rooms, etc.
19	Vacant Unit	VAC1	255-0-0 GRID	Select Black Cross Hatch	Vacant premises - black hatch with previous or preceived use as an underlay, wherever possible
20	Storage & Warehousing	STW1	207-207-128		Storage / Warehouse (excluding retail warehouse - see COM 4, 11, 12, etc.)
21	Residential	RES1	255-255-0		Residential - for vacant residential please use black hatch as overlay
22	Open Space	OS1	211-255-190		Open space, park
23	Walk/cycleways		163-255-155		Walkway, cycleway, bridle path
24					
25	Other Buildings		152-152-152		For buildings generally outside the study area.
26					
27	Car Park - Surface		0-0-255	Parking Symbol 	Surface car park
28	Car Park - Multi-Storey		0-0-0	Parking Symbol 	Multi-Storey car park
29	Prepared by Heritage Council, UCD, Kerry County Council, Tipperary County Council and DoHPCLG, December 2016-February 2017.				
30					

Letterkenny Town Centre Land/Building Use Map, 2018 – Source Queen's University Belfast. Thanks to Dr Neil Galway, QUB.

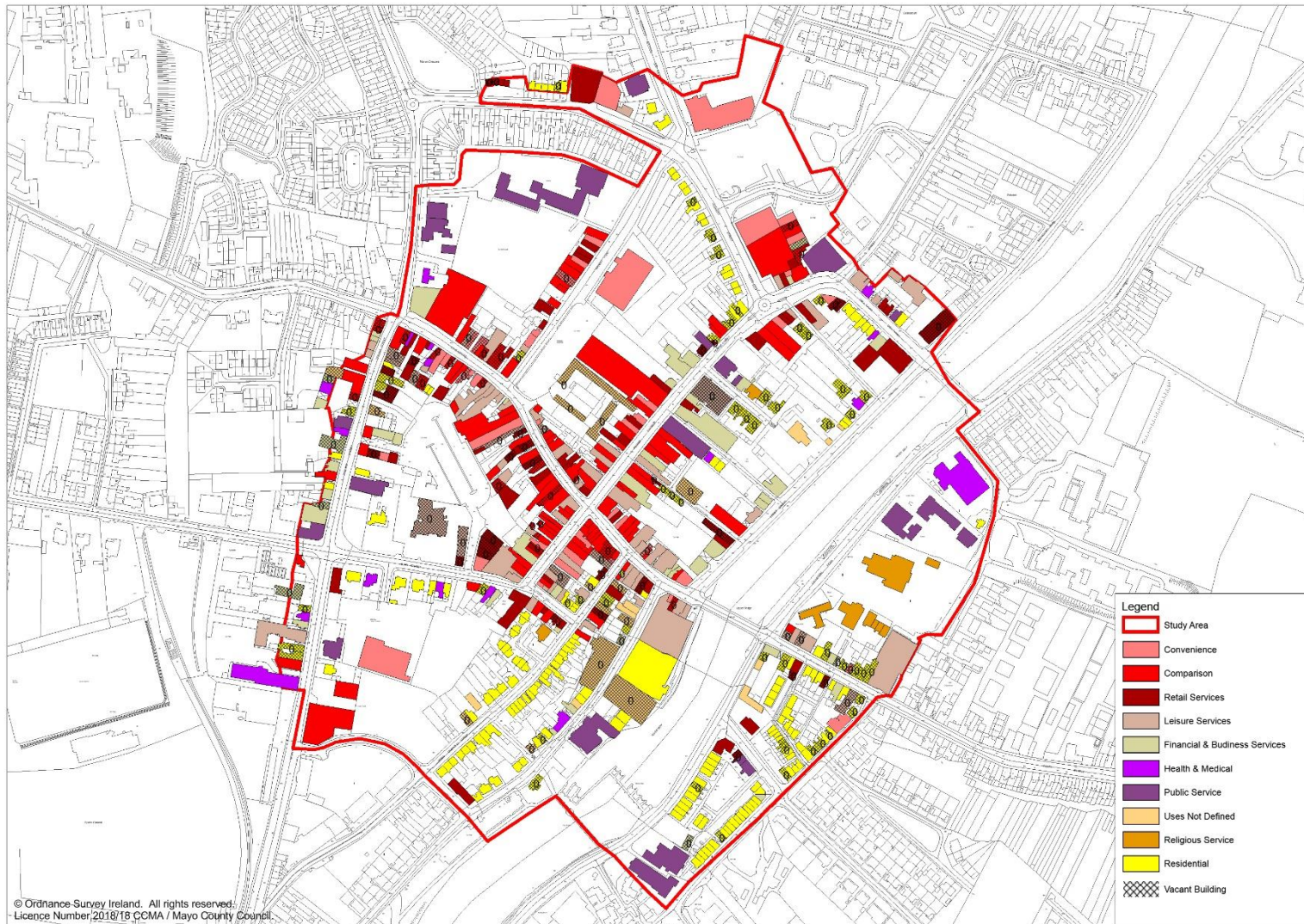
Letterkenny Land Uses



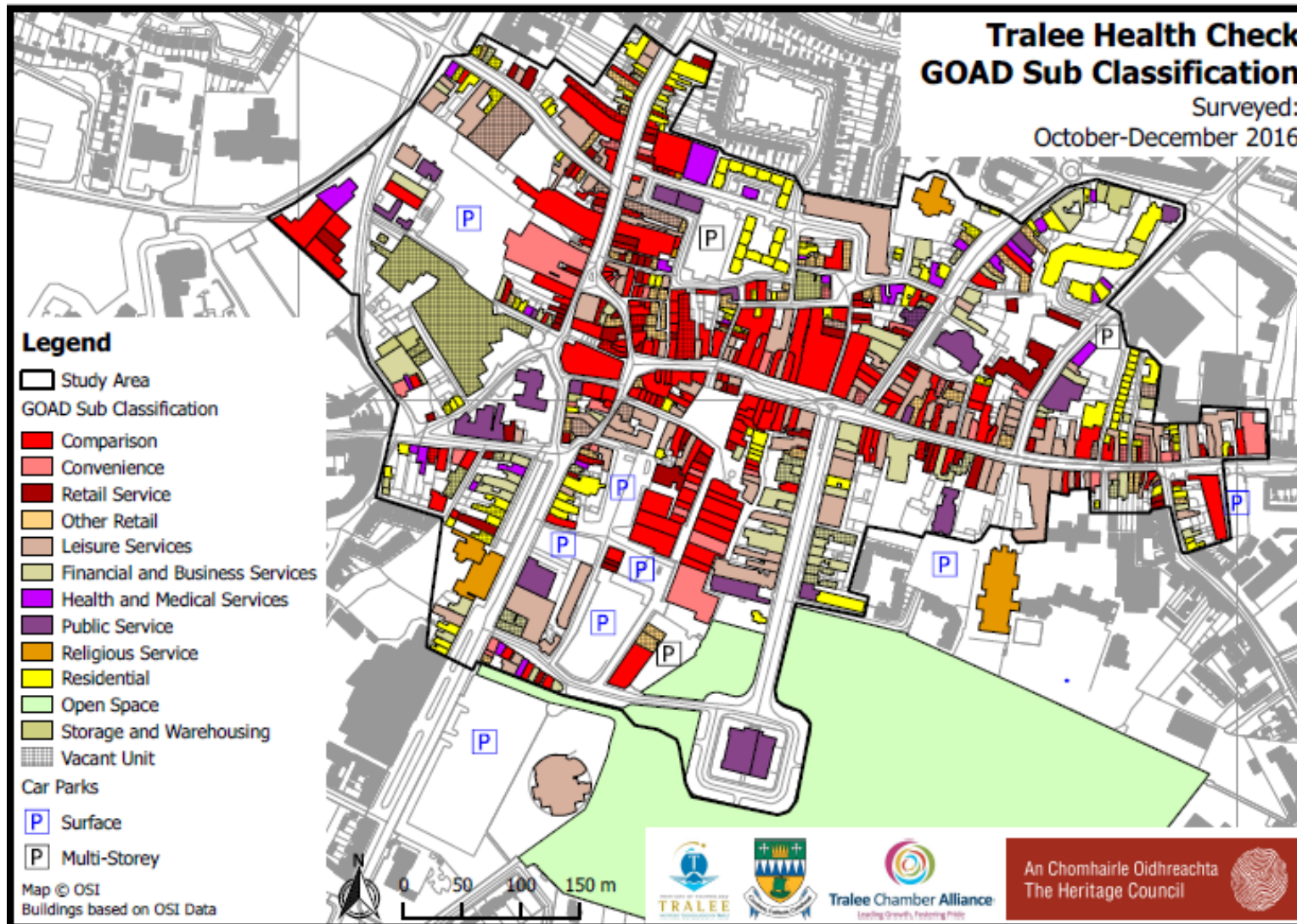
Ennis Land/Building use map, 2018. Source Clare County Council. Thanks to Padraig McManus, Clare County Council.



Ballina Town Centre Land/Building Use Map, 2017. Source Mayo County Council. Thanks to Alan Dilucia and Carmel Austin.



Tralee Town Centre Land/Building Use, 2017. Source IT Tralee/Kerry County Council. Thanks to Martha Farrell IT Tralee & Darren Burke, KCC.



5. AEC Towns CTCHC Training Workshop – Health and Safety Statement – November 2018



Health and Safety (H&S) Statement, November 2018

1. Emergency contact number of CTCHC Workshop Co-ordinator – Ali Harvey – to be given to all attendees in advance, in case of accident or break down – M. 087 419 3458;
2. Certified First Aider will be available during workshop hours – Anne Barcoe, Heritage Council – M. 086 346 4406;
3. Nearest Garda Station to be notified in advance – Workshop H&S Statement to be posted in the Heritage Council's offices along with contact no. for Ali Harvey (mobile no);
4. Health and Safety Statement to be included in CTCHC Workshop Pack and attendees to be made aware of Statement at start of workshop;
5. If an accident occurs, an accident sheet to be filled in immediately and signed by all parties;
6. Water to be available to attendees throughout the day – i.e. water on tables; and
7. Chairs to be moved only by hotel and the Workshop Team.

Signed:

A handwritten signature in black ink, appearing to read 'Alison Harvey'.

Alison Harvey

22nd November 2018

[Aharvey@heritagecouncil.ie](mailto:aharvey@heritagecouncil.ie)

6. Acknowledgements, Workshop Location Map and Contact Details

The Heritage Council, RGDATA and all the Partners involved in the delivery of the Collaborative Town Centre Health Check (CTCHC) Training Programme and first AEC Towns CTCHC Workshop would like to thank the Department of Culture, Heritage and the Gaeltacht, the Department of Rural and Community Development; and the Department of Housing, Planning and Local Government for their continued support.

We would also like to say a special thank you to all the third-level institutes and organisations involved in the overall collaborative training programme since late 2016, as follows:

1. **Ballina – GMIT – Kevin O’Callaghan;**
2. **Cashel – LIT Thurles – Ciaran Lynch (with Marion Carey, Tipperary County Council);**
3. **Dundalk – Dundalk IT (2018 onwards);**
4. **Letterkenny – QUB – Dr Neil Galway;**
5. **Monaghan Town – UCD – Dr Luke Kelleher;**
6. **Naas – Waterford IT – Miriam Fitzpatrick;**
7. **Sligo Town – Sligo IT – Dr Brendan McCormack, Dr Chris O’Malley and Emmet O’Doherty; and**
8. **Tralee – IT Tralee – Martha Farrell.**

In addition, the Heritage Council, RGDATA and all the Programme Partners would like to thank Mayo County Council, particularly Dr Deirdre Cunningham, Mags Martin (Ballina Chamber of Commerce), Michael Hogan (Ballina Tidy Towns), Tom Gilligan and Councillor Michael Smyth (both Mayo County Council).

Please note that there is parking available at the Ballina Manor Hotel – GPS co-ordinates for the Ballina Manor Hotel are as follows: 54.1127° N, 9.1540° W. Eircode: F26 HY84.

Permits for an overflow car park located 50m from the hotel on the same street/side of the street are also available at the hotel reception desk.



Ballina AEC CTCHC Workshop attendees are advised to car pool, if possible.

Contact Details: If you would like further information in relation to the workshop or ongoing CTCHC Training programme, please contact Ali Harvey at aharvey@heritagecouncil.ie - M. 087 419 3458.



Appendix A: List of Attendees, Speakers and Guests

Ballina/Mayo

- | | | |
|---|-----------------------|--------------------------------------|
| 1 | Dr Deirdre Cunningham | Mayo County Council |
| 2 | Mags Martin | Ballina Chamber of Commerce |
| 3 | Tom Gilligan | Mayo County Council |
| 4 | Mary Wrafter | Mayo County Council - AEC |
| 5 | Anne Marie Flynn | Mayo North Tourism Promotions Office |
| 6 | Alan Dilucia | Mayo County Council |
| 7 | Dette Cunningham | Mayo County Council |

Cavan

- | | | |
|---|-----------------|----------------------|
| 8 | Nicholas O'Kane | Cavan County Council |
|---|-----------------|----------------------|

Donegal

- | | | |
|----|--------------------|------------------------------------|
| 9 | Paula Harvey | Ardara Heritage and History Group |
| 10 | Patrick McBrearty | Ardara Heritage and History Group |
| 11 | Donnan Harvey | Letterkenny Cathedral Quarter |
| 12 | Cllr Niamh Kennedy | Donegal County Council (Killybegs) |
| 13 | Graham Diamond | Donegal County Council |
| 14 | Shane Toolan | Letterkenny Cathedral Quarter |
| 15 | Jim Lynch | Letterkenny Cathedral Quarter |
| 16 | Shane Smyth | Discover Bundoran |

Dungarvan

- | | | |
|----|-----------------|--------------------------------------|
| 17 | Jenny Beresford | Dungarvan and West Waterford Chamber |
|----|-----------------|--------------------------------------|

Ennis/Clare

- | | | |
|----|------------------|----------------------------|
| 18 | Brian McCarthy | Clare County Council |
| 19 | Margaret O'Brien | Ennis Chamber of Commerce |
| 20 | A N Other | Clare County Council |
| 21 | Jennifer Collins | Clare County Council - AEC |

Galway

- | | | |
|----|-------------------|------------------------------------|
| 22 | Marie Mannion | Galway County Council |
| 23 | Valerie Loughnane | Galway County Council |
| 24 | Brendan Dunne | Galway County Council |
| 25 | Brian Corcoran | Galway County Council |
| 26 | Sarah Roarty | Tuam Enterprise Centre |
| 27 | Arthur Connern | A Ghra Care Services Limited, Tuam |

Leitrim

- | | | |
|----|----------------|------------------------|
| 28 | Bernard Greene | Leitrim County Council |
| 29 | Aine Carr | Leitrim County Council |
| 30 | Sarah Malone | Leitrim County Council |

Limerick

31	Melissa Buckley	Limerick City & County Council - AEC
32	Karen Burke	Limerick City & County Council
33	Tom Cassidy	Limerick City & County Council

Sligo

34	Gail McGibbon	CEO Sligo BIDS
35	Finbarr Filan	Sligo BIDS
36	Brian Flynn	Sligo County Council
37	Brendan Mc Cormack	Sligo IT
38	Stephen Ward	Sligo County Council
39	Emmet O'Doherty	Sligo IT

Tralee

40	Martha Farrell	Marketing Dept, IT Tralee
41	Ken Tobin	Tralee Chamber Alliance
42	Noreen O'Mahony	Institute for Action Research
43	Kevin Burns	Kerry County Council

Other Partners:

44	Alison Harvey	Heritage Council
45	Anne Barcoe	Heritage Council
46	Tara Buckley	RGDATA
47	To be confirmed	Department of Housing and Planning
48	Dr Philip Crowe	SpaceEngagers
49	Ivor McElveen	Heritage Council Board Member
50	Orla Murphy	UCD /Free Market (Venice Biennale)
51	Finola Moylette	Department of Rural & Community Development
52	Turlough O'Brien	Department of Rural & Community Development
53	Sarah Gearty	Royal Irish Academy, Irish Historic Towns Atlas
54	Dr Declan Downey	UCD and Spanish Royal Academy
55	Dr Ioulia Ossokina	University of Eindhoven, Netherlands
56	Pamela Harty	McCarthy Keville O'Sullivan, Galway
57	Trevor Connolly	Monaghan Town Manager and ATCM ROI
58	Ruth Minogue	Minogue and Associates, Co. Clare
59	Dr Karen Foley	UCD School of Landscape Architecture

AV Services:

60	Dave Kelly	StageTec
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Appendix B: 15-Step CTCHC Process

Heritage Council and Partners' Briefing Note for All Third-Level Institutes in Ireland

	<i>Action/Task</i>
1	<p>Confirm Town Centre Health Check study area boundary with local authority (and Department of Housing, Planning and Local Government (DoHPLG), if required) – ideally area should be based on statutory development plan – proposed changes to the boundary should be discussed and agreed by all at the outset – reduce potential project risks.</p> <p>Briefing/Inception Meeting to be held with Third-level institute/organisation, Local Authority (LA), Chamber of Commerce, Civic sector reps and Heritage Council at outset of the process (i.e. after the workshop in Naas). Work programme to be discussed and agreed by all partners. Gaps to be identified and communicated to Heritage Council in order to communicate them to government as part of the pilot process – i.e. gaps in all towns.</p> <p>Undertake socio-economic assessment of contextual and regional arrangements – where is the town located in the regional hierarchy – ‘Street to Region Concept’. Map relationships with other towns – connections by road, rail, cycleway, etc. What is the function of the town? What is its historic role? Feed into overall approach. Undertake SWOT analysis using exercise from TCHC Workshop No.1.</p>
2	<p>I. Landuse Survey (ground floor plus other floors, where possible) of Town Centre study area and production of GIS map using GOAD classification system – in order to establish the overall vacancy rate in the town centre (%) and the specific ‘retail’ vacancy rate (%) (e.g. vacant retail units/total vacant retail units) and residential vacancy rate (see below).</p> <p>Examine crowd sharing as tool for information/data gathering – see Reusing Dublin – http://www.reusingdublin.ie/. Explore potential links to social enterprises in the locality.</p> <p>Other vacancy rates can be established including public houses, residential, etc. Photographic record to be linked to GIS map, where possible. Designations to be included on map layers – Architectural Conservation Areas (ACAs), Special Areas of Conservation (SACs), Special Protection Areas (SPAs), etc. Protected Structures and records of monuments and places (RMP) to be included in mapping exercise. See relevant databases – www.myplan.ie – www.heritagemap.ie etc.</p> <p>Assessment of overall historic form and fabric. Identify areas experiencing <i>transition</i>.</p> <p>Land ownership to be explored and discussed with Local Authority – see below.</p> <p>Analysis – identify character areas and key ‘anchors’ – retail, leisure, civic/cultural, etc. Identify core locations for day-time and evening economies. Identify patterns in land use clustering, etc. Assess links and permeability between and within various core areas – walkability – time and ease.</p> <p>Examine landuse patterns between existing historic core and edge and out-of-town developments. Revisit SWOT analysis.</p> <p>Landuse Survey analysis to be checked by Local Authority and GIS maps to be produced as a baseline.</p>
3	<p>Footfall/Pedestrian Survey – based on findings of the landuse survey and discussions with the LA, Pedestrian count to be undertaken in Town Centre on two days (preferably):</p> <ul style="list-style-type: none"> • Friday • Saturday <p>Team of six to eight field workers required, depending on resources – survey points to be recorded on GIS map. Handheld clickers to be supplied by the Heritage Council. Suggested 15 minute surveys on each side of the street on each day – use clipboards – suggested times, as follows:</p> <ul style="list-style-type: none"> • 1.15-1.30pm • 3.15-3.30pm • 5.15- 5.30pm

4	Business/Commercial Surveys (see below) – undertaken, data input and analysis – SPSS. Template provided – towns to amend and develop, as required. Consider focus groups with specific sectors – go beyond retail – leisure, civic in the surveys.
5	Consumer Surveys – undertaken, data input and analysis – SPSS. Consider focus groups, particularly with young people – explore potential for parallel social media campaign.
6	Rental Survey – establish various rent levels for units in town centre – identify key pitch and ‘anchors’ for town centre in various land uses.
7	Ownership Map – to be added to GIS, where possible.
8	Vehicle Count – boxes in the town centre – source from Local Authority engineers. Compare with footfall survey.
9	Car parking – collect information re on and off-street car parking. Include in GIS mapping – examine links from car parks to town centre.
10	Accessibility Audit – to be added to land use survey/GIS layer. See PAVANU demonstration.
11	Survey of natural ‘Desire Lines’ in main street – identify pedestrian crossings and map desire lines compared to crossings.
12	Environmental Quality – noise and pollution readings/data for the town centre? Quality of rivers, canals, coasts, etc.?
13	Crime figures – number of break-ins or serious crimes taking place in the town centre? Map on GIS – analyse patterns, hot spots and impact of improved urban design measures?
14	II. Further analysis of land use survey using all the information and data collected above. Report Writing and presentation/mapping of TCHC Results (baseline) – to be overseen by each Local Authority TCHC Project Manager and input provided by Heritage Council’s TCHC Co-ordinator. Presentation to TCHC Partners.
15	CTCHC Presentation of Findings, Exchange and Sharing: Drafting, finalising and Launch of Summary CTCHC Reports -link to NPF and NDP.

(Source: A. Harvey, Heritage Council, September 2016.)

Appendix C: Extract from Heritage Council's NPF Submission – March 2017¹¹

Reproduced below is Appendix B of the Heritage Council's Submission (March 2017) on the National Planning Framework – Project Ireland 2040. Source: Dublin Castle CTCHC Workshop, March 2017, Group Exercise: What is needed for our Town Centres? Responses/Ideas from Workshop Attendees

LEGISLATION & POLICY	INVESTMENT & INCENTIVES
<ul style="list-style-type: none"> • Recognise the important role of towns outside of the major cities in public policy • Greater and more effective Interdepartmental co-operation and co-ordination • Simplify planning policy and building regulations – humanise: make is easy, plain English information • Settlement strategies and approach to urban-generated growth to focus on need/ requirement for living in the town centre • Link SEA/Landuse to planning legislation and policy – use indicators that link to TCHCs • Town centres are more than 'retail' –need robust policy that utilises the opportunity for locally-tailored approaches • Regulatory Impact Assessment (RIA) – is the new law needed? Will it have negative impacts? • Greater community consultation for public (Part 8) proposals and interventions • Sequential test/approach needed for ALL development – strict enforcement of policy • Retail Planning Policy not sufficient to protect town centres – should be town centre policy promoting walkability and liveability, plus encourage stricter control of out-of-town development • Encourage People-friendly centres – no cars close by and walkable/pedestrian friendly centres - consideration of ageing population • Broaden the exemption and changes of use between use classes • Easier CPO processes to address vacancy and dereliction needed, particularly backland areas/sites • Parking policy needed to assist town centre regeneration • Involve secondary education sector in town centre policy formulation - e.g. transition students -as they are the future 	<ul style="list-style-type: none"> • Invest in a <i>National Collaborative Town Centre Health Check Programme</i> asap – CTCHCs to be funded and completed every two years – evidence-based data, etc. Link to SEA, etc. • Significant investment needed in public realm – national programme required – collective benefits to be monitored and measured (see below) – (currently seen as a cost not an investment) • Extend Living Cities initiative to Irish towns • More PPPs for infrastructure programmes/projects including public realm; • Try out area-based tax incentives to balance brown v greenfield development – need to dis-incentivise out of town car parking – level playing field? • Invest in Green Infrastructure (GI) and Blueway programmes in and between town centres • Increase investment in town and village renewal schemes – incentivise businesses to create great spaces – include large towns • Introduce incentives for community engagement and Place-making projects • Funding for LAs to invest in town centres needed – site assembly, vacancy, etc. • Repair and Lease – address reluctance to invest in building stock due to gains going to pay off bank debts • Initiate and encourage heritage-led regeneration • Make town centre development affordable • Introduce disincentives for vacant properties – best practice elsewhere? • Introduce incentives for missing services particularly reuse of vacant buildings for arts/social projects (tax breaks) • Introduce push and pull measures to reduce vacancy – incentivise and site value tax • Investment in communication on town centre issues needed– establish exchange and platform for sharing

¹¹

https://www.heritagecouncil.ie/content/files/national_planning_framework_Heritage_council_submission_2mb_pdf.pdf (March 2017)

LEGISLATION & POLICY cont'd	INVESTMENT & INCENTIVES cont'd
<ul style="list-style-type: none"> • Ensure that local taxes 'stay local' • Fairer subventions for large towns/counties • Promote cross-border co-operation and programmes following Brexit • Legislation needed to enforce removal of dog poop!! 	<ul style="list-style-type: none"> • Promote <i>Living over the Shop</i> or similar strategic incentives for living in towns • Consolidation of funding rather than Rural Economic Development Zones/T&VRS, etc. – too dispersed/little impact • Funding to allow for CPO – backland sites or for LA to co-operate with individual land owners • Investment to allow Local Authorities to fund LAPs with increased engagement and consultation with communities of place and communities of interest • More resources for Building Regs. and building control • Rates and development levy incentives for niche businesses and independent retailers • Invest in collaboration/dialogue between different professionals/practitioners –collaborative CPD for planning and management of town centres – celebrate diversity • Invest in urban design and urban designers within the planning system
NETWORKS & STUCTURES NATIONAL/INTERNATIONAL	RESEARCH AND DEVELOPMENT (R&D)
<ul style="list-style-type: none"> • All-Ireland approach needed - more co-ordination and integration between government departments, LAs and marketing groups, etc. • Introduce a National Town Centre Manager (TCM) Programme and establish National Town Centre Networks– support regular training/ workshops – encourage collaboration between towns/regions, e.g. 3 Sisters – need new structures at a regional and national level asap • Multi-disciplinary Town Teams needed along with innovative Community Structures as means of involving all sectors of the community – roads/transport, forward planning, economic development, enterprise, etc. • <i>One-Stop Shop</i> for town centre management an investment - remove systemic blockages asap – e.g. reduce burden of upper floor conversions • Create local networks with good connection to local authorities – (expenses paid where necessary) • Town Champions are needed – Mayor directly elected) – bring back Town Councils! • Local Authorities are more than rates collectors – we need to have a passion for 'Irish Towns' • Introduce collaborative planning processes with some authority to make decisions, e.g. vacancy • Formulate a spatial plan for the Dublin Region and towns within 	<ul style="list-style-type: none"> • Create agreed national standards to compare for <i>Town Centre Health Checks</i> – update on a regular basis – e.g. what is the national average rate for vacancy? • Greater investment is needed into the role and function of Irish Towns • Need to work with 3rd education levels more – build on work of 'Pilot' TCHC Training Programme – mutual and collective benefits – enhances public awareness of the importance of our historic town centres • Undertake research or set up a 'pilot' programme on accessibility and walkability of Irish town centres and connectivity to their suburbs • Research needed for comparative analysis of town centre activity and performance • More innovation and interest from local government – research should address sustainability and climate change • In-depth research needed into the causes of vacancy in town centres – economic appraisals as to the 'costs' of vacancy – both private and social costs • Research needed into retail trends and the retail function of our town centres – what is a good mix – how to cater to millennials, etc. • Draw together facts/data re. town centres and depoliticise the message – promote the 'common good' and cultural heritage • Research needed on various coping mechanisms for Brexit re. Derry/Donegal strategy

<ul style="list-style-type: none"> • Create a network of sustainable growth centres – e.g. Dublin-Belfast corridor • More continuity of departmental responsibilities following change of government • Engagement/communication – notify local community in advance of proposed policy for town centres –engage public in planning • ‘Bottom-Up’ approach should be advocated/facilitated in order to reduce social alienation • Who should prioritise which town of the many towns the Local Authority administer? This is difficult for LAs – needs an independent review panel – what is best practice elsewhere? 	<ul style="list-style-type: none"> • Forecast of business space needed and appropriate planning policy approaches • A suite of Best Practice Manuals need to be developed for town centres – <i>Plan- Act-Evaluate</i> • Proposals for town centres need to be measurable and assessed for effectiveness • Research into parking and traffic management in town centres needed and connections into town – develop more visuals and models to communicate concept and impact on commercial and cultural historic cores • Footfall counters need to be rolled out in all Irish towns – need to collect and manage data on a regular basis • Regular monitoring and assessment of Public Liability claims – trends and patterns?
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