



**Project Title:**

**Proposed National 'Pilot' Town Centre Health Check (TCHC) Training Programme  
2016-2018**

**Draft Project Charter for Discussion Purposes**

**In partnership with ILI, IPI, RIAI, UCD, DIT, QUB, etc.**

**July 2016**

**July 2016**  
**Draft Project Charter for Discussion by Pilot Partners**

<b>1. General Project Information</b>	
Project Title	<b>Establish a National Town Centre Health Check (TCHC) Training Programme for the period 2016-2018.</b>
Lead Partners	Heritage Council, RGDATA and Retail Consortium
Partners	<ol style="list-style-type: none"> <li>1. Dublin Institute of Technology (DIT);</li> <li>2. GMIT;</li> <li>3. Irish Planning Institute (IPI);</li> <li>4. Irish Landscape Institute (ILI);</li> <li>5. LIT Thurles;</li> <li>6. Queen's University Belfast (QUB);</li> <li>7. Royal Institute of the Architects of Ireland (RIAI);</li> <li>8. IT Tralee (ITT); and</li> <li>9. University College Dublin (UCD) – School of Architecture, Planning and Environmental Policy.</li> </ol>
Potential Partners (to be briefed asap)	<ol style="list-style-type: none"> <li>1. Central Statistic Office (CSO);</li> <li>2. Economic and Social Research Institute (ESRI);</li> <li>3. Ordnance Survey Ireland (OSi);</li> <li>4. IPAV and IAVI: Estate Agents' Representative associations.</li> </ol>
Relevant Government Departments	<ul style="list-style-type: none"> <li>• Department of An Taoiseach;</li> <li>• Department of Arts, Heritage, Regional, Rural and Gaeltacht Affairs;</li> <li>• Department of Housing, Planning and Local Government – Planning Unit (endorsed emerging Project Charter and selection criteria in late April 2016);</li> <li>• Department of Jobs, Enterprise and Innovation (DoJEI);</li> <li>• Department of Transport, Tourism and Sports (DoTTS).</li> </ul>
Joint Project Patrons	Minister for Arts/Minister for Housing – in hand via Minister for Jobs, Enterprise and Innovation.
Fiscal Year(s)	2016, 2017, 2018
Version	Updated for UCD
Date	18 <sup>th</sup> July 2017
Project Strategy-Aim	<i>'To establish a co-ordinated National Town Centre Health Check (TCHC) Training Programme and TCHC baseline (2016) involving and engaging the private, public and voluntary sectors in a representative selection of Irish towns, in order to raise awareness, understanding and appreciation of the critical role that historic town centres play and the impact they have on overall socio-economic, environmental and cultural growth and development, and on quality of life for citizens and visitors alike; and to develop an innovative town centre-led retail, cultural heritage and tourism baseline, which is recognised internationally</i>

	<p><i>as a best practice collaborative development model.'</i></p> <p>Essentially, this would be a national capacity-building programme designed by, and for, Local Authorities, town centre businesses and local citizens with mentoring support from professional practitioners with significant experience of town centre design, planning and management in Ireland and elsewhere. The Town Centre Health Checks would be carried out based on best international practice.</p> <p>Professional institutes confirmed as project partners include the Irish Landscape Institute (ILI), Irish Planning Institute (IPI), and the Royal Institute of the Architects of Ireland (RIAI).</p> <p>Academic bodies confirmed as project partners include Dublin Institute of Technology; University College Dublin; Queens University Belfast.</p> <p>The proposal will build upon Town Centre Health Check (TCHC) work already undertaken by the Heritage Council and its key Partners including Fingal County Council/Balbriggan Chamber of Commerce in Balbriggan in 2010; and Clare County Council/Kilrush Tidy Towns, in Kilrush in 2012. A link to the Kilrush Town Centre Health Check is provided as a footnote below<sup>1</sup>.</p> <p>The project is also supported by the Retail Consultation Forum and builds on the significant town centre regeneration activities carried out by local Chamber and other trade and retail representative groups and Local Authorities.</p>
Statement of National Significance	<p>Irish Town centres are extremely important in terms of national, regional and local growth and development. Town centres create <i>'local distinctiveness, identity, and sense of place'</i> and are <i>traditionally where major social &amp; economic activity takes place: a place for people to meet, exchange goods/trade, engage with their fellow citizens, a base for local government, focus for entertainment, courts, etc.</i><sup>2</sup></p> <p>Given their key socio-economic, environment and cultural role, it is important that collaborative and practical tools are developed to ensure that Ireland's town centres are enhanced as sustainable</p>

<sup>1</sup>

[http://www.heritagecouncil.ie/fileadmin/user\\_upload/Publications/Planning/Kilrush\\_Report/Kilrush\\_Town\\_Centre\\_Health\\_Check\\_Final\\_Report\\_1\\_.pdf](http://www.heritagecouncil.ie/fileadmin/user_upload/Publications/Planning/Kilrush_Report/Kilrush_Town_Centre_Health_Check_Final_Report_1_.pdf)

<sup>2</sup> Source: A. Harvey, presentation at Irish Planning Institute National Conference entitled, *Town Centre Management (TCM) – Benefits of Investment*, Tullamore, 2010.

	<p>and viable places, (with the ability to attract investment), which can contribute to economic growth, attract people to live, work, develop businesses and visit, and contribute to the flourishing of civic pride and overall quality of life.</p> <p>A number of recent town centre renewal reports/commentaries including: Commission for the Economic Development of Rural Areas (CEDRA) 2014; Retail Consultation Forum pre-budget submission 2015; CCMA 2015 - Action Plans for Jobs 2015; Joint Oireachtas Committee on Jobs, Enterprise and Innovation-Policy Options to Support Business Growth and Job Creation and Retention in Town and Village Centres 2015; and Policy Proposals for Irish Towns (Heritage Council, 2015) have all articulated the key issues facing town centre renewal. These wide-ranging issues have been summarised by the Retail Consultation Forum Sub Group on Town Centre Revival, as follows:</p> <ol style="list-style-type: none"> <li>1. Lack of proactive Town Centre Management (TCM) programmes and incentives;</li> <li>2. Accelerating depopulation of town centres;</li> <li>3. Poor environmental management, urban design, public realm;</li> <li>4. Lack of sense of place and identity;</li> <li>5. Increased competition from out of town retail developments;</li> <li>6. Weakening town centre retail mix;</li> <li>7. Greater consumer mobility;</li> <li>8. Unrealistic car parking charges &amp; enforcement in town centres;</li> <li>9. Mixed landlord base;</li> <li>10. Dereliction and property churn following crash (sales by receivers, etc);</li> <li>11. Excessive restrictions on re-use and layout of historic buildings in town centres for residential purposes;</li> <li>12. Mismatch between retail supply and demand;</li> <li>13. Poor branding and marketing;</li> <li>14. Accessibility problems – lack of parking and public transport strategies;</li> <li>15. Changing trends in Consumer behaviour – lack of market research about actual v perceived needs and wants;</li> <li>16. On-line competition – ‘E-Commerce’;</li> <li>17. Lack of understanding and application of Retail Planning Policy by local authorities, e.g. sequential test;</li> <li>18. Lack of robust Joint or Multi-Authority Retail Strategies.</li> </ol>
<b>2. Stakeholders</b>	
Project Manager	Conditional on funding.

Others	
<b>3. Project Description</b>	
'Policy Fit' – EU	<p>This national project proposal has been developed in accordance with the European Landscape Convention (ELC, CETS No, 176<sup>3</sup>), the Faro Convention (CETS No. 199<sup>4</sup>) and the United Nations Economic Commission for Europe (UNECE) Aarhus Convention<sup>5</sup>.</p> <p>In addition, the project will support the formulation and delivery of Ireland's <i>White Paper on Energy</i> and it will regenerate and revitalise existing town centres and support sustainable development.</p>
'Policy Fit' – Nationally – Planning, Economic Development, Job Creation, etc.	<p><u>Programme for Government 2016</u></p> <p>The proposed National Town Centre Health Check Pilot can assist in delivering key policies outlined in the Programme for Government 2016 <i>"to build a strong economy and to deliver a fair society, so that communities thrive, throughout both urban and rural Ireland"</i> and that the Government committed to <i>"continuing to focus on increasing employment across the country"</i>.</p> <p>The Programme for Government prioritises <b>Rural Development and Urban Regeneration</b>: <i>"It is essential that the new Government, together with the Oireachtas, puts in place measures to revitalise all of Ireland so that the benefits are felt inside every doorstep and in every community"</i>.</p> <p>The Programme for Government also prioritises <b>Planning Reform</b> stating:</p> <p><i>"We want to attract people back into main streets and town centres by examining new incentives to regenerate derelict and underused buildings. To achieve this we will seek Oireachtas support for a new <b>Town and Village Renewal Scheme</b> to support the revitalisation of our towns and villages and improve the living and working environment of communities. Using the €30million available from this year to local authorities for town and village regeneration, the scheme will, among other things, seek to increase the attractiveness and sustainability of our towns and villages as places to live and work. (Year 1 Action)</i></p> <p><i>In the context of this new scheme we will examine:</i></p> <ul style="list-style-type: none"> <li>• <i>Introducing a similar scheme to the 'Living City Initiative' to regenerate town centres and villages throughout</i></li> </ul>

<sup>3</sup> <http://www.coe.int/en/web/landscape>

<sup>4</sup> [http://www.coe.int/t/dg4/cultureheritage/heritage/Identities/default\\_en.asp](http://www.coe.int/t/dg4/cultureheritage/heritage/Identities/default_en.asp)

<sup>5</sup> <http://www.unece.org/env/pp/introduction.html>

	<p><i>Ireland (Year 1 Action)</i></p> <ul style="list-style-type: none"> <li>• <i>Establishing a national register of derelict sites, in addition to the new vacant site levy, to bring vacant and underutilised sites into beneficial use for housing and urban regeneration purposes (Year 2 Action)</i></li> <li>• <i>Mandating local authorities with better land management powers, including the possibility of additional CPO (Compulsory Purchase Order) capabilities (Year 2 Action)</i></li> <li>• <i>Reclassifying and incentivising the use of underutilised or vacant areas over ground floor premises in towns, for both residential and commercial use (Year 1 Action). We will propose to reform the Derelict Sites Act to tackle the under use and collection of derelict land by the State, semi-State and private sectors. (Year 1 Action)</i></li> <li>• <i>We will propose a new Rural Resettlement Scheme to promote the advantages of rural living and ease housing pressures in high demand urban areas. (Year 1 Action)</i></li> <li>• <i>We will promote higher urban densities in terms of housing design, particularly in public transport corridors, through a new National Planning Framework to replace the National Spatial Strategy, to be finalised by the first quarter of 2017. (Year 1 Action)</i></li> <li>• <i>We will commission an audit of land holdings by State bodies and local authorities that might be used for housing. (Year 1 Action)</i></li> <li>• <i>We will consult on possible amendments to the planning guidelines to support the construction of on campus or near-campus, high-quality, purpose-built student accommodation, and retirement villages for the elderly. (Year 1 Action)</i></li> </ul> <p>A programme of National Town Centre Health Checks will provide the baseline information required to progress many of these initiatives and to drive regeneration in Irish Towns.</p> <p><b>The Programme For Government also sets out the priorities for Town and Village Renewal:</b></p> <p><i>“The renewal of towns and villages will be a top priority for the</i></p>
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	<p><i>new Minister for [Regional Development and Rural Affairs] as a way to revitalise rural Ireland. To deliver on this goal the new Minister will develop a new and improved Town and Village Renewal Scheme with input from the Oireachtas in time for Budget 2017. As part of this scheme we will propose to commit additional funding to support the development of rural towns and villages, as a key priority for revitalising rural Ireland.</i></p> <p><b><i>“The central aim of supporting the revitalisation of towns and villages is to improve the living and working environment of local communities and to increase their potential to support increased economic activity into the future.”</i></b> Programme for Government 2016 page 44.</p> <p><u>National Planning Framework 2016</u></p> <p>The proposal for a National TCHC Training Programme will fundamentally support the delivery of the emerging National Planning Framework and its themes, particularly in relation to: <i>Maximising the Potential of Places; Towards a Low Carbon Society; and Ensuring Resilience of Natural Resources and Cultural Assets</i>. It is envisaged that this TCHC training programme will fit within an overall NPF National Development Programme for Urban Regeneration and Investment.</p> <p><u>Planning Policy Statement (PPS) – January 2015</u></p> <p>The proposed training programme, which will link to the formal planning system, will also support the DoECLG’s Planning Policy Statement published in January 2015 and all 10 of the Key Principles, namely that Planning in Ireland:</p> <ol style="list-style-type: none"> <li><i>1. Must be plan-led and evidence based;</i></li> <li><i>2. Must proactively drive and support sustainable development;</i></li> <li><i>3. Is about creating communities and further developing existing communities in a sustainable manner</i></li> <li><i>4. Must support the transition to a low carbon future and adapt to a changing climate</i></li> <li><i>5. Must ensure that development facilitates and encourages greater use of public transport as well as making walking and cycling more attractive for people</i></li> <li><i>6. Will encourage the most efficient and effective use of previously developed (brownfield) land;</i></li> <li><i>7. Will enhance a sense of place;</i></li> <li><i>8. Will conserve and enhance the rich qualities of natural and cultural heritage of Ireland;</i></li> <li><i>9. Will support the protection and enhancement of environmental quality;</i></li> </ol>
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	<p>10. <i>Above all, Planning will be conducted in a manner that affords a high level of confidence in the openness, fairness, professionalism and efficiency of the process.</i></p> <p><u>Retail Planning Guidelines 2012</u></p> <p>The proposal supports the implementation of the S28 (as amended) <i>Retail Planning Guidelines (2012)</i>, specifically in relation to promoting the revitalisation of town centres and the following key policy objectives:</p> <ul style="list-style-type: none"> <li>• <i>Plan-led development/retail strategies;</i></li> <li>• <i>Sequential development approach i.e. town centre sites developed first;</i></li> <li>• <i>Competitiveness in the Retail Sector;</i></li> <li>• <i>Encouraging Sustainable Travel; and</i></li> <li>• <i>Quality Retail Development and Urban Design.</i></li> </ul> <p><u>Agreed Criteria for selection of Towns/Chambers:</u></p> <ol style="list-style-type: none"> <li>1. <b>The proposed TCHC should/must be linked to:</b> <ol style="list-style-type: none"> <li>(a) <b>A pending review of a statutory Local Area Plan (LAP) and should form the base-line survey for the performance of the town centre. The National TCHC must be linked to the planning system.</b></li> <li>(b) <b>Where local Authorities have undergone recent amalgamations (Limerick, Waterford and Tipperary Council Councils)<sup>6</sup>, proposals may be considered, where it is demonstrated that the TCHC is an objective of existing Development Plans/Local Area Plans and will inform baseline evidence for future reviews.</b></li> <li>(c) <b>The Local Authority must have an operating GIS system for data collection.</b></li> </ol> </li> <li>2. <b>Towns selected should have a functioning and engaged local traders' body such as a Chamber of Commerce that has a proven track record of working collaboratively and managing successful projects.</b></li> <li>3. <b>Geographical spread/representative of different types of town centres.</b></li> </ol> <p>The project will support the objectives in the CEDRA Report; the Supporting Economic Recovery and Jobs – Locally 2012 Report; and the Rural &amp; Economic Development Programme 2012 -2020; to generate economic growth in rural towns; re-energise rural tourism and mobilise community capacity for economic developments.</p>
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<sup>6</sup> In accordance with the *Electoral, Local Government, Planning and Development Act 2013*, County Development Plans (CDPs) will not be prepared until the Regional Spatial and Economic Strategies (RSEs) are adopted.



	<p>In accordance with the Department of Job, Enterprise and Innovation's <i>Statement of Strategy 2015-2017</i>, it is envisaged that the national town centre health check training programme will strengthen the existing economic base of town centres, promote the creation of indigenous enterprises in town centres, create additional local jobs, and create a strong enterprise cluster building on Ireland's comparative advantage in terms of world-renowned cultural heritage assets.</p> <p>This project will also facilitate the coupling of the indigenous research, technology, development and innovation (RTDI) industry by developing research, knowledge, capacity, education, awareness and infrastructure and encourage collaborative links with universities and professional institutes engaged in environmental management and economic development practices and procedures.</p>
Business Case	<p>The National Town Centre Health Check (TCHC) Training Programme will enable representatives from the Local Authority, local businesses owners, local business representative groups and local citizens to assess how their town centre is performing and will facilitate them to form local partnerships/a town team to prepare and implement an agreed and shared Town Centre Management Strategy.</p> <p>[Cultural] Tourism, an abstract export industry<sup>7</sup>, is one of Ireland's most important economic sectors and its growth is at the centre of the government's economic recovery plan. This collaborative TCHC training programme will support the realisation of <i>Growing Tourism to 2025</i> policy objectives in relation to:</p> <ul style="list-style-type: none"> <li>• <i>Generating increased levels of overseas revenue;</i></li> <li>• <i>Increasing the value of tourism services exports in Ireland; and</i></li> <li>• <i>Contributing to the promotion of Ireland as a tourist destination.</i></li> </ul> <p>Fundamentally, the project will support sustainable tourism and socio-economic, cultural and enterprise growth and development within historic Irish towns and reinstate the vibrancy and vitality of town centres.</p>

<sup>7</sup> Tourism (including Cultural Tourism), an abstract export industry, is included in the invisible balance of the national balance of trade, which measures the relationship between our national imports and exports – i.e. whether we operate what is termed a trade surplus or a trade deficit – Source Heritage Council Annual Report 2014.

Objectives	<ol style="list-style-type: none"> <li>1. To develop a co-ordinated TCHC action-learning training programme (consisting of two training workshops and mentoring support) for a representative number of historic towns to co-ordinate, plan and promote the concept of town centre health checks (TCHCs) and the creation of a Baseline in YR2016, and to promote the wide-ranging benefits as a tool for enhancing socio-economic activities and development, and cultural heritage and tourism growth;</li> <li>2. To develop a collaborative and shared knowledge and exchange network to influence policy and decision-makers responsible for the management of town centres, and to champion the implementation of a resources framework for the long-term management of valuable assets within Ireland's historic town centres; and</li> <li>3. To support and enhance collaboration and co-operation and partnerships within Ireland between national, regional and local partners involved in town centre planning and management and to assist in the enhancement and promotion of tangible and intangible heritage associated with Ireland's town centres;</li> <li>4. To enhance and promote Ireland's historic town centres as an 'enterprise growth pole' for EU-wide heritage/tourism-led socio-economic development and balanced regional growth in Ireland, building on the existing retail base/mix and civic infrastructure, including visitor and heritage centres, museums, etc.;</li> <li>5. To promote the integration of existing and new technologies and ICT solutions that support the innovative development of the retail and cultural tourism sector in Ireland;</li> <li>6. To build research partnerships with universities and professional institutes in Ireland and to develop a focused research programme to enhance the management, growth and development of historic town centres;</li> <li>7. To enhance understanding and exchange of procedures and available tools to encourage participation of the general public, local and regional authorities, and other parties with an interest in the drafting, formulation implementation and monitoring of town centre policies in Ireland.</li> </ol>
Training Outcomes (to be evaluated)	<p>Programme Outcomes include:</p> <ul style="list-style-type: none"> <li>• Creation of collaborative partnerships and networks of civic leaders within an overall Irish Town Centre Management Programme, which supports the delivery of the National Planning Framework (NPF) and enhances strategic planning, effective management, and sustainable development at a</li> </ul>

	<p>local level;</p> <ul style="list-style-type: none"> <li>• Enhances understanding and awareness of how to undertake and measure the overall performance of a town centres in Ireland using [standardised] Key Performance Indicators (KPIs);</li> <li>• Raises awareness of the crucial role that good planning and design, quality public realm plays in creating a safe historic core (and streetscape) with a unique 'sense of place', which in turn attracts visitors and tourists to a town centre – i.e. the public realm is the 'main stage' of an historic town;</li> <li>• Stimulates socio-economic regeneration, revitalisation, wealth creation and growth in the locality and acts as a focus/'lightening rod' for investment (both public and private);</li> <li>• Enhances overall quality of life, health and well-being and sense of belonging within communities living and working in Ireland's historic towns.</li> </ul>
Start Date	<ul style="list-style-type: none"> <li>• April 2016 – first discussion with DoHPCLG</li> </ul>
Project Milestones	<ul style="list-style-type: none"> <li>• <i>Conception Phase - Project Charter</i> to be drawn up by end of Q1 2016 – involvement of all identified partners to be confirmed by end of June – send to all partners – changes as necessary – this is a draft and can evolve based on discussions with project partners and key stakeholders;</li> <li>• Project Resources to be secured asap;</li> <li>• Consultation process for issues for broader stakeholders;</li> <li>• Training Team and Proposed Training Programme to be finalised in August 2016 by lead partners;</li> <li>• Formal Project commencement with organisation and delivery of first TCHC training workshop on 29th September 2016 in Naas Town Hall – Professional Mentors assigned to each town – from professional and third level institutes;</li> <li>• Three month implementation period – October-December when attendees undertake TCHC in their towns using the knowledge gathered during the first TCHC training workshop;</li> <li>• Reporting session and second training workshop – Utilising the Town Centre Health Check – to be held in early 2017;</li> <li>• Finalising TCHC Report – launch in relevant towns</li> <li>• Late 2017 – extend the programme to other towns plus prepare 2017 TCHC and compare to 2016 baseline.</li> </ul>
Project Outline	<p>Training local public, retail, business and voluntary representatives on how to undertake an annual Town Centre Health Check – identifying and using key performance indicators/KPIs. Once the training is completed mentoring and support will be provided for local partnerships in towns to work</p>

	<p>together to carry out a Town Centre Health Check and devise and implement an agreed Town Centre Management Strategy to enhance vitality, vibrancy and viability.</p> <p><u>TCHC Workshop No.1 – September 2016 – presentations, site visit (Naas Town Centre) and group work – Heritage Council/RGDATA and all partners (IPI, ILI, RIAI):</u></p> <ul style="list-style-type: none"> <li>• Introduction and outline of Workshop format and ‘Key Learning Objectives’;</li> <li>• Overview of performance of our towns – what is happening at a macro and micro level – an economic overview</li> <li>• Assessing townscape and character – understanding urban <i>form and fabric</i>- assessing the built, natural and cultural context;</li> <li>• Statutory instruments to support reducing the number of derelict sites and buildings in town centres;</li> <li>• Understanding Quality Urban Design and Reuse of Buildings;</li> <li>• Core elements of a town centre health check – IPI Speakers: <ul style="list-style-type: none"> <li>- <i>Understanding quantitative and qualitative indicators;</i></li> <li>- <i>Retail catchment mapping analysis (convenience, comparison and bulky comparison) based on drive times/isochrones – 5min, 10min, 15 mins, 20mins, etc.</i></li> <li>- <i>Identify location of competing centres by drive times – prepare maps;</i></li> <li>- <i>Landuse survey (ground floor only) – calculate vacancy rates (%) and prepare landuse map – there are two figures here – overall vacancy and retail vacancy – i.e. vacant retail units –</i></li> <li>- <i>Assess retail mix and diversity – identify key anchors – clustering of uses;</i></li> <li>- <i>Survey of Rents in Primary Retail and Secondary retail areas;</i></li> <li>- <i>Footfall survey – at least 6 no. survey points in town centre – map survey points – identify prime and secondary footfall areas – and uses in these areas;</i></li> <li>- <i>Identify number and location of No. of Protected structures – identify dereliction rate (%) – location of iconic structures and buildings and their settings – ‘significance’ – identify uses in protected structures;</i></li> <li>- <i>Parking survey – paid and unpaid – on-street and off-street;</i></li> <li>- <i>Shoppers survey – identify ‘leakage’ from catchment – informs claw back measures;</i></li> <li>- <i>Retailers survey – identify needs, concerns and</i></li> </ul> </li> </ul>
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	<p><i>expectations for the future – also potential investment plans – which could inform further measures.</i></p> <ul style="list-style-type: none"> <li>• Mapping the results – using GIS</li> <li>• Using Crowdfunding to assess Vacant sites and buildings;</li> <li>• Analysing and understanding the health check, assessing the economic base and role of the town centre;</li> <li>• Engaging with key stakeholders – communicating the TCHC results;</li> <li>• Setting up your Town Centre Partnership and how to utilise the TCHC – retail, tourism, events, etc.</li> <li>• Getting the local authority engaged and focussed on Town Centre Management.</li> </ul> <p><u>TCHC Mentoring Phase – October- December 2016:</u> Three meetings with a professional mentor from the various institutes during this period to discuss emerging results, trends and patterns, etc. Focus on the effective management of the town centre in the future. How to grow support and buy-in – identify and manage stakeholders – and enhance targeted performance. Identify ‘Quick Wins’.</p> <p>It is envisaged that mentors will be drawn from the IPI, the ILI and the RIAI (for example, a list of Institute Members with significant retail planning and urban design experience is provided at <i>Appendix A</i>).</p> <p><u>TCHC Workshop No. 2 – January 2017:</u></p> <p>Heritage Council/RGDATA, 3 Institutes (ILI, IPI and RIAI) and Town Centre Manager from UK/NI:</p> <ul style="list-style-type: none"> <li>• Formulating a Shared Vision for the town centre;</li> <li>• How to assess and improve the private and public realm/place-making process;</li> <li>• How to ‘reposition’ the town centre – how do we get there?;</li> <li>• Funding and Financial Management – developing a funding and investment strategy – linking to the National Planning Framework’s National Investment Programmes.</li> <li>• How to fund a strategic plan and investment programme to transform and regenerate the Town Centre as ‘Place’;</li> <li>• Incentivising successful places; and</li> <li>• Monitoring and evaluation (internal and external).</li> </ul> <p>Programme Follow on .....review evaluation.</p>
Major Known	<i>External – Weather is unsuitable for planned site visit during</i>

Risks	workshops – potential delays for participants. <i>Internal</i> – steep learning curve as this is the first collaborative TCHC training programme with many partner groups to be set up and delivered in Ireland. <i>Internal</i> – equipment including AV breaks down.
Constraints	Subject to adequate technical resources.
Dependencies	The project is subject to funding from government.
<b>4. Financial Information (to be developed further during discussions)</b>	
Potential Funding Sources	<ul style="list-style-type: none"> <li>• DoAHRRGA – Regeneration Unit</li> <li>• DoHPLG – e.g. Planning Unit,</li> <li>• Fáilte Ireland</li> <li>• Regional Assemblies and Local Authorities (north and south), etc.</li> <li>• Relevant EU Programmes and deadline(s) for applications to be explored in mid-2016.</li> </ul>
Estimate of First Year Cost (2016)	<ul style="list-style-type: none"> <li>• Programme Development costs/PM's time during 2016 – €10,000</li> <li>• Student Interns expenses for TCHCs - €5,000</li> <li>• First TCHC Workshop in June 2016 and artwork for promotional material including TCHC Training Pack- €15,000 -@20,000 (excluding travel costs for anyone outside RoI);</li> <li>• Mentoring costs during October-December – expenses for travel, meeting rooms, etc., - (10 no. towns, 3 mentors from IPI, ILI and RIAI) 30 x €1,000 = €30,000</li> <li>• <i>GIS Software and licence - €10,000 (now to be covered by LA resources in-house)</i></li> <li>• SPSS Software and licence - €10,000 (depends on LA resources in-house)</li> <li>• Second TCHC Workshop in January 2017 - €15,000</li> <li>• Review and External Evaluation - €5,000</li> <li>• <b>Total in 2016 – approximately &lt;€100,000</b></li> </ul> <p><b><u>Above Budget to be discussed with DoAHRRGA asap.</u></b></p>
2016-2018	Following evaluation of the programme, it is envisaged that the programme will be rolled out in 2017 and 2018.
<b>5. Executing Strategy</b>	
Organisation Managed, Vendor Hosted	A Project Manager will be employed – dependent on funding
<b>6. Acquisition/Procurement Strategy</b>	
RFP/Competitive	Graphic design services needed to produce materials for first

Bid?	Workshop; Web designer to develop TCHC/Town Centre Management portal
<b>7. Sign Off on Charter</b>	
Project Sponsor and Project Manager	Alison Harvey, Heritage Council
Date	
Project Co-Sponsor	Tara Buckley, RGDATA
Date	

**Project Founders:**

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**Appendix A: Project Partners – e.g. IPI**

**List of Members with significant Town Centre Health Check/Urban Regeneration  
experience in Ireland and elsewhere**

**Awaiting information from IPI – to be provided in due course**