

PASSAGE WEST

Strategic Plan 2018 – 2022

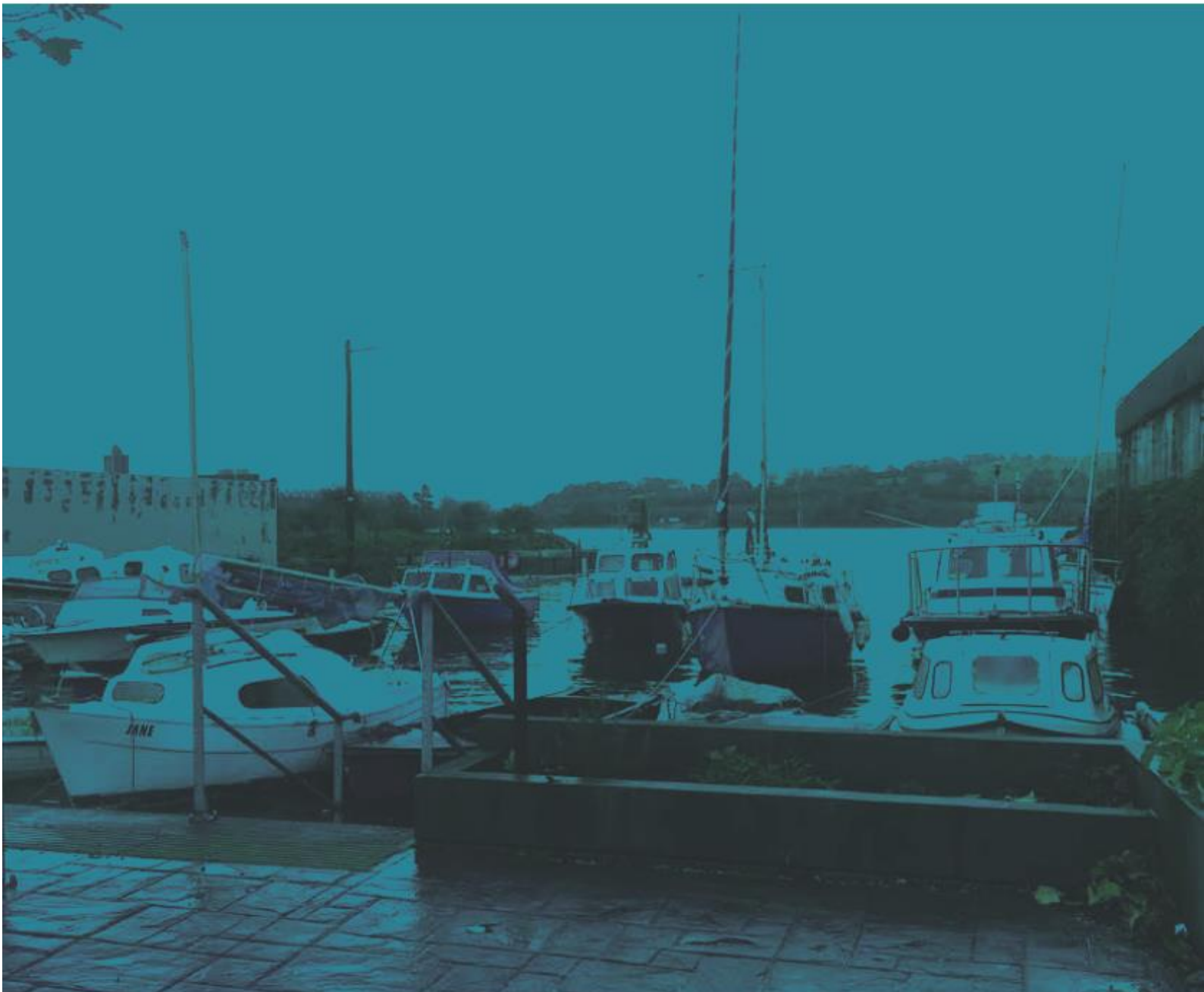
Prepared on behalf of:

SECAD 



Cork County Council
Comhairle Contae Chorcaí

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Contents

1.0	Introduction	4
2.0	Approach	5
3.0	Town Profile	7
3.1	Location and context	7
3.2	Demographic Profile	9
	Economic Profile	10
	Deprivation Indices	11
3.2	Town Centre Assessment and Health Check	12
	Attractions	12
	Accessibility	14
	Environmental Quality and Amenity	15
	Levels of Vacancy	17
3.3	Planning Policy	19
	Cork County Development Plan 2014-2022	19
	Cork Cycle Network Plan 2015 (Revised 2017)	22
4.0	Consultations	23
5.0	SWOC Analysis	26
6.0	Strategy	28
6.1	Vision	28
6.2	Themes	28
7.0	Action Plan	42
8.0	Organising to deliver	60
9.0	Next Steps	63
	Appendix 1	64
	Biodiversity Action Plan	64
	Appendix 2	65
	Biodiversity Mapping	65





1.0 Introduction

Welcome to the Passage West 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 Passage West.

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 Passage West. 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 town that analyses the built fabric of the town, its services and the demographic and economic profile of the community. This helps us to appreciate the assets and attractions of the town, 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 town. 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 Passage West 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 town 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.

In this plan, the 'town centre' or 'town core' of Passage West is often referred to as 'the village'. This is to highlight the quality and potential of the town's traditional centre and positive image associated with it, rather than to detract from Passage West's status as a town.

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 town, incorporating comprehensive stakeholder, community and business consultation to develop a sustainable development strategy for the town. 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 town is a living entity. In this project, a broad view of town centre health is considered. While the character of a town 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 Passage West on 4th December to test the strategy and generate further ideas and projects. The Final Plan is to be presented on 14th December 2017.

The following chart summarises our methodology:

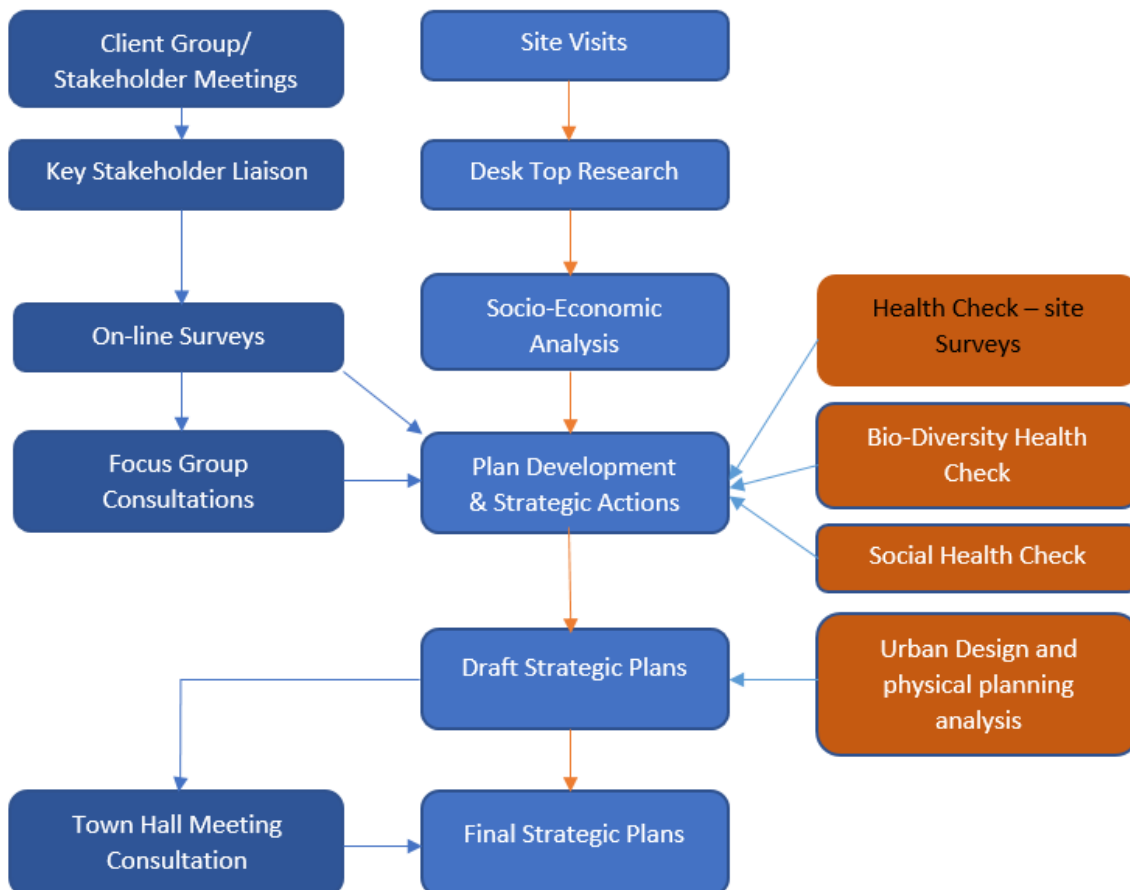


Fig. 2.1 Passage West, Strategic Plan methodology

Under this methodology a town 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 potentials for improvements.

The implementation section takes the measures identified in the strategy and describes in detail what each measure involves, how it would happen. At this consultation stage groups and individuals are 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.

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.



Fig.2.2 'Village Centre' Passage West – view from Strand Street

“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 Town Profile

3.1 Location and context

Passage West is situated some 10km south-east of Cork City, on the western shore of the River Lee estuary, at the pinch point where the Lee enters Cork Harbour’s waters. The town hugs the coastline, facing across to Great Island, on which Cobh is situated. The town has evolved in a linear fashion along the shoreline, partly due to the topography of the area that sees a steep incline develop west of the harbour. This linear development extends south towards the village of Glenbrook and on to Monkstown. These three towns are incorporated in the Monkstown Electoral Division, however, they are clearly distinct towns in their own right, with individual characteristics that set them apart. For the purposes of this study the ED has been sub-divided so as to focus on data and information on Passage West only.

The town is situated along the regional road R610, which begins in Cork City, extending through Douglas, Rochestown and continues south along the coast through Monkstown before connecting with the N28. In terms of public transport, Passage West is served by one Bus Eireann route, the 223,

that connects Ringaskiddy to Cork City. The former rail-line now used as a recreation amenity.

Passage West was traditionally a harbour town which is reflected in both its history and its current disposition. The area prospered during the middle of the 19th century, when the dry docks opened. The Victoria Docks were an important source of employment and shipbuilding and repairs were central to the town’s prosperity. The importance of the town was reinforced by the construction of a rail-line that connected Cork and Blackrock to Passage West, and was eventually extended to Crosshaven in 1904.

Passage West functions as a local retail centre, with limited convenience options. The town’s proximity to the urban village of Douglas, and indeed Cork City, reflects there is a natural tendency to visit those destinations and the offer provided.

The Docks have been subject to redevelopment proposals which have not come to fruition leaving a legacy of planning blight for a significant quarter of the town. Part of the site is currently used for scrap metal and some storage and loading. The Convent



*Fig. 3.1.
Outline of the
Passage
West
Settlement
Boundary
[Source: CSO]*

site in the heart of the town represents another key regeneration opportunity which is currently the subject of planning proposals. While Passage West has a large and growing population, with the exception of the local schools, there are no large-scale employers within the town itself, with a substantial proportion of residents commuting to other urban centres for work.

The topography of the town and location of new development away from the traditional core has created a degree of severance between some residential areas and the village centre, with Passage effectively functioning as a satellite town to Cork City.

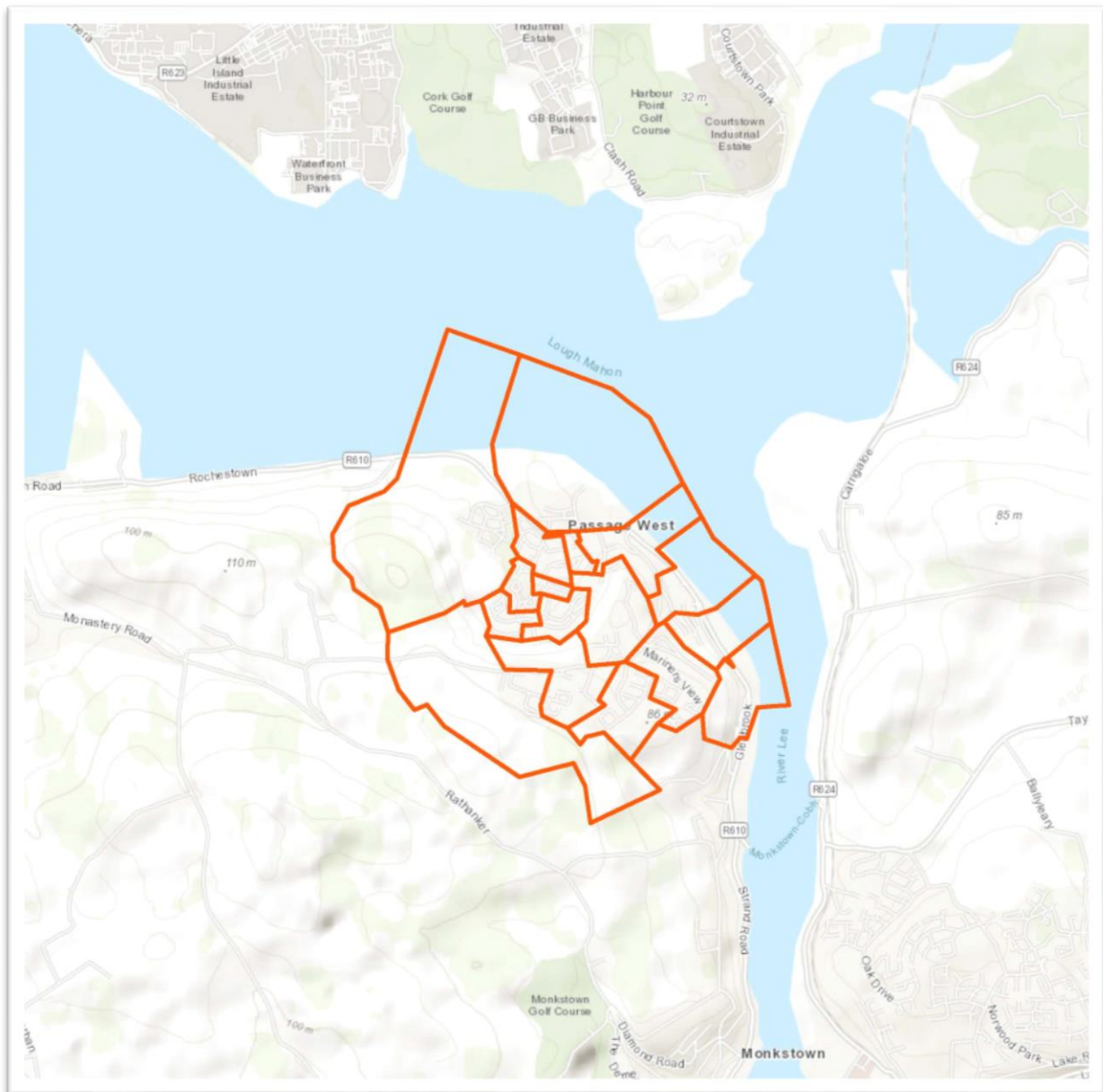


Fig. 3.2 Passage West Settlement boundary (defined by CSO)

3.2 Demographic Profile

The following demographic profile of Passage West has been developed using CSO data acquired during the Census of 2016. Small Areas (SAs) form the units of analysis, with only those that cover the urban area of Passage West included. Using data from this administrative level allows for a more detailed analysis, and excludes the nearby towns of Glenbrook and Monkstown from the study, thereby creating a more accurate picture of the profile of Passage West. Figure 3.1 and 3.2 shows the study area for analysis.

Census 2016 recorded a population of 4,599 people in Passage West. This was an 8% increase on the previous census population figures from 2011, which totalled 4256 people. The average State increase in population over the same period was 3.7%. This increase in population supports the towns designation as a metropolitan town, the aim of which is to support growth in the wider Cork area.

Of the 4,599 people that are residents of Passage West, 2,294 are female and 2,305 male. The largest age group, according to census data, is that of the 35 to 39 year olds, of which there are 470. The graphic below provides an age and gender breakdown of the population.

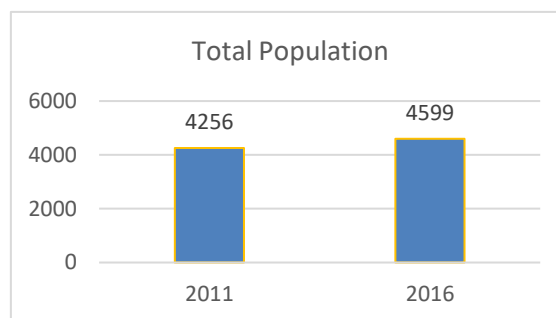


Fig. 3.3 Passage West Population Change

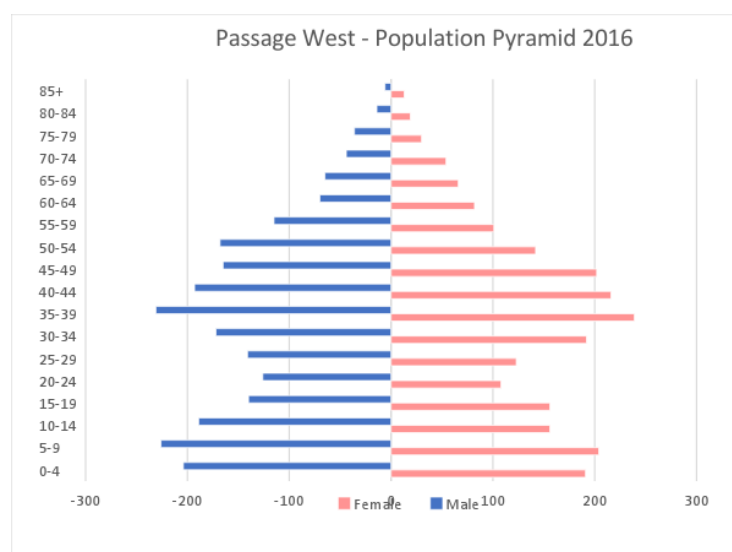


Fig. 3.4 Passage West Population Pyramid

Diversity

In Passage West, 80% of the town’s population state that they were born in Ireland, that amounts to a total of 3,670 people. The next largest cohort were born in the UK, with 226 people having been born there. Just behind this group are those born in Poland, of which there are 212 people, or 5% of the population. A further 5%, or 224 people, are from the ‘rest of world’, while 4%, (196 people) are from the EU 27.

The graphic below highlights the percentages of the population based on their ethnic or cultural background. As would be expected, the highest proportion of people in Passage West identify as ‘White Irish’, 3,575 in total. 120 people in the town identify as ‘Black /Irish’, with a further 90 people identifying as ‘Asian or Asian Irish’

Location	Ireland	UK	Poland	Lithuania	Other EU 28	Rest of World	Not stated	Total
Birthplace	3670	226	212	34	196	224	0	4562
Nationality	3851	116	228	38	185	118	26	4562

Table 3.1 Passage West Population Diversity

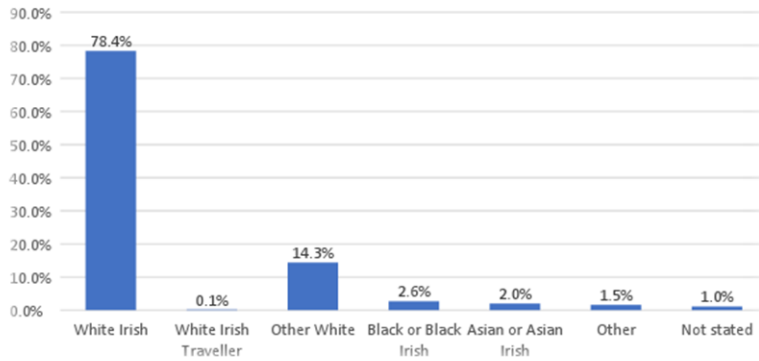


Fig. 3.5 Passage West Population Ethnic or Cultural Background

The education attainment level of 2,743 people is recorded in the census. Of this number, 911 people have completed an Ordinary Bachelor Degree/National Diploma or above, which is 30% of the total. 422 people list Upper Secondary school,

which is Leaving Certificate level, as their highest attained education level, while 181 ceased their education at Primary School level. 27 people have no formal education at all, while 49 people did not state which level they achieved.

Principal Economic Status	Male	Female	Total
At work	1,024	905	1,929
Looking for first regular job	9	8	17
Unemployed having lost or given up previous job	146	101	247
Student	203	196	399
Looking after home/family	8	266	274
Retired	145	144	289
Unable to work due to permanent sickness or disability	61	61	122
Other	1	4	5
Total	1,597	1,685	3,282

Table 3.2 Passage West Principal Economic Status

Economic Profile

The principle economic status of residents in Passage West was established in the 2016 Census. Of those residents aged 15 or older, it found that there are 1,929 people who identify as being ‘at work’, out of a total number of 3,282. In terms of unemployment, there are 247 people who state

that they are ‘unemployed having lost or given up previous job’, while a further 17 people are currently looking for their first regular job. 122 people are listed as being ‘unable to work due to permanent sickness or disability’.

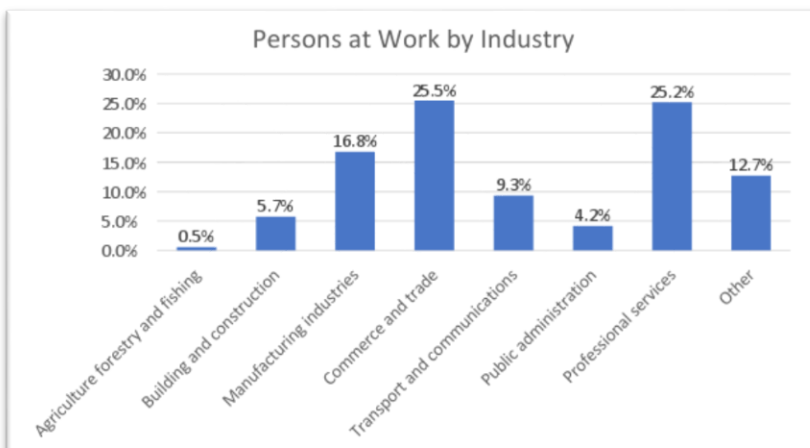


Fig. 3.6 Passage West Persons at Work



As residents of a town that falls within the metropolitan region of Cork City, residents of Passage West are within commutable distance to a range of employment options that inevitably exist in larger cities. As a harbour town with a rich maritime history, it would be anticipated that Passage West would have a relatively large proportion of employed people within sectors that reflect the area’s heritage. The graphic above provides a breakdown of jobs held by residents in Passage West, based on industry type. Commerce

and Trade is the largest employment sector, with 25.5% of those in employment, or 513 people, working in this industry type. The next largest industrial sector is that of the Professional Services, which accounts for 25.2% of the total population in employment, this is 507 people. Manufacturing industries come third in terms of the proportion of people employed in these areas, with 16.8% of people, or 337. The lowest sector based on employment numbers is the Agriculture, Forestry and Fishing industry.

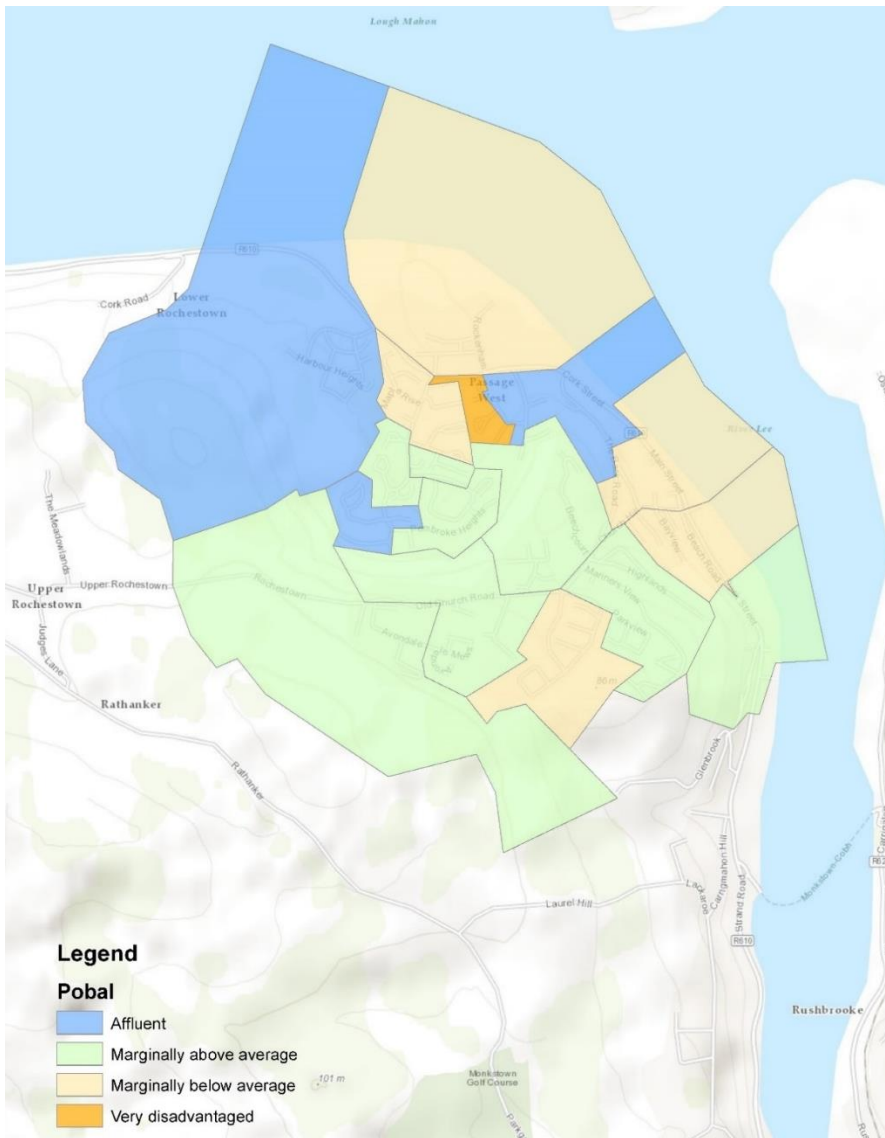


Fig. 3.7 Passage West Pobal Maps indicating location of relative advantage and disadvantage

Deprivation Indices

Figure 3.7 above highlights locations of relative affluence in the town based on Pobal’s data for the area (2011). It indicates quite a mixed distribution of areas of higher level of affluence between the newer suburban locations on the periphery of the town and residential streets of the traditional

core. More marginal and disadvantaged communities are broadly distributed with the settlement boundary and suburban areas. Compared to the 2006 map there is a slight reduction in ‘Affluent areas’.



3.2 Town Centre Assessment and Health Check

The 'Health Check' element of this plan focuses on the physical environment, the appearance of buildings the occupancy and type of uses in the town. The report is based on site surveys, review of GeoCode land use data initial discussions with stakeholders in the town and the project teams' assessment. The methodology for the assessment of town centre health is derived from indicators set out in the Retail Planning Guidelines (2012). These indicators are as follows:

- Attractions;
- Accessibility;
- Environmental Quality and Amenity;
- Diversity of Uses;

- Multiple Representation; and,
- Levels of Vacancy.

This section focuses on these factors to provide an important context for the development of proposals and initiatives in the area. While the character of a town 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. Under this methodology a town first assess the assets it possesses, as well as the barriers and challenges it faces through an understanding of the viability and vitality of town centres.

Attractions

Passage West enjoys a wonderful setting at the mouth of the River Lee where it meets the wider harbour. The town has an attractive urban layout and a large number of quality traditional buildings that afford the town a sense of authenticity and history. The central area of the town has a 'village feel' – which is a tremendous quality asset upon which to build a vision for the future. Viewed from the across the river, the town has a scenic and attractive quality, nestled below the steeply rising hills that gives the town huge potential particularly given its close proximity to Cork City.

The former rail line has recently been redeveloped to a cycle and pedestrian path, or a Greenway, that meanders along the shoreline all the way to Blackrock Castle in Cork City. This offers residents an excellent facility that can be used both for recreational and commuting purposes.

Passage West is not a significant centre of employment, retail, or tourism, which are captured in Douglas (a short drive away) and Cork City itself. Both offer employment and retail opportunities at a higher level than Passage West. Their proximity mean that Passage West effectively acts as a satellite, or commuter town.

The town is not served by any national road network, however the R610 connects it to Cork to the west and Monkstown to the south. The port of Ringaskiddy lies to the south of Passage West and is the second most important port in the country. It primarily deals with cargo; however, it also offers passenger ferries to France. The Irish navy have a base on Haulbowline Island, while the historic Spike Island is also in the nearby harbour. These facilities are of strategic importance and located close to Passage West.



Fig.3.8 Streetscape of Passage West – Chapel Square



Fig. 3.9 Streetscape of Passage West – Main Street

Accessibility

Passage West is not situated along a national level road, the nearest being the N28 that connects the port of Ringaskiddy with Cork City. The main route through the town is the R610, which is in poor condition at several spots and prone to flooding. It also suffers from congestion issues and tailbacks during peak hours, particularly as there are large numbers of residents who commute to Cork City.

The bus that services the town (223) runs at an hourly interval, with increases to frequency during rush hours.

Due to the topography of the area, the town centre hugs the shoreline and has traditionally been restricted in its westerly development due to the steep cliff faces and hillside. This has created a linear pattern of development, with the main street also functioning as the primary route through town and on to the village of Monkstown. Pedestrians entering the town in a southerly direction along

Cork Street must do so along one narrow path, while the same is also true for those entering the town from Glenbrook direction. This does not allow for a pedestrian-friendly environment.

On-street parking is particularly problematic in the town, and this adds to issues of congestion on already tight street-spaces. The potential for a civic space in the middle of the town is impacted by the car parking spaces that are provided for on either side of the square situated behind the Shamrock Store.



Fig. 3.10. Entry to the 'Village' centre approached from the north via Main Street.

Environmental Quality and Amenity

Passage West’s urban form comprises two main elements; the traditional town centre that stretches in a linear fashion along the shoreline, and the more modern residential developments that sit on the hillside overlooking the harbour. This has created a literal two-tier town, in some respects.

As it is a harbour town, the natural environment is central to Passage West. Historically locals have earned their livelihoods from the dockyards. Today, although there is less of a reliance on the harbour waters, they still play a key role. This maritime heritage is something that should be seized upon, and there is certainly scope for the redevelopment

and regeneration of slipways and docks to open up the waters to the local residents once again.

The greenway cycle route offers an excellent scenic path through which people can travel to Cork, while the rowing club gives an indication of the continued importance of water to the community. Indeed, the sister town of Monkstown has retained a strong connection to Cork Harbour and sailing is of huge importance to the area, something that could be mirrored in Passage West.



Fig. 3.11. The Line Greenway

Diversity of Uses & Multiple Representation

Currently, there are no comparison or convenience multiples in Passage West. Considering Passage West is listed as a 'small metropolitan town' in the CCCDP, there is a lack of convenience stores for a settlement of this size, with only two small stores servicing the town. There were 70 observed units recorded during the survey. The retail sector accounts for 17% of the total observed units, with 7% of this comparison and the remaining 10% convenience.

Passage West does not have any business parks or industry located in the town, with nearby Ringaskiddy fulfilling that function. The town lacks the capacity to retain shoppers due to the

inadequate supply of both convenience and comparison stores, something which has occurred due to the draw of Douglas Village and Cork City. . Currently there is planning permission for the development of an empty premises on the northern outskirts of town, with Aldi set to be the anchor tenant. This would address the issues of multiple representation in the town.

There is no provision for tourist accommodation, cafes or restaurants in the town, which represents a significant gap in service provision and an important potential action point for this plan.



Fig. 3.12. Attractive traditional town houses line the approach to the town centre on Main Street.

Levels of Vacancy

Of the 70 units that were surveyed for the health check, a total of 18 were vacant. This amounts to an approximate percentage total of 26%. Latest figures released by Geodirectory that report the rates of commercial vacancy in Ireland state that the national commercial vacancy rate is 13.5%. Passage West’s figure of 26% is far higher than the national average and is something that require urgent addressing. There are some obvious sites of dereliction and vacancy within the town, particularly the substantial Dockyards and old Convent sites that are situated in the town centre. On the northern entry into the town there is a large mixed-use residential development that is currently empty, while beside this is the old school building, which again sits idle. Further north, adjacent to the football playing fields, is a large vacant retail unit which previously hosted a Eurospar. On the southern entry to the town there are old residential buildings that are falling into a derelict state. These

prominent levels of dereliction and vacancies are detrimental to the image of the town.

Figure 3.13 below (source: GeoDirectory and MyPlan.ie) provides an indication of the commercial activity in Passage West. 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 Passage West, 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 town.



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

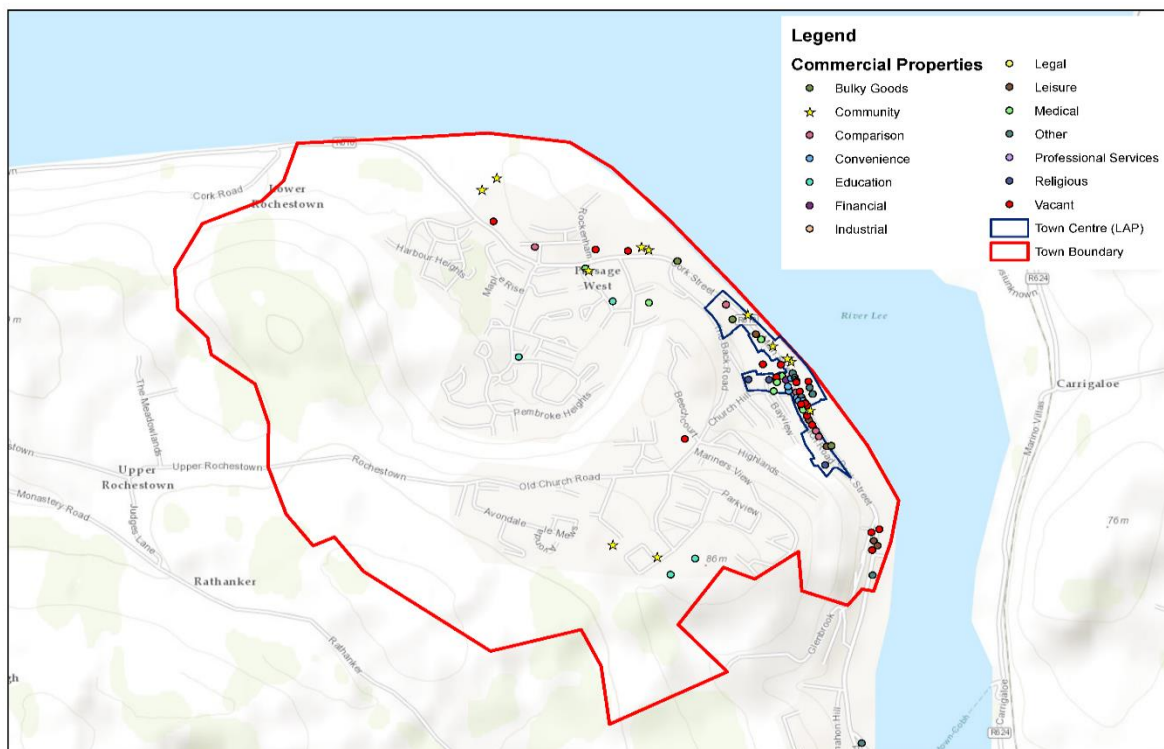


Fig. 3.14. Passage West Health Check Address Points [Source - FAC]

The Geodirectory image above indicates the majority of commercial activity is clustered around the junction of Main Street and Church Hill. Activity follows the linear nature of the town and continues both south and north on Main Street. There are single points of commercial activity scattered around the wider area, such as the two school facilities to the south west of the town centre, and the businesses located along Cork Street on the northern approach to the town. However, generally Passage West has a relatively compact town centre where the majority of commercial activity is based.

The Town Centre boundary, which extends from the beginning of Cork Street in the north, to the beginning of Somerville Terrace in the south, is based on the town centre boundary as outlined in the Ballincollig Carrigaline Municipal District LAP. It corresponds with the area that hosts most of the commercial activity recorded during the survey.

The red icons highlight vacant sites and properties. Eight of these vacant sites fall outside of the LAP

Town Centre boundary, with ten falling inside this. These vacant sites are focused around Main Street and Railway Street and subtract from the overall character of the town centre. Redevelopment and regeneration of these sites should take priority. The old convent site, and Railway Street are both listed as regeneration areas within the LAP.

The yellow star icons 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, GAA club facilities, Passage West AFC Club Facilities, the Rowing Club, the Men’s Shed, the public parks, the Greenway route, and the library. 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 town centre.

Cork County Development Plan 2014-2022

Passage West is listed as a Metropolitan town in the Cork County Council Development Plan. This entails an important supportive role to the strategic development aims of Cork City. This is achieved through the development of the town as a centre for population growth, services, and employment and improvements to infrastructure and integrated public transport connections.

Passage West has a further sub-categorisation as a 'smaller metropolitan town', which has associated objectives in relation to retail provision. Namely,

that is to "strengthen and consolidate the retail role and function of the smaller metropolitan towns and to provide retail development in accordance with their planned population growth to serve their local catchments."

Metropolitan Cork has set strategic planning goals and various targets set for the area, in terms of population. For Passage-West the 2011 census population count is 5,790. The target for 2022 is 6,965, while the number of new households expected is 822. There are 925 new units required over the period of 2011 to 2022.

The CDP notes that the bus service to Cork City only stops in Passage once every hour during peak hours. An all-day target frequency of 30 minutes is proposed

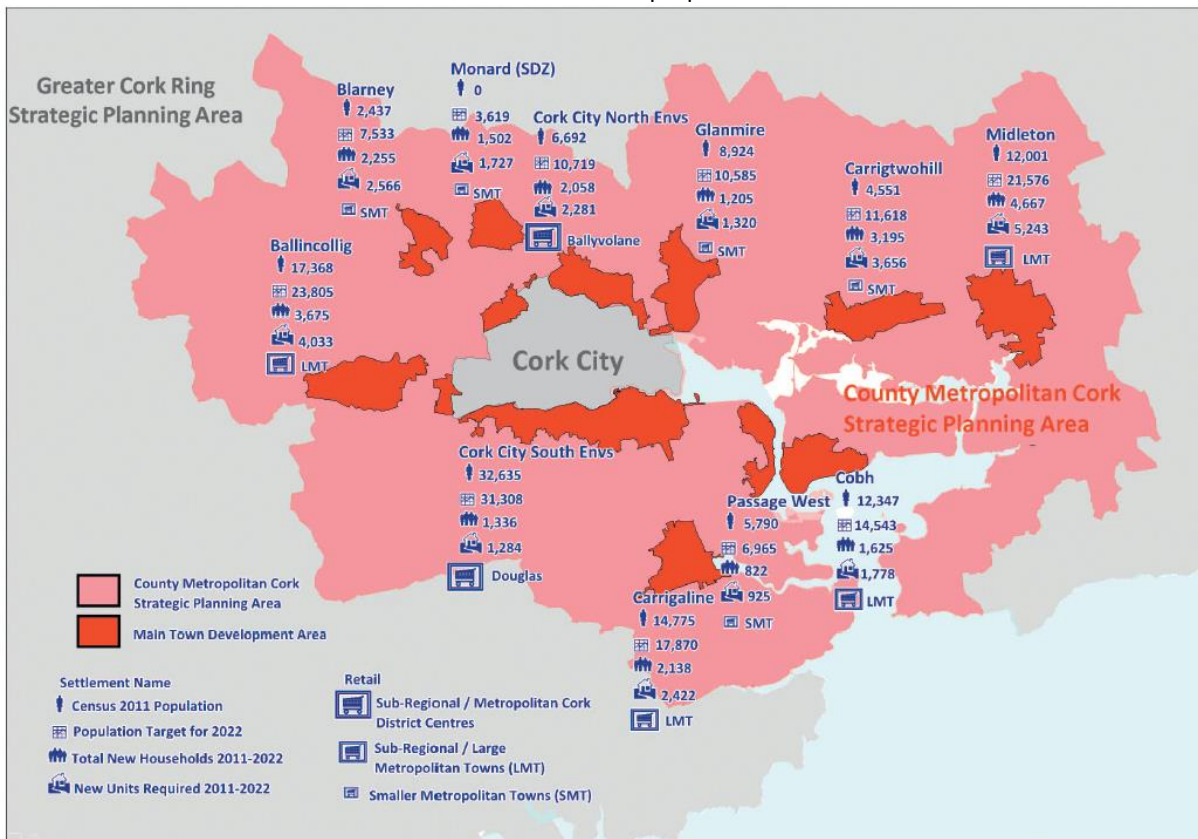


Fig. 3.15 Cork County Development Plan 2014-20 Core Strategy Map



Ballincollig-Carrigaline Local Area Plan 2017

The 2014 CDP has set a population target for 2022 as 6,965 (are includes Passage West and Monkstown). This would be a growth of 1,175 persons on the 2011 Census. According to the LAP there is an existing land supply of 38.5ha of zoned land which potentially provides a minimum yield of 889 units. With the target population of 6,965 set for 2022 it is expected that an additional 925 units are required. (In the previous section it was noted that the population growth from 2011 to 2016 in Passage West alone was 343 persons).

The town largely functions as a commuter settlement with access to major employment zones (Cork and Ringaskiddy). It was one of the few towns to see decline in employment continue from the 80s through the economic boom. This was due to significant job losses in the traditional ship-building industries of the area. This has left the town with several brownfield sites with potential for development, they are; the Cork Dockyard, Convent site, and Railway Street. These sites are deemed to possess enormous potential in reversing the economic decline of the town core if appropriate development was to occur.

It is noted that Passage West has a number of buildings and sites that have fallen into disrepair over the years, this is particularly evident along Main Street and Strand Street. It is considered that rejuvenation of the town is vital for the redevelopment of these sites, and the wider area.

In-line with the CDP Retail Strategy, the objective for Passage West is to strengthen and consolidate the retail role and function of the town to allow for it to serve the surrounding catchment. This can be achieved through town centre expansion into the Dockyard and old Convent sites that exist along Main Street and Strand Street. Regeneration of these sites provides an opportunity to enhance the town centre dramatically.

The LAP notes there are no traffic management measures in the town centre, with the pedestrian and cyclist environment suffering from the narrow and congested nature of the streets. Measures to improve the environment for non-car users, including increasing the permeability of the town centre, will be required. While there are a number of parking facilities and off-street spaces there is an issue with illegal/unauthorized parking in the town centre which leads to delays for through traffic.

Bus Eireann operate a commuter service (223) seven days a week which originates in Ringaskiddy

and travels through Passage and onto Cork City. This provides a valuable service to those residents of Passage who do not have access to a car.

The LAP highlights Passage West has several community facilities, although they exist on a scattered basis which could be considered problematic. A library, medical centre, and an elderly service centre are all found in the town. The local Garda station, which operates during restricted hours, is based in Glenbrook. Cork County Council have recently completed the construction of a sports complex, Maulbaun Park, which hosts MUGA (Multi Use Games Area) pitches. There is one primary school in Passage, the Star of the Sea. There are several water-based clubs in operation in the area, with rowing, sailing, and fishing offered. The railway walk that connects Passage to Blackrock Castle is a popular amenity for the locals and there are plans in pace to extend this through a green route that links to Carrigaline and Crosshaven. There is also a small park in the town, however and development of the Dockyard site should seek to provide further waterfront access.

While there exists a GAA and football club in Passage, the location of the GAA club is problematic as due to the topography of the area the pitches are disconnected from the town centre, particularly for pedestrian access.

Any future development in Passage West will require the provision of the Lower Harbour Sewerage Scheme. Operations on the new treatment plant commenced in December of 2016.

There are 10 protected structures in the Passage West locality, each are entered on the current record of protected structures. Two locations are designated conservation areas, they are the Cork Harbour Special Protection Area and the Monkstown Creek proposed Natural Heritage Area. These locations form part of the Natura 2000 network which aims to protect the bird populations in those sites. Both Passage West and Monkstown have locations designated as Architectural Conservation Areas due to the number of large terraced townhouses that exist in both towns. Any future developments in the town are required to submit suitable proposals that are respectful to the character of the area. The town also has some structures of archaeological heritage that are on the list of Recorded Monuments.

Some of the key General Objectives for Passage West, set out in the LAP, are as follows:

PW-GO-01. Secure the development of 925 new dwellings between 2011 and 2022;

PW-GO-02. The boundary of the town overlaps with the Cork Harbour Special Area of Conservation and therefore any development will have to be compatible with the requirements of the Habitats Directive;

PW-GO-03. All new development will be located within the development boundary of the town as established in the LAP; and,

PW-GO-05. The development of a network of designated walking and cycling routes will be progressed, with special focus on routes that connect the main residential areas with schools and the town centre.

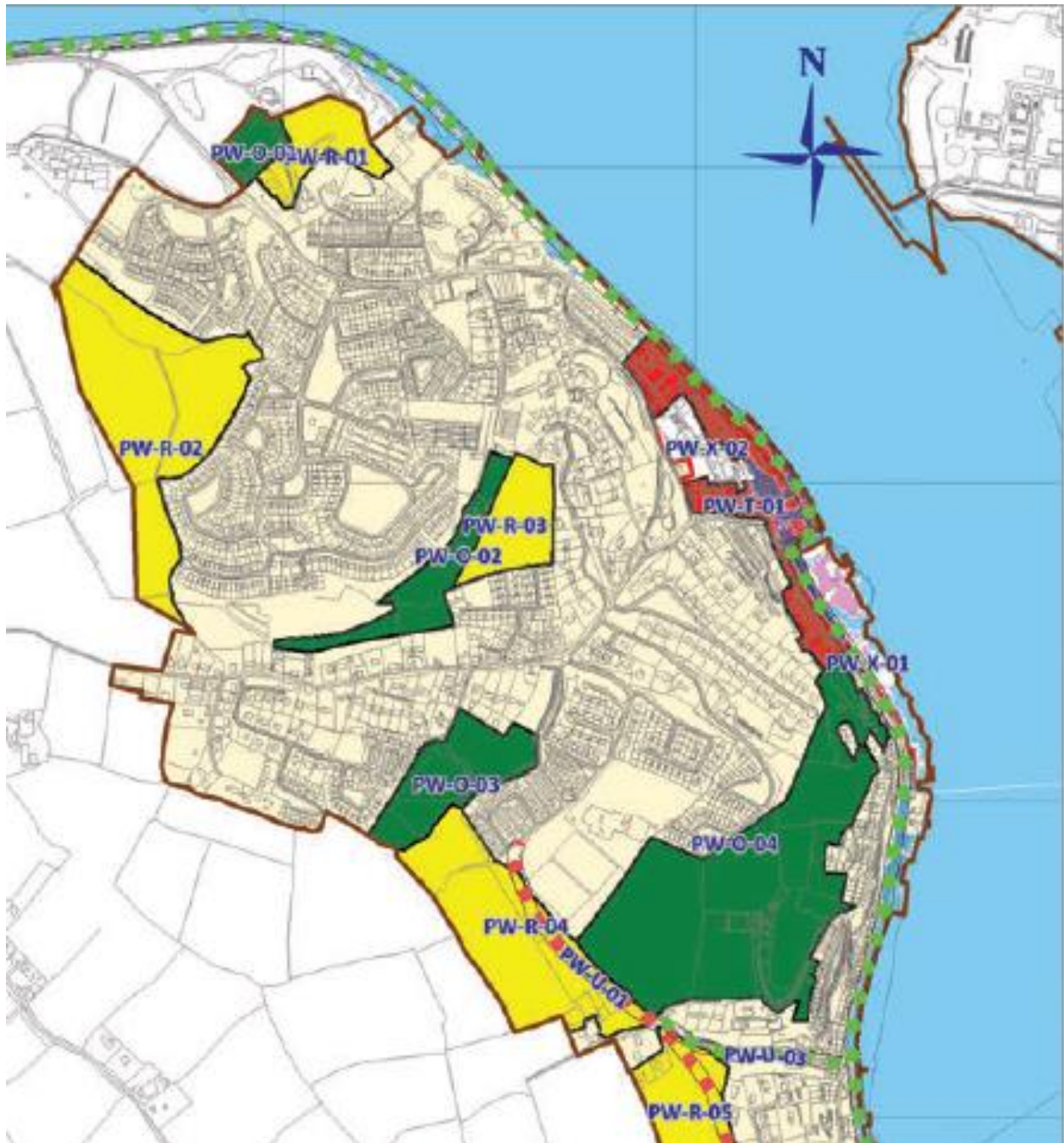


Fig. 3.16 Passage West Zoning Map under Ballincollig-Carrigaline District LAP 2017

Cork Cycle Network Plan 2015 (Revised 2017)

In line with the national Transport Policy, set out in 2009, Cork County and City councils developed a cycle network plan with the aim of achieving the national target of 10% of all trips by bike by 2020. In the Cork Metropolitan area, the current modal share is 1.7%, which compares negatively to the national average of 2.3%. The plan sets out recommendations for cycle infrastructure. The study area consisted of the metropolitan region which includes Passage West.

The Passage West Greenway route, which extends from the town to Pairc Ui Chaoimh is the longest uninterrupted cycle facility in the study area. It is to form the basis of a wider network that can service the area. The Greenway from Passage West to Raffeen will commence construction in 2019.

The modal share target set for Passage West is 7%. This modal change is considered as possible as an estimated 16% of car trips within town areas are less than 2km, while a further 23% of existing car

trips are between 2 and 5km. These distances are easily traversed on bicycles if the appropriate infrastructure is in place.

The report offered a number of recommendations, those relevant to Passage West are as follows;

- Provision of a suitable link from Passage West Greenway to the ferry terminal to facilitate cycling trips from Cobh.
- Develop the Greenway link between Passage West and Carrigaline/Ringaskiddy along the disused railway line.

In terms of further developing cycling facilities in Passage West a major constraint and/or pinch point is deemed to be related to traffic. Improved traffic management is required in the town centre to reduce speeds and enhance cyclist safety.



Fig. 3.18 Passage West Victoria Dock

4.0 Consultations

The aim of this project is to create a plan that reflects the vision and needs of the people of Passage West, who will use it as a reference tool for progressing initiatives and projects in the town 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:

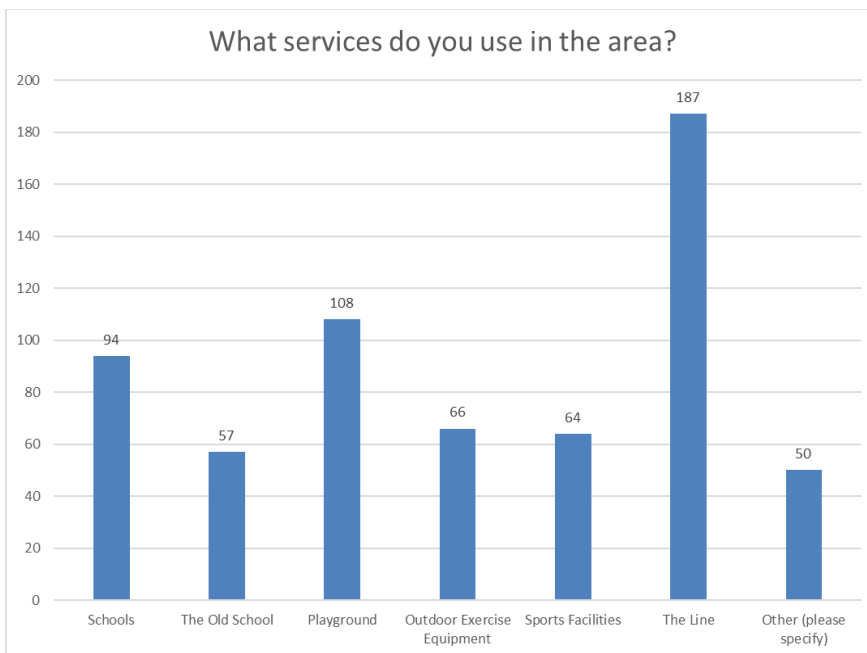
- Raise awareness of what is envisaged for the Renewal Plan process;
- Provide clear and concise information to the local community;
- Provide community groups, business and relevant stakeholders with an opportunity to comment and influence the proposals;
- Ensure that the project team understands the

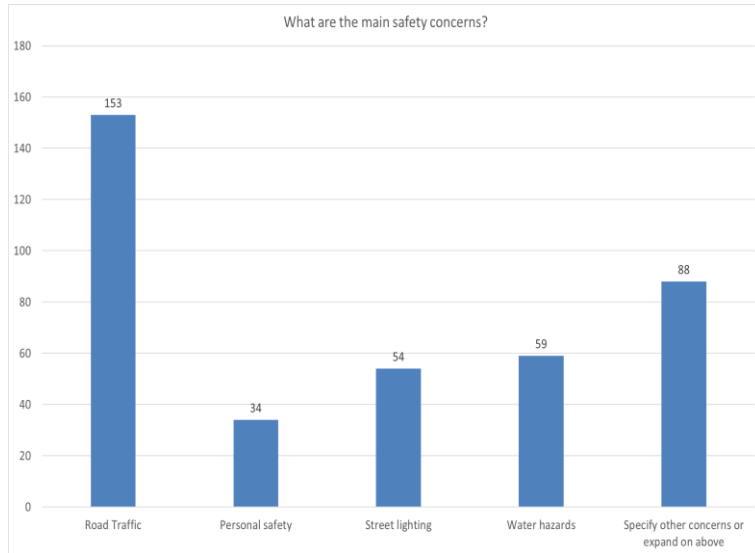
views of consultees so that they can be considered during the Strategy preparation; and

- Ensure consultation has influenced the proposal

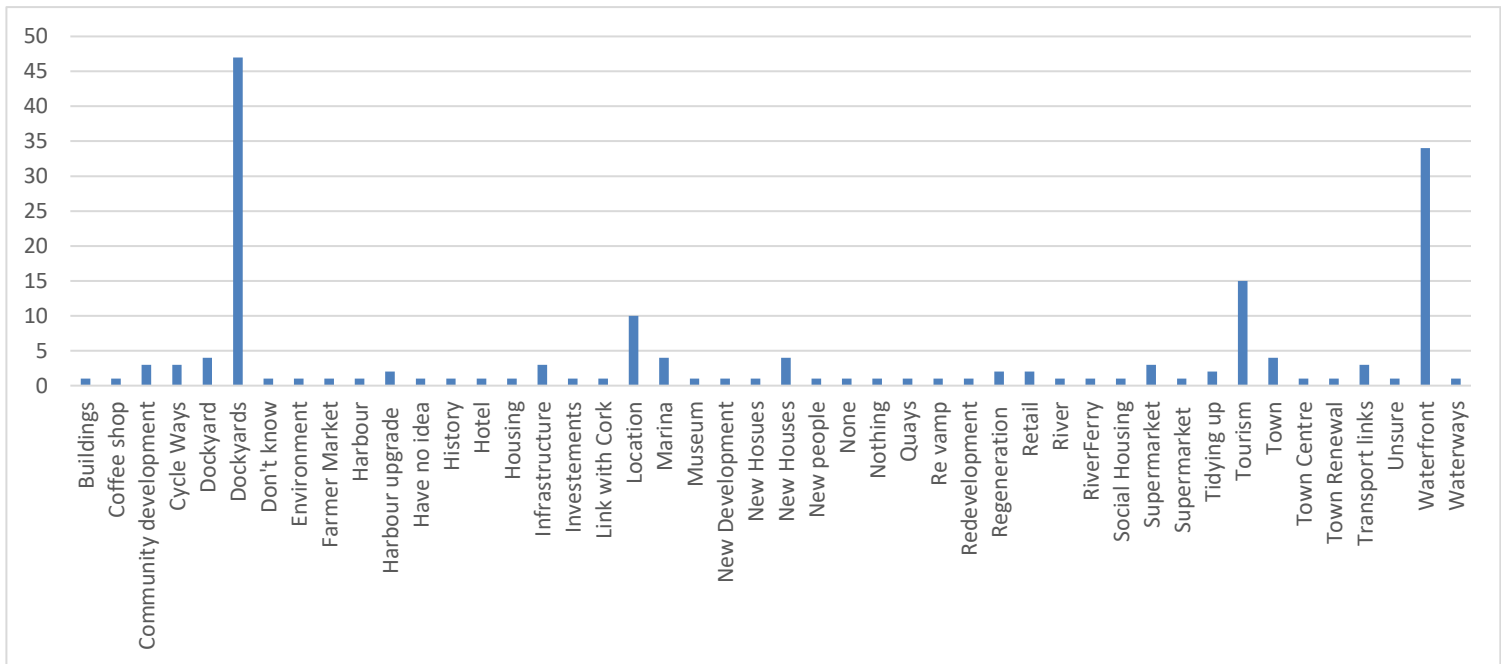
This has included consultation with service providers in the town, discussions with Council staff, politicians and included a creative focus group session, an on-line community consultation survey, business survey and meetings with community groups.

Over 200 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 see as the greatest opportunity for Passage West in the next five years?



The Passage West 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 Passage West in formulating a sustainable, diverse and robust plan for the development of the area.

The town population is active in a number of areas. The Line is seen as the most significant amenity enjoyed by the town with the playground being of import to young families. The Line is seen as being both the greatest asset and also the most

important place for biodiversity.

People see the town as having utilitarian value in the main, with the Post Office, shops and library featuring most prominently in responses.

There is a strong sense of community and an affinity with the waterfront and river location. Passage West is seen as a safe place to live by the vast majority of respondents. However, road traffic is a major safety concern. The potential development of the Railway Street site, the waterfront and Dockyards areas are seen as the greatest opportunities for the town over the next five years.

Networks

The consultation process has illustrated that there is a proactive community in Passage West but no specific business association. This community spirit is noted as an extremely strong factor in the life of the village.

These groups include:

- Fr. Collins Parish Centre
- Pace Centre
- Mens Shed
- Meals on Wheels
- Youth Club

- Passage West Scouts
- Passage West GAA Club
- Passage West AFC
- Passage to Monkstown River Users Association
- Passage West Maritime Heritage Festival
- Passage West Museum
- Passage West Rowing Club
- Passage West Tidy Towns
- Local Business

The activities of the groups are exemplary and reflects very positively on the town.



Fig. 3.19 Road leading to Church Hill

5.0 SWOC Analysis

Passage West has experienced strong residential growth and has a strong community that is committed to a wide range of projects which could help foster improved facilities and well-being. While there are strong planning policy objectives for growth, this had 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 are an asset for the town that can potentially support renewed growth and investment in the town centre.



The table below summarises a SWOC (Strengths, Weaknesses, Opportunities and Constraints) analysis for the town.

Strengths	Weaknesses / Constraints
<ul style="list-style-type: none"> • Historical village • Unique built and industrial heritage • Attractive coastal setting • Natural heritage and environment • Proximity to Cork City • Local talent (musicians, artists, craft artists) • Greenway Cycle/Walking Route • Recreation amenities • Strong GAA traditions and achievements • Good access by road • Children’s playground • Local library • Pace centre • Post Office • Marine Infrastructure • Railway Tunnel 	<ul style="list-style-type: none"> • Linearity of town • Traffic safety • Lack of amenities for young adults (13-18 years old) • Insufficient visitor accommodation • Poor frequency of public transport • Low retail diversity • Lack of connection between traditional town centre and residential suburbs • No casual meeting place, i.e. local cafe • Underinvestment in built heritage • Underinvestment local community assets • Signage • Dereliction and underutilised buildings • Limited employment opportunities
Opportunities	Challenges
<ul style="list-style-type: none"> • Sustainable tourism development and event promotion • Recreation and amenity development • Improved traffic management along Main Street, particularly at island where Strand St. and Beach Rd meet • Enhance visitor amenities incl. accommodation, information and tourist office • Develop facilities/business to serve Greenway • Support and promote local producers/artists • Encourage intergenerational participation and voluntary culture (including youth) • Harness historic heritage awareness through innovative promotion e.g. film location, festivals etc. • Support new employment opportunities including hot desking & innovation hubs • Recreational amenities for young adults • Further development of green and blue infrastructure linkages • Build on the availability of community buildings • Open the railway tunnel to enhance the town’s permeability 	<ul style="list-style-type: none"> • Reduced economic activity • Incorporating residents of new developments into social fabric • Cost of maintenance and refurbishment of built heritage • Neglect of historic heritage • Loss of local employment • Loss of local community services • Youth employment • Attracting visitors • Road safety (cyclists) • Need for serviced sites big and small • Development of key, privately-held sites in town conscious of public interest • Providing retail services for population • Creating positive narrative for engaging with town and its image • Topography • Bringing the Greenway through the town • Increasing visibility of harbour from main street/public spaces

6.0 Strategy

6.1 Vision

The vision of this strategy is to harness the energy, talent and resources of Passage West to provide a new impetus to the town’s economic development and creativity and to transform the ‘village centre’ so that it is reflective of everyone’s pride and support for the town 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.

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 Passage West absorbed from the consultation and analytical phases of this project.

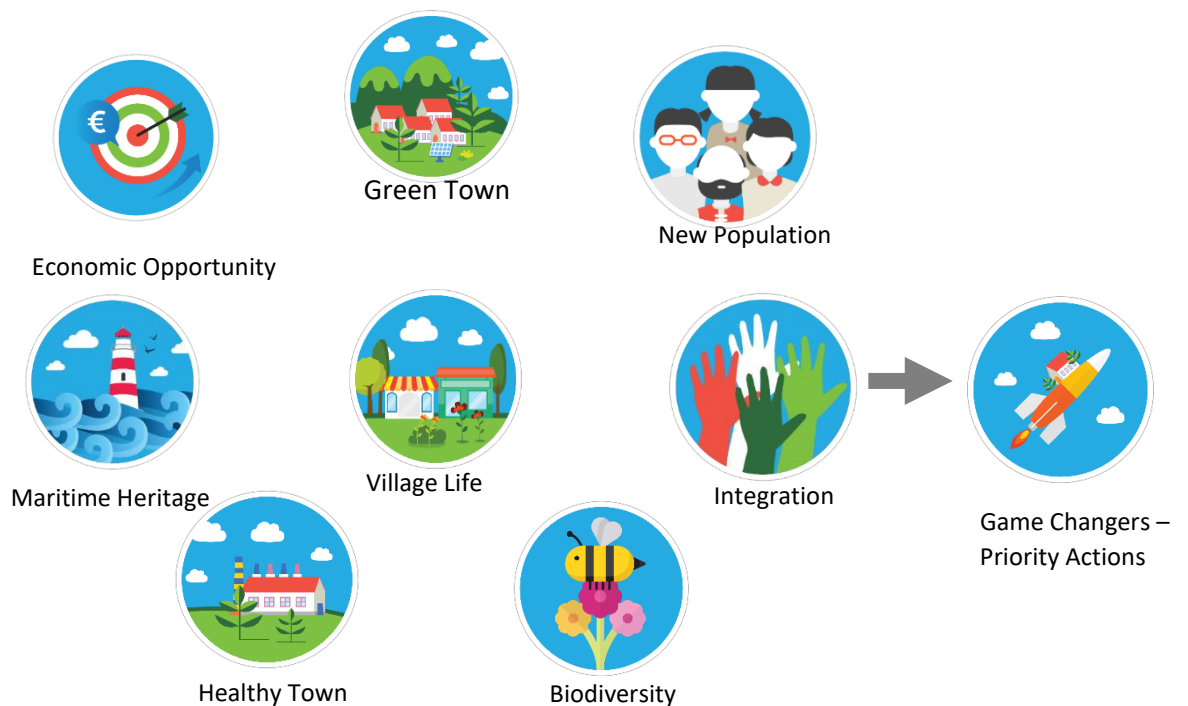
In particular, the chance was taken to reappraise issues that were often seen as problems or elements that were lacking to find gaps that need

filling or assets that could appreciated and developed.

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

The overall objectives of each theme are outlined in the following section, with further detail on implementation actions in section 7.

Each of these Themes are 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 Passage West 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 Passage West, 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

some of the major strengths of Passage West also act as negatives for the local economy. It is located extremely close to Cork City, with the Cork suburb of Douglas only a matter of minutes away, which provides locals of the town with all the benefits of a city on their doorstep. Yet, this has entailed economic activity has occurred outside the town.

In terms of the provision of supports for the local economy and entrepreneurs, measures can initially identify knowledge and skills gaps that potentially 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 seek to encourage new investors to appreciate the potential in the area and attract more visitors and residents into the town, all to help sustain and grow the existing businesses and create a more dynamic environment for enterprise.

Population

Passage West is experiencing a dramatic growth in population in recent years. 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 town's population brings an added vibrancy and dynamism to a community, but it is vital that a town prepares for this growth in advance. There must be adequate services provided for the already 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 town develops and evolves.

Green Town

We are all aware of the important role that our surrounding environment plays in our day to day lives, and likewise we understand that we all have a duty to live within our means and reduce our carbon footprints. It is important that individuals and communities seize the initiative to help create a greener environment not only for ourselves, but for future generations.

This theme will address issues around the environment, and will seek to define actions, both small scale and largescale, that can be undertaken to improve environmental conditions. While more specific, ecosystem-orientated actions are outlined under the Biodiversity theme, Green Towns will focus instead on the more general initiatives that can be developed. Having an entire town embrace green initiatives, develop high quality green infrastructure and undertake more environmentally friendly practices will not only benefit the local community, but will also portray a positive image to investors and visitors alike.

Healthy Town

Healthy Town, as a theme, was developed with the aim of establishing a holistic approach to a town's health. While ultimately a person's health is a matter for that person, 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 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 establishing mindfulness programmes in schools and businesses, altering daily habits that are negatively impacting a person's health, and improving the availability and conditions of sporting facilities in the town are key to the success of this theme.

Integration

An integrated community can be one of the most important assets for any town or village, as it implies that the community is a resilient, healthy, and functioning entity. While the term integration creates an image of a unified group of similar people, it is not solely about emphasising the similarities we all possess. Rather, integration is about celebrating what is different about each individual, and promoting the mixing of cultures and personalities. Passage West has a growing community of immigrants from a range of countries far and wide. These people possess a wealth of knowledge and experiences that can compliment the rich traditions of those people whose family heritage is embedded in the town's past. It is vital that there are further attempts made to ensure continued and coordinated efforts to strengthen these ties are enacted upon.

Developing better means of cooperation and experience-sharing between different generations is also an essential part of this theme. Ireland has an ageing population and rather than being something that is viewed as a burden, there are opportunities to embrace this and encourage inter-generational learning. Our elderly populations have plenty to offer our youth, and vice-versa. Passage West can be a leader community in terms of multi-generational engagement, leading the a truly integrated town.

Biodiversity

The Biodiversity theme was developed through SECAD's Wild Work initiative. Central to this 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.

Maritime Heritage

Although elements of this theme can be found occurring under some of the other headings, Passage West's long-established maritime heritage is of such importance that it needs to be reinforced and promoted further. The town owes its very existence to the water and while recent decades of downturn in, and relocation of, traditional maritime industries has had major impacts on the community, it is time to reclaim and modernise the relationship Passage West has with the surrounding water.

As other coastal communities have effectively showcased, the water can provide a town with an identity that can benefit all aspects of the community, from health benefits through to economic benefits. Some of the actions outlined under this theme will develop upon this idea and set out means through which Passage can re-establish that strong connection to the water. While efforts to do this are already underway, such as the Passage West Heritage Committee's recent work, there are further initiatives that can be progressed, allowing Passage West to capitalise on its enviable location along the shores of Cork Harbour.



1 Village Life

- 1.1** There is a need to define and market the heart of the village as a centre for life in Passage West. This can only be done by breathing life into the centre of the village. We talk about a “village” because it personifies in a word a special meaning for people of an attractive, safe and comforting space within an urban area.
- 1.2** Define and protect spaces for sitting, walking and talking (box planting , benches outdoor heaters). – There are no limits to car dominance – visually and physically. People need zones where they feel safe and protected. There is a real need for some defined ‘terminus’ for the Green Line, allowing the village to benefit from the cycle and foot traffic.
- 1.3** Enhance public space – 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 Passage West’.
- 1.4** Address dereliction – establish revolving fund for investment, refurbishment and leasing of heritage properties. Work directly with Cork County Council to address issues and to establish reality of potential for CPO and rejuvenation of derelict sites.
- 1.5** Intervention on dereliction – create positive cycle and perception of value and investment in village core but protect low prices for important daily provisions.
- 1.6** Facilitate purchase and lease of village centre unit for cooperative society to own/lease village café to provide vital and affordable social/service focus for visitors. Complementary co-working space managed by a Town Team led cooperative. There is little to restrict the scale of a project such as this. One vision could see this being a multi-purpose entity providing a number of benefits to the village. Subject to the scale of project, it could house a community café, co-working space with hot-desks, meeting rooms, incubator space and community space.
- 1.7** Vacant unit refurbishment - Complementary co-working space managed by cooperative
- 1.8** Refurbish unit to support bike rental and repair as starting point for green way (potentially run by cooperative). Such businesses have sprung up in the Dungarvan area and also along more established cycle routes elsewhere in the country.
- 1.9** Create/co-ordinate/communicate programme of multi-generation activities and events.
- 1.10** Retail and service business sponsor taxi/mini-bus to bring people into the village to shop and support community activities.
- 1.11** Paint and shopfront signage scheme. These have run with success in towns and villages across the country. The implementation of such a scheme can benefit the village.



Fig. 6.2 The East Clare Community Co-op in Scriff, Co. Clare is a great example of a village centre-based cooperative providing services for the community including a Vegetarian Café, 2nd hand clothes and book shop, Community gardens, Counselling Services and room rental.



Fig. 6.3 The Happy Pear, Grocery Store and Vegan Restaurant in Greystones village, 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. 6.4 Homebaked is a community land trust and co-operative bakery situated on the boundary between the neighbourhoods of Everton and Anfield, just opposite the Liverpool Football Club. The project is co-owned and co-produced by people who live and work in the area. It Starting saved their iconic neighbourhood bakery from demolition and developed it into a thriving community-run business with an apartment above. They are proposing to regenerate their high street ‘brick by brick and loaf by loaf’, using money that is spent in the neighbourhood to benefit our communities. This work is based on the simple belief that we all deserve to live well. For us that means good jobs, secure homes, great food and welcoming spaces to meet, share stories, learn and celebrate.

2 Economic Opportunity



- 2.1 Change ‘brand’ and narrative for Passage West. 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 town.
- 2.2 Organise for success. There is an opportunity to create a town team structure with external partners. A logical structure would have a three way partnership between a newly formed, action and results focussed Town Team, the Community Council and Cork County Council.
- 2.2 Satellite Town with access to city, but separate and with a distinct character. The opportunity to build an attractive brand for Passage West exists. The village has many fine qualities that need to be brought to the fore and utilised to build real community and desirability for the area.
- 2.3 Capture value of passing trade. There are high volumes of vehicles passing through the centre of Passage West. By having an attractive and vibrant core to the village, more business can be attracted.
- 2.4 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.
- 2.5 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 and also wider national access via the motorway.
- 2.6 Access to education. We can highlight strong (and modern) schools, class leading facilities and highly trained and enthusiastic staff.
- 2.7 Redevelop sites – Convent, Victoria Dock and Railway Street sites present opportunity for regeneration of town in life of the 5 year plan. Community to highlight their hopes for the sites – also proactive integration with the village and community.



Fig. 6.5 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 expands.
- 3.3 Develop Youth Services Further. There is an obvious need for some facilities for the growing teenage population. Ideas include a café, culture and active recreation areas such, and similar initiatives. Many of these desires could be met through the creative development of a community café/co-working space.
- 3.4 Age Friendly Village. There are strong community centre and active organisations (i.e. Mens Shed, PACE) already in existence. There is a need to ensure that access to the health centre, due to be relocated to Carrigaline, is maintained through the provision of a regular public shuttle service. Sheltered housing in the town centre close to services can be considered. Public realm design needs to be Age Friendly.
- 3.5 Families – We want to develop the village as family friendly with activities and interests for people of all ages. The natural amenities make this a real possibility that can tie into the economic development of the area.
- 3.6 Apartment dwellers in village centre need to support local services. Steam Packet Quay is an asset. Redevelopment of Convent Site will transform appearance of town centre. As will any development of waterfront sites.
- 3.7 A Town ‘Book’ (online resource) that tells the story of the town, its people, their histories and who lives here could be developed. This could form part of a wider digital strategy for the village.



Fig. 6.5 ‘Squashy Couch’ in Waterford and ‘My Place’ centre for young people in Midleton is a good example of a facility that caters for the needs of teenagers and young people.



4 Green Town



4.1 Implement the Passage West Biodiversity Action Plan 2017 – 2022

4.2 Redefine village centre and town as a green and sustainable place with incredible amenity of Cork Harbour

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

4.4 Intervention at Pace Centre to bring path up to Steam Packet quay and to the commercial heart of the village can be the start of some economic regeneration.

4.5 Seek objective to bring Green Way through Victoria Dock site, along coast and onwards towards Monkstown.

4.6 Education programme – The Green Line is a great asset and can work in many ways for the village. For example an educational programme and organised educational trips to the site.

4.7 Indoor space for bad weather (multi-purpose cultural space)

4.8 Teenage facilities (outdoor)

5 Healthy town



5.1 Co-ordinate health services and support groups in town 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.

5.2 Feasibility study for retention of health centre can be undertaken.

5.3 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.

5.4 Slow activities – walking, bowls, fishing etc. can form a strong part of developing a healthy town across all age groups.

5.5 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.

5.6 Set targets for town to be Ireland’s healthiest town. This is a campaign around which the whole community could rally. The benefits both in terms of health, and community are legion.



6 Maritime Heritage



- 6.1** Passage West Museum (funded) represents an opportunity to define the area and heritage while acting as a focal point for relevant tourism activity that can support indigenous businesses
- 6.2** Facilities for boats docking at harbour (showers, toilets etc.) can increase the attractiveness of Passage West to the marine community using the harbour.
- 6.3** Staging point for tours of Cork Harbour. The pontoon is an under-utilised asset of the village and could be managed and adapted by the community for various marine based activities.
- 6.4** Upgrade Maritime recreation facilities.
- 6.5** Improve access and visibility of water
- 6.6** Redevelopment of Victoria Dock site to improve linkage between town and water

7 Integration



- 7.1** 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.
- 7.2** Programmes to support integration including language and culture programmes should be considered.
- 7.3** Optimise Links to secondary schools and Third level
- 7.4** 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 town could benefit all.
- 7.5** 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.
- 7.6** Cultural task force. As part of broader reorganisation of the volunteerism in Passage West, a cultural task force could be established to maximise the opportunities on offer.



8 Biodiversity



- 8.1** Habitat Mapping – This action involves the training of community volunteers, both teenagers and adults alike, to carry out habitat mapping in Passage West (Once there are trained members of the community in this skillset the mapping of Passage West to Fossitt Level 3 should be advanced).
- 8.2** Wild Places – for play and recreation – for people and biodiversity
There is a possibility of creating biodiversity enhancement plans for several locations, specifically the green area near Tom Fahey Place and the Horsehead area. Establish an 'Adventure playground' based on UK Playwork model in a 'Wild Place' in Passage West, and consider linking 'Wild Places' into any current and future Greenway developments.
- 8.3** The Management of Green Spaces to Benefit Pollinators and Biodiversity - This involves the introduction/maintenance of chemical free and pollinator friendly landscape management practices.
- 8.4** Community Garden and Allotments - Obtain a suitable space and develop a community garden for food growing, kid’s activities and social activities of benefit to people’s health and well-being.
- 8.5** Education and Research - Build connections and provide opportunities for learning and knowledge sharing between community and primary, secondary and third level education institutions. Provide education and training for the Passage Scouts to prepare them to become local champions for biodiversity so that they can play an important role in the implementation of actions in the biodiversity action plan and Wild Places.
- 8.6** Caring for Wetlands – Encourage the protection, retention and maintenance of the area’s wetlands.
- 8.7** 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. Record nature related local knowledge, stories and folklore.
- 8.8** Bats, Birds and Otters - Identify buildings in the town that are of importance to wildlife, particularly to bats. Ensure the protection of pollinator habitats. Consider Otters and other marine life when devising solutions to improve access and egress to the water in the Passage area.
- 8.9** Preserve places with biodiversity features of interest – Investigate the biodiversity potential of various locations. 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.
- 8.10** 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. 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.

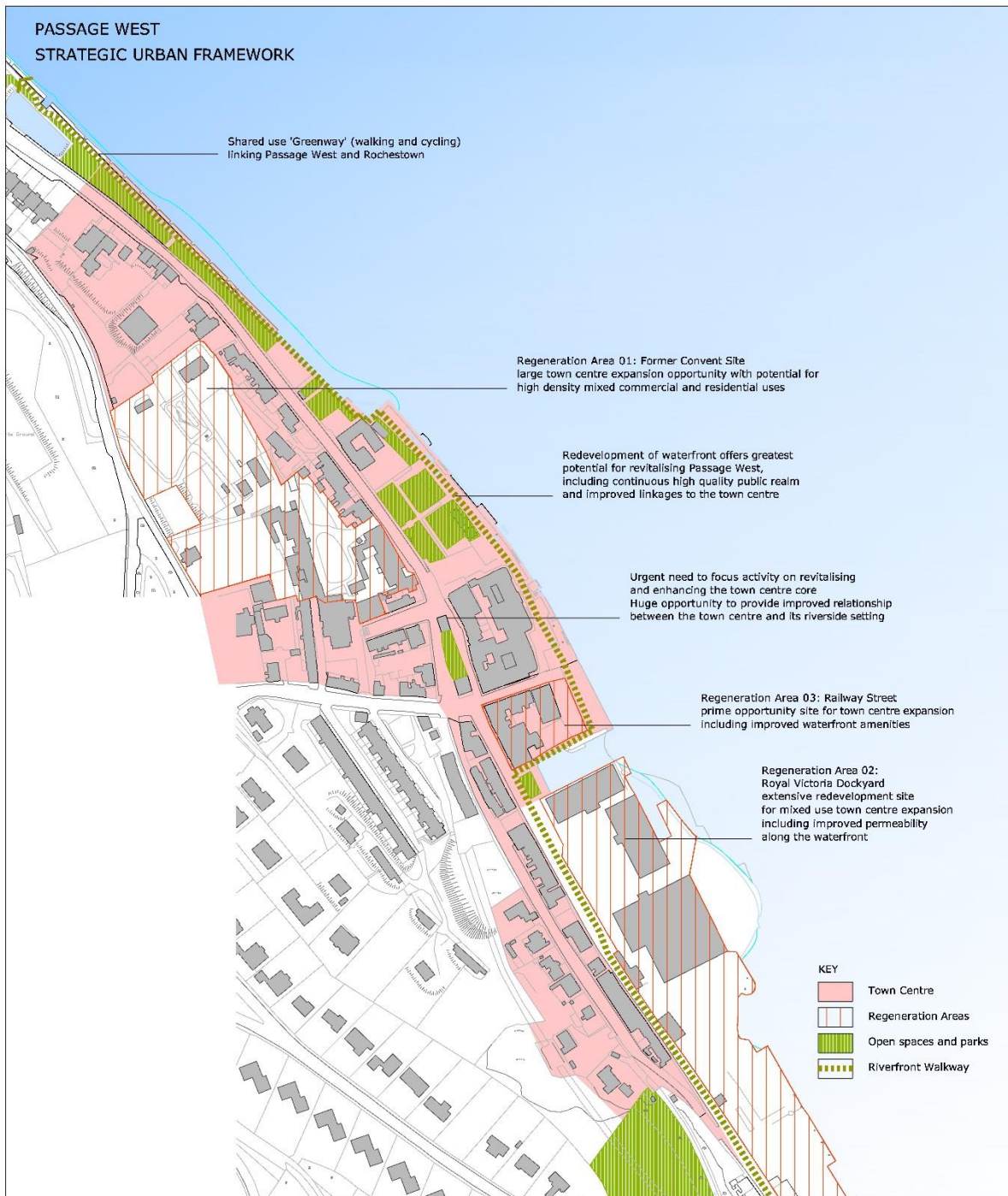


Fig. 6.7 Passage West Strategic Urban Framework Plan – Identification of key opportunity sites

Urban Design Framework

The Urban Design Framework helps us understand how the physical environment of the town 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 Passage West highlights the potential of waterfront and town centre for public realm interventions and 3 regeneration sites as follows:

Public Realm:

- Redevelopment of waterfront offers greatest potential for revitalising Passage West including continuous high quality public realm and improved linkages to the town centre.
- There is an urgent need to focus activity on revitalising and enhancing the town centre core. There is a huge opportunity to provide improved relationship between the town centre and its riverside setting.

Regeneration Sites:

- Regeneration Area 1 – Former Convent Site - large town centre expansion opportunity with potential for high density mixed commercial and residential uses. This site has potential to accommodate active service/retail units on main Street frontage and residential accommodation above and to the rear of the site up the hill. There is significant potential to refurbish historic structures as part of redevelopment over time.
- Regeneration Area 2 – Royal Victoria Dockyard – Extensive redevelopment site for mixed use town centre expansion including improved permeability along the waterfront. There is potential for off-street car parking in short term as long-term design.
- Regeneration Area 3 -Railway Street – Prime opportunity site for town centre expansion including improved waterfront amenities. The prominent town centre location makes the redevelopment of this block a key priority for the town.

Public Realm Strategy Plan

This strategy considers a series of key interventions in the public realm that would have a positive impact on the town.

- Boardwalk structure at the Pace Centre to link waterfront public realm with Greenway (note detailed design to accommodate Rowing club access to water via a slip at this location) and bring recreational users into ‘the village’
- Green space refurbishment
- Waterfront plaza improvements
- Continuous waterfront public realm
- Space for markets festivals and events (Chapel Square)
- New public square at heart of town – potential for new surfaces, vibrant planting, public art, improved lighting and street furniture.
- Major Junction improvements at meeting of Church Hill, Beach Road, Main St., Strand St. and Railway St.
- Pedestrian/cycle bridge to provide continuous greenway at Tom Fahey Park (detailed design to ensure boats can access moorings)
- Streetscape improvements to support increase of planting and visual dominance of cars
- Key waterfront promenade – pocket park defined by small scale commercial units (bars, cafes, restaurant) should form an integral element of redevelopment proposals for the Victoria dock site.

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.

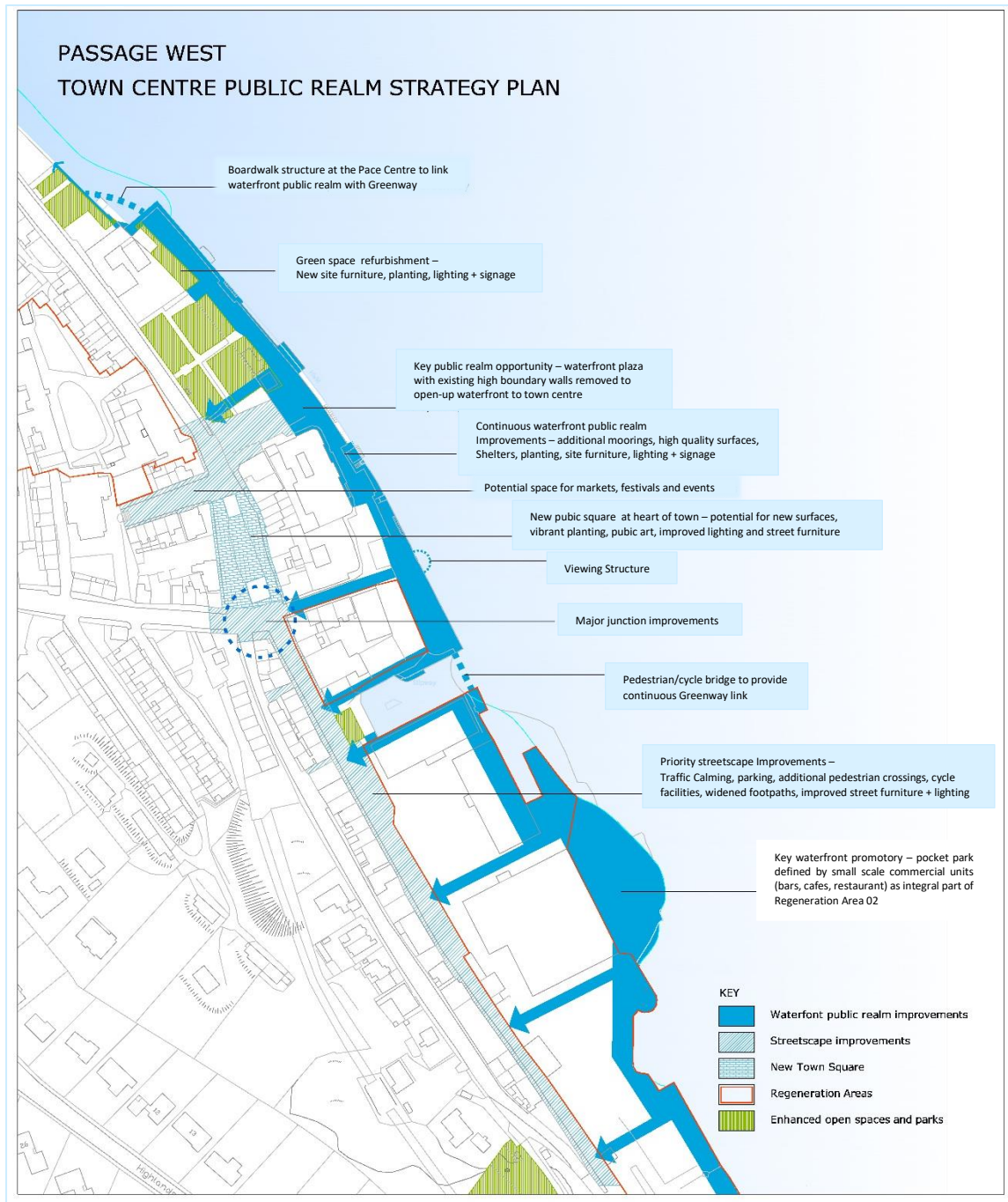


Fig. 6.8 Passage West Public Realm Strategy – This urban design plan seeks to emphasise linkage between the water and internal public space



The waterfront is Passage West’s greatest asset. It needs to be exploited and enhanced to strengthen the vitality and vibrancy of the town centre for the benefit of both the local community and visitors.

City Quays, Limerick



Clancy’s Strand boardwalk, Limerick

Waterfront café



Malmö waterfront, Sweden

Cardiff waterfront

Fig. 6.9 Public Realm good practice examples

7.0 Action Plan

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

Priority Themes and Actions – Game Changers

‘Game changers’ refer to opportunity actions that if enacted upon could provide Passage West 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.

Town Centre Public Square and Waterfront Amenity

Passage West has inherited a traditional urban core with a great sense of heritage and attractive architectural and urban fabric. This is combined with its location on Cork Harbour which provides significant recreational visual amenity.

This strategy seeks to seize the opportunity of repositioning the town core as an ‘urban village’ with a dynamic and vibrant economy and public spaces to visit and identify with.

Investment in public realm of the core area and improvement of a village square to support a wide range of activity will help reinforce a positive image for the town.

Re-connection to the harbour and improvement of walks and amenity will add to the value of Passage West as an attractive place to live and visit.

The community in partnership with Cork County Council will seek to establish a Task Force to progress the concept and implementation of this strategy.



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 delivery of a quality town square linked to the waterfront, and a comprehensive traffic and site regeneration.

Regeneration Opportunities

Passage West has significant potential to bring investment into the town core.

The Railway Street block is a considerable asset for the town if developed, with the potential to bring new homes, population, businesses and activities.

This strategy seeks to establish a Task Force to address ownership issues and enable attractive sites (Convent lands and Royal Victoria Dock) to be developed.

In support of this longer term vision, this strategy seeks immediate action in the short term to stimulate economic activity in the village core, through the establishment of a co-operative with a mandate to operate a co-working (hot-desking) hub complement by a community cooperative café.



1

Village Life

Timeline

Budget

1.1 There is a need to define and market the heart of the village as a centre for life in Passage West. This can only be done by breathing life into the centre of the village. We talk about a “village” because it personifies in a word a special meaning for people of an attractive, safe and comforting space within an urban area.

3 Months

€5k

Actions: This is a General ‘umbrella’ objective for to change concept and perception of town core as a 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 utilised 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 – visually and physically. People need zones where they feel safe and protected. There is a real need for some defined ‘terminus’ for the Green Line, allowing the village to benefit from the cycle and foot traffic.

6 months

20k

Actions: Commission landscape architect and engineer to prepare detailed design to reflect strategy in ‘Passage West Public Realm Plan’ which can be broken down into distinct projects and investments where possible.
Develop annual planting programme with Tidy Towns that complements strategy under 1.1.

Stakeholders: Business, Schools, Community, Cork Co. Co., Tidy Towns



1.3	<p>Enhance public space – The provision of a shelter structure (folly) for rain will increase pedestrian dwell time and enhance quality of life.</p> <p>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.</p> <p>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 Passage West’.</p>	3- 5 years	300-500k
		Phase 1 Approaches	
		Phase 2 Waterfront	c.500k
	<p>Actions: Phase 1 of the project should focus on the ‘Gateway Measures’ which define the entrance points to the ‘village’ (approach from south at Waterfront, Church Hill/Railway Street junction and approach from north at Main Street (Shamrock store/Post Office/Credit Union) . The ‘Waterfront’ upgrade proposals could be implemented as a phase 2 project.</p>	<p>Stakeholders: Cork Co. Co., Cork Harbour Company, property owners</p>	
1.3.1	<p>Gateway: Appoint landscape architect/engineer, develop planting and design scheme in consultation with community.</p>		
1.3.2	<p>Waterfront: Appoint landscape architect/engineer, develop planting and design scheme in consultation with community.</p>		
1.4	<p>Address dereliction – establish revolving fund for investment, refurbishment and leasing of heritage properties. Work directly with Cork County Council to address issues and to establish reality of potential for CPO and rejuvenation of derelict sites.</p>	1-2 years	n/a
	<p>Actions: Establish Passage West Dereliction Task Force with Cork County Council. Develop case for CPO approval by Council for sites that have a negative impact on the overall renewal of the town. Revolving funds have been successfully implement by Hearth Housing in Belfast. In Portpatrick, Scotland, the community used a community share scheme to purchase the town’s harbor.</p>	<p>Stakeholders: Cork Co. Co., property owners</p>	
1.5	<p>Intervention on dereliction – create positive cycle and perception of value and investment in village core but protect low prices for important daily provisions.</p>	12-18 months	n/a



<p>Actions: Link to positive communication strategy and narrative under Action 1.1.</p>		<p>Stakeholders: Cork Co. Co., SECAD, Community, Business</p>	
<p>1.6</p>	<p>Facilitate purchase and lease of village centre unit for cooperative society to own/lease village café to provide vital and affordable social/service focus for visitors. Complementary co-working space managed by a Town Team led cooperative. There is little to restrict the scale of a project such as this. One vision could see this being a multi-purpose entity providing a number of benefits to the village. Subject to the scale of project, it could house a community café, co-working space with hot-desks, meeting rooms, incubator space and community space.</p> <p>Actions: Seek Expression of interest for group to establish co-operative and business plan, to operate not for profit services in village core. Undertake property search for suitable unit. Negotiate suitable purchase/lease and refurbishment. Lease to non-profit co-operative to operate. Co-op business to repay capital investment by local authority.</p>	<p>12 – 36 months</p>	<p>€250K</p>
<p>1.7 Vacant unit refurbishment - Complementary co-working space managed by cooperative</p> <p>Actions: See 1.6</p>		<p>12 – 36 months</p>	<p>€250K</p>
<p>1.8</p>	<p>Refurbish unit to support bike rental and repair as starting point for green way (potentially run by cooperative). Such businesses have sprung up in the Dungarvan area and also along more established cycle routes elsewhere in the country.</p> <p>Actions: See 1.6</p>	<p>12 – 36 months</p>	<p>€250K</p>
<p>1.9</p>	<p>Create/co-ordinate/communicate programme of multi-generational activities and events.</p> <p>Actions: Task Force to create sporting event linked to green way, boating event or heritage events</p>	<p>6 months</p>	<p>€10k</p>
<p>1.10</p>	<p>Retail and service business sponsor taxi/mini-bus to bring people into the village to shop and support community activities.</p>	<p>6 months</p>	<p>€10k</p>



Actions: Business to establish task force to engage with a marketing plan and customers driving through village and suburban Passage West

Stakeholders: Business

1.11 Paint and shopfront signage scheme. These have run with success in towns and villages across the country. The implementation of such a scheme can benefit the village.

Annual programme

€10k

Action: 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 1.2

2 Economic Opportunity



2.1 Change 'brand' and narrative for Passage West. 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 town.

4-6 months

10k

Action: Project to define character, identity and communication. Appoint town brand advisor to group. Resource web resource and align communication messages and strategies. High profile public launch.

Stakeholders: Business, Community, SECAD

Branding can build on the current initiative using the tag line "The birthplace of Ireland's Steam Ship Industry". The first steam ship the "The City of Cork" was built in Ireland (Passage West) was in 1815.

2.2 Organise for success. There is an opportunity to create a town team structure with external partners. A logical structure would have a three way partnership between a newly formed, action and results focused Town Team, the Community and Cork County Council.

Stage: 1 – 1 month
Stage: 2: 12 months

n/a



Action: Stage 1: Form partnership group in short term to bring together Business, Community, Social and public sector interests in the town.
 Stage 2 Evolve partnership to become a more formal 'Town Team' structure. It is considered this process should be led by SECAD.

Stakeholders: Public authorities, SECAD, all groups.

<p>2.3</p>	<p>Satellite Town with access to city, but separate and with a distinct character. The opportunity to build an attractive brand for Passage West exists. The village has many fine qualities that need to be brought to the fore and utilised to build real community and desirability for the area.</p> <p>Action: Align with action 2.1. Undertake proactive campaign to highlight positives of Passage West in terms of proximity to the city, natural amenities and traditional town centre (the village). External communications strategy crucial to provision of positive 'window' on the town (section 7).</p>	<p>4-6 months</p> <p>Stakeholders: Business, Community, SECAD, Cork Co. Co</p>	<p>10k</p>
<p>2.3</p>	<p>Capture value of passing trade. There are high volumes of vehicles passing through the centre of Passage West. By having an attractive and vibrant core to the village, more business can be attracted.</p> <p>Action: Task Force to engage with property agents and Council to promote location of village for services and catering business</p>	<p>12-24 months</p> <p>Stakeholders: Business community</p>	<p>n/a</p>
<p>2.4</p>	<p>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 (hot desking) in the village.</p> <p>Action: 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. Similarly, the delivery of training courses needs a suitable venue</p>	<p>12 months & ongoing</p> <p>Stakeholders: Business, Schools, Community, SECAD, Cork Co. Co.</p>	<p>n/a</p>
<p>2.5</p>	<p>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 and also wider national access via the motorway.</p>	<p>12 months & ongoing</p>	<p>n/a</p>



Action: Establish task force to review current engagement with Regional visitor attractions and steps to relate Passage West offer to broader network.
Task Force to review case for improved and more reliable bus access and infrastructure

Stakeholders: Business, Community

Proximity to the Strategic Employment Area of Ringaskiddy an equal opportunity. It is very important to create sustainable travel links with Ringaskiddy to make commuting easier and healthier.

2.6	Access to education. We can highlight strong (and modern) schools, class leading facilities and highly trained and enthusiastic staff. Actions: Invite schools to be represented on Town Team board	4-6 months	10k
2.7	Redevelop sites – Convent, Victoria Dock and Railway Street sites present opportunity for regeneration of town in life of the 5 year plan. Community to highlight their hopes for the sites – also proactive integration with the village and community. Actions: Proactive engage with developers. Support dereliction task force. Explore potential for temporary off-street car park(s) or temporary markets on unused and safe sites.	3 months & ongoing	n/a

Stakeholders: Cork Co. Co., Property owners, business



3 Population



<p>3.1</p>	<p>Services for large and growing population. There is an opportunity for targeted marketing of the growing community and for local engagement by business.</p> <p>Actions: This is a General ‘umbrella’ objective that seeks to adopt a series of measures that positions Passage West as ‘ready for change’ and the opportunities that accompany that.</p>	<p>5 years</p> <p>Stakeholders: All</p>	<p>n/a</p>
<p>3.2</p>	<p>Young Children - There is potential for child care facilities as the village population expands.</p> <p>Actions: Support ongoing expansion of child care services and recreation facilities. New creches will be supported by private development as part of planning obligations. Seek to include childcare facilities and play spaces in key redevelopment sites in the town.</p>	<p>Stakeholders: Community Council, Cork Co. Co.</p>	
<p>3.3</p>	<p>Develop Youth Services Further. There is an obvious need for some facilities for the growing teenage population. Ideas include a café, culture and active recreation areas, and similar initiatives. Many of these desires could be met through the creative development of a community café/co-working space.</p> <p>Actions: Establish Teenage Taskforce. Conduct research on suitable facilities and what they would like to see. Review if existing organization or institution can lead project or whether it fall under a co-operative non-profit. Identify suitable premises. Consult with providers on model facilities, business plan and sustainable funding model. Procure, equip and staff premises.</p>	<p>Stakeholders: Community, schools, SECAD, Cork Co. Co.</p>	
<p>3.4</p>	<p>Age Friendly Village. There are strong community centre and active organisations (i.e. Mens Shed, PACE) already in existence. Age friendly public realm need to be integrated into any plan. The village may also want to look towards creative schemes such as ‘house swaps’ or similar. Sheltered housing in the town centre close to services can be considered.</p>	<p>3-5 years</p>	<p>Detailed feasibility required.</p>



Actions: Establish Age Friendly Task Force. Engage with sheltered housing providers. Undertake learning journey to town centre sheltered housing or care communities. Work with Age Friendly Ireland & Cork Co. Co. to establish best model for Passage West. Identify suitable town centre sites. Work with Council, land owners and housing body to deliver scheme.

Stakeholders:
Community, SECAD, Cork Co. Co., Pace Centre

Review facilities and services for multi-generation support in town centre

If there is no health centre and no direct link from Passage West to Carrigaline a private bus should be made available even if its 3 times a week.

3.5 Families – We want to develop the village as family friendly with activities and interests for people of all ages. The natural amenities make this a real possibility that can tie into the economic development of the area.

5 years

n/a

Actions: Support family friendly environment, activities and services. This includes improved public space, safer traffic environment, facilities and places for families to visit.

Stakeholders:
Community, SECAD, Cork Co. Co., Schools, Sports clubs

3.6 Apartment dwellers in village centre need to support local services. Steam Packet Quay is an asset. Redevelopment of Convent Site will transform appearance of town centre. As will any development of waterfront sites.

2-5 years

N/a

Action: General support of diverse population and broad housing typologies and tenures in new development proposals.

Stakeholders: Cork Co. Co., Community

3.7 A Town ‘Book’ (online resource) that tells the story of the town, its people, their histories and who lives here could be developed. This could form part of a wider digital strategy for the village.

6 months

c.€5k

Action: Commission researcher/artist/writer to prepare a snap shot of the town’s people and characters

Museum Group, others

4 Green Town



4.1	Implement the Passage West Biodiversity Acton 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 Passage West	Stakeholders: SECAD-WildWork	
4.2	Redefine village centre and town as a green and sustainable place with incredible amenity of Cork Harbour	6-12 months	n/a
	Action: Align with actions, 1.1, 1.2, 2.1	Stakeholders: SECAD-WildWork, Cork Co. Co.	
4.3	Integrate Green Way into the village centre and orientate life towards it	12 Months & ongoing	n/a
	Action: Co-ordinate with actions 1.2 and 1.3	Stakeholders: SECAD-WildWork, Cork Co. Co	
4.4	Intervention at Pace Centre to bring path up to Steam Packet quay and to the commercial heart of the village can be the start of some economic regeneration.	12 Months & ongoing	n/a
	Actions: Co-ordinate with actions 1.2 and 1.3		
4.5	Seek objective to bring Green Way through Victoria Dock site, along coast and onwards towards Monkstown.	2-5 years	n/a
	Actions: Co-ordinate with actions 1.2 and 1.3		



4.6	<p>Education programme – The Green Line is a great asset and can work in many ways for the village. For example and educational programme and organised educational trips to the site.</p> <p>Action: Opportunity to organize visits to local environment following work by Wild Work/SECAD on Biodiversity Plan</p>	Ongoing	n/a
4.7	<p>Indoor space for bad weather (multi-purpose cultural space)</p> <p>Action: Potential for cultural space in town centre to be considered by town partnership/Council (see Action 3.3)</p>	4-5 Years	Action 3.3
4.8	<p>Teenage facilities (outdoor)</p> <p>Action: Any investment in infrastructure to include multi-generation facilities. Co-ordinate with actions 1.2 , 1.3, 4.1</p>	Ongoing	n/a

5 Healthy Town



5.1	<p>Co-ordinate health services and support groups in town 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.</p> <p>Action: As part of partnership and Town Team model of organization, efforts across different organisations to be streamlined and co-ordinated through establishment of health task force</p>	3 months and ongoing	n/a
		Stakeholders: Community, Business,	



		SECAD, sports clubs, others	
5.2	Feasibility study for retention of health centre can be undertaken. Action: Review of facilities in town in consultation with HSE and Action 6.6	12 months Stakeholders: HSE, Community, SECAD	n/a
5.3	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. Action: Invite representatives of sports clubs to be part of Healthy Town task force	12-24 months Stakeholders: community & sports clubs	n/a
5.4	Slow activities – walking, bowls , fishing etc. can form a strong part of developing a healthy town across all age groups. Action: Health Towns task force to engage and audit multi-generational groups and facilities	6 months onwards Stakeholders: Pace, Mens shed, multi-generation groups	Slow activities – walking, bowls , fishing etc. can form a strong part of developing a healthy town across all age groups. Action: Health Towns task force to engage and audit multi-generational groups and facilities
5.5	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. Action: Task Force to liaise with Health Care providers in community and identify potential for public and private health initiatives	Stakeholders: Community, HSE, SECAD, Cork Co. Co., others	



5.6	Set targets for town to be Ireland’s healthiest town. This is a campaign around which the whole community could rally. The benefits both in terms of health, and community are legion.	12-36 months	n/a
	Action: Health Task Force to organise Ireland’s healthiest town strategy. Associate with Cultural events.	Stakeholders: All groups, Cork. Co. Co.	

6 Maritime Heritage



6.1	Passage West Museum (funded) represents an opportunity to define the area and heritage while acting as a focal point for relevant tourism activity that can support indigenous businesses.	12-18 months	c.€100k
	Actions: Support implementation of Museum development. Utilise Town Team resources over time to integrate Museum with Passage West experience overall and assist with promotional activity/marketing to attracts visitors	Stakeholders: All groups, Cork. Co. Co.	
6.2	Facilities for boats docking at harbour (showers, toilets etc.) can increase the attractiveness of Passage West to the marine community using the harbour.	12 months	€10k
	Actions: Establish working group with Port of Cork, Harbour users to prepare feasibility study. Consider site or options for location in existing buildings. Consider on-going management costs and responsibilities.	Stakeholders: All groups, Cork. Co. Co., Port of Cork	
6.3	Staging point for tours of Cork Harbour. The pontoon is an under-utilised asset of the village and could be managed by the community for various marine based activities.	Action 5.2	
	Actions: Establish working group with Port of Cork, Harbour users to prepare feasibility study. Consider site or options for location in existing buildings. Consider on-going management costs and responsibilities.	Stakeholders: All groups, Cork. Co. Co., Port of Cork	



6.4 Upgrade Maritime recreation facilities

Actions: *As per 5.2*

The existing pontoon could be adapted to cater more safely for small craft i.e kayaks, canoes, rowing crafts.

Stakeholders: All groups, Cork. Co. Co., Port of Cork

6.5 Improve access and visibility of water

Actions: Review development and public realm proposals in line with urban design plan (Figs. 6.2 and 6.3)

Stakeholders: All groups, Cork. Co. Co., Port of Cork

6.6 Redevelopment of Victoria Dock and Railway Street sites to improve linkage between town and water

Actions: As per 5.6

This may include:

- Optimise areas beside the water for pocket parks, waterside amenity, green spaces, etc.
- Provide a vehicular-accessible slipway within the town for launching
- Create a desire line between the pontoon and Penny's Dock along the water's edge
- Make provision for a boardwalk/waterside access along any new development in the Royal Victoria Dockyard or Steampacket Quay/Railway St.
- Develop the maritime brand

Stakeholders: All groups, Cork. Co. Co., Port of Cork, Property owners



7 Integration



7.1	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.	6-12 months	€20k
Action: Create events to celebrate Passage West’s diverse populations		Stakeholders: Community, SECAD, Cork Co. Co., others	
7.2	Programmes to support integration including language and culture programmes should be considered.	12 months & ongoing	n/a
Action: Identify education needs of new population and potential for assisting with night-classes in local facility		Stakeholders: Community, SECAD, Schools	
7.3	Optimise Links to secondary schools and Third level	12 months & ongoing	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		Stakeholders: Community, SECAD, Schools	
7.4	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 town could benefit all.		
Actions: Different communities may have particular needs that are currently not being addressed or could be helped. An Integration project would potentially identify specific projects for minority groups in the town		Stakeholders: SECAD, Business, Community, Cork Co. Co., others	



7.5	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.	6-12 months	7-8k
	Actions: Town 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, Community, Cork Co. Co., others	
7.6	Cultural task force. As part of broader reorganisation of the volunteerism in Passage West, a cultural task force could be established to maximise the opportunities on offer.	4-5 years	Action 6.6
	Actions: Potential for cultural space in town centre to be considered by town partnership/Council (see Action 6.6)	Stakeholders: SECAD, Business, Community, Cork Co. Co., others	

8 Biodiversity



		Timeline	Estimated Budget
8.1	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.	Ongoing	n/a
	Action: Provide training for community volunteers to allow them to have the skills required to undertake habitat mapping exercises in the area.	Stakeholders: Community Council, Resource Centre, Schools, Wild Work	



8.2 Wild Places – for play and recreation – for people and biodiversity 12-24 months c.€30k

Actions: Development of habitat management plans, establishment of ‘Adventure Playground’, and the linking of ‘Wild Places’ with future Greenway projects.

Stakeholders:
Resource Centre,
Community Council,
Wild Work

8.3 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 Marmullane Park, Patrick Murphy Park, Fr. O Flynn Park, Alec Day Park, and the large green in Pembroke Crescent.

Stakeholders:
community & Wild
Work

8.4 Community Garden and Allotments 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,
Schools, Wild Work

8.5 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, 3rd Level
Institutions, Wild
Work

8.6 Caring for the Wetlands Ongoing c.€30k

Actions: Raise awareness of, and update, the Suez Pond Biodiversity Report, and once the update has been made implement any recommended management action. Investigate biodiversity potential of the east facing beach on the spit east of Robert's Bridge car park and manage to enhance its biodiversity value.

Stakeholders:
Wild Work,
Community
Volunteers



8.7 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 Passage West. Record nature related local knowledge, stories and folklore.

Stakeholders:
Wild Work,
Community
Volunteers

8.8 Bats, Birds and Otters

Actions: When altering any old buildings, ensure to maintain and/or improve roosting and nesting spaces for bat species and bird species, such as Swifts. Set up a Passage West Otter Survey that can be carried out by local people and will identify the importance of particular places for Otters.

Stakeholders: Wild
Work and
Community
Volunteers

8.9 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

8.10 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 Passage West.

Stakeholders:
Wild Work,
Community
Volunteers



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. Existing organisations have 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 Passage West groups, we ask the question if we can be better organised.

From experience elsewhere, we ask the town to perhaps look at a model as outlined below. While this structure may not suit some aspects of how the town 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 town 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 Village Identity Taskforce would be established under the Village Life Director. The membership could be drawn from ALL interested parties. The net result should lead to the delivery of a clear village identity for Passage West. This can then be integrated with other activities across village life. In the example, the board would marry the desires of both the Village Identity and the Sitting, Walking & Talking Taskforces for overall integration and cumulative benefit of the town.

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 Town 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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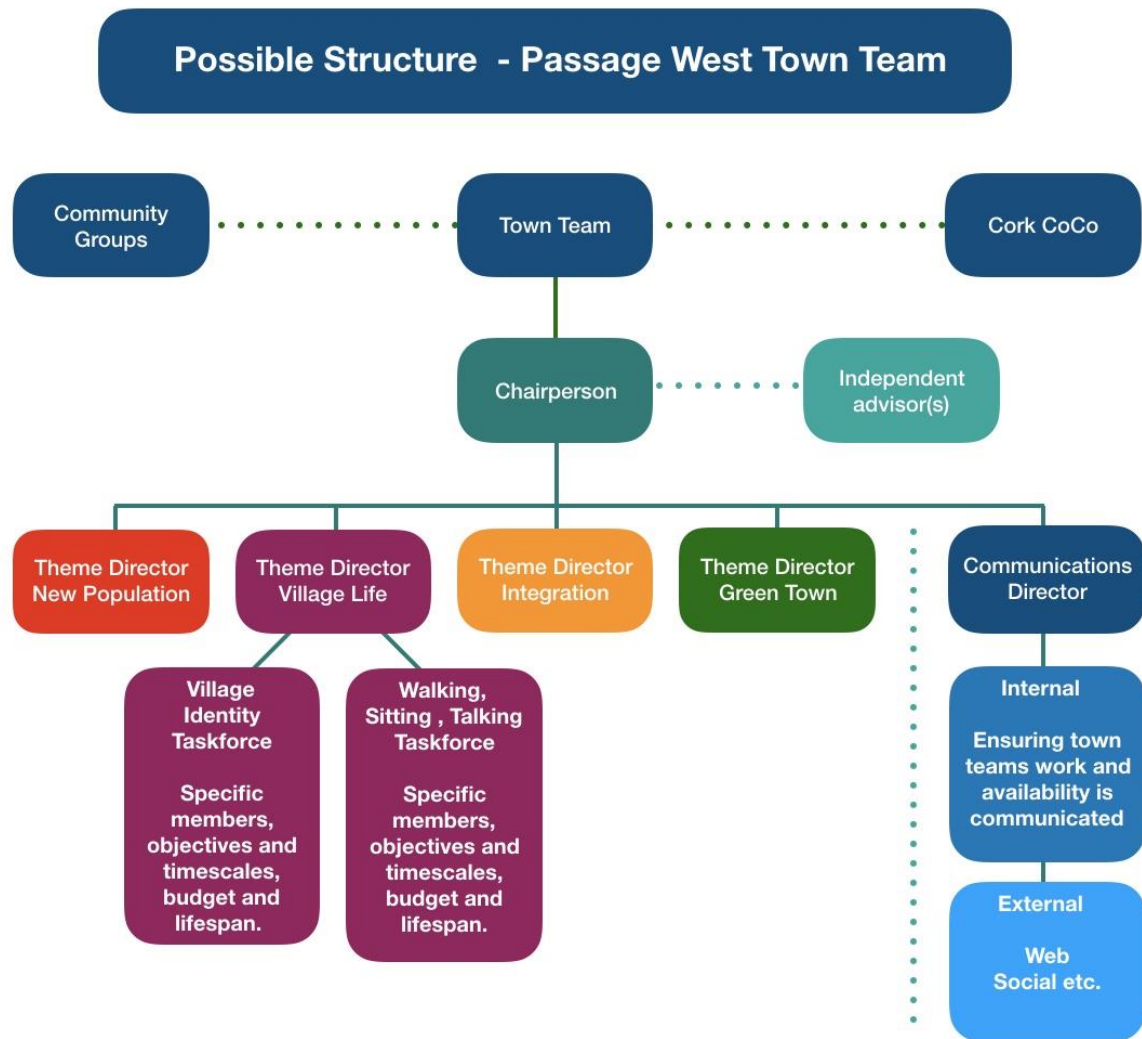


Fig. 8.1 Example of potential 'Town Team' structure for Passage West

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 Passage West. We see their role covering a very broad set of activities including the following:

The Passage West 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 want 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

Passage West has a sporadic presence online. There are separate websites for the Community and Business. 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 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.

Passage West 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 Passage West.

Appendix 1

Biodiversity Action Plan

A biodiversity action plan has been produced to complement this strategic town and village renewal plan for Passage West. For all implementation and other details associated with the actions listed under the biodiversity theme, please refer to the Passage West Town and Village Renewal Biodiversity Action Plan 2017-2022¹.

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.

¹ Passage West 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 2

Biodiversity Mapping



PASSAGE WEST AREAS OF BIODIVERSITY INTEREST / ACTION



