

CARRIGTWOHILL

Strategic Plan 2018 – 2022

Prepared on behalf of:

SECAD 



Cork County Council
Comhairle Contae Chorcaí

December 2017





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Photo Credit: Hugh Kavanagh



1.0 Introduction

Welcome to the Carrigtwohill Strategic Plan; an exciting initiative to foster socio-economic development and renewal through community led partnership over the next five years. This is part of a process to help organise and inspire projects and activities that can have a real and lasting impact for the sustainable growth and development of Carrigtwohill.

This plan is being delivered by SECAD Partnership CLG, working in conjunction with Cork County Council and various stakeholders including community groups and business groups in Carrigtwohill. It is a product of an intensive and comprehensive consultation process with business, community groups, Council departments, property interests, state bodies and individuals. The ideas articulated in this plan are designed to reflect the incredible talent, resources and energy that exists within the community and provide a vehicle to help the broader community to come together to deliver positive change. Fundamentally, this plan is about partnership and finding new ways to learn and work together in the interest of the community. This plan seeks to be visionary by working through the small issues that add up to making a big change.

At the core of this project is a 'health-check' of the village that analyses the built fabric of the village, its services and the demographic and economic profile of the community. This helps us to appreciate the assets and attractions of the village, as well as the gaps and opportunities where actions could be made. It also seeks to build upon SECAD's ongoing work in the area by engaging with community development organisations, initiatives, networks and the Wild Work biodiversity plan.

There are lots of great people and groups working and volunteering across the village. This plan does not seek to replicate or challenge these initiatives but help bring together all these strands under 'one roof' and work together to achieve common goals.

This five-year strategic plan should be read as a complementary report to the statutory Local Area Plan and County Development Plan prepared by Cork County Council. The strategy is based around a series of 'Themes' that are the basis of a wide range of projects and initiatives. It identifies ideas and the actions that are necessary to make them a reality. This plan belongs to the community of Carrigtwohill as an enabling vehicle, so considerable attention is given to how we organise and communicate to deliver these projects.

Resilience is at the heart of this plan. A community and village that has the capacity to adapt and change can flourish and continually renew itself. This is a living plan, created by capturing people's ideas, and placing the community at heart of its delivery.

The plan is intended to be a vehicle for 'shovel-ready' projects, so that as and when funding becomes available from various sources, the projects and ideas identified here are in effect ready to go, and take the opportunity.

Detailed actions and projects can be adapted and updated over time to ensure that they remain relevant, purposeful and supportive of economic, environmental and social progress.

The development of this Strategic Plan was made possible as a result of a successful application for support from the Department of Rural and Community Development through their Town & Village Renewal Scheme.

The best way to predict your future is to create it

- Abraham Lincoln

2.0 Approach

SECAD's approach to this project was to undertake an holistic 'health check' of the village, incorporating comprehensive stakeholder, community and business consultation to develop a sustainable development strategy for the village. This project provides for the development of a socio-economic plan for the community provided in parallel with Biodiversity and Social & Community development strands.

A village is a living entity. In this project, a broad view of village centre health is considered. While the character of a village is reflected in its physical fabric, it also incorporates a range of criteria such as the extent and effectiveness of community

networks, business organisations, communication capacity, services and entrepreneurialism. This is ascertained through the combination with a number of parallel strands of the study including consultation with key stakeholders and community groups and complementary bio-diversity and social health-checks.

The overall project which commenced in September 2017 and moved to the presentation of the Draft Strategic Plans at a Town Hall meeting in Carrigtwohill on 30th November to test the strategy generate further ideas and projects. The Final Plan is to be presented on 14th December 2017.

The following chart summarises our methodology:

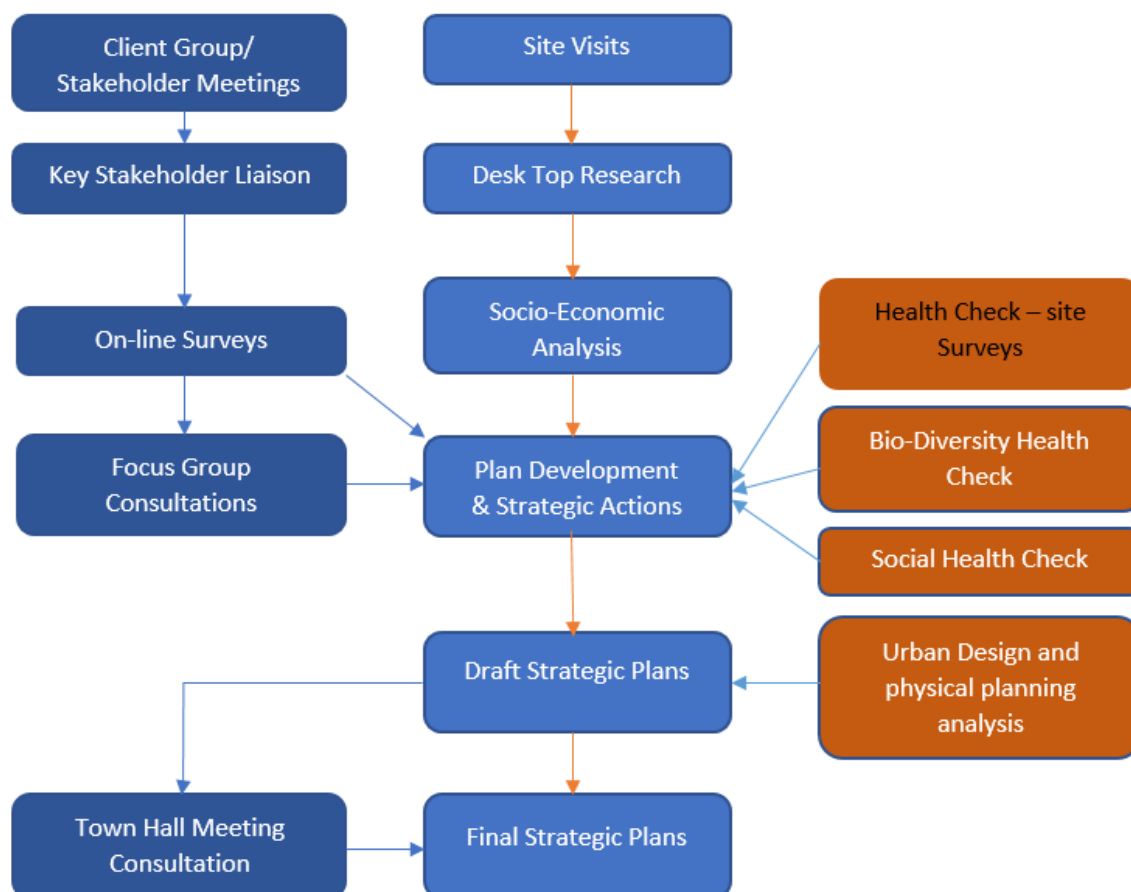


Fig. 2.1 Carrigtwohill, Strategic Plan methodology

Under this methodology a village first assesses the assets it possesses, as well as the barriers and challenges it faces through an understanding of the viability and vitality. This allows for the development of policies, objectives and projects to address gaps in provision of services and facilities and identifies potentials for improvements.

The opening sections seek to help develop our understanding of the place, its strengths, constraints and opportunities. The analysis then reflects the creative process, building on inputs from multiple parties and stakeholders of where

the gaps and potential is to be found, and what the building blocks for a plan may comprise.

The implementation section takes the measures identified in the strategy and describes in detail what each measure involves, how it would happen.

Following the consultation stage, groups and individuals were invited to add their own projects or aspirations to the list, so that we can help deliver on our ambitions through working together in partnership.



Fig.2.2 Barryscourt Castle, Carrigtwohill – a tremendous tourist and amenity asset for the village

“We do also have the skill, imagination and abilities to develop our towns in an attractive and highly individualistic ‘Irish manner’. We have inherited a fine tradition from past generations and we now hold this in trust for future generations. During our stewardship our towns will change and develop in many ways. How we direct these changes is our responsibility.”

Patrick Shaffrey, *The Irish Town – an approach for survival* (1975)

3.0 Village Profile

3.1 Location and context

Carrigtwohill is situated approximately 15km to the north-east of Cork City along the N25 road that connects Cork to Midleton and on to Waterford. The surrounding lands have a rolling, scenic quality, with Great Island and Cork Harbour situated to the south.

Carrigtwohill forms part of the wider Cobh Municipal District, and is one of the area's strategic growth towns.

The town has developed rapidly from a rural village to a population of some 5,080 residents according to the latest census figures, and a strategic growth centre for the Cork Metropolitan region.

To the north of the village centre the suburban commuter rail line connects Midleton, Cobh and Carrigtwohill to Cork City. The N25 national route from Waterford to Cork bounds the south of the village providing strategic linkage to the metropolitan road network.

The village has developed in a linear fashion along the street that now forms the traditional village centre with the majority of residential developments to north of the old core. Carrigtwohill's traditional function as a small rural

village, is reflected in the local nature of retail offerings and scale of the Main Street.

The area surrounding Carrigtwohill has become a strategic location for major international pharmaceutical and biomedical companies, and these businesses are a major employer, not only for the village, but the Cork region as a whole.

Fota Wildlife Park and Fota Island Resort, to the south-west of the village, are a major employers in the area, while also offering amenity for recreation and leisure.

Its proximity to these excellent attractions and Cork City have attracted large numbers of new residents. In recent years, particularly due to the development of the dual-carriage N25 and the IDA business Park, the village has experienced dramatic growth.

While this proximity to Cork City has benefitted the village in terms of increasing the overall population, like many small towns it has not reflected in creating a vibrant village centre.

This sudden explosion in population is evident in the streetscapes of the village, which retains a rural character, yet now also possesses large scale residential development and international retailers and industries.



Fig. 3.1. Aerial view of the Carrigtwohill Settlement Boundary [Source: CSO]

3.2 Demographic Profile

The following profile of Carrigtwohill has been developed using CSO data which was acquired during the Census of 2016.

The data set is for the defined settlement of Carrigtwohill, the boundary of which is limited to the Carrigtwohill urban area. Figure 3.2 below highlights the area of study.

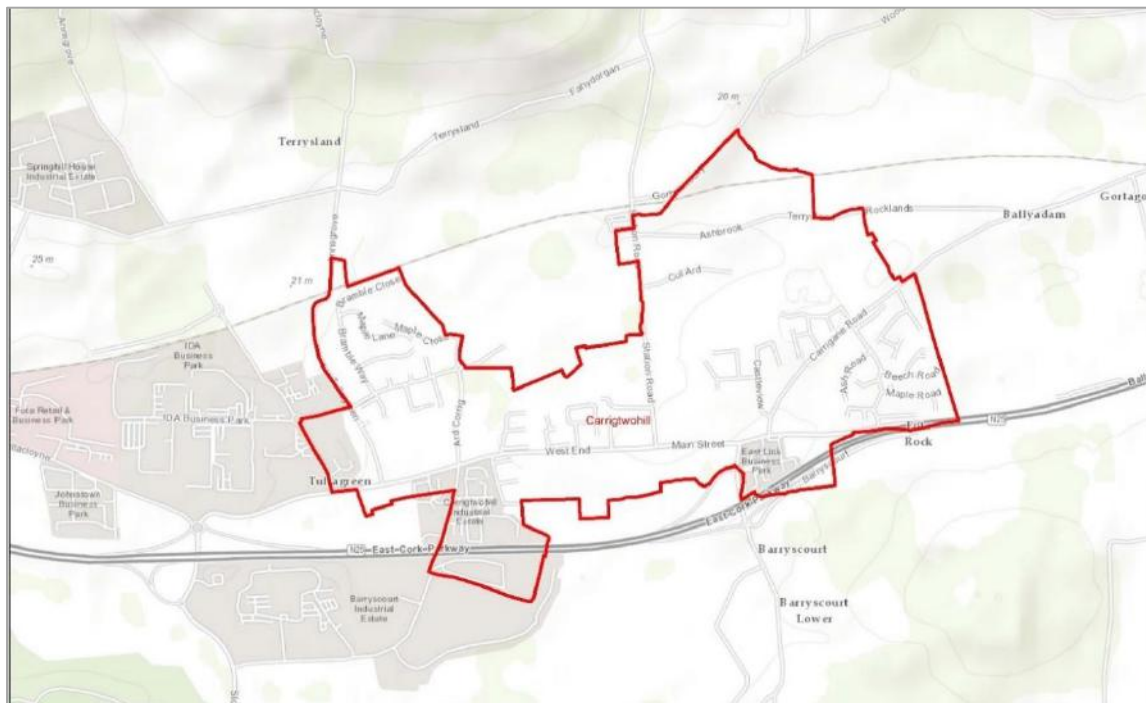


Fig. 3.2 Topographical map of Carrigtwohill Settlement boundary (defined by CSO)

Census 2016 recorded a population of 5,080 people in the settlement of Carrigtwohill. This was an increase of 11.6% (Fig. 3.3) from the previous Census recordings in 2011 (pop. 4,551). The State average for the same period was 3.7%.

These figures show Carrigtwohill has almost doubled in size over the course of ten years. This period of unprecedented growth supports the CDP designation of Carrigtwohill as a Metropolitan Town, the role of which is to support the overall growth of Cork City.

Of the 5,080 people that reside in Carrigtwohill, 2,570 are female and 2,510 are male. The largest age group being the 35 to 39 year olds, of which there are 801. Figure 3.4 provides an age and gender breakdown of the population.

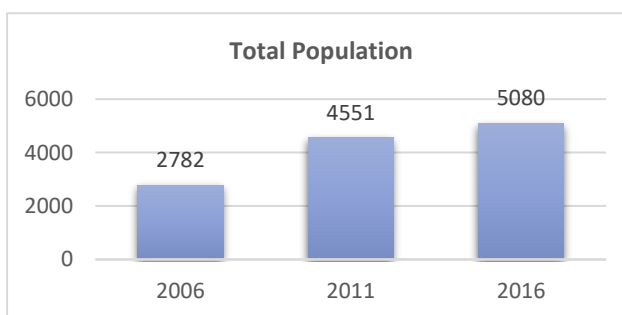
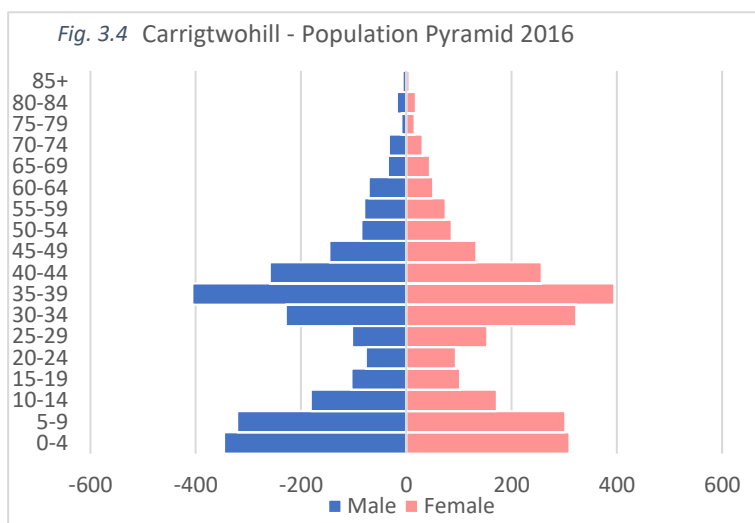


Fig. 3.3 Carrigtwohill Population Change 2006-16

Diversity

In Carrigtwohill, 76% of the total population, or 3,868 people, were born in Ireland. 527 people living in Carrigtwohill were born in Poland, which makes this cohort the next largest at 10% of the population. 143 people, or 3%, were born in the UK, while 159 people are from the other EU 27 countries. 6% of the population (305) are from the 'rest of the world'.

Figure 3.5 below highlights the percentages of the population based on their ethnic or cultural background. The highest proportion of people in Carrigtwohill identify as 'White Irish', 3,245 in total. 307 people in the village identify as 'Black or Black Irish', with a further 123 people identifying as 'Asian or Asian Irish'.



Location	Ireland	UK	Poland	Lithuania	Other EU 28	Rest of World	Not stated	Total
Birthplace	3868	143	527	58	159	305	0	5060
Nationality	4010	44	587	62	172	114	71	5060

Table 3.1 Carrigtwohill Population Diversity

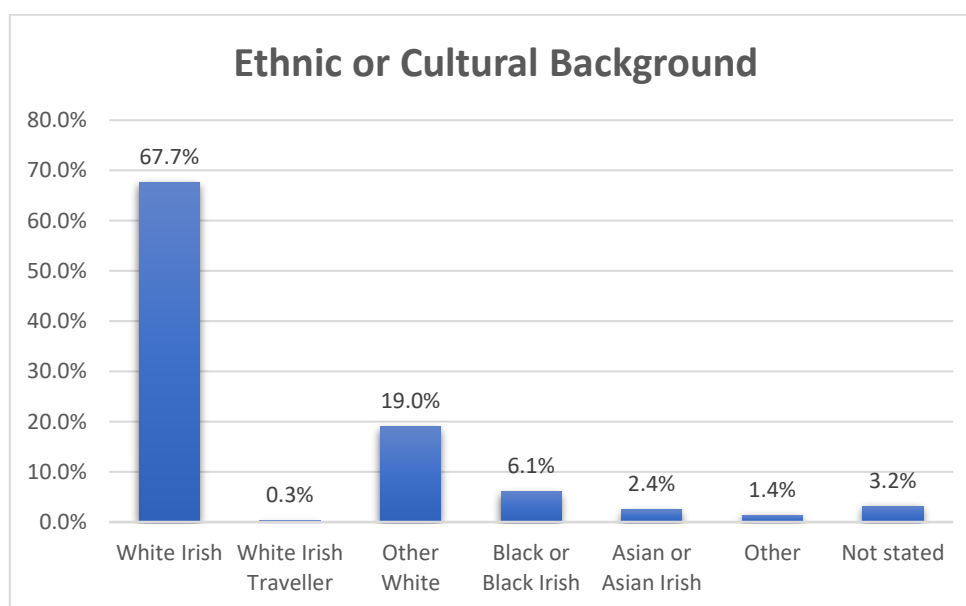


Fig. 3.5 Carrigtwohill Population Ethnic or Cultural Background

The education attainment levels of 2,834 people is recorded in the census data. 31%, or 900 people, have achieved an Ordinary Bachelor Degree/National Diploma or above. A total of 527 people

have received education to upper secondary school level, while 161 completed their education at primary level. 23 people have no formal education.



Economic Profile

The principle economic status of residents shows residents aged 15 or older who are physically able to work. It found that there are 2,336 people who identify as being 'at work' out of a total of 3,448. In terms of unemployment, there are 216 people

who stated they are 'unemployed having lost or given up previous job', while a further 25 people are currently looking for a first regular job. 110 people are listed as being 'unable to work due to permanent sickness or disability'.

Table 3.2 Principal Economic Status	Male	Female	Total
At work	1,236	1,100	2,336
Looking for first regular job	14	11	25
Unemployed having lost or given up previous job	100	116	216
Student	139	153	292
Looking after home/family	12	248	260
Retired	104	97	201
Unable to work due to permanent sickness or disability	54	56	110
Other	3	5	8
Total	1,662	1,786	3,448

As residents of a village that falls within the metropolitan region of Cork City, locals have access to a wide range of employment options, particularly within the professional sphere. Carrigtwohill is also located in an area of Cork with a strong reputation for its pharmaceutical and large manufacturing industries. These sectors are the largest employers within the area. Figure 3.6 gives a breakdown of jobs held by residents of Carrigtwohill based on industry type. Commerce and Trade is the largest employment sector, with 22.4% of those in

employment, or 523 people, working in these industry types. Similar numbers, 521 people to be exact, work in manufacturing industries. The next largest industry of employment is that of professional services, which account for 20.4% (476 people) of the total employed population of Carrigtwohill.

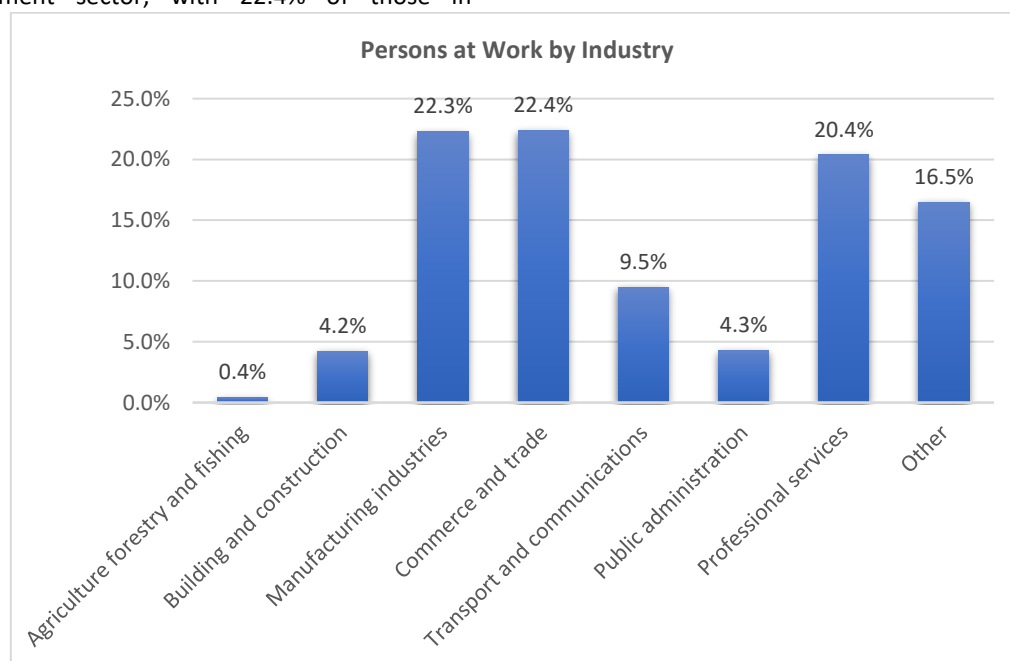


Fig. 3.6 Carrigtwohill Persons at Work

Deprivation Indices

Figure 3.7 below highlights locations of relative affluence in the village based on Pobal's data for the area. It indicates a higher level of affluence in the

newer suburban locations on the periphery of the village with more marginal and disadvantaged locations concentrated in the older village core.

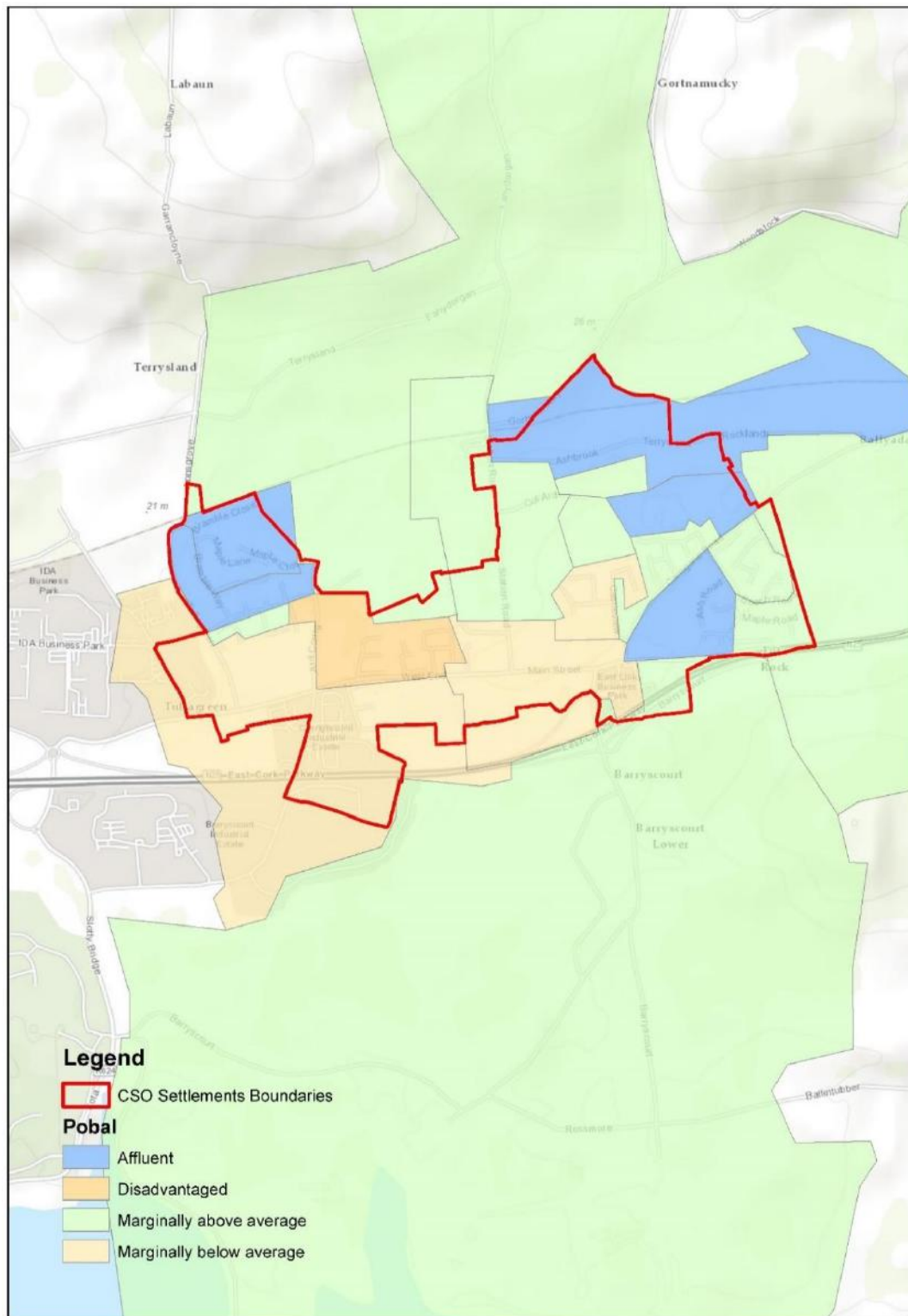


Fig. 3.7 Carrigtwohill – Pobal maps indicating relative locations of disadvantaged and affluent communities



Fig. 3.8 Streetscape of Carrigtwohill (Source: Hugh Kavanagh)

3.2 Village Centre Assessment and Health Check

Attractions

Main Street is the main thoroughfare in Carrigtwohill, and once would have provided the primary route linking Cork to Midleton and Waterford. The village developed in a linear fashion along this route, and this form of development is still evident today as most of the village's businesses and services are located along this road. Development to the East along Main Street is curtailed by the N25, while to the west the business and technology parks frame the village's outskirts. The majority of activity within the village is located between the junction of Main street and Carrigane Road and the entrance to Carrigtwohill GAA Club at the western end of the village.

The N25 effectively bypasses the centre of Carrigtwohill, continuing towards Midleton. This reduces through traffic levels in the village, however there are localised peaks in traffic associated with school collections and drop-offs, leading to congestion.

While the village is not known as a tourist attractor, the impressive Fota Wildlife Park is situated approximately 6 kilometres from the village. Fota is a national level attraction. The village's location north of Great Island places it near the mouth of Cork Harbour and allows for the potential to serve visitors to this area.



Fig. 3.9 Streetscape of Carrigtwohill

Accessibility

Carrigtwohill is highly accessible within a regional context, being located along the N25, near the M8 motorway and possessing a rail link to Kent Station, which is a national hub. The train runs at 30 minute intervals during peak hours, and this decreases to hourly intervals outside of these times. It has been highlighted that Irish Rail's fare structures are operating as a dis-incentive for using the station, limiting the number of commuters who have switched from car to train for their daily commute. There are also several bus routes, the 241, 260 and 261, that service the village and connect to Cork City, typically every 30 minutes.

In terms of pedestrian accessibility, Carrigtwohill is easy to orientate given its linear built form. In a pedestrian sense, the village benefits from having been by-passed by the N25 dual carriageway and the associated traffic reduction. While there is a reasonable provision of footpaths, the pedestrian

environment remains highly vehicle dominated, especially at peak hours. The village has no clear pedestrian crossing points. This is something that is particularly noticeable outside of the school buildings. The pedestrian connection between the Carrigtwohill Shopping and Business Centre, on the eastern edge of the village, and the village centre is not harmonious and reduces the overall walkability of the area, thereby impacting connectivity between the two.

Cycling infrastructure is mixed, with newer housing developments to the north of the village centre including cycle paths, but without a coherent framework. There is significant potential for the village centre to improve cycle friendly facilities. The development of infrastructure that connects the village centre with these cycle paths to the north would allow for a more coherent network that aids accessibility and mobility.



Fig. 3.10. Entry to the village Centre via Carrigane Road

Environmental Quality and Amenity

The village centre itself is not clearly distinguishable, as it initially appears to be split between the two main convenience stores on opposite ends of Main Street. This has led to a clustering of businesses on the eastern side, near the Shopping and Business Centre, and a further cluster around the Centra store and Church Lane to the west. This is an opportunity to further develop the area around the community centre, which already acts as a focal point within the village, and provide a defined centre for the village as a whole, perhaps creating a civic space for residents.

The Community Centre is also the current site for the village's playground and the relatively new

Millennium Park, which has all-weather football pitch facilities as well as outdoor fitness machines. These are excellent amenities for the local community, however, there is scope for further development of a public park, potentially in lands adjacent to the community centre car-park.

The Cobh Municipal District Local Area Plan has approximately 37.9 hectares of land zoned open space within Carrigtwohill. This amounts to approximately 25% of all lands within the designated settlement boundary, the total area of which is 153.75 hectares.



Fig. 3.11. Outdoor Fitness Equipment, Millennium Park

Diversity of Uses & Multiple Representation

Centra and Mace stores are located within the village centre, while the Aldi store on the western outskirts of the village offers a larger convenience multiple¹. Of the 120 observed units in the village, 17 are comparison units, or approximately 14% of the total. 15 properties are recorded as convenience units, which is approximately 12.5% of the total. 17 occupied units were recorded as bulky goods units. This means that overall, approximately 40% of all recorded units in Carrigtwohill, that are currently occupied, are for retail use. The remaining units are spread between services, professional, health/medical, and educational.

Large-scale industrial facilities make up a substantial proportion of the commercial properties in the area due to the location of the IDA and Fota Business Parks on the outskirts of the village. The scale of the industrial facilities to the west of Carrigtwohill pose a difficult challenge to a village that seeks to retain its rural village characteristics. The employment base of these industries is substantial and there is significant scope to provide services to this base.

¹ Comparison and Convenience are terms borrowed from various Retail Strategies, such as those commissioned by Local Authorities. Effectively, they allow for the categorisation of stores, which in turn can highlight deficiencies in service provision that may exist in towns.

Comparison goods refer to items such as clothing and footwear, pharmaceutical products, newspapers, recreation equipment and similar items. Convenience goods are items such as food, alcoholic and non-alcoholic beverages, tobaccos, and other non-durable household items.



Fig. 3.12. Entrance to Aldi, beside vacant unit

Levels of Vacancy

Of the 120 units that were surveyed for the health check, a total of 18 were vacant. This amounts to an approximate percentage total of 15%. Latest figures released by Geodirectory that report the rates of commercial vacancy in Ireland state that the national commercial vacancy rate is 13.5%. Carrigtwohill's figure of 15% places it slightly above the average rate, which is something that requires

addressing. There is no noticeable clustering of vacant units, with a dispersed pattern occurring. This allows for the issue to be dealt with far easier than if there were large concentrations of vacant units. Key vacant sites include the units that exist within the same development as the Aldi supermarket, and the two units facing Carrigane Road in the Barryscourt Industrial Estate.

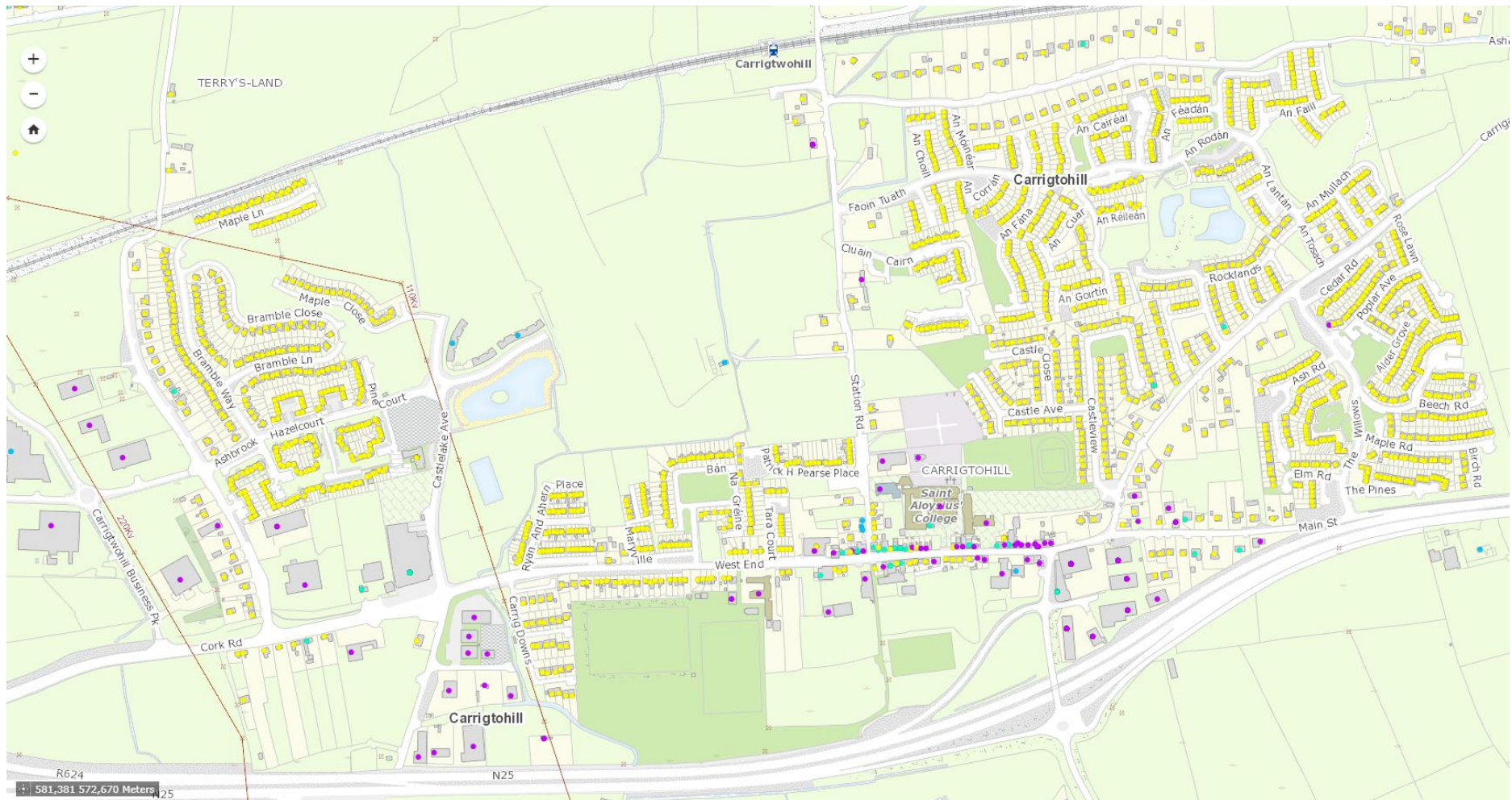


Fig. 3.13. Geodirectory Address Points [Source – MyPlan]

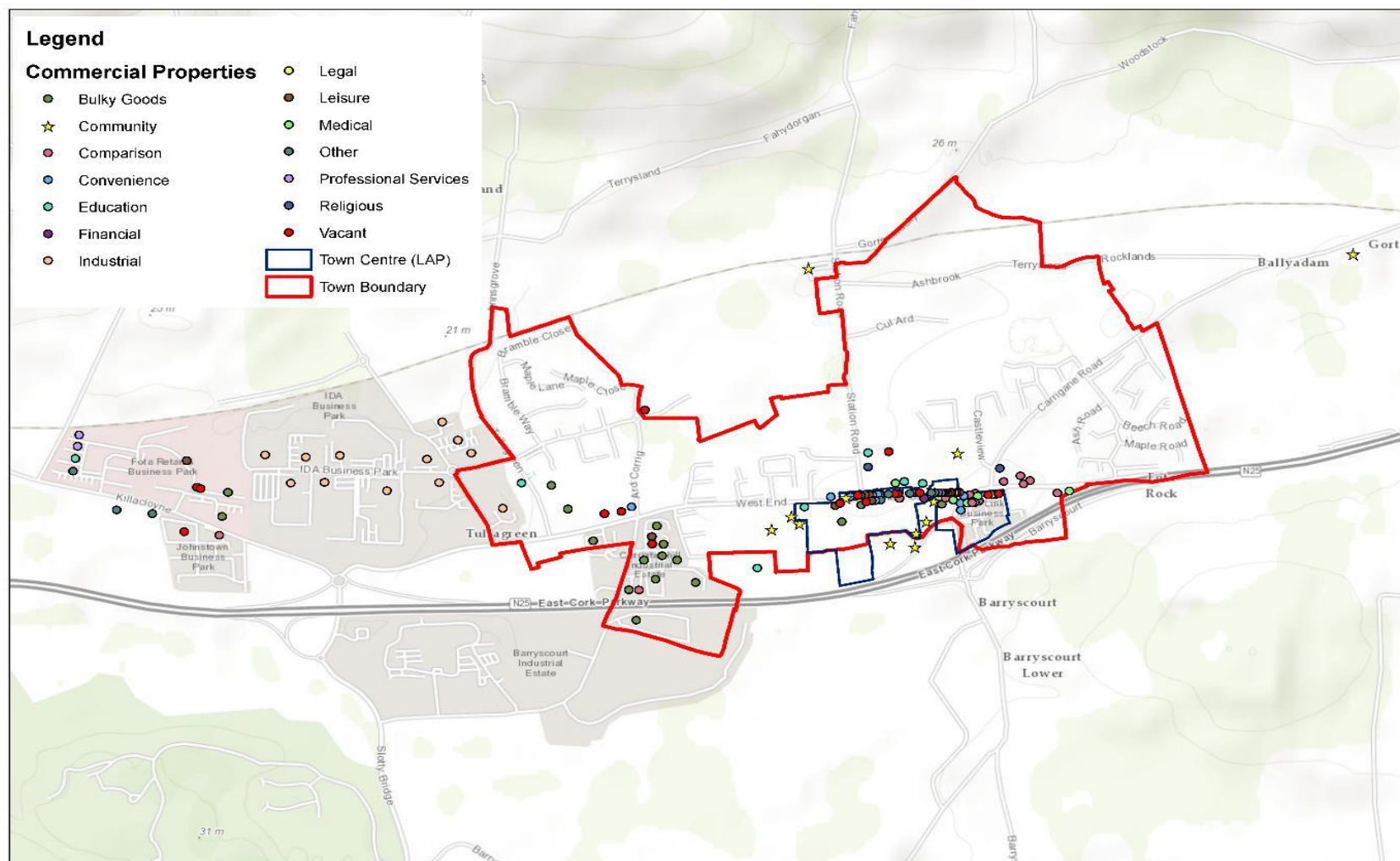


Fig. 3.14 Carrigtwohill Health Check Address Points [Source - FAC]



Figure 3.13 above (source: GeoDirectory and MyPlan.ie) provides an indication of the commercial activity in Carrigtwohill. It shows all residential and commercial property in the area. The purple and blue points show buildings are in commercial use, while yellow points are residential. It provides the locations of commercial properties in Carrigtwohill, although it does not stipulate the type of commercial activity, nor does it highlight vacancy rates.

Field research undertaken by Future Analytics Consulting (FAC) sought to confirm the accuracy of the Geodirectory data, along with acquiring greater insight into the types of activity undertaken in the village.

Figure 3.13 indicates that the majority of commercial activity exists along Main Street, specifically between the junction with Church Lane in the west, and Carrigane Road in the east. However, commercial activity can be seen further east towards the junction of Carrigane Road and the N25. Activity is primarily located within the Carrigtwohill Shopping and Business Centre and the East Link Business Park, where there are multiple uses, ranging from wholesale, to medical, and retail.

To the village's west lies two large industrial estates, including the IDA held lands. Units on these premises are of an industrial scale, with international medical technology and pharmaceutical firms such as Stryker and GE Healthcare based here. These industrial parks lack an obvious connectivity with the village, yet provide major employment opportunities for locals. This creates an imbalance whereby a major employment centre, existing on the border of a settlement, has no apparent linkages to the village, while the village itself seemingly has insufficient capacity to service the large employment base that exists in these sites.

Figure 3.14 above is a visual representation of the data recorded during the site visits. The village boundary distinguishable as the blue border in this image, is derived from the Municipal District LAP. It extends from the entrance to Carrigtwohill GAA grounds at the west end of Main Street, to the junction with Carrigane Road in the east of the village. Commercial development is primarily centred within this boundary, although the several industrial parks that have emerged west of the

village have begun to draw commercial development in that direction.

The vast majority of vacant and derelict sites can be found in the traditional village centre, within the LAP boundary. Except for the vacant St. David's Church situated beside the graveyard, all of these sites are located adjacent to Main Street.

Noteworthy vacant sites include the two units that exist on the road facing enterprise unit in the East Link Business Park, while the village is bookended by more vacant units in a modern premises on the western end of Carrigtwohill, beside the Aldi supermarket.

Perhaps the most obvious vacant site is that of the mixed use residential property that lies entirely empty in the Oakbrook Maple Crescent development.

Efforts have been made to address vacant and derelict sites, with various forms of hoarding, painted with pleasant designs, prohibiting views into several sites in the village, however this is certainly only a short-term solution.

The yellow stars in figure 3.14 refer to community assets. An asset can be anything that has a positive impact on, and is owned by, the community, and generally relates to facilities that benefit the surrounding locals. Some of those listed include; the school playing fields, Millennium Park, the all-weather pitches, the Men's Shed, the public playground, the GAA facilities, and the school running track. These assets are invaluable to the community and should be maintained, supported, and enhanced

3.3 Planning Policy

This section will outline some of the key policy objectives that could impact on the growth and evolution of the village centre.

Cork County Development Plan 2014-2022

Carrigtwohill is listed as a Metropolitan Town in the Cork County Council Development Plan (CDP). This entails an important supportive role to the strategic development aims of Cork City. This is achieved through the development of the village as a centre for population growth, services, and employment.

Improvements to infrastructure and integrated public transport connections are essential for Carrigtwohill to realize these set goals.

In terms of retail provision, Carrigtwohill is designated as a 'smaller metropolitan town' and therefore there is an objective to strengthen and consolidate the retail role and function of the village so as to adequately service the surrounding catchment.

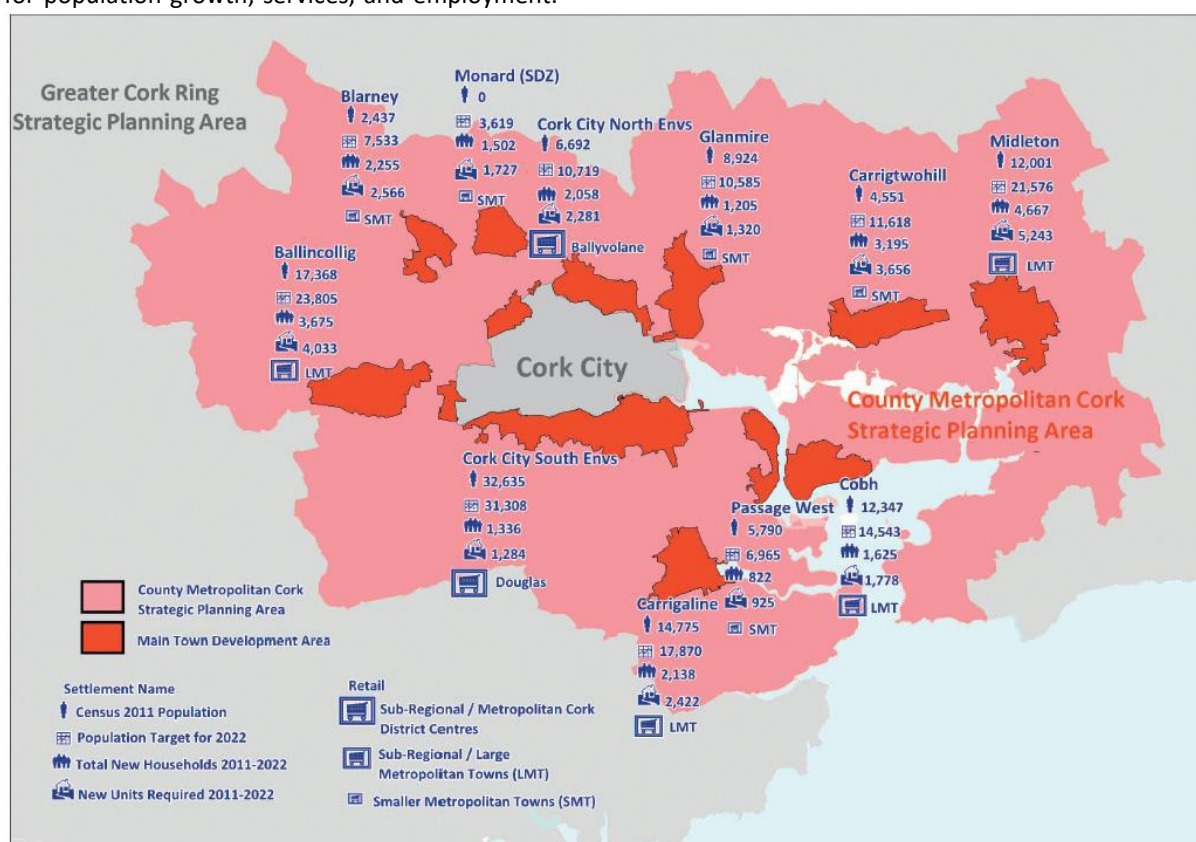


Fig. 3.15 Cork County Development Plan 2014-2020 Core Strategy Map

CDP Objective CS 4-1 (n) references Carrigtwohill as a location where the "development to provide the homes and jobs that are necessary to serve the planned population [of the Cork Metropolitan region] will be prioritised". Details of such developments is to be outlined in relevant master plans and local area plans.

Lands to the north of Carrigtwohill are identified in the CDP as having the potential to host relatively large-scale housing development. The CDP reflects the village requires improvements to education

facilities in order to service future population needs, with two 16 pupil classrooms required at primary level, and 1 secondary school with capacity for 600 pupils. This is a clear indication of the expected growth the village will undergo in the future.

Carrigtwohill is highlighted as an important employment location that has helped underpin Cork's economic success, because of this it is also earmarked as being one of the principal locations for economic development which includes the



designation of Strategic Employment Areas. The definition of a Strategic Employment Area is an area that plays an influential role in the development of internationally attractive clusters of economic activities.

Objective EE 4-1 aims to “*promote the development of Strategic Employment Areas suitable for large scale developments at Carrigtwohill...where such development is compatible with relevant environment, nature and landscape protection policies as the apply around Cork Harbour*”.

Carrigtwohill has benefitted from investment in infrastructure already through the Cork Suburban Rail Network. This route links the towns of Carrigtwohill, Midleton, and Cobh with Cork City, and there are plans to extend it in the future. It is an aim of the CDP to improve the frequency of key public transport routes so as to create a more reliable service that can compete with the private car.

Cobh Municipal District Local Area Plan 2017

The Local Area Plan for the Cobh Municipal District was adopted on the 24th of July 2017. A Master Plan has been developed for Carrigtwohill and focusses on lands to the North of the village centre, surrounding the train station.

While the village has benefitted from the opening of new facilities, such as the suburban rail line and the new Aldi store to the west of the village centre, it still lacks the sufficient levels of amenities and services for a location with the aims of achieving a target population of 11,618 people by 2022.

The LAP states that it is essential for Carrigtwohill to develop an attractive urban centre, with shops services and attractive buildings and public spaces that can serve the growing community and ensure it can adequately support its designation as a key metropolitan town. In order to do this a coherent strategy that guides the development of the village centre is required.

The original village centre has retained some of its traditional characteristics, however, the rapid expansion of the population and housing stock has perhaps unbalanced the scale of the village centre and its capacity.

A strategy for the development of the village centre as a vibrant location with a range of services on offer is key to ensure that Carrigtwohill fulfils the aims set out in its designation as a key growth area in Metropolitan Cork with a focus on better pedestrian facilities, increased connectivity, and beneficial changes to the public realm.

The LAP seeks the creation of a Station Quarter to provide residential and mixed uses centred around the rail station as a focal point for the entire community, with a new public square, mixed business uses, and residential developments of various scales.

Relevant general Objectives for Carrigtwohill, as set out in the LAP include:

CT-GO-01. Secure the development of 3,656 new dwellings in the town over the lifetime of the plan.

CT-GO-04. Improve public realm spaces within the Town Centre and to allow for greater connectivity between existing and proposed development areas.

CT-GO-06. To reserve land on either side of the railway tracks to facilitate potential future upgrading of the route to double track standard.

CT-GO-07. The creation of a network of walking and cycling routes that should include the residential areas of Bog Road, Fota Rock, Gortnamucky, Rocklands, Terry's Land, and Tullagreen.

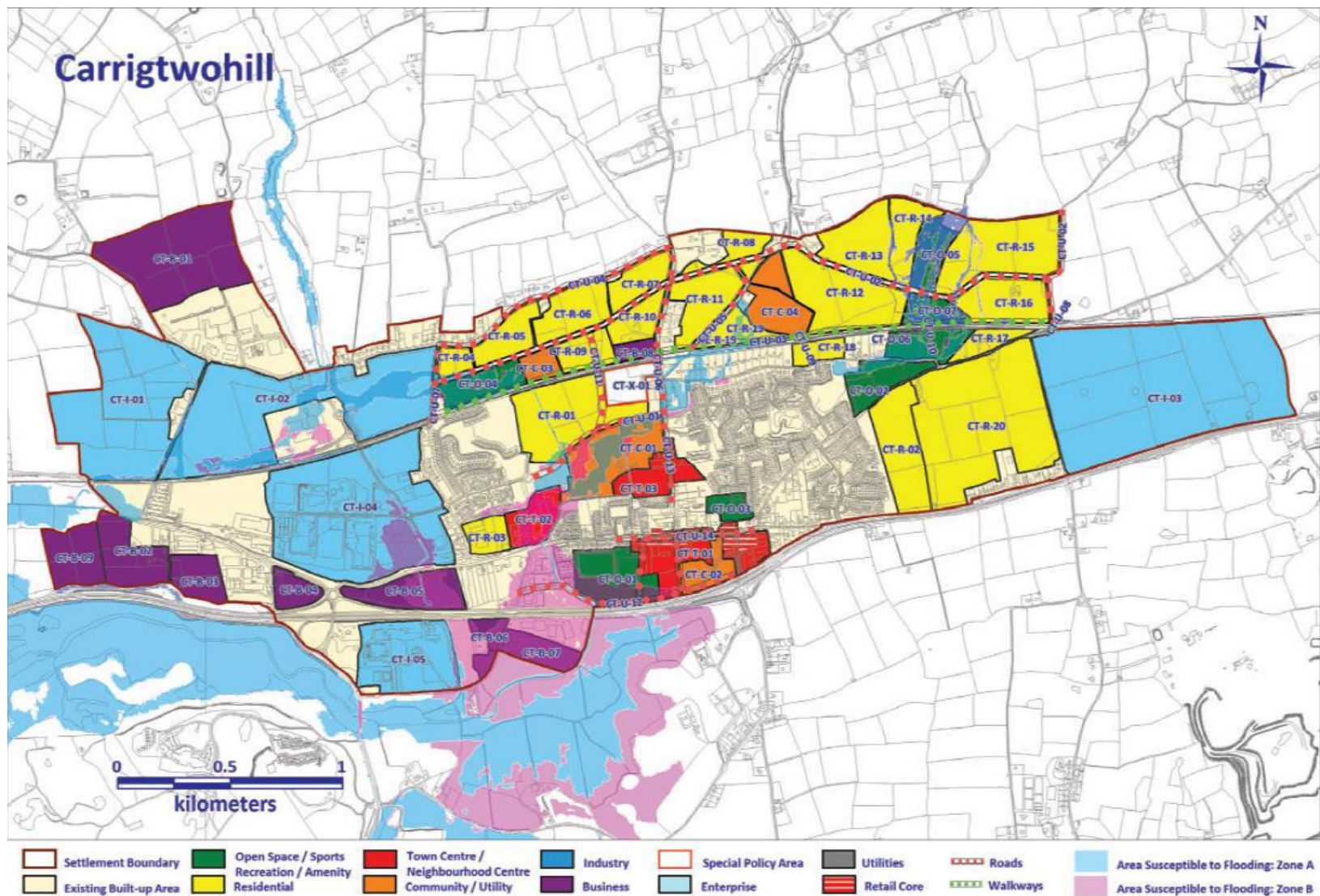
CT-GO-10. Secure significant road safety and traffic management improvements to Station Road, so it can provide a safe, pleasant and effective route between the station and town centre.



Planning permission has been granted for a mixed-use retail scheme on the western side of the village which includes a 120-bed hotel and 4 retail units.

A need for a new public car park has been identified, with several locations proposed. This must be in line with any public realm improvements.

A programme of walking and cycling infrastructure improvements should be created. A “primary green corridor” is proposed for the village that links the Station Quarter development with the proposed schools in the village centre.



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Fig. 3.16 Carrigtwohill Zoning Map under Cobh Municipal District LAP 2017



4.0 Consultations

The aim of this project is to create a plan that reflects the vision and needs of the people of Carrigtwohill, who will use it as a reference tool for progressing initiatives and projects in the village over the next five years. A comprehensive approach to stakeholder and community consultation was utilised which sought to capture opinions and ideas.

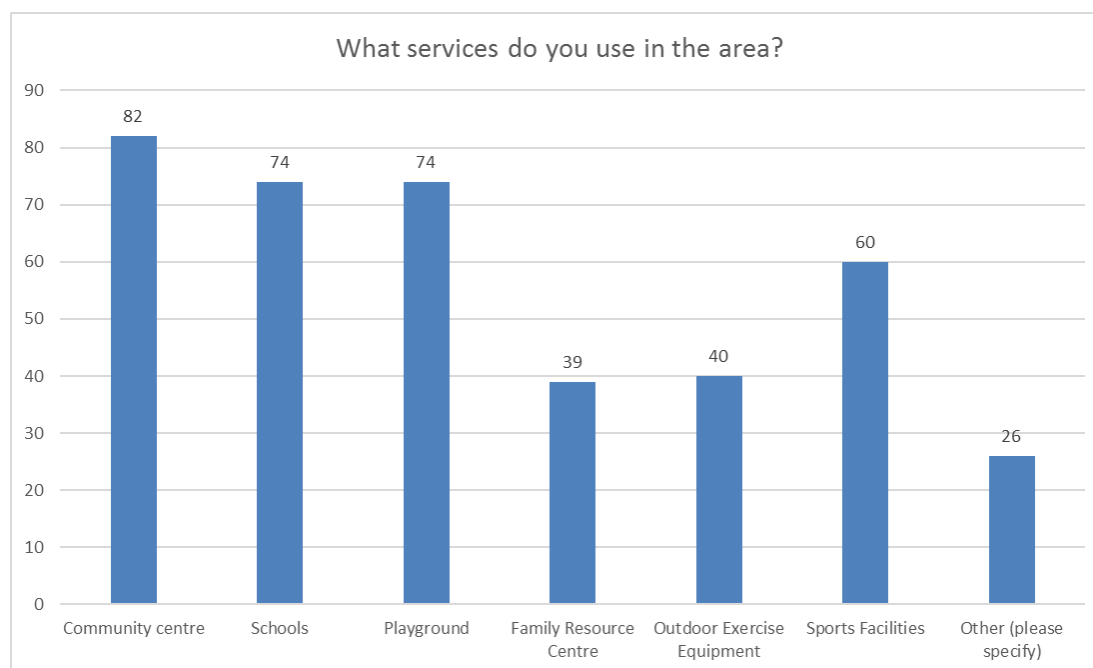
The overall objective of the consultation process was to:

- Raise awareness of what is envisaged for the Renewal Plan process;
- Provide clear and concise information to the local community;
- Provide community groups, business and relevant stakeholders with an opportunity to comment and influence the proposals;

- Ensure that the project team understands the views of consultees so that they can be considered during the Strategy preparation; and
- Ensure consultation has influenced the proposal

This project has included consultation with business and service providers in the village, discussions with Council staff, politicians and included a creative workshop session with business, an on-line community consultation survey, business survey and meetings with community groups.

125 individuals responded to the on-line survey. The feedback is reflected in the charts below, reflecting the responses to the questions in bar chart or word-cloud formats to illustrate people's response.



What do you like most about Carrigtwohill?

What do you least like about Carrigtwohill?

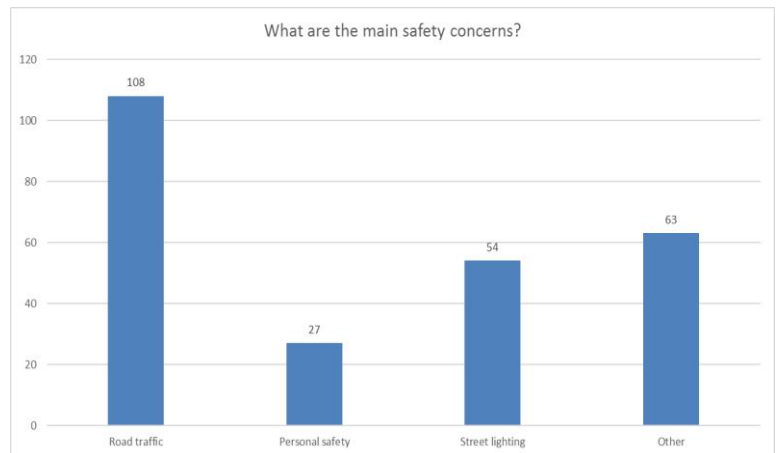


In Carrigtwohill, where do you think are the most important places for...

Nature and biodiversity?

Outdoor recreation?





What do you see as the greatest need for Carrigtwohill in the next five years?



The Carrigtwohill Strategic Plan is a result of consultations across a very broad range of interested stakeholders. By employing numerous methods to engage with the communities, gathering both quantitative and qualitative data, the research team was able to get real insight into the hopes and desires of the people of Carrigtwohill in formulating a sustainable, diverse and robust plan for the development of the area.

The village is very active in numerous areas. There is a strong fitness ethic prevalent in the community. The community centre, outdoor exercise equipment and sports facilities are all well used by the community.

There is a very strong sense of community and civic

pride in the village. Though, traffic, road and pedestrian safety are concerns. On a broader level, the village is considered a very safe place to live by the vast majority of the population.

The Barryscourt Castle and lake areas are seen as both important to village life and also as opportunities to enhance both the quality of life and tourism opportunities for the village.

The need for the planned schools and their facilities is clearly understood by the population. There is also a strong desire to enhance the traffic management in the village for both safety and convenience. The provision of facilities for teenage recreation as well as for the elderly population is well recognised.

Networks

The consultation process has illustrated that there is a strong and proactive business community in Carrigtwohill. The Business Association provides considerable support and access to the business network of the village. The recent *Pride of Place* Initiative has highlighted the strong support of the Business Community for all sectors of the village and illustrated the energy and talent that are at the heart of Carrigtwohill's economic potential.

Carrigtwohill has a very well organised set of community groups. The work of the Community Council is at the heart of these groups. Elsewhere in the research section of this report, this community spirit is noted as an extremely strong factor in the life of the village.

Each of the participant organisations in the *Pride of Place* project are obviously well organised and doing great work within the broader Carrigtwohill community.

These groups include:

- Family Resource Centre Ladies Arts and Crafts Group
- Community Centre
- Tidy Towns
- Mens Shed
- St. Vincent de Paul
- Local Choirs
- Parent and Toddler Group
- Meals on Wheels
- Tuesday Club
- Cork Acro Gymnasts
- Carrigtwohill Basketball Club
- Carrigtwohill Flower and Garden Club
- Carrigtwohill Badminton Club
- Carrigtwohill GAA Club
- Carrigtwohill AFC
- J H Kim Tae Kwon Do Institute
- Local Business

The activities of the groups is exemplary and reflects very positively on the village



Fig. 4.1 Carrigtwohill Community centre run by Carrigtwohill Community Council is a huge asset for the community, facilitating a wide range of recreational, social and community activities. (Photo Credit : Hugh Kavanagh)



5.0 SWOC Analysis

Carrigtwohill has experienced strong residential growth and has a resilient community that is committed to a wide range of projects which could help foster improved facilities and well-being. While there are firm planning policy objectives for growth, this has tended to benefit peripheral areas with the traditional urban cores finding it challenging to adapt to different economic functions and roles, changes in local retail and service centres and consumer behaviours and finding value and opportunity to support reinvestment and regeneration. It is also clear that the growing and diverse populations can offer great

The activity and commitment of the voluntary groups, Community Council, and Family Resource

Centre, supported by SECAD and Cork Council, would be enhanced by organising around projects and initiatives to support a variety of short and long term goals. Identifying these projects, and opportunities form part of this report, starting with a SWOC analysis

The table below summarises the SWOC (Strengths, Weaknesses, Opportunities and Challenges) analysis for the village.

Strengths	Weaknesses
• Historical village • Strong sense of community • Suburban Rail Network Links • Community organisations • Natural heritage and environment • Tidy villages • Proximity to Cork City • Clean, low litter levels • Fota Island Resort • Fota Wildlife Park • Recreation amenities • Strong GAA traditions • Good access by road • Children's playground • Strong Business Association	• Lack of amenities for young adults (13-18 years old) • Insufficient visitor accommodation • Low retail diversity • Challenges of integration between new and old communities • Limited restaurant/café options • Youth volunteer culture not influential • Underinvestment in maintenance of built heritage • Signage • Inadequate Cycling facilities
Opportunities	Challenges
• Sustainable tourism, amenity and recreation development and event promotion (ie. Barryscourt Castle) • Improved traffic management along Main Street • Enhance visitor amenities incl. accommodation provisions • Support and promote local producers/artists • Increase frequency of public transport • Encourage intergenerational participation and voluntary culture • Support link between village retailers and local food producers • Support new employment opportunities • Develop recreational amenities for young adults • Development of green infrastructure linkages	• Sustaining level of economic activity • Cost of maintenance of built heritage • Offering visitors reasons to stay in Carrigtwohill • Improving character of the streetscape • Road safety (cyclists) • Potential impact of externalities (ie. Brexit on local economy)

6.0 Strategy

6.1 Vision

The vision of this strategy is to harness the energy, talent and resources of Carrigtwohill to provide a new impetus to the village's economic development and creativity and to transform the village centre so that is reflective of everyone's pride and support for the village and its community. A new proactive partnership approach shall enable

and support the initiatives and potential that people have, helping people make their projects a reality through organising and communicating in a new way. This is articulated in Section 8, Organising to Deliver.

6.2 Themes

In order to help clarify and understand how this Vision could be brought forward into a strategy, 'Themes' were developed to provide a creative bridge for ideas, projects and interventions.

The Themes are based on finding some of the qualities of Carrigtwohill absorbed from the consultation and analytical phases of this project.

In particular, the chance was taken to reappraise issues that were often seen as problems or elements that were lacking to find gaps that need

filling or assets that could be appreciated and developed.

All Themes have in common a sense of opportunity that comes from understanding the strengths, capacity, gaps and interconnection between them.

Each of these Themes are addressed in the following sections. Detailed actions associated with the themes and indicative timelines and budgets are set out in the Action Plan Section.

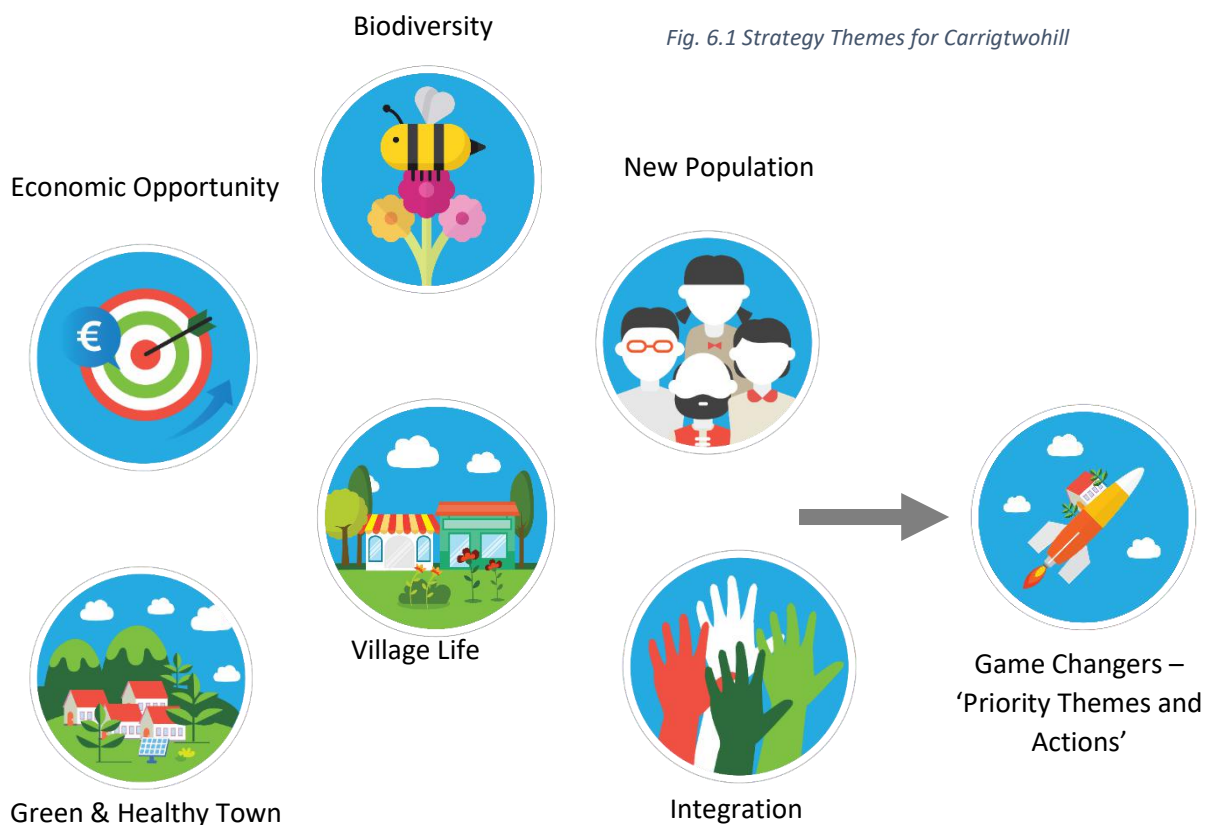


Fig. 6.1 Strategy Themes for Carrigtwohill



These 'themes' have been developed to allow for the creation of ideas, projects and actions that will, in their own small way, make the vision a reality. They have been based on the findings from the consultation phase, as well as the initial research stage of work. Their development has emerged from the SWOC analysis of the village's social and physical structures. Each theme will be addressed in the following sections.

Village Life

Village life is the central theme of the overall strategy and in many ways is the one theme that informs the development of each of the others. Effectively, what it calls for is the distillation of the 'ideal village' model that can then be used to provide Carrigtwohill with the essence of village life, along with all the positive attributes that contains. When we think of the 'ideal village' we envisage a place that is open and hospitable, where the community supports one-another, the built environment is pleasant and safe, where space is shared evenly between pedestrians, cyclists and vehicular traffic, and somewhere with a strong, local entrepreneurial spirit. The effective combination of all themes in this strategy will hopefully allow for the replication of these ideal village attributes in Carrigtwohill, which will not only improve the day to day lives of the local community, but also portray an attractive environment to visitors, investors, and potential future residents.

Economic Opportunity

Carrigtwohill already possesses a strong and varied economy, with an active Business Association that harnesses the collective input of dozens of local businesses, and the existence of several multinational companies on village's outskirts. This range of businesses, from the local to the international, as well as an engaged business committee provides an already strong starting point from which the village can create and develop further economic opportunities. However, there also needs to be an appropriate balance reached between the strength and numbers of multinational companies, and the local businesses that exist in the village centre.

In terms of the provision of supports for the local economy and entrepreneurs, there needs to

measures put in place that can initially identify the knowledge and skills gaps that exist, and subsequently provide access to attaining these identified skills. This can range from workshops for businesses and start-ups, to the appropriate targeted grants and finances that allow for business development, to further education that will produce educated and enthusiastic local actors.

This strategy will encourage new investors to appreciate the potential in the area and recognise that it is worthwhile investing in, while also bringing more visitors and residents into the village. This will help sustain and grow the already existing businesses, creating a dynamic and exciting environment for enterprise.

Population

Carrigtwohill is experiencing dramatic growth in population. While a large influx of new residents can pose particular challenges, as the theme of 'Integration' will focus on, it also offers plenty of opportunities. Growth in a village's population brings an added vibrancy and dynamism to a community, but it is vital that a village prepares for this growth in advance. There must be adequate services provided for the existing community, with modern facilities and services sought out to replace those that are no longer adequate.

The actions outlined under this theme will provide a targeted focus for initiatives, based on the natural groupings that occur in a population; such as teenagers, the elderly, families, and young children. The categorization of a population ensures that there is no cohort of people left behind as the village develops and evolves. If each and every group in a community is provided for and supported, this can only have a positive effect on the future development of the village.

Green and Healthy Town

Green & Healthy Towns, as a theme, was developed with the aim of establishing a holistic approach to an individual, and a village's health. While ultimately a person's health is a matter for that person and that person only, the surrounding environment plays a catalytic role in creating the conditions for improved physical and mental



health. Therefore, the creation of actions that assist in developing a healthier, and greener environment are key to this theme.

Mental and physical health are intertwined, and therefore targeting one aspect of health will have knock-on benefits. Schemes and actions such as increasing the provision of outdoor sports facilities, or improving green infrastructure such as cycleways and pedestrian walks will not only create an environment conducive to increased physical activity, but also improve the mental health of the users of such infrastructure. Coordinating efforts to tackle issues that surround mental and physical health in Carrigtwohill will be important if the holistic approach that is envisaged is to become a reality.

Integration

An integrated community can be one of the most important assets for any town or village, reflecting a resilient, healthy, and functioning place. Integration is about celebrating what is different about each individual, and promoting the mixing of cultures and personalities. Carrigtwohill has a new and growing community from a range of ethnic and cultural backgrounds, who possess a wealth of knowledge and experiences that can complement the rich traditions that exist.

Developing better means of cooperation and experience-sharing between different generations and sections of society is also an essential part of

this theme. Ireland has an ageing population and there are opportunities to embrace this and encourage inter-generational learning. Our elderly populations have plenty to offer our youth, and vice-versa. Carrigtwohill can be a leader community in terms of multi-generational engagement, leading to a truly integrated village.

Biodiversity

We are all now aware of the dramatic changes that are occurring to both the global and local natural environment due to human interference, and while the impacts are global and far-reaching, the movement to reverse these impacts begins at an individual and local level. It is with this in mind that the Biodiversity theme was developed through SECAD's Wild Work initiative.

Central to this theme was the establishment of key sites, projects and initiatives, and creating actions based on these that can, cumulatively, have a hugely positive impact on the surrounding area's biodiversity. Certain actions focus on specific sites that are deemed to be potentially important for the wider environment and therefore look to protect and enhance them, while other actions are more focussed on generating changes in practices and mindsets. The ultimate outcome of all of the actions under this theme is hopefully to instil a sense of pride and ownership of the local natural environment in the community.



1 Village Life

- 1.1** This objective seeks to re-position Carrigtwohill Main Street as the living centre of the village, with as the elements of 'village life' that support a positive image and experience of a place. There is a need to define the centre of Carrigtwohill. This can be achieved in a number of ways both through lighting, physical infrastructure and also by planting and branding. There is an excellent sense of community in Carrigtwohill. This can be reflected in how we market the heart of the village as a centre for life for all in Carrigtwohill. This theme plays very well with other aspects highlighted in this report.
- 1.2** Define and protect spaces for sitting, walking and talking (box planting, benches outdoor heaters). – There are no limits to car dominance either visually and physically. People need zones where they feel safe and protected. A commitment to the provision of 'pedestrian priority' areas in the village will allow the community feel safer and less threatened by traffic incursion in the village. There are a number of other things that could be implemented as part of a wide plan to really enhance the quality of life in the village. These include:
Construction of a safe traffic system around the village with areas where pedestrian priority is recognised and also more short term parking could be provided.
Inclusion of cycleways and greenways from the various housing estates to and through the heart of the village. These would also link with schools and the railway station, providing a healthier, safer and more sustainable village.
- 1.3** Enhance public space – There are numerous projects that can enhance the public space in Carrigtwohill. The provision of a shelter structure (folly) for rain will increase pedestrian dwell time and enhance quality of life.
Upgrading the lighting for the village centre to modern standard. This will help define the centre of the village and also contribute to pedestrian and motoring safety.
An investment in approaches/gateway points to village in strong vibrant planting will not only make the village a better place to live, it will also work to define the boundaries of the 'Heart of Carrigtwohill'.
The visual appeal of the village would be enhanced if the wirescape in the village were to be moved to underground.
- 1.4** Creating environment and incentive for restaurants or coffee shops to be located in core of village. This will increase dwell time and encourage other businesses to think of opening in or close to the heart of the village.
- 1.5** Schools Traffic plan – stakeholders to develop 'safe village centre' strategy including defining 'drop and no-drop zones and parking for drop-off/collection. This can be integrated with Greening projects, as part of an overall strategy to enhance the village core.
- 1.6** Community Centre redevelopment. An exciting 'game changer' project for Carrigtwohill to redevelop the community centre.
- 1.7** Village quality design statement – public project on appreciation of heritage, design of infill projects and street quality. This can also draw in a green energy / sustainability commitment, ensuring that all public buildings in the village are to the highest design and sustainability standards.
- 1.8** Paint and shopfront signage scheme. These have run with success in villages and villages across the country. The implementation of such a scheme can benefit the village.
- 1.9** Co-ordinated marketing plan for the retail and business to consumer companies in the village. There is an opportunity to focus some economic activity through co-ordinated marketing of the village 'offering' to consumers in the catchment of the village.

2 Economic Opportunity



- 2.1** Change 'brand' and narrative for Carrigtwohill. This is integral to the process of change in maintenance and improvement of appearance of the village and identification of the residential estates with the village.
- 2.2** Organise for success. There is an opportunity to create a village team structure with external partners. A logical structure would have a three way partnership between a newly formed, action and results focused Village Team, the Community Council and Cork County Council.
- 2.3** Build upon business network, communication and structure. The current Carrigtwohill Business Network represents a good starting point for really developing a cohesive, ambitious and progressive business community, integrating the larger businesses operating in the IDA business park for the benefit of all.
- 2.4** Opportunity in regional network – from multi-national to Fota Island.
- 2.5** Access to training – The village can look to creating links with training organisations and to seek opportunities for developing courses in venue in village core. This can tie in with the development of a co-working space in the village.
- 2.6** Access to city – The opportunity to benefit from the ease of access to Cork City exists. We need to highlight the asset of proximity to employment opportunities in the city by rail and also wider national access via the motorway.
- 2.7** Access to education – We can highlight strong (and new) schools, modern facilities and highly trained and enthusiastic staff.
- 2.8** Development sites. It is vital that the road, greenway and cycle links between the village services, the station and any new development are included as mandatory requirements in any plans / planning permissions.
- 2.9** Link with community – There is a need to identify the business needs and opportunities that are current and coming through the new communities that are growing in and around the village.
- 2.10** Linking service offer (hotel to restaurants) to business network
- 2.11** Bus stop facilities improvement



Fig. 6.1 The Happy Pear, Grocery Store and Vegan Restaurant in Greystones Town, Co. Wicklow with its charismatic owners, is a great example of the powerful effect an independent retailer can have on a town to reposition its identity/brand and find a new hub of 'village life'.



Fig. 6.2 Youghal.ie is a great example of website for a town – a gateway linking activities of groups as well providing information on attractions and services, including activities by Youghal Socio-Economic Development Group (YSEDG)

3 Population



- 3.1** Services for large and growing population – There is an opportunity for targeted marketing of the growing community and for local engagement by business.
- 3.2** Young Children - There is potential for child care facilities as the village population blooms.
- 3.3** Teenage Facilities – There is a desire for some facilities for the growing teenage population. Ideas include a café, youth club, culture and active recreation area such as a skate park. Many of these desires could be met through the creative development of a community café/co-working space.
- 3.4** Age Friendly Carrigtwohill wants to be a very age friendly village. There are strong community centre and active organisations (i.e. Mens Shed) already in existence. Integration of sheltered housing in village centre close to services as well as age friendly public realm need to be integrated into any plan. The village also wants to look towards creative schemes such as ‘house swaps’ or similar.
- 3.5** Families – We want to develop the village as a family friendly village with activities and interests for people of all ages.
- 3.6** Apartment dwellers in village centre. Appropriate apartment development in and around the village centre can breath some life into the streets and help support local services.
- 3.7** A Village ‘Book’ (online resource) that tells the story of the village, its people, their histories and who lives here could be developed. This could form part of a wider digital strategy for the village.



Fig. 6.3 ‘Squashy Couch’ Waterford and ‘My Place’ in Midleton is good example of a venue focussed on the needs of young people and providing recreation facilities for teenagers



4 Green & Healthy Towns



- | | |
|------|--|
| 4.1 | Implement the Carrigtwohill Biodiversity Action Plan 2017 – 2022 |
| 4.2 | Redefine the village centre and village as a green and sustainable village heart. |
| 4.3 | Integrate a Green Way into the village centre and orientate life towards it |
| 4.4 | Barryscourt Castle and Walk – Negotiations can be commenced with the OPW to address the issues around the opening times and access/walkways of this historic castle. |
| 4.5 | Indoor space for bad weather (multi-purpose cultural space) |
| 4.6 | Teenage facilities (outdoor) |
| 4.7 | Co-ordinate health services and support groups in village through the Town Team model to ensure that the people of the Village are getting the optimum service with minimum overlap amongst voluntary and state organisations. |
| 4.8 | Sports clubs – Given the importance to the village of sporting activities, there should be some co-ordinating and integrating these activities as part of the village brand |
| 4.9 | Slow activities – walking, bowls etc., can form a strong part of developing a healthy village across all age groups. |
| 4.10 | Mental Health – mindfulness, yoga classes and art (develop co-ordinated programme among service providers, businesses, schools and voluntary groups) support our community and people facing challenges. |
| 4.11 | Set targets for Carrigtwohill to be Ireland's healthiest village. This is a campaign around which the whole community could rally. The benefits both in terms of health, and community are legion. |
| 4.12 | Daily habits. The village can develop a walk and cycle to school project possibly as part of an An Taisce –Safe routes to school programme. This ties closely into the development of greenways, cycleways and footpaths as part of a co-ordinated development plan. |



5 Biodiversity

- 5.1 Habitat Mapping – This action involves the training of community volunteers, both teenagers and adults alike, to carry out habitat mapping in Carrigtwohill. (Once there are trained members of the community in this skillset the mapping of Carrigtwohill to Fossitt Level 3 should be advanced).**
- 5.2 Wild Places – for play and recreation – for people and biodiversity**
The possibility of developing areas as 'Wild Places' should be explored, specifically lands between Scoil Clíodhna and the N25, the plot of ground between Maryville and Ryan Ahearn Place, the Rossmore Landfill, and the woodland located between the N25 and its sliproad that enter village adjacent to the well walk (may require the closure of the slip road). Establish an 'Adventure playground' based on UK Playwork model in a 'Wild Place' in Carrigtwohill, and consider linking 'Wild Places' into any current and future Greenway developments.
- 5.3 Develop a biodiversity enhancement plan for the large brownfield sites between Castlelake and Station Road, as well as the brownfield site zoned CT-I-03 'The Amgen' site. These plans could then compliment and influence developments that are to take place subsequently.**
- 5.4 Community Garden - Create a community garden for food growing, kid's activities and social activities of benefit to people's health and well-being. Develop a campaign aimed at responsible dog ownership that tackles issues such as dog fouling and out of control pets.**
- 5.5 Management of green spaces to benefit pollinators and biodiversity - This involves the introduction/maintenance of chemical free and pollinator friendly landscape management practices. Further training of community members in how to manage local green space habitats for pollinators, inclusive of management and maintenance of wildflower grasslands.**
- 5.6 Education and Research Opportunities – Build connections and provide opportunities for learning and knowledge sharing between community and primary, secondary and third level education institutions.**
- 5.7 Caring for wetlands – Encourage the protection, clean up and maintenance of the area's wetlands.**
- 5.8 Monitoring, recording and knowledge sharing - Training for the community on utilising the National Biodiversity Data Centres online mapping tools for recording and storing biodiversity information.**
- 5.9 Preserving and enhancing unique biodiversity features of interest - Maintain and protect old Blackthorn tree in St Aloysius Secondary School, and the natural integrity of linear water features such as the Ann Grove/Woodstock and Tibbottstown streams. Raise awareness of the three wooded glen valleys that connect with Carrigtwohill, and the insect hotel near the Community Centre.**
- 5.10 Management of Invasive Species – Raise awareness of invasive species. Develop a management plan. Encourage gardeners to plant native species where possible. For example, when purchasing bluebells, people should buy and plant the native Bluebell rather than the non-native Spanish Bluebell.**
- 5.11 Birds and Bees – Promote the protection of pollinators and birds through various schemes and incentives.**
- 5.12 Carrigtwohill's Karst Landscape - Raise awareness of the karst/limestone heritage of Carrigtwohill and identify any features such as caves, emergent water sources, etc., that will lead to the development of a conservation strategy. Explore converting exhausted quarries to sites managed for wildlife.**

Integration



- 6.1** Festival to celebrate diversity of population. The village could consider the development of food, culture and people. Food is a great way to break down barriers and help build a sharing and integrated community.
- 6.2** Programmes to support integration including language and culture programmes should be considered.
- 6.3** Links to secondary schools and Third level
- 6.4** Old and new populations – Given the diversity and growth rate of the populations in the village, developing a set of projects to discover and adapt to new communities and the talents they offer for the village could benefit all.
- 6.5** Communication networks – internal and external connections. These can be developed using a combination of get togethers and modern technology. There are numerous social platforms available with varying degrees of access.



Fig. 6.4 The Resource Centre in Carrigtwohill provides exemplary facilities and programmes (including integration) for the village. (Photo credit Hugh Kavanagh)



Urban Design Framework

The Urban Design Framework helps us understand how the physical environment of the village may be improved and enhanced over time. Some of these measures refer to interventions that occur in the 'public realm' which includes roads, streets, parks and squares, while consideration is also had to private property – sites that are outside public control (whether they be existing buildings, derelict properties or vacant sites with potential).

The urban design strategy for Carrigtwohill highlights the importance of maintaining the village centre as the most accessible point for the village, with a series of interventions designed to enhance the attractiveness of the village core as a place to visit, socialise and represent the character of the village. As Carrigtwohill grows over time, 'the village' needs to be able to expand in scale and capitalise on opportunities to address and service the village.

Strategic Urban Framework Plan

Cork County Council's Local Area Plan includes many positive ideas and policies for the development of the village and northward expansion. This strategy (Fig. 6.5) seeks to complement the LAP with the inclusion of:

- Key pedestrian /cycle links (additional);
- Green infrastructure links (complementing Biodiversity Plan);
- Village Centre Gateways at the east and west ends of the Main Street;
- A new village square (south of junction with Station Road); and
- Improved pedestrian facilities

Public Realm Strategy Plan

This strategy (Fig. 6.6) considers a series of key interventions in the public realm that would have a positive impact on the village.

- New village square as integral part of Village Centre expansion;
- Loading/short-stay parking (pick-up/drop off);
- Improved setting to community centre and bus stop;
- Possible increase in off-street parking;
- New garden community garden (OPW site at junction with Ban na Greine Road)

- Improved pavement pedestrian facilities;
- Gateway features to identify and define the entry points to the village at (Scoil Mhuire Naofa on western approach and Carrigane Rd/Main St. junction) opposite Church lane/Station Road junction.
- Linkage to open space and green infrastructure network surrounding the main street and village;
- Street scape improvements to support increase of planting and visual dominance of cars.

The Design Manual for Urban Roads and Streets (DMURS) was published in 2013 by the DTTS & DECLG. DMURS case study evidence suggests that investment in the public realm can:

- Enhance overall image and community pride
- Boost footfall and trading by providing an attractive, more inclusive and safer pedestrian environment
- Provide a competitive return compared to other transport projects
- Support existing businesses and promote investor confidence in an area
- Attract more visitors and increase tourism
- Enhance people's perceptions of attractiveness of an area, contributing towards their quality of life and influencing where they shop

A number of waterfront examples are illustrated in Fig. 6.7 to highlight good practice examples and the potential of Carrigtwohill's Main Street.

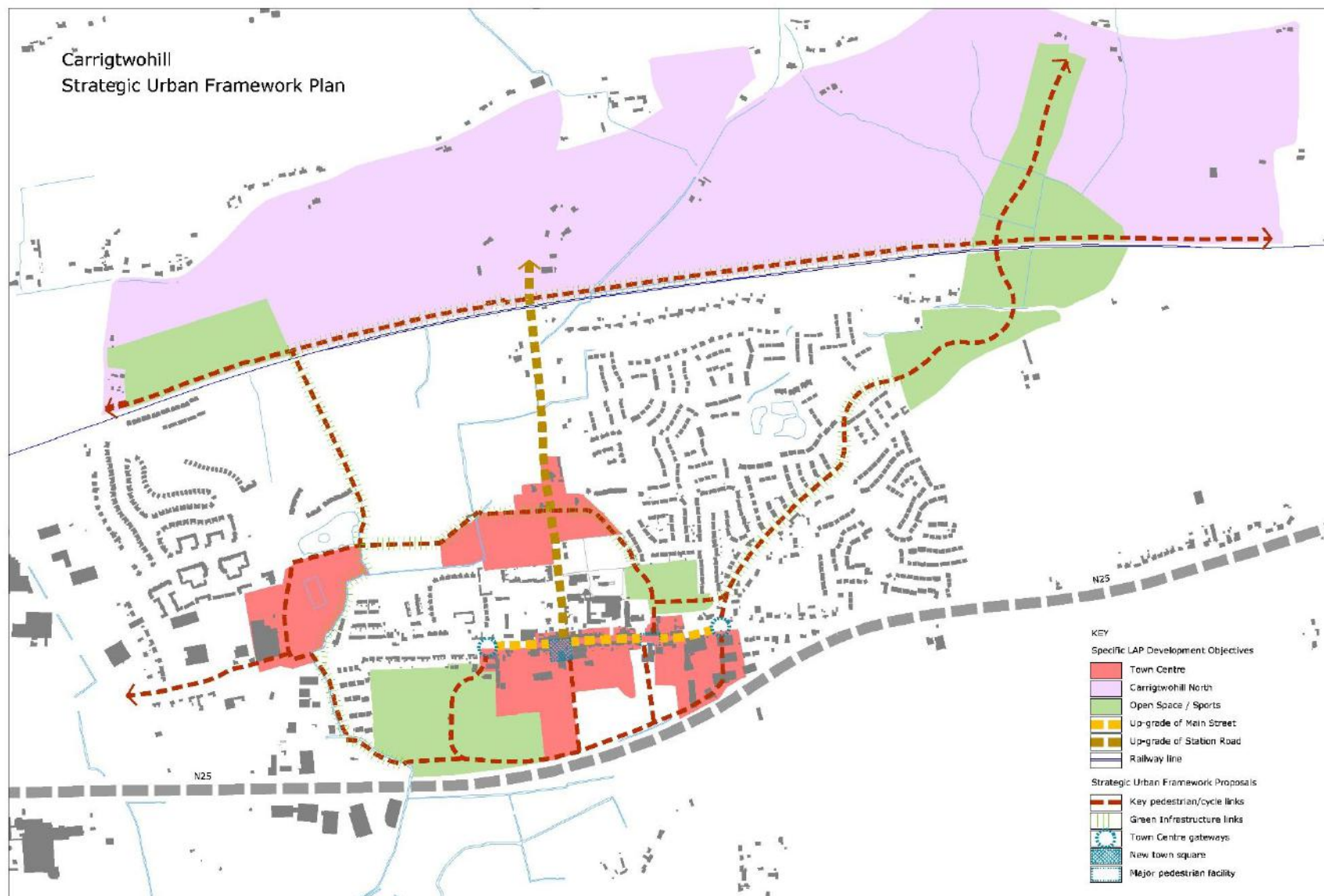


Fig. 6.5 Carrigtwohill Strategic Urban Framework Plan – The aim of the strategy is to support ease of connection between the village centre and surrounding amenities.



Fig. 6.6 Carrigtwohill Main Street Public Realm Strategy – This urban design plan seeks to emphasise ..



Thomas Street, Limerick



Castle Street, Athlone



New Ross, Co. Wexford



Clonakilty, Co. Cork



John's Square, Limerick



Drogheda, Co. Louth

Fig. 6.7 Public Realm good practice examples



7.0 Action Plan

The following section details how the themes outline above may be implemented.

Priority Themes and Actions – Game Changers

Game changers refer to opportunity actions that if enacted upon could provide Carrigtwohill with a major stimulus for growth and development. These “game changers” have been raised across the range of themes and actions addressed in the previous section.

Carrigtwohill’s Community Space

Develop a Community Space capable of meeting the needs of Carrigtwohill 2040. There are two specific actions;

1. Creating out-door space that will enable the Carrigtwohill Family Resource Centre to expand its service offering. This is very important especially in supporting the continual expansion of critical services relating to family supports, integration and community childcare etc.
2. Redeveloping and expanding the Carrigtwohill Community Centre. Build on excellent work done by supporting a huge number of people, activities and volunteer groups across Carrigtwohill. Improve standard of facility and explore possibility to provide small business incubation space, a community drop in café, expanded shared youth and community space, and a Library.

Related short to medium term actions will be to remove the current playground and have it re-developed in the targeted ‘Integrated Activity Space’ (adjacent to the all-weather and other facilities). This move will create space for much needed parking but also allows greater scope in re-designing the Community Centre.

The community consultation, specifically the feedback received from the local committee, returned two key ‘game-changers’ that it is imperative are addressed over the lifetime of this plan; the Development of an expanded Community Space, and a comprehensive traffic and transportation management review.

Managing Traffic, Transportation & Road Safety

Reposition the Main Street and village centre by improving traffic, safety and transportation creating opportunity for the main street to thrive.

This includes short-medium term actions including main street measures (safe crossing points, appropriate parking, establishing good practice codes with local businesses, traffic management plans for schools, improving accessibility and use of trains/train station).

There is also a need to develop a Community – County Council forum to prepare for the growth of the Village into a Town and designing the flow of traffic in a manner that removes/greatly reduces traffic and safety issues (whilst improving accessibility and use of non-motorised transport options) through the forward planning and potential design of one-way flows or pedestrian options.

Early wins will also seek to review usage of main street by HGV’s, improve signage to direct HGV traffic to N25 or restrict access as peak hours.



1	Village Life		Timeline	Estimated Budget
1.1	This objective seeks to re-position Carrigtwohill Main Street as the living centre of the village, with the elements of ‘village life’ that support a positive image and experience of a place. There is a need to define the centre of Carrigtwohill. This can be achieved in a number of ways both through lighting, physical infrastructure and also by planting and branding. There is an excellent sense of community in Carrigtwohill. This can be reflected in how we market the heart of the village as a centre for life for all in Carrigtwohill. This theme plays very well with other aspects highlighted in this report.		3 Months	€5k
	Actions: This is a General ‘umbrella’ objective for to change concept and perception of main street and village centre with specific actions falling under this. Create ‘Village Life’ project to bring stakeholders together, by creating simple logo and concept for use in multi-media and to be utilized in subsequent projects.		Stakeholders: Business, community, Cork Co. Co., SECAD	
1.2	Define and protect spaces for sitting, walking and talking (box planting, benches outdoor heaters). – There are no limits to car dominance either visually or physically. People need zones where they feel safe and protected. A commitment to the provision of ‘pedestrian priority’ areas in the village will allow the community feel safer and less threatened by traffic incursion in the village. There are a number of other things that could be implemented as part of a wide plan to really enhance the quality of life in the village. These include: Construction of a safe traffic system around the village with areas where pedestrian priority is recognised and also more short-term parking could be provided. Inclusion of cycleways and greenways from the various housing estates to and through the heart of the village. These would also link with schools and the railway station, providing a healthier, safer and more sustainable village.		6 months	20K
	Actions: Develop detailed landscape and engineering design to reflect strategy in ‘Main Street Public Realm Plan’ that can be broken down into distinct projects and investments where possible.		Stakeholders: Business, Schools, Community, Tidy Villages, Cork Co. Co.	



- 1.2.1 **Planting:** Develop annual planting programme with Tidy Villages that complements strategy under 1.1.
- 1.2.2 **Public Realm Plan 1** - Establish a subcommittee to consider options
- 1.2.3 **Public Realm Plan 2** - Gain agreement of the community (open consultation process)
- 1.2.4 **Public Realm Plan 3-** Appoint landscape architects /engineer (Cork Council Council support to complement cross linkage with other plans included in the Municipal District). Detailed design addressed under Action 1.3.

1.3	Enhance public space – There are numerous projects that can enhance the public space in Carrigtwohill. The provision of a shelter structure (folly) for rain will increase pedestrian dwell time and enhance quality of life. Upgrading the lighting for the village centre to modern standard. This will help define the centre of the village and also contribute to pedestrian and motoring safety. An investment in approaches/gateway points to village in strong vibrant planting will not only make the village a better place to live, it will also work to define the boundaries of the ‘Heart of Carrigtwohill’. The visual appeal of the village would be enhanced if the wirescape in the village were to be moved to underground. Phase 1 of the project should focus on the ‘Gateway Measures’ that define the entrance points to the village (Scoil Mhuire Naofa on western approach and Carrigane Rd/Main St. junction). The ‘New Village’ square proposal (opposite Church lane/Station Road junction) could be implemented as a phase 2 project in conjunction with property owners regarding building lines. Need explicit focus in terms of specific actions.	3 years	500-800k	Stakeholders: Business, Schools, Community, Tidy Villages, Cork Co. Co.
1.3.1	Gateway Measure 1 - Set Up Committee - Options Review - Community Consultation			
1.3.2	Gateway Measure 2 - Community Consultation on design options			
1.3.3	Gateway Measure 3 - Appoint landscape architects /engineer (ideally from council in support of cross linkage with other plans included in the Municipal District) to prepare detailed plan and specification			
1.3.2	Lighting and Wires Plan 1 – Set Up Committee/Task-Force to conceptualise project			



- 1.3.3 **Lighting and Wires Plan 2** – Options Review – having regard to environmental impact and technology and Community Consultation
- 1.3.4 **Lighting and Wires Plan** – Appoint landscape architects /engineer (ideally from council in support of cross linkage with other plans included in the Municipal District) to prepare detailed plan and specification
- 1.3.5 **New Village Square 1** – Set up Task Force/Committee in Partnership with Cork County Council (as lead) and Community to define and elaborate upon the potential for this project and to complement the Council's objectives in the Local Area Plans
- 1.3.6 **New Village Square 2**– Consult with community and property owners
- 1.3.7 **New Village Square 3** -Appoint landscape architects /engineer (ideally from council in support of cross linkage with other plans included in the Municipal District) to prepare detailed plan and specification

- 1.4 Creating environment and incentive for restaurants or coffee shops to be located in core of village. This will increase dwell time and encourage other businesses to think of opening in or close to the heart of the village.

3-5 years

n/a

Actions: Private business to utilise opportunity from village centre improvements and make new investments in village centre business and property

- 1.5 Schools Traffic plan – stakeholders to develop 'safe village centre' strategy including defining 'drop and no-drop zones and parking for drop-off/collection. This can be integrated with Greening projects, as part of an overall strategy to enhance the village core.

12 months

€12k

Actions: Develop 'Safe Routes to School' project with NTA and An Taisce (Green Schools programme). Seek to establish 'Code of Conduct' with school (and parents) and village centre business regarding good parking habits and drop-off/pick-up zones.

Stakeholders:
Schools, Business
Association, Main
Street business,
Cork Co. Co.



- 1.5.1 **Schools Traffic Plan** – Establish committee/task force to set-up initiative with external partners/ expertise NTA/ An Taisce (Green Schools initiative). Where any physical changes arise these should be incorporated the public realm plan under Action 1.2
- 1.5.2 **Code of conduct** – Safe schools committee/task force to consult with local businesses and schools to sign up to a 'Code of Conduct' or 'Charter' that manages drop-offs and collections to help everyone move around the village easier and support a more pleasant street in terms of safety and atmosphere. Seek to agree times when commercial traffic at certain times with Carrigtwohill Business Association taking the lead in this conversation...also need to take a share of parking off the main street.

1.6	Community Centre redevelopment. An exciting 'game changer' project for Carrigtwohill to redevelop the community centre. Actions: The Community Hall is no longer fit for purpose – ideal would be a revamp; kitchen needs to be changed/upgraded/updated. It is a big project and needs to be started as an action to support a group to bring this plan forward. This could include a 'Library', together with other needs for the village such as hot-desking (co-working) space.	24 – 36 months	€800K
1.6.1	Community Centre 1: The Community Council is creating an exciting 'game changer' project for Carrigtwohill. The partner organisations will seek to support the development of the project through concept and design stages.		
1.6.2	Community Centre 2: Consultation on potential scope, uses, activities and funding of project		
1.6.3	Community Centre 3: Appointment of design team and commence consenting process		
1.7	Village quality design statement – Public Realm Task Force (Action 1.2) to initiate public project on appreciation of heritage, design of infill projects and street quality. This can also draw in a green energy / sustainability commitment, ensuring that all public buildings in the village are to the highest design and sustainability standards.	3 months	10K



Actions: Facilitate design project to appreciate qualities of traditional urban fabric of Carrigtwohill, and guideline for appropriate architectural and design approach for infill developments in Main Street. Support exhibition and lecture/ presentation on historical development of Carrigtwohill and architectural heritage.

1.8	Paint and shopfront signage scheme. These have run with success in villages and villages across the country. The implementation of such a scheme can benefit the village. Actions: Manage 'paint scheme' fund to support improvement and appearance of property on Main Street. Colours and material should have regard to Design Statement under action 1.8, the Public Realm task force (action 1.2 and Tidy Villages planting action 1.2)	Annual	10K
1.9	Co-ordinated marketing plan for the retail and business to consumer companies in the village. There is an opportunity to focus some economic activity through coordinated marketing of the village 'offering' to consumers in the catchment of the village. Actions: Develop coherent marketing and communication strategy for village overall, linking 'village' service and retail offer with large business, including marketing plan, web/social media profile and customer service strategy.	6-18 months	€20k
		Stakeholders: Cork Co. Co. / Services /retailers	Stakeholders: Business Association, large employers



2 Economic Opportunity

		Timeline	Estimated Budget
2.1	Change 'brand' and narrative for Carrigtwohill. This is integral to the process of change in maintenance and improvement of appearance of the village and identification of the residential estates with the village.	4-6 months	10k
	Actions: Building on previous initiatives such as Pride of Place, project to define character, identity and communication.	Stakeholders: Business Association, Community Council	
2.1.1	Brand Initiative 1: Set up 'Brand' Task Force led by Business Association and appoint village brand advisor to group.		
2.1.2	Brand Initiative 2: Resource web resource and align communication messages and strategies.		
2.1.3	Brand Initiative 3: High profile public launch (linked to action 1.1)		
2.2	Organise for success. There is an opportunity to create a village team structure with external partners. A logical structure would have a three-way partnership between a newly formed, action and results focused, Village Team, the Community Council and Cork County Council.	Stage: 1 – 1 month Stage: 2: 12 months	n/a
	Actions: Stage 1: Form partnership group in short term to bring together Business, Community, Social and public sector interests in the village. This process is already happening. Stage 2 Evolve partnership to become a more formal 'Village Team' structure. It is considered this process should be led by SECAD.	Stakeholders: Public authorities, groups.	
2.3	Build upon business network, communication and structure. The current Carrigtwohill Business Network represents a good starting point for really developing a cohesive, ambitious and progressive business community, integrating the larger businesses operating in the IDA business park for the benefit of all.	4-8 months	6-7k



	Action: Internal Communication project. Review of how business association engages with Village Team structure, communicate effectively, and broaden participation base. Invite big business representatives to partnership meetings and Village Team. Suggest external advisor to assist establishing and reviewing business network.	Stakeholders: Business Association	
2.4	Opportunity in regional network – from multi-national to Fota Island.	8-12 months	n/a
	Actions: Establish task force to review current engagement with Regional visitor attractions and steps to relate Carrigtwohill offer to broader network.	Stakeholders: Business Association	
2.5	Access to training – The village can look to creating links with training organisations and to seek opportunities for developing courses in venue in village core. This can tie in with the development of a co-working space in the village.	12 months & ongoing	n/a
	Actions: Undertake school, business and community surveys regarding education, training needs and skills. Review capacity of existing facilities and linkage with regional institutions for providing localised courses and training. Action to be led by Family Resource centre in conjunction with SECAD	Stakeholders: Family Resource Centre, Community Centre	
2.6	Access to city – The opportunity to benefit from the ease of access to Cork City exists. We need to highlight the asset of proximity to employment opportunities in the city by rail and also wider national access via the motorway.		
	Actions: Task Force to review case of cost of Rail Access and lobby Irish Rail for fair fare structure that gives incentive for use of Carrigtwohill Station/Park and Ride.	Stakeholders: Business Association, Community Council	
2.7	Access to education – We can highlight strong (and new) schools, modern facilities and highly trained and enthusiastic staff.	Ongoing	n/a
	Actions: Ensure Business and Community groups continue to liaise with schools	Stakeholders: All	



- 2.8** Development sites. It is vital that the road, greenway and cycle links between the village services, the station and any new development are included as mandatory requirements in any plans / planning permissions. Ongoing n/a

Actions: Support proactive and clear communication from village Partnership/Village Team that engages proactively with development proposals, and articulates objectives for village from business and community research and plans. It is important that County Council staff and councillors are part of the village partnership.

Stakeholders:
all

- 2.9** Link with community – There is a need to identify the business needs and opportunities that are current and coming through the new communities that are growing in and around the village. 6-36 months n/a

Actions: Undertake proactive market engagement, research and promotion. To be supported and funded by village centre retailers and service providers to engage with broader business network in village for support.

Stakeholders:
Village centre
retailers &
business

- 2.10** Linking service offer (hotel to restaurants) to business network 12-24 months 7-8K

Actions: A clear need for hotels/accommodation and restaurants has been identified for the village centre from the consultation process.

Stakeholders:
Business
community

- 2.10.1 Hotels 1:** Task Force to engage with property agents and Council to promote location of village for services and catering business.

- 2.10.2 Hotels 2:** Prepare property information source (paper or internet) identifying suitable sites and contact personnel and business rationale for village centre location

- 2.11** Bus Stop Facilities Improvement 12-24 months n/a

Actions: Task Force to approach Bus Eireann in respect of bus stops and supporting infrastructure for customers in Carrigtwohill (linked and led by committee under Action 1.2)



3	Population		Timeline	Estimated Budget
3.1	Services for large and growing population – There is an opportunity for targeted marketing of the growing community and for local engagement by business.		5 years	n/a
Actions: This is a General ‘umbrella’ objective that seeks to adopt a series of measures that positions Carrigtwohill as ‘ready for change’ and the opportunities that accompany that.				
3.2	Young Children - There is potential for childcare facilities as the village population blooms.		Stage 1: 12 months. Ongoing	c.€100k
Actions: Support ongoing expansion of childcare services and recreation facilities. A new playground will be a key project of this action. Work has commenced by the Community Council on this important deliverable. New creches will be supported by private development as part of planning obligations. There is a need for multiple play areas for children.			Stakeholders: Community Council, Cork Co. Co.	
Playgrounds: A new Committee will be formed will support the undertaking of research into the type of play facilities needed and develop plans.				
3.3	Teenage Facilities – There is a desire for some facilities for the growing teenage population. Ideas include a café, youth club, culture and active recreation area such as a skate park. Many of these desires could be met through the creative development of a community café space.		18-36 months	c.200k
Actions: Establish Teenage Taskforce. Conduct research on suitable facilities and what they would like to see. Review if existing organisation or institution can lead project or whether it falls under a co-operative or non-profit. Identify suitable premises. Consult with providers on model facilities, business plan and sustainable funding model. Procure, equip and staff premises.			Stakeholders: Community Council, schools, Cork Co. Co.	



3.4	Age Friendly - Carrigtwohill wants to be a very age friendly village. There are strong community centre and active organisations (i.e. Men's Shed) already in existence. Integration of sheltered housing in village centre close to services as well as age friendly public realm need to be integrated into any plan. The village also wants to look towards creative schemes such as 'house swaps' or similar.	3-5 years	Detailed feasibility required.
	Actions: Establish Age Friendly Task Force. Engage with sheltered housing providers. Undertake learning journey to village centre sheltered housing or care communities. Work with Age Friendly Ireland & Cork Co. Co. to establish best model for Carrigtwohill. Identify suitable village centre sites. Work with Council, land owners and housing body to deliver scheme. Review facilities and services for multi-generation support in village centre.	Stakeholders: Community Council, Cluid/Respond, SECAD, Cork Co. Co.	
3.5	Families – We want to develop the village as a family friendly village with activities and interests for people of all ages.		
3.6	Apartment dwellers in village centre. Appropriate apartment development in and around the village centre can breath some life into the streets and help support local services.	2-5 years	N/a
	Action: General support of diverse population and broad housing typologies and tenures. There is a need for mixed housing developments with integrated social housing and mixed types of properties e.g. duplex, single units, semi & detached to attach mixed generations to estates	Stakeholders: Community Council, Family Resource Centre, Business Association, Cork Co. Co.	
3.6.1	Affordable housing - establish task force to work with council to help shape and integrate a broad range of homes for future (complements actions on integration)		
3.7	A Village 'Book' (online resource) that tells the story of the village, its people, their histories and who lives here could be developed. This could form part of a wider digital strategy for the village.	12-24 months	2-4k
	Action: Commission researcher/artist/writer to prepare a snap shot of the village's people and characters		



4

Green & Healthy Town



Timeline

Estimated
Budget

4.1 Implement the Carrigtwohill Biodiversity Action Plan 2017 – 2022

Ongoing

n/a

Action: Proactively promote the incorporation of the principles of the biodiversity plan in the design and environmental qualities of outdoor projects in Carrigtwohill

Stakeholders:
SECAD- WildWork

4.2 Redefine the village centre and village as a green and sustainable village heart.

6-12 months

n/a

Action: Align with action 2.1

4.3 Integrate a Green Way into the village centre and orientate life towards it

6-12 months

n/a

Action: Co-ordinate with actions 1.2 and 1.3

4.4 Barryscourt Castle and Walk – Negotiations can be commenced with the OPW to address the issues around the opening times and access/walkways of this historic castle.

12-18 months

€30k-50k

Actions: Establish task force to engage with OPW on use and access to Barryscourt Castle and House Café.

Concept of direct pedestrian link from village across N25 to the site root from the Castle, direct over the motorway through Well Lane and on to St. David's the old Abbey – "historic" axis. Commission Heritage and mobility Feasibility study

Stakeholders:
Business
association,
Community
Council, OPW,
Barryscourt Trust

4.4.1 Barryscourt Castle Pedestrian link: set up task force in partnership with OPW and Barryscourt Trust to consider concept, scope and feasibility of a new greenway link.



4.5	Indoor space for bad weather (multi-purpose cultural space)	4-5 years	c.100k
	Action: Potential for cultural space in village centre to be considered by village partnership/Council (see Action 6.6)		
4.6	Teenage facilities (outdoor)	Ongoing	100k p.a.
	Action: Any investment in infrastructure to include multi-generation facilities. Co-ordinate with actions 1.2, 1.3, 4.1		
4.7	Co-ordinate health services and support groups in village through the Town Team model to ensure that the people of the village are getting the optimum service with minimum overlap amongst voluntary and state organisations.	6-12 months	n/a
	Action: As part of partnership and Town Team model of organization, efforts across different organizations to be streamlined and co-ordinated through establishment of health task force	Stakeholders: Community Council, Resource Centre, Business Association, Tusla, HSE, Schools	
4.8	Sports clubs – Given the importance to the village of sporting activities, there should be some co-ordinating and integrating these activities as part of the village brand	12 months	n/a
	Actions: Invite representatives of sports clubs to be part of Healthy Village task force	Stakeholders: Community and Sports Clubs	
4.9	Slow activities – walking, bowls, fishing etc. can form a strong part of developing a healthy village across all age groups.	12-24 months	n/a
	Actions: Health Villages task force to engage and audit multi-generational groups and facilities		
4.10	Mental Health – mindfulness, yoga classes and art (develop co-ordinated programme among service providers, businesses, schools and voluntary groups) support our community and people facing challenges.	12-24 months	n/a
	Actions: Task Force to liaise with Health Care providers in community and identify potential for public and private health initiatives		



4.11	Set targets for village to be Ireland's healthiest village. This is a campaign around which the whole community could rally. The benefits both in terms of health, and community are legion. Actions: Health Task Force to organise Ireland's healthiest village strategy	12-24 months	10k
4.12	Daily Habits Actions: The village can develop a walk and cycle to school project possibly as part of an An Taisce –Safe routes to school programme. This ties closely into the development of greenways, cycleways and footpaths as part of a co-ordinated development plan.	24-36 months	n/a

5 Biodiversity



		Timeline	Estimated Budget
5.1	Habitat Mapping – A useful tool that allows for those involved to gain a more in-depth understanding of the different habitats and species that surround them. Action: Provide training for community volunteers to allow them to have the skills required to undertake habitat mapping exercises in the area.	Ongoing	n/a
5.2	Wild Places – for play and recreation – for people and biodiversity Actions: Development of habitat management plans, establishment of 'Adventure Playground', and the linking of 'Wild Places' with future Greenway projects	12-24 months	c.€30k



5.3	Biodiversity Enhancement Plan for Brownfield sites	Ongoing	c.€15k
	Actions: Undertake the development of these enhancement plans on sites that have been identified in the Biodiversity Action Plan	Stakeholders: community & Wild Work	
5.4	Community Garden	12-24 months	c.100k
	Actions: Obtain a suitable site for the creation of a community garden for the growing of food	Stakeholders: Community Council, Business Committee, Schools, and Wild Work	
5.5	Green Spaces Management for Pollinators and Biodiversity	12-24 months	n//a
	Actions: This involves the introduction/maintenance of chemical free and pollinator friendly landscape management practices, particularly in areas such as Millennium Park, An Fána, the Well Walk, An Guagán, the large green area at St. Aloysius Secondary School, and Scoil Chlochair Mhuire's garden.	Stakeholders: Community Council, Resource Centre, Wild Work	
5.6	Education and Research Opportunities	Ongoing	n/a
	Actions: Explore biodiversity expertise being made available to schools for assisting them in management of their grounds. Create connections with academia to facilitate community based research and learning opportunities related to biodiversity.	Stakeholders: Schools, Business Committee, Third Level Institutions, Wild Work	
5.7	Caring for the Wetlands	Ongoing	c.€30k
	Actions: Maintain and/or restore the natural integrity of linear water features such as the Ann Grove/Wodstock and Tibbottstown streams, to be inclusive of the pond near the new Stryker and the Tibbottstown water reservoir. Introduce measures to enhance the lake at Castl lake, the wetland habitat near Old Bog Road, and explore the possibility of managing the second artificial lake at Castl lake.	Stakeholders: Wild Work, Community Volunteers	

**5.8 Monitoring, recording and knowledge sharing**

Ongoing

n/a

Actions: Training for the community on utilising the National Biodiversity Data Centres online mapping tools for recording and storing biodiversity information. Set up an online portal, or similar means of storing and sharing biodiversity related information about Carrigtwohill. Record nature related local knowledge, stories and folklore.

Stakeholders:
Wild Work, Community
Volunteers

5.9 Preserving and enhancing unique biodiversity features of interest

Ongoing

n/a

Actions: Explore the possibility of adapting current lighting features/operations in public and private areas to be better suited to bats, and ensure that any new developments consider such wildlife during design phase. Set up an “Adopt a Hedgerow” and an “Adopt and Stone Wall” initiative in the locality to preserve and/or enhance the biodiversity quality of hedgerows and stone walls.

Stakeholders:
Wild Work, Community
Volunteers

5.10 Management of Invasive species

Ongoing

n/a

Actions: Run education and awareness sessions about invasive species in the locality. Map all known stands of Japanese Knotweed, Winter Heliotrope, and Traveller’s Joy in Carrigtwohill.

Stakeholders:
Wild Work, Community
Volunteers

5.11 Birds and Bees

Ongoing

n/a

Actions: Develop a community run apiary (beehives) at the Mens’ Shed. Carry out survey work to identify the importance of Carrigtwohill for Starlings. Raise awareness about Slatty Bridge, Ballintubber and Brown Island to highlight the importance of the Carrigtwohill hinterland for wetland birds

Stakeholders:
Wild Work, Community
Volunteers

5.12 Carrigtwohill’s Karst landscape

Ongoing

n/a

Actions: Raise awareness of the karst/limestone heritage of Carrigtwohill and identify any features such as caves, emergent water sources, etc., that will lead to the development of a conservation strategy. Explore converting exhausted quarries to sites managed for wildlife.

Stakeholders:
Wild Work, Community
Volunteers



6 Integration

Timeline

Estimated Budget

6.1 Festival to celebrate diversity of population. The village could consider the development of food, culture and people. Food is a great way to break down barriers and help build a sharing and integrated community.

6 – 24 months

6k

Actions: Create events to celebrate Carrigtwohill's diverse populations. This could include Music, Art, Dance and Food. There is potential to set a target festival date in August 2018.

Stakeholders:
Integration group
(Resource Centre),
SECAD all groups

6.2 Programmes to support integration including language and culture programmes should be considered.

6 months - Ongoing

n/a

Actions: Identify education needs of new population and potential for assisting with night-classes in local facility

Stakeholders:
Integration group
(Resource Centre),
schools, all groups

6.3 Links to secondary schools and Third level

12-24 months

n/a

Actions: Engage with schools to consider potential for making the most of existing resources and skills and a pro-active role in adult education

6.4 Old and new populations – Given the diversity and growth rate of the populations in the village, developing a set of projects to discover and adapt to new communities and the talents they offer for the village could benefit all.

Ongoing

€5k per year

Actions: Different communities may have particular needs that are currently not being addressed or could be helped. The Integration project in the Resource Centre will potentially identify specific projects for minority groups in the village.

Stakeholders:
Integration group
(Resource Centre), all
groups



- 6.4.1 **Youth:** *Specific Committee to consider the potential for separate specific plan for Youth/Accessible Space; Youth Club*
- 6.4.2 **Older People** - *Establish committee to review & support the needs of older people.*
- 6.4.3 **Mental Health Plan for Youth and older people** – *Integrate discussions of committees and liaise with family resource centre with regard to mental health initiatives.*

6.5 **Communication networks** – internal and external connections. These can be developed using a combination of get togethers and modern technology. There are numerous social platforms available with varying degrees of access.

Actions: Village Partnership/Town Team to engage external advice to facilitate internal and external communication to help communities get information on events and contacts

Stakeholders: SECAD,
Business Association,
Community Council,
Cork Co. Co., Family
Resource Centre

8.0 Organising to deliver

Structures

Any town or village in rural Ireland will have resource issues and should consider how to best to work towards delivery of services, be they voluntary, or otherwise.

While there is so much great work being undertaken in the village, operating from scarce resources, we pose a question around organisation. The Community Council has been in operation for over fifty years and has served the community very well. However, we ask if there possibly is some duplication of effort in areas? One example that became obvious to us was the area of mental health, where a number of organisations were running their own plans and procedures to mind the mental health of their members and charges. When looking at the structure of the Carrigtwohill groups, we ask the question if we can be better organised.

From experience elsewhere, we ask the village to perhaps look at a model as outlined below. While this structure may not suit some aspects of how the village is organised, if we look to the themes of our report and then set out to establish a hierarchical and sharing structure that may lead to projects happening more quickly and efficiently.

Having such a structure could also allow the village to prepare and cost selection of most desirable projects to have available for the times when funding becomes available. It appears that often, the window of availability of funds does not stay open long enough for communities to organise and submit appropriate applications. This can be a frustration and if the community can have 'shovel ready' projects on hand when funds become available, it will significantly enhance the possibility of securing funding for projects.

Proposed Town Team Structure

The structure could work as follows. The '**Town Team**' would have specific themes to manage. We see these as being the themes as outlined in this report. Each theme has a Director responsible for the theme. The individual Directors report to a Chairperson.

The Chairperson and Directors form the Town Team Board. For ease of communication, some of these appear in the diagram below.

Additional to the themes to be managed by the Town Team, we see the need for an independent communications manager (Their role is covered in the section on Communications).

Rather than overseeing specific Committees, each Director takes responsibility for one or more Task Force. The Task Force has a specific objective, members, timeline, budget objectives and projected lifespan.

In the example, the Schools Traffic Taskforce would be established. The membership could be drawn from ALL interested parties. Efforts can be co-ordinated across existing organisations. The net result should lead to the delivery of a focussed plan for schools traffic management. This can then be integrated with other activities across village life. In the example, the board would marry the desires of both the Schools Traffic Taskforce and the Community Centre Taskforce for the overall benefit of the village.

By having designated timeframes, many task forces can take on specific projects, knowing that the involvement of the members is limited in both time and scope. This should lead to a more vibrant involvement from communities.

Task forces can quickly be established under the structure for specific projects. These can be to get particular projects developed to a costed proposal stage, ready to submit for local, national or European funding. For example, under the Healthy Village heading, a task force could be established with a specific task of establishing what other towns and villages are doing in relation to health and wellbeing. They could also be tasked with reporting on sources of funding for health and wellbeing related projects. This work would help frame many other activities within the group.

Once the work of a task force is complete, the task force can be disbanded, presenting opportunity for involvement in other projects and helping to keep a

broad pool of volunteers available for worthy projects in the area

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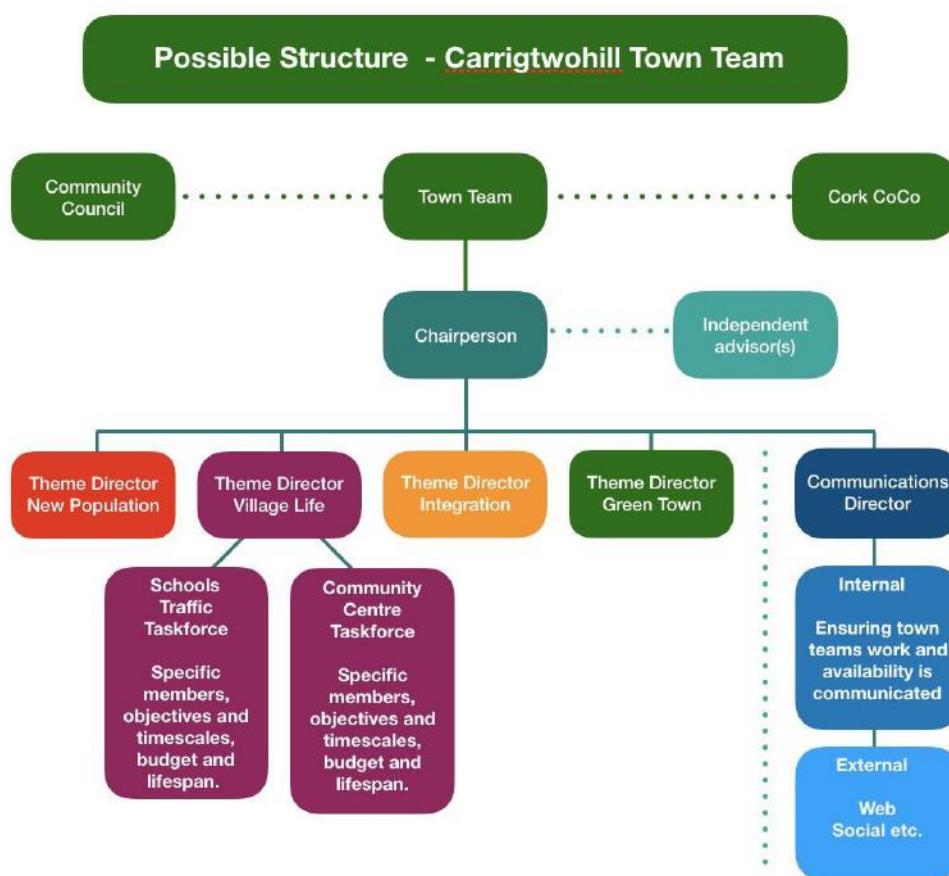


Fig. 7.1 Example of potential 'Town Team' structure for Carrigtwohill

Communications

Within the proposed town team structure we see the need for the establishment of an overall communications strategy. This would be led by a communications director who would sit on the board and would cover a very wide range of activities for the communities of Carrigtwohill. We see their role covering a very broad set of activities including the following:

The Carrigtwohill brand

The overall brand of the area is not a logo. The brand is the embodiment of everything for which the village stands. Having a brand strategy for the village can ease the communication of every aspect of requirements of the village. By having a clear, concise brand and communications statement, the job of attracting businesses, people, funding and everything else needed by the village becomes easier.

Audiences

It is a very useful exercise for the Town Team to formally recognise the audiences with whom they wants to communicate. These could include, local government, national government, IDA, Enterprise Ireland and other state agencies, community support organisations and peers. Formulation of a clear message for each that communicates the village values, objectives and beliefs is important

Digital communications

Carrigtwohill has a sporadic presence online. There are separate websites for the Community Council and Business Association. A lot more could be done

to promote the attractiveness and opportunities in the village through the development of a clear digital strategy for the village. This would feed from the brand strategy and would match audiences with themes with a view to clearly communicating the right messages to specific audiences.

The role of the Communications Director would involve coordinating with other board members to prioritise theme activity for promotion both inwardly through

A priority would be to organise the domain names and social media accounts of the village. For example, the carrigtwohill.com address is owned by Scoil Mhuire Naofa. The .ie address is owned by the Business Association. The Community Council operates from a separate, similar address. All three are effectively competing with each other online.

A full review of social media accounts would also need to be undertaken and a strategy agreed around ownership, messaging and responsibility.

At a later stage, the Town Team and community could usefully investigate the use of a communications platform. There are a number of extremely good platforms available. Loomio is a great example of this type of platform.

Carrigtwohill is competing with many other towns and villages across the county, country and internationally. It is essential to be putting out a consistent, vibrant and relevant set of messages to the audiences with whom the village wishes to communicate

9.0 Next Steps

We hope the content and ideas expressed in this report inspire businesses and individuals to get involved in making the plan a reality.

The plan is intended to be a vehicle for 'shovel-ready' projects, so that as and when funding becomes available from various sources, the projects and ideas identified in here are in effect ready to go, and take the opportunity.

Following the publication of this plan in December of 2017, the partnership group including public sector, volunteers, groups and individuals will be able to identify the priorities to get to work on right away and realise the vision for Carrigtwohill.

Appendix A

Biodiversity Action Plan

A biodiversity action plan has been produced to complement this strategic town and village renewal plan for Carrigtwohill. For all implementation and other details associated with the actions listed under the biodiversity theme, please refer to the Carrigtwohill Town and Village Renewal Biodiversity Action Plan 2017-2022².

The list of biodiversity actions included in this document does not include every biodiversity action from the Biodiversity Action Plan. For ease of reading, similar actions have been grouped together. Some actions have been omitted where they depend on the completion of a preceding related action beforehand. Further details of every action are available in the Biodiversity Action Plan document.

All actions to be implemented under the other themes of this Town and Village Renewal Plan should incorporate the principles of the Biodiversity Action Plan.

For implementation of all biodiversity actions, it is recommended to establish a biodiversity action plan implementation group made up of community representatives and other stakeholders. Ideally, the prioritisation of biodiversity actions is something that could be decided by the community.

² Carrigtwohill Town and Village Renewal Biodiversity Action Plan 2017-2022, by Wallace J. and O'Halloran W., (2017), SECAD Partnership CLG, Cork, Ireland

Available from: Wild Work, c/o SECAD Partnership CLG, Knockgriffin, Midleton, Co. Cork, +353 21 4613432, info@wildwork.ie

Appendix B

Biodiversity Maps

