



Sligo Borough Council



Sligo County Council

**Gateway Innovation Fund Submission**  
*on behalf of Sligo Local Authorities*  
to the Department of the Environment,  
Heritage & Local Government

**November  
2007**



# Contents

1.0	Executive Summary	1
2.0	Analysis of Existing Situation	2
3.0	Analysis and Key Challenges	6
4.0	Proposal under Gateway Innovation Fund	7
5.0	Project Deliverables	11
6.0	Stimulating Gateway Development	13
7.0	Principal Partners	13
8.0	Mechanisms to Secure Consensus	14
9.0	Wider Institutional Arrangements	14
10.0	Degree of Fit with National Policies	16
11.0	Existing Development Consents	17
12.0	Timeframe for Delivery / Project Milestones	18
13.0	Risk Analysis	19
14.0	Monitoring	19
15.0	Project Outputs and Outcomes	20
	<b>Appendix 1: Project Details</b>	<b>i</b>
1.1	Eastern Garvoge Bridge and Approach Roads	i
1.2	Enhancement of O'Connell Street	xi
1.3	Cultural Quarter	xviii
1.4	Development of Cleveragh Lands as a Regional Park	xxiii
	<b>Appendix 2: Briefing Session Invitees</b>	<b>xxviii</b>
	<b>Appendix 3: Breakdown of Individual Project Costs</b>	<b>xxviii</b>



## 1.0 Executive Summary

The National Spatial Strategy (NSS) 2002 – 2020 was launched to deliver balanced social, economic and physical development between regions in Ireland. This twenty-year planning framework focuses on people, on places and on building communities. Its aim is to sustain:

- a better quality of life for its people
- a strong competitive economic position and
- an environment of the highest quality

The NSS envisaged that critical mass in the West and North-West would be strengthened by developing Sligo as a Gateway to capitalise on its strategic location and energise its associated hinterland. Key factors were taken into account in the designation, including Sligo's strategic location, its capacity for substantial development, the existing business and innovation dynamic and the existing or potential transport linkages.

The National Development Plan (NDP) 2007-2013 recognises that the key to development of the Gateway centres and to regional development overall is to mainstream investment and implement targeted interventions that stimulate and reward joined-up thinking at regional level. The establishment of the Gateway Innovation Fund (GIF) is one such intervention. Sligo Local Authorities have worked in conjunction with a range of local, regional and national partners to prepare this submission under the Fund.

This funding is vital to the development of Sligo as a Gateway City. Each project that Sligo Local Authorities have nominated forms an integral part of this process. Sligo Local Authorities have developed a robust application which focuses on key projects identified in partnership with local and regional private and public sector organisations and that fit best with the guidelines of the GIF. The overall aim of the application is to provide key infrastructure, high quality cultural and recreational facilities while developing the urban core and promoting connectivity. The elements of the application meet the GIF criteria by leveraging the wider development of key strategic sites, unlocking the potential of significant landbanks in the city and were developed in partnership with the public and private sector.

The four projects that Sligo Local Authorities are submitting under the GIF are:

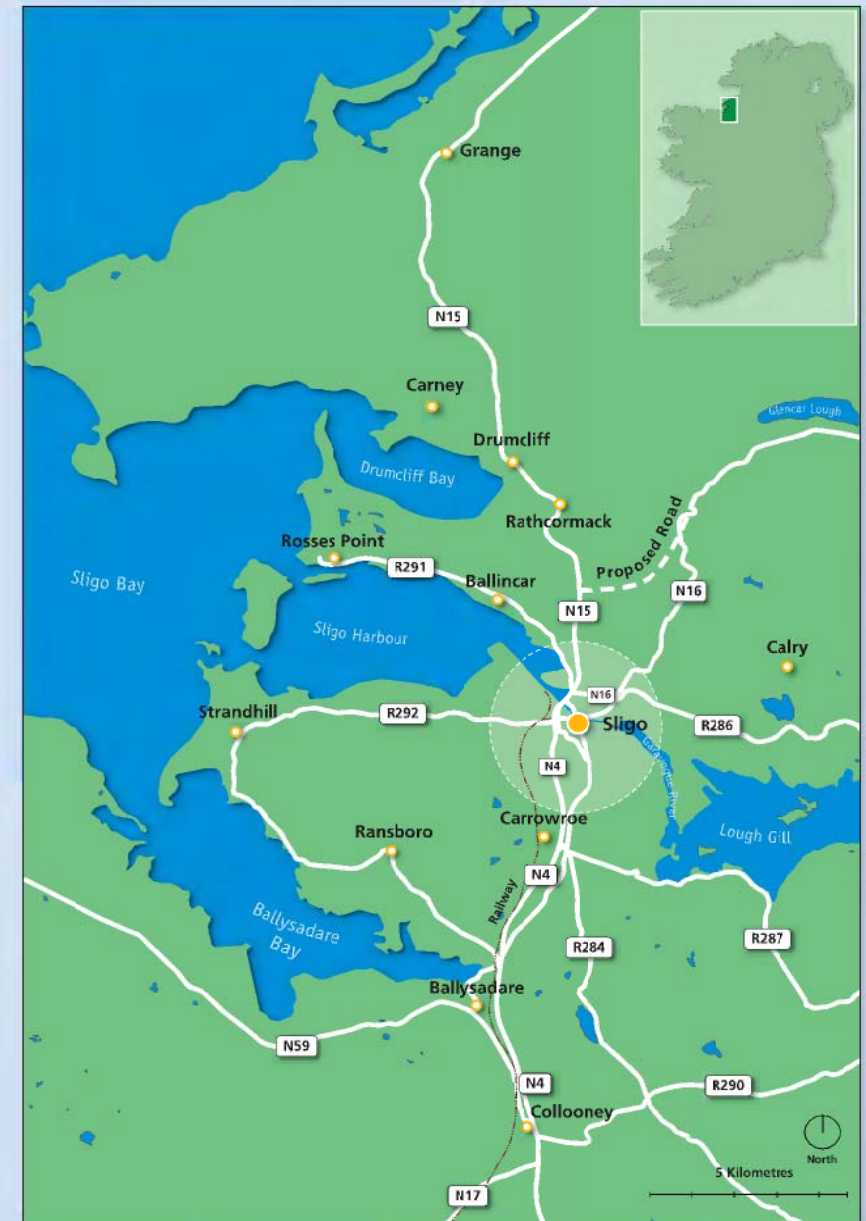
1. Eastern Garvoge Bridge and Approach Roads
2. Enhancement of O'Connell Street
3. Cultural Quarter
4. Development of Cleveragh Lands as a Regional Park

Funding of €69,616,000 is being sought from the GIF towards an overall investment of €187,620,000. The designation has given due recognition to Sligo as the Gateway to the North-West of Ireland. This status brings with it national recognition of Sligo as a major contributor to the achievement of balanced social, economic and physical development within the region. Sligo Local Authorities have embraced this opportunity and used it to develop an ambitious vision for our city.

### 1.1 Vision

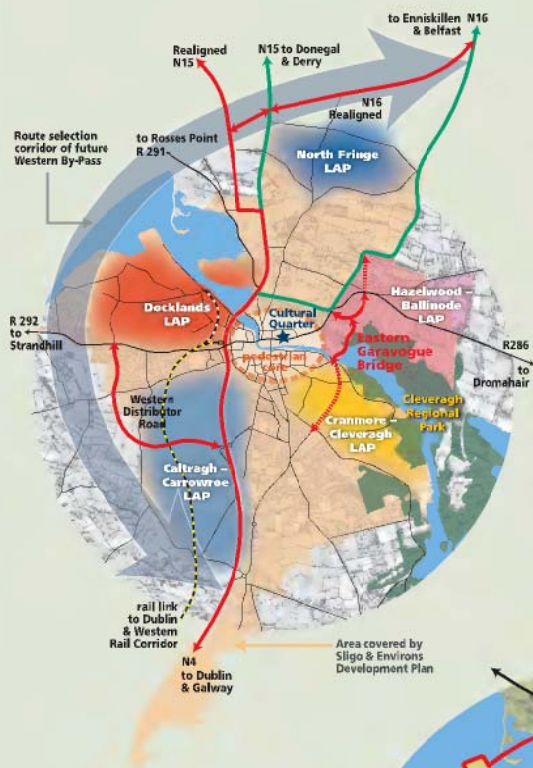
- **A Compact City** – the creation of a self-contained vibrant core through the promotion of high-density, mixed-use developments, which enhance and expand on existing city centre qualities e.g. riverside walkways, historic urban fabric with key architectural buildings, cultural and civic institutions and public spaces.
- **A City for People** – a liveable city with safe, attractive streets, where goods and services are available.
- **An Accessible City** – with a range of transport options and access to affordable homes, education and training, health, leisure and recreation.
- **A Green City** – making efficient use of natural resources, respecting the environment, maximising the usage of open spaces and encouraging eco – friendly design and construction methods.
- **An Enterprising City** – celebrating innovation, supporting entrepreneurship and providing a skilled workforce to industry.
- **A Creative City** – promoting culture and diversity, supporting innovation and delivering regionally significant high level cultural products.

## Sligo and its Sub-region



Source: Sligo and Environs Development Plan 2004-2010





**Sligo – A Gateway City  
The Vision**

**Sligo & Environs  
Population**



**2.0 Analysis of Existing Situation**

**2.1 Spatial Structure / Population Scale**

Sligo City and Environs encompasses part of the five Electoral Divisions (EDs) adjoining Sligo Borough, an area covered by the Sligo and Environs Development Plan 2004-2010, which has a population of 19,402.

In brief:

- over 40,000 persons (circa 66% of the County's population) live in Sligo City and EDs within 10 miles of it.
- substantial population growth in the city is projected, following construction/completion of residential developments permitted since 2004 (the year when Sligo & Environs Development Plan became operational) – approx. 500 apartments were permitted in the city centre area since 2004.

In 2002, there were 38,780 people living in the Borough and the 29 Co. Sligo Electoral Divisions within 10 miles of the city centre. In 2006, the population of the same area grew to 40,011, which represents 65.73% of the total County population.

Sligo Local Authorities have planned for the growth of the city. The growth strategy formulated in the Sligo & Environs Development Plan 2004-2010 (SEDP) was subsequently strengthened by the Settlement Strategy outlined in Sligo County Development Plan 2005-2011 (CDP).

The Settlement Strategy is based on three principles:

1. the promotion and development of Sligo as a Gateway City, aiming to achieve a substantial population increase in the town and its Environs – the "critical mass" necessary to support the widest range of infrastructural, cultural and community facilities.
2. careful growth management of the Sligo Sub-Region, which is the immediate commuter belt, a rural area under strong urban influence, home to Sligo City's main satellite settlements – Ballysadare, Collooney, Rosias Point and Strandhill.
3. the development of three Key Support Towns – Ballymote, Enniscrone and Tobercurry – to serve the County's rural areas by providing essential services and sustaining the rural economy.

In addition to the physical growth framework, the CDP formulated several complementary strategies and schemes, of which a significant one is the Housing Strategy that ensures that up to 6,446 households (formed after 2004) can be accommodated within the development limit set by SEDP – there are 458 hectares of land zoned for residential development in Sligo and its Environs.

The SEDP and the CDP provided a strategic framework for the joint development of the city and county. The detailed implementation of this framework is being achieved through the preparation of local area plans, masterplans or site development briefs including the Centre Block Masterplan, the Courthouse Urban Design Framework, the Cultural Quarter Masterplan, Quay Street, Lungy, Stephen Street and Sligo Docklands.

In 2004, Sligo Local Authorities adopted Hazelwood-Ballinode Local Area Plan, the first in a series of such documents. The lands zoned for housing under this Plan have the capacity to host up to 2,800 new homes, catering for circa 7,100 residents.

Similar plans will be prepared for the Cranmore-Cleveragh, Caltragh-Carrowrae, North Fringe and the Docklands. The development of existing greenfield areas will create a "spare capacity" of 27,800 residents within the City and Environs.

Each plan will set out a detailed framework for integrating housing with commercial, community and recreational facilities, business/enterprise parks, transport networks, pedestrian/cycle routes and the green structure of Sligo and Environs. This approach will provide for the consolidation of existing underutilised spaces and provide for more private housing.

Regeneration or redevelopment is also envisaged for a vast number of sites/areas of varying sizes, including the Docklands portion located immediately to the west/north-west of the Inner Relief Road (N4/N15) and Cranmore. The Cranmore Regeneration Project aims to completely transform what is the largest housing estate in Sligo and the North-West. The mission statement of the Cranmore Regeneration Project is "to transform the social, economic and physical landscape of Cranmore through long term strategic planning and investment of resources. The goal is to create a brighter future for the Cranmore Community through the process of urban regeneration".



## 2.2 Economic and Labour Market Performance

Sligo serves as an administrative, employment, commercial, health, tourist, cultural, educational and distribution centre for the region. Employment in the Professional, Technical and Health areas represents 18%. Sligo is a manufacturing centre of considerable importance particularly in the tool-making industry. IDA Ireland has over 15 Foreign Direct Investment (FDI) companies of varying size, and Enterprise Ireland has over 50 companies located in Sligo City and Environs.

Two IDA business parks are located at Finisklin and Cleveragh, accommodating primarily knowledge-based industries and small engineering companies. The pharmaceutical industry within Sligo is significant with several companies producing goods for this sector, most notably Abbott (Ireland) Ltd. which is the largest private-sector employer in Sligo. In addition to the IDA business parks, Sligo has a number of private retail and industrial parks. In the City and Environs area there are three Community Enterprise Centres providing 44 office and manufacturing units and one Business Innovation Centre (BIC) providing 32 office, 20 hot-desk and 4 lab/workspaces for high-tech manufacturing businesses. The BIC (based in IT Sligo) specifically targets research companies carrying out applied research and developing products and concepts, as well as entrepreneurs starting a new venture, or businesses who by their nature are closely associated with the Institute. These centres are a hub of enterprise and innovation not only providing accommodation for start-up and existing businesses, but also the expertise and training opportunities to grow and develop in a supportive environment.

The city has an important role for retail provision. The commercial centre is regionally significant, particularly in comparison goods shopping. The commercial area serves a large hinterland.

Sligo General Hospital establishes the city as an important regional centre in terms of healthcare. Extensive medical and specialist facilities are available at the 300+ beds Regional Hospital, which also include a training school for nursing.

An analysis of Sligo's workforce in terms of the employment sectors, coupled with people's educational attainment, indicates that:

- There is considerable scope for improving the high-technology and professional skills base.
- The traditional strengths in the manufacturing areas need to be diversified.
- Increasing the capacity for learning, innovation and flexibility and retraining is vital to sustaining and extending progress made in the past.

In support of the strategic approach being taken to achieve critical mass and deliver hard and soft infrastructure, Sligo County Development Board are preparing an Enterprise Strategy which will bolster the economic development and employment creation potential of Sligo.

## 2.3 Infrastructure and Connectivity

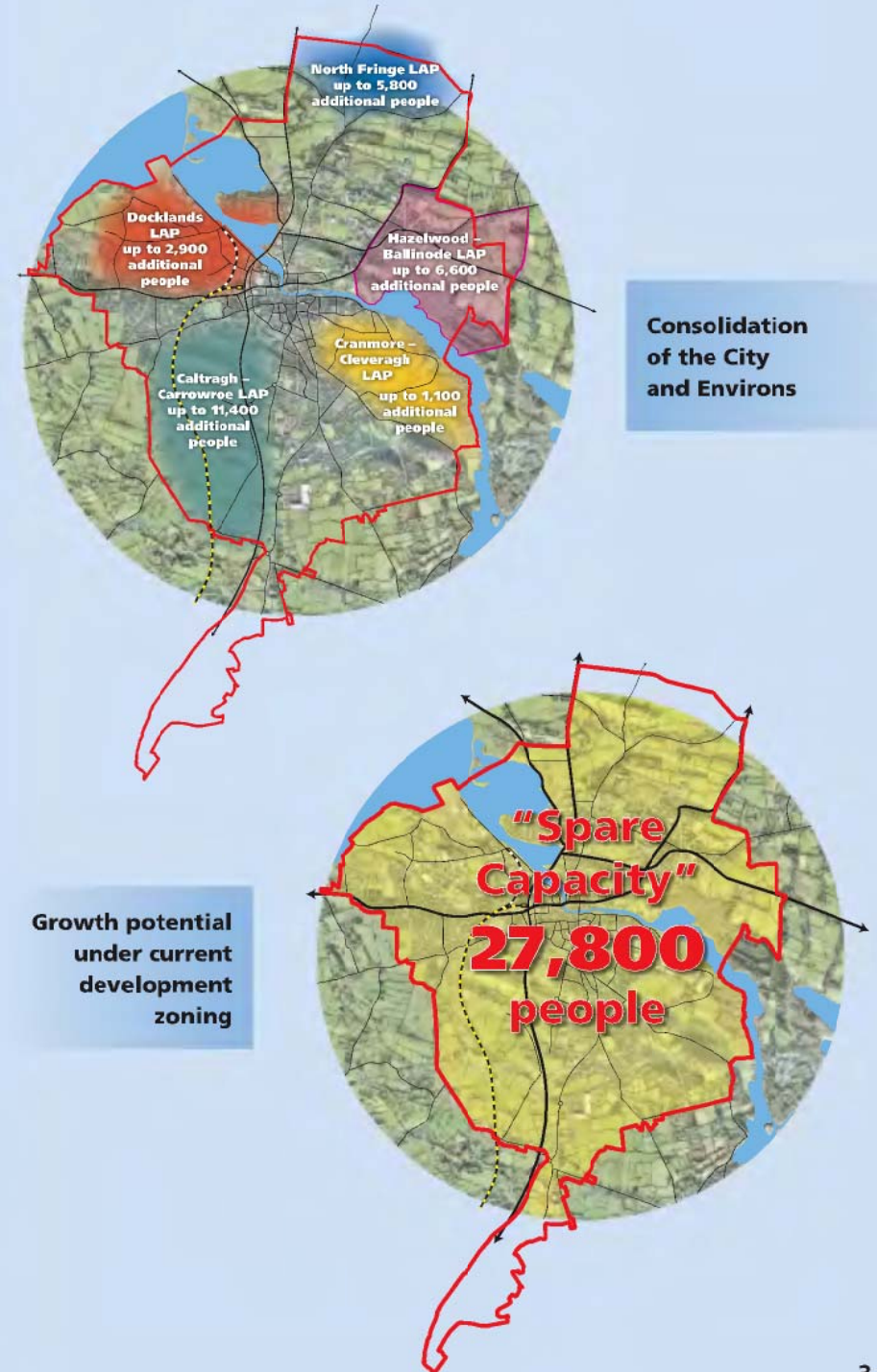
Sligo functions as the major transportation node in the North-West. The city is strategically located at the end of the National Primary Route N4 connecting with Dublin, via Mullingar and Longford. Other primary and secondary routes connect Sligo with Belfast, Galway, Enniskillen, Donegal, Letterkenny, Derry and other major centres within the region. Sligo also functions as the major rail and bus distributor centre for the North-West Region and has a regional airport five miles from the city centre; all important infrastructural elements in any future growth of the city.

The Inner Relief Road (N4/N15) continues to be the main artery for north-south traffic unless/until such time as a Western By-Pass is constructed. The next challenge will be to transform this busy road into an urban boulevard by softening its edges and connecting the town core with the Docklands area via pedestrian-friendly crossings and foot bridges.

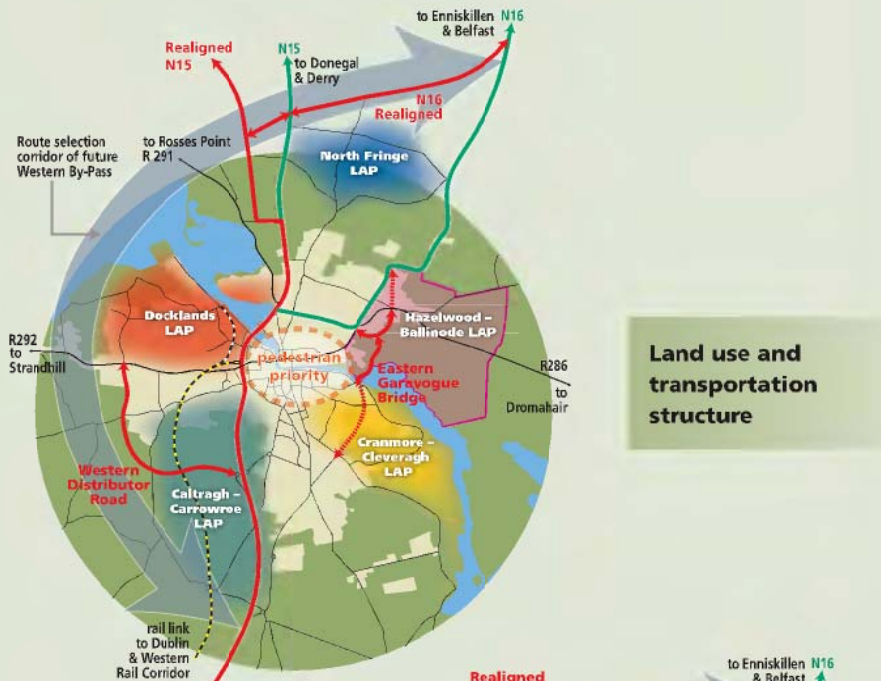
Currently there are no significant North-South Linkages across the River Garvoge to the east of Sligo City Centre. The River Garvoge and Lough Gill system, despite having environmental and tourism significance, act as a barrier to communication and linkages between the areas to the north and south on the eastern side of Sligo City Centre. There is a need to open up access by road to large tracts of new housing, commercial and employment-related lands and to accelerate urban development including the Eastern and Western Distributor routes and the associated Eastern Bridge. This will improve connectivity between businesses on a north-south axis.

Sligo and Environs Development Plan 2004-2010 provides for the delivery of transport infrastructure through the Transport and Land Use Strategy, expressed as the zoning of 2,150 hectares of land for various types of development, in association with a traffic/circulation structure that includes route reservations for:

- the Inner Relief Road (opened in 2005)
- the Western Distributor Road
- the Eastern Garvoge Bridge and associated roads
- the realignment of the N15 north of Sligo City to the County boundary







**Land use and transportation structure**

**Existing and planned major transit routes**



- the realignment of the N16
- a Western by-Pass

The existing enhancements along Rockwood Parade, Waterlane and Tobergal Lane have provided pedestrian links to O'Connell Street, the main street in the city. However, the heavy vehicular flow from south to north through O'Connell Street created a traffic-dominated barrier to pedestrian flows between the river, the existing city core and the proposed Wine Street Centre Block developments. The closure of O'Connell Street to vehicular traffic, which took place in 2006, now provides the key to delivering high-quality, inner-urban traffic-calmed environment, a pedestrian prioritized precinct where the balance of retail shopping, recreational amenity and human exchange can take place in a safe, sustainable and accessible way.

As part of consolidating and enhancing the centre of Sligo, certain areas – which will be linked by pedestrian routes – have been designated for specific urban functions such as:

- a Central Square within Centre Block defined by Wine Street, Adelaide Street, John Street and O'Connell Street.
- a Cultural Quarter on the north side, with strong connections to the town core and the river.
- a series of public squares along the river, two of them replacing the car parks at Stephen Street and Quay Street.

In support of the above, SEDP includes provision for a traffic management/car parking strategy and a number of pedestrianisation schemes, with the common objective of discouraging or even eliminating vehicular traffic from the town centre.

## 2.4 Education and Skills Base

The location of an Institute of Technology in Sligo gives the town a regional educational role. The campus has a student population in excess of 5000 and has the capacity for 6500. The Institute offers undergraduate diplomas and degrees, and postgraduate Masters and PhD's. St. Angela's College is a College of NUI Galway. Founded as a Training College for Teachers for Home Economics, St. Angela's has expanded its education services far beyond that original remit. Today it provides a range of both full-time and part-time academic programmes at Certificate, Diploma, Degree and Masters level in Education, Food, Textiles, Fashion and Design, Nursing and Economic and Social Studies. In more recent times, the College has strengthened its links to industry with the establishment of a Food Product Development Centre to respond to the needs of food businesses in the North-West by providing innovative and cost-competitive product offerings on a contract basis for its clients. FÁS, the National Employment and Training Authority, has a Regional Training Centre providing apprentice and advanced industrial commercial skills programmes to meet the needs of employers and employees alike. Sligo is also the location of a regional Rehabilitation Training Centre.

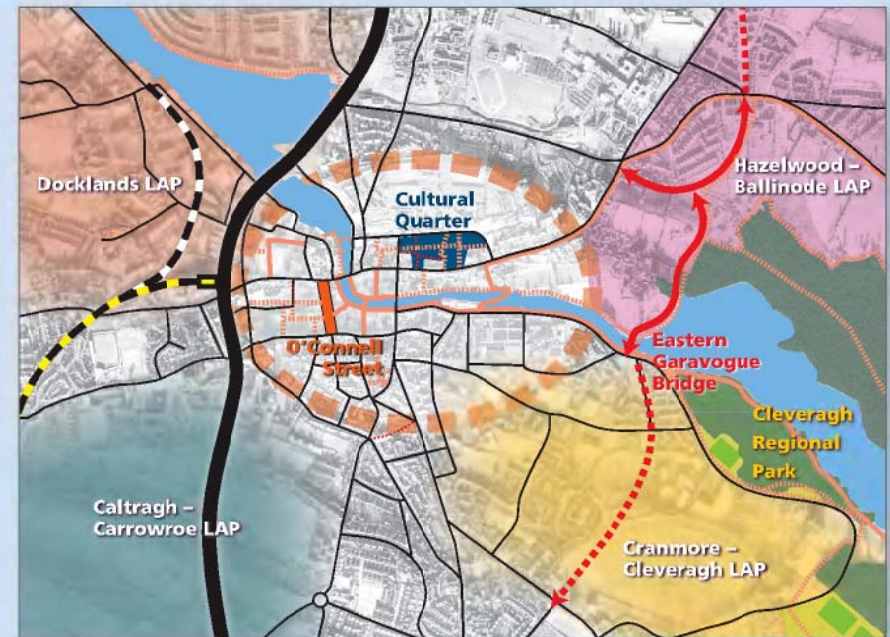
According to the 2006 Census, 7,557 persons aged 15 and over in Sligo (both rural and urban areas) are still in education. Of that total, 5,433 are in school and university, of which 2,245 are from the Sligo town area and 3,188 from Sligo rural area. The remaining 2,124 are in other types of education. The percentage of secondary school students that go on to third level education in Sligo is 4.3% above the national average; this highlights the importance of attracting professional-related industries to the area, so as to retain graduates. With the capacity of the third-level sector in the city, Sligo has the ability to provide the workforce for many diverse industries.



## 2.5 Summary of Strengths and Weaknesses

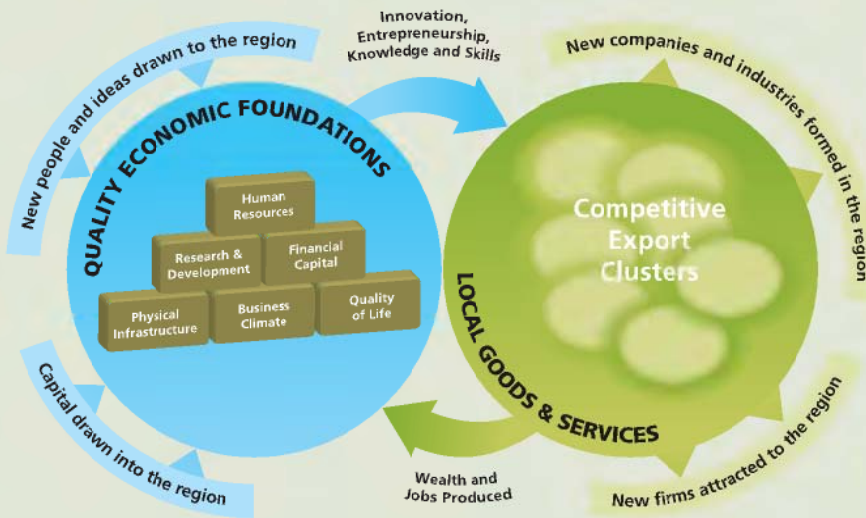
Strengths	Weaknesses
<ul style="list-style-type: none"> <li>● Sligo's strategic location.</li> <li>● High quality of life.</li> <li>● Sligo is a regional capital with regional services and a good support infrastructure.</li> <li>● Existing strong base of service industries and regional facilities.</li> <li>● Attractive hinterland which offers scope for development of high-amenity environment.</li> <li>● Strong platform for development through the Sligo and Environs Development Plan.</li> <li>● Local Authorities within Sligo have made provision for substantial development of the urban system formed by Sligo City, its fast-growing Environs and satellites.</li> <li>● High level of co-operation and integration between Local Authorities.</li> <li>● Strong commitment to deliver potential under Gateway designation.</li> <li>● Sligo has a quality educational infrastructure including the Institute of Technology and St. Angela's, which provides a highly educated workforce.</li> <li>● With the capacity of the third-level sector in the city Sligo has the ability to provide the workforce for many diverse industry types.</li> <li>● Sligo has considerable potential to establish 'Centres of Excellence' for culture, heritage, tourism and green business.</li> <li>● Strong economic foundations.</li> <li>● Good working relationships between the Local Authorities, agencies and the private sector.</li> <li>● Strong focus on developing enterprise in the city with the development of an Enterprise Strategy by Sligo CDB.</li> <li>● Strong cultural and heritage tradition.</li> </ul>	<ul style="list-style-type: none"> <li>● Sligo is in a peripheral location.</li> <li>● Sligo is the smallest of "stand alone" Gateways.</li> <li>● Insufficient infrastructure including road, rail, air and power Infrastructure.</li> <li>● Cultural and recreational infrastructure lacking.</li> <li>● Traffic congestion in urban core.</li> <li>● "Brain drain" from Sligo to Dublin and other relatively more affluent centres.</li> <li>● Relatively low levels of research and development in the Industrial sector.</li> <li>● Proximity to the Border has curtailed growth and expansion.</li> <li>● Decline of traditional industries.</li> <li>● High levels of local authority housing at 34%.</li> <li>● Level of local development contributions are limited due to weak local housing market.</li> </ul>

## Connectivity: The Strategic Context





## Vital Cycle of Economic Growth



Source: "Toronto Competes" February 2006

## 3.0 Analysis and Key Challenges

Our economic competitiveness is the source of our prosperity which in turn provides the basis for our high quality of life. Creating a vital cycle of increasing economic competitiveness and improving quality of life is critical to long-term sustainability.

As illustrated opposite, both the competitive export clusters and local goods and services providers rely on strong economic foundations such as human resources, research & development, financing, infrastructure, business climate, and quality of life, to develop and attract the knowledge, skills, innovation, and entrepreneurship successful economies require. Successful businesses produce the wealth and jobs necessary to sustain and enhance these economic foundations. Strong foundations are essential to maintaining our economy.

To deliver this competitive environment it is essential to achieve a critical mass. This relates to the size and concentration of population that enables a range of services and facilities to be supported. This in turn can attract and support higher levels of economic activity and improved quality of life. Business will then align itself closely with local strengths, facilities, talents and skills. In summary Sligo needs to deliver the critical mass through targeted interventions. These interventions should deliver employment opportunities, population increases and create a thriving urban centre which has cultural and recreational opportunities in an environment that is sustainable.

### 3.1 Priority Areas to be Addressed

The Forfas report "Implementing the NSS: Gateway Investment Priorities Study" August 2006 set out the short and long-term investment priorities for Sligo as a Gateway City.

#### Short-term investment priorities

- Maximising the development potential of the centre of Sligo, including brownfield sites such as the former Docks area through targeted urban renewal and urban enhancement initiatives, investment in pedestrianisation and amenity improvements
- Strategic urban distributor routes to open up access by road to large tracts of new housing, commercial and employment related lands and to accelerate urban development including the Eastern and Western distributor Routes, the associated Eastern Bridge and the reservation of an outer bypass route. This will improve connectivity between businesses on a north-south axis.
- Provision of regional sports and recreation facilities and enhanced amenities for a growing population in the Gateway through the proposed development of Cleveragh Regional Park and sports complex on Council-owned lands situated on the fringe of Sligo.
- Continued development of a cultural/entertainment quarter, building on the natural and cultural attractions in the centre of Sligo.
- Building on its recent involvement in NIBERT, there is a need to strengthen the emerging research and innovation capacity of the Institute Technology, to strengthen linkages with existing enterprise in the region, and linkages to other third-level institutes such as the university sector.

#### Longer-term investment priorities

- The importance of co-ordination between Local Authorities and the relevant departments and Government agencies in providing social infrastructure in Sligo such as schools, community facilities and amenities, as an integral part of the process of developing large new residential areas.
- The development of primary road corridors to link the Gateways and hinterlands.
- Western road links, to form part of a Gateway corridor linking Letterkenny, Sligo, Galway, Limerick, Cork and Waterford and the full development of the Western Rail Corridor.
- Provision of environmental infrastructure to accommodate the needs of future population growth and associated business.
- East-to-West road connectivity to improve access throughout the Border region, and between Northern Ireland and the Republic.

#### The following additional short term investment priorities have been identified:

- Implement the spatial development strategy outlined in the SEDP 2004-2010 to support the population growth to achieve the critical mass necessary for Gateway development.
- Open up significant new land banks and address zoning issues to support the delivery of more private housing.
- Improve circulation and significantly enhance the physical appearance of the Gateway.



- Promote the delivery of improved infrastructure and connectivity benefiting both external access and internal circulation.
- Develop employment and enterprise opportunities.
- Maintain and enhance the quality of life in Sligo through the provision of enhanced cultural, recreational and tourist facilities.
- Support sustainable economic growth by tackling congestion and unreliability, providing improved access by public transport, walking and cycling. This will deliver enhanced competitiveness and wider use of green transport facilities.
- Development of the City of Sligo brand.

## 4.0 Proposal under Gateway Innovation Fund

Sligo Local Authorities are seeking support for the development of the Eastern Fringe of Sligo City. The application incorporates four distinct but interrelated projects.

- Eastern Garvoge Bridge and Approach Roads
- Enhancement of O'Connell Street
- Cultural Quarter
- Development of Cleveragh lands as Regional Park

The following is a summary of the projects. Full project details are available in Appendix 1.

### 4.1 Eastern Garvoge Bridge and Approach Roads

The proposed Eastern Garvoge Bridge and approach roads will provide a new high-quality, single-carriageway Urban Distributor Road link on the eastern side of Sligo City. It will provide for the ongoing commercial, residential, recreational and social development of communities in the east of the city, on both the north and south sides of the Garvoge River.

The Eastern Garvoge Bridge will include from north to south the following elements:

- Northern Link Road tie-ins at two locations, one via a five-arm connection to the N16 Ash Lane Signalised Junction to include a major rearrangement of the existing junction layout, the second via a proposed four-arm signalised junction at the existing R286 Dromahair Road / Short Walk priority junction.
- Northern Link Roads from N16 Ash Lane Junction running parallel to Cushlough River to its intersection with an additional northern link to the R286 Dromahair Road through Bellanode and crossing the Cushlough River south of Glencarrig Estate.
- 3-Armed Roundabout linking these northern link roads from the Ash Lane junction and Dromahair Road to the bridge link.
- Northern Road from Cushlough River to the Garvoge River crossing Greenfield sites.
- Landmark Bridge Crossing on the Garvoge River between Ardaghowen House and Martin Savage Terrace / Garvoge Villas.
- 3-Armed Roundabout linking the bridge to the south road tie-ins.
- Southern link for Doorly Park adjacent Martin Savage Terrace.
- Road improvements/widening through Martin Savage Terrace and Cranmore Road.
- Creation of a cul-de-sac on Doorly Park Road at its intersection with Riverside.
- Signalling the existing junction of Cranmore Road with Doorly Park Road adjacent Martin Savage Terrace.
- Traffic calming mini-roundabout at the existing junction of Cranmore Road and Doorly Park Road.
- In general the proposed link roads will include a 10 metres wide single carriageway to include two 3.5 metre traffic lanes and two 1.5m on-road cycle lanes, also 3 metres wide footpaths / verges will be provided on both sides, giving a total width between the back of the footpaths of 16.5 metres. Several sections of the route will have reduced cross sections to suit tie-ins with existing roads and to minimise impacts on properties.

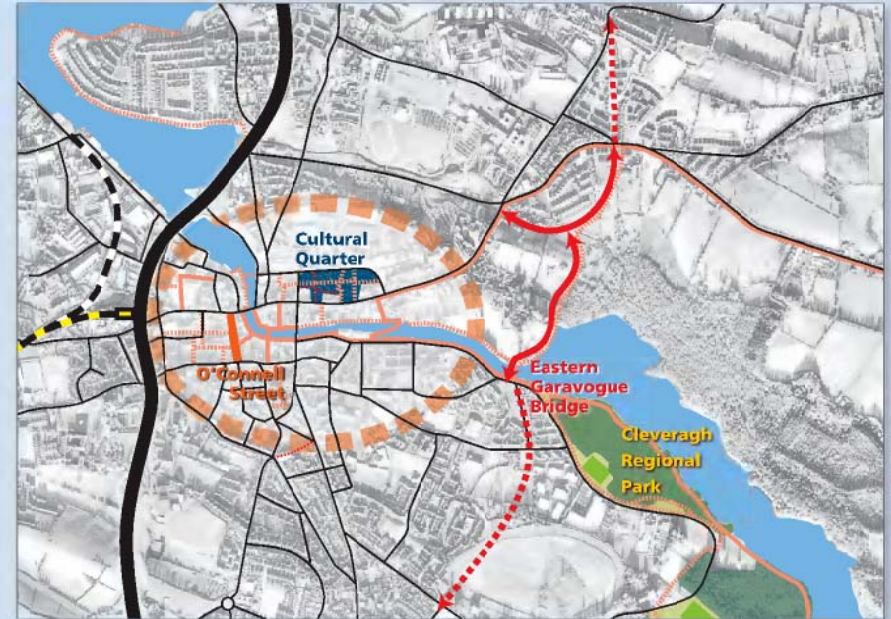
The Eastern Garvoge Bridge will connect communities north and south of the river and provide access to the regional hospital and the proposed new private hospital. It will improve traffic circulation on the Eastern side of the city while opening up a large area for potential development. Provision of the bridge will also facilitate the regeneration of the Cranmore/Cleveragh areas.

**Project Cost:** €34,195,387

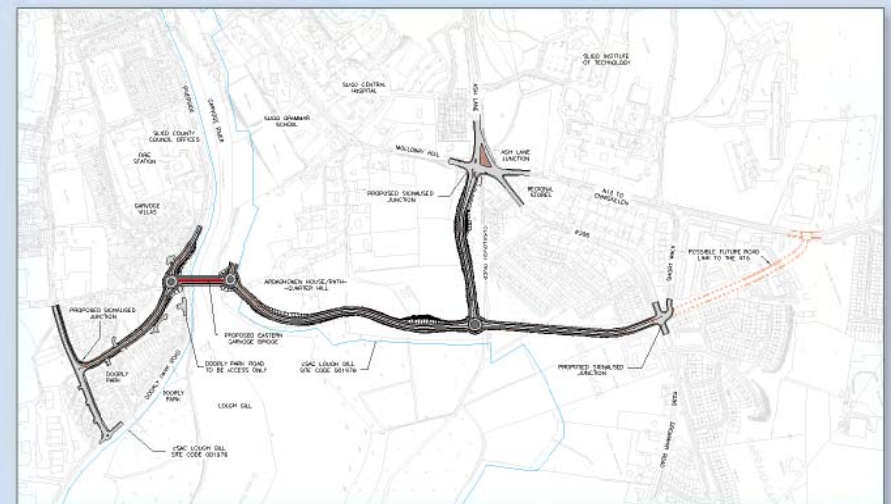
**Funding Sought:** €13,478,702

(For full breakdown of individual project costs, see Appendix 3)

## Projects proposed under the Gateway Innovation Fund: Eastern Garvoge Bridge and Approach Roads, Enhancement of O'Connell Street, Cultural Quarter, Cleveragh Regional Park

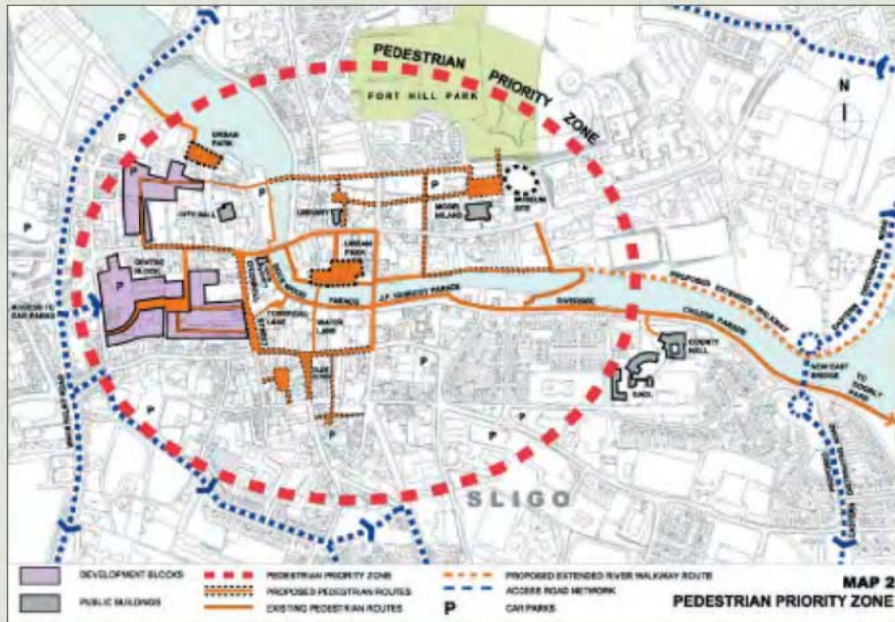


### Eastern Garvoge Bridge and Approach Roads





## Pedestrian routes network in the City centre



## Cultural Quarter Masterplan



## 4.2 Enhancement of O'Connell Street

The objective of the scheme is to provide a high-quality inner-urban environment where the balance of retail shopping and recreational amenity can be supported and enhanced in a safe and accessible way. The intention is to create a pedestrian priority zone in the heart of Sligo City. This will improve the quality and attractiveness of the urban environment, while at the same time create a more permeable, connected city-space that will allow for the commercial and residential development of existing (under-utilized) brownfield sites in and around O'Connell Street. This will be achieved in the context of the realignment of the town centre along the banks of the Garvoe River. The project will also incorporate the rationalization and future-proofing of subterranean services and utilities on O'Connell Street.

The development proposes:

- The removal of the existing undersized concrete footpaths.
- The removal of the existing asphalt road surface.
- Traffic calming of the junctions of O'Connell Street with John Street and Grattan Street to the south and with Lower Knox Street to the north.
- The rationalization and future-proofing of subterranean services and utilities which will include the removal of leaking undersized Victorian water mains, provision of new sewers, provision of extra ducting for all utilities, the repair of an existing Victorian brick storm water culvert, and the provision of new water mains. This element of the project is particularly important in that once the new paving is installed the council does not want to commence digging new holes in the street.
- The paving of the entire street in a combination of different stone types (to include granite, limestone and basalt) that takes account of the access needs of pedestrians, service vehicles, and persons with special needs.
- The introduction of automatic control barriers to facilitate traffic management of the street during specific periods of servicing and access to the street for emergency services.
- The provision of high quality street furniture which will include new public lighting, banner poles, benches, bollards and litter bins. The scheme will also provide for the inclusion of CCTV cameras.
- The scheme proposes new soft landscaping and trees in limited areas.

**Project Cost:** €5,016,466

**Funding Sought:** €3,216,822

(For full breakdown of individual project costs, see Appendix 3)

## 4.3 Cultural Quarter

The Cultural Quarter concept envisages the development of a site within the city centre where visitors will access and experience the heritage and culture of the North-West.

**The Cultural Quarter is made up of two elements:**

1. New Museum and extension and refurbishment of the existing Model::Arts & Niland Gallery.
2. Connaughton Road PPP project.

### 1. New Museum and Model::Arts & Niland Gallery Project

Sligo Local Authorities propose the development of a regionally significant museum as key to addressing a lack of cultural/tourism infrastructure. The proposed museum will house, in a landmark building, a dynamic facility that presents innovative and imaginative exhibition and education programmes based on the landscape and society of the North-West. In addition the authorities propose to extend and redevelop The Model::Niland (a significant international contemporary cultural centre and home to the nationally renowned Niland collection), one of the premier arts centres in Ireland. The development will include artist's studios, new larger performance space, destination restaurant and an impressive circuit of galleries. The development will provide city-scale cultural facilities.

### 2. Connaughton Road PPP Project

**This project involves the development of:**

- a new multi storey car parking facility with 800 spaces.
- new access ways, pedestrian and vehicular.
- new outdoor performance space.
- commercial development (small retail outlets, office facilities, other commercial (possibly cafes, restaurants, bars, hotel) limited residential development).



The facilities of the PPP project will complement the cultural institutions, the Model:Niland and the Museum. The outdoor performance space will link both the Model:Niland and the Museum and will host outdoor events, performances, farmers markets etc. The car parking facility will serve the various facilities making up the Cultural Quarter and provide additional public parking. Its provision will help facilitate the pedestrianisation scheme within the city while drawing large numbers into the Cultural Quarter.

**Project Cost: €123,639,552**

**Funding Sought: €36,268,158**

(For full breakdown of individual project costs, see Appendix 3)

## 4.4 Cleveragh Regional Park

Cleveragh Regional Park will be established to create high quality green recreational infrastructure in a 92.15 hectare park located in the eastern fringe of the city. The Regional Park will establish a comprehensive range of recreational infrastructure including walking and cycling tracks, parkland amenities and playing pitches, regional water sport facilities, regional outdoor activity centre, regional playground facilities and extensive areas for active and passive recreation. The objective of the proposed development is the development of the amenity, recreational and tourism potential of the site whilst ensuring that the landscape value of Cleveragh open space will be protected and enhanced.

**Cleveragh Regional Park is divided into 4 major zones**

**Zone 1 – Cleveragh Parkland**

**Zone 2 – Doorly Park and Cleveragh Water Park**

**Zone 3 – Cleveragh Outdoor Activity Centre**

**Zone 4 – Cleveragh Racecourse and Cleveragh Regional Sports Centre** (not included as part of GIF submission)

**Project Cost: €24,767,724**

**Funding Sought: €16,652,318**

(For full breakdown of individual project costs, see Appendix 3)

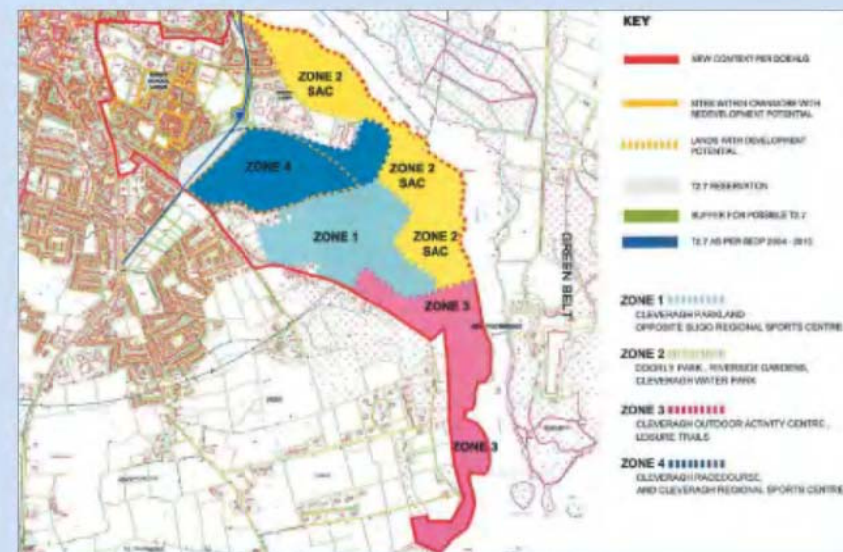
**Overall GIF Submission: Project Cost: €187,619,129**

**Funding Sought: €69,616,000**

### Summary Income/Expenditure for GIF Submission

	Year					
	Pre 2007 €	2007 €	2008 €	2009 €	2010 €	Total €
<b>Expenditure</b>						
Payments to Main Contractor	82,404	25,907	27,380,476	62,889,946	52,935,541	143,314,274
Consultants Fees / Project Mgt	985,094	1,121,426	5,319,884	5,701,153	6,140,582	19,268,139
Legal Fees	5,080	0	750,000	475,000	207,694	1,437,774
Specialist Fees	27,175	0	6,120,568	4,733,843	3,365,793	14,247,379
Land Acquisition	769,899	2,520,000	3,000,000	3,000,000	0	9,289,899
Miscellaneous	12,675	48,989	0	0	0	61,564
<b>Total Expenditure</b>	<b>1,882,327</b>	<b>3,716,322</b>	<b>42,570,928</b>	<b>76,799,942</b>	<b>62,649,610</b>	<b>187,619,128</b>
<b>Income</b>						
Gateway Innovation Fund	0	0	18,577,971	32,859,485	18,178,544	69,616,000
Other Government Funding	0	450,339	4,904,203	7,634,203	3,235,209	16,223,954
Sligo Local Authorities - Revenue	1,595,127	576,120	570,000	400,000	289,730	3,430,977
Sligo Local Authorities - Capital	681,870	0	4,139,000	12,237,880	12,289,448	29,348,198
Private Investment	0	0	0	20,000,000	49,000,000	69,000,000
<b>Total Income</b>	<b>2,276,997</b>	<b>1,026,459</b>	<b>28,191,174</b>	<b>73,131,568</b>	<b>82,992,931</b>	<b>187,619,129</b>
<b>Balance</b>	<b>-394,670</b>	<b>2,689,863</b>	<b>14,379,754</b>	<b>3,668,374</b>	<b>-20,343,321</b>	<b>0</b>

## Key Recreational Zones – Cleveragh Regional Park







## 4.5 Project Synergy – Eastern Fringe Development

Through support from the Gateway Innovation Fund, Sligo Local Authorities propose to develop the Eastern Fringe of the city.

Having built the Inner Relief road to the west, Sligo Local Authorities now propose to put in place the Eastern Distributor Road to the east with its associated Eastern Bridge. This creates the basis for a traffic calmed network of streets in the urban core, allowing them to be returned to the pedestrian. The enhancement strategy which includes O'Connell Street, has a central theme that recognises the value of the amenity of the Garvoge River and the necklace of linkages that connect to the river. Cleveragh Regional Park, when established, will create high-quality green recreational infrastructure in the shape of a 92 hectare park. The park will connect both sides of the city across the Garvoge river through the provision of an iconic pedestrian and cycle bridge thereby facilitating a people-powered transport, which is inherently sustainable.

The Cultural Quarter concept envisages the development of a site within the city centre where visitors will access and experience the heritage and culture of the North-West. It will include commercial and residential elements with an emphasis throughout on high-quality design and the creation of interesting new urban spaces. A multi-storey underground car-park is proposed comprising 800 car parking spaces. The design promotes a permeable area with connections from the Greenfort to the north, and Connaughton Road, through the site and engaging site uses, to the Mall and thence to the pedestrian areas of Sligo.

The delivery of these projects will be supported through the implementation of an Enterprise Strategy which will deliver key employment targets in line with local, regional and national plans. All relevant enterprise, academic and local government agencies will be involved in the development of the Enterprise Strategy which will be highly ambitious in terms of targets set to ensure that Sligo has the quantity and quality of businesses needed to sustain and attract the population increase which is required to achieve the "critical mass" necessary to support the development of Sligo as a Gateway City.

A City Centre Management project will promote enterprise through the development and implementation of a framework to support a sustainable city centre by promoting innovation and growth in new and existing enterprises located within the city centre. The project will improve the business infrastructure, increase communication and explore and develop new opportunities for both commercial interests and the Local Authorities, through the provision of strategic stakeholder partnerships.

Sligo will be marketed strongly as the location of choice. A "Sligo" brand is being developed which will incorporate all of the many benefits of choosing to live and work in Sligo. This brand will depict Sligo as a great place to live, work and play, highlighting the strong social and economic benefits of locating here.

Sligo's location in a uniquely beautiful hinterland has contributed to the attraction of several eco-businesses locating here. To further develop Sligo as a Green City, a number of enterprise-related projects are being progressed. These projects together with the development of the green transport infrastructure will firmly place Sligo in the forefront of green cities in Ireland. A cross-border project with North Down Borough Council and Sligo County Enterprise Board aims to develop carbon neutral office space, provide supports to green businesses and develop centres of excellence which will provide a source of inspiration and expertise to lead the building industry in the use of environmental design, products and materials to facilitate the reduction in the region's carbon footprint and its impact on climate change.



## 5.0 Project Deliverables

It is accepted that Gateway development involves more than physical infrastructure. The development of the physical environment, the economic environment and the cultural and recreational infrastructure are key components of delivering a city that is a vibrant and attractive urban location. The vision of Sligo encompasses six key themes. This proposal will deliver under each of these themes.

### Delivering a Compact City

Each of the four elements within this submission supports the delivery of a Compact City. The provision of high quality infrastructure – roads, bridge, car parking, cultural and recreational facilities and the enhancement of the urban core are fundamental to achieving potential as a Gateway City. The delivery of these facilities to a high standard and the promotion of mixed use developments in underutilized sites within the urban core will ensure that Sligo achieves its vision as a Compact City.

### Delivering a City for the People

All actions within this proposal will ensure that Sligo becomes a City for the People.

Pedestrianisation and enhancement of streets are tools for development. By making streets more accessible, pedestrians will use them more, street level business will improve and in turn the overall quality of life will be enhanced. Walkable streets promote face-to-face interactions essential to the excitement of urban life. They encourage social interactions by providing a public forum. In addition people take pride and assume ownership of walkable city centres. Pedestrian-friendly streets are an excellent way to stay fit and healthy.

The strong focus on enterprise development will increase investment and will deliver jobs for the people of the city.

The delivery of the Cultural Quarter and Cleveragh Regional Park will provide for the social and cultural needs of those living in, working in and visiting the city.

### Delivering an Accessible City

The Garvoge river fronts should become the pedestrian spine of Sligo. By consolidating the city core areas located on the north bank, and providing additional links in the form of the Eastern Crossing and several foot bridges, a highly permeable pedestrian core will be delivered. This will allow people to enjoy a choice of routes and public spaces with unique, identifiable characters.

This application supports the delivery of a traffic distribution system encompassing the Eastern Bridge and associated roads. This system is feasible by routing the south-side approach road to the Eastern Crossing through lands currently occupied by the racecourse. These lands have outstanding potential for the creation of a high-quality urban quarter, in conjunction with the designated urban regeneration area of Cranmore. By providing access on the Eastern quarter the lands opened up will provide significant opportunities to maximize the potential economic, social and cultural development of the Cranmore Regeneration area.

The closing of O'Connell Street to vehicular traffic has removed a significant barrier for pedestrians moving from the riverside towards the main shopping precinct. True pedestrianisation of the street will involve a substantial reconfiguration of the urban space defined by it. An "inner ring" will keep through-traffic out of the shopping, recreational and cultural core, with multi-storey parking structures located in strategic areas. The ring will provide direct vehicular connections between shopping and cultural facilities on the one hand, and the transit "backbone" of the Inner Relief Road on the other.

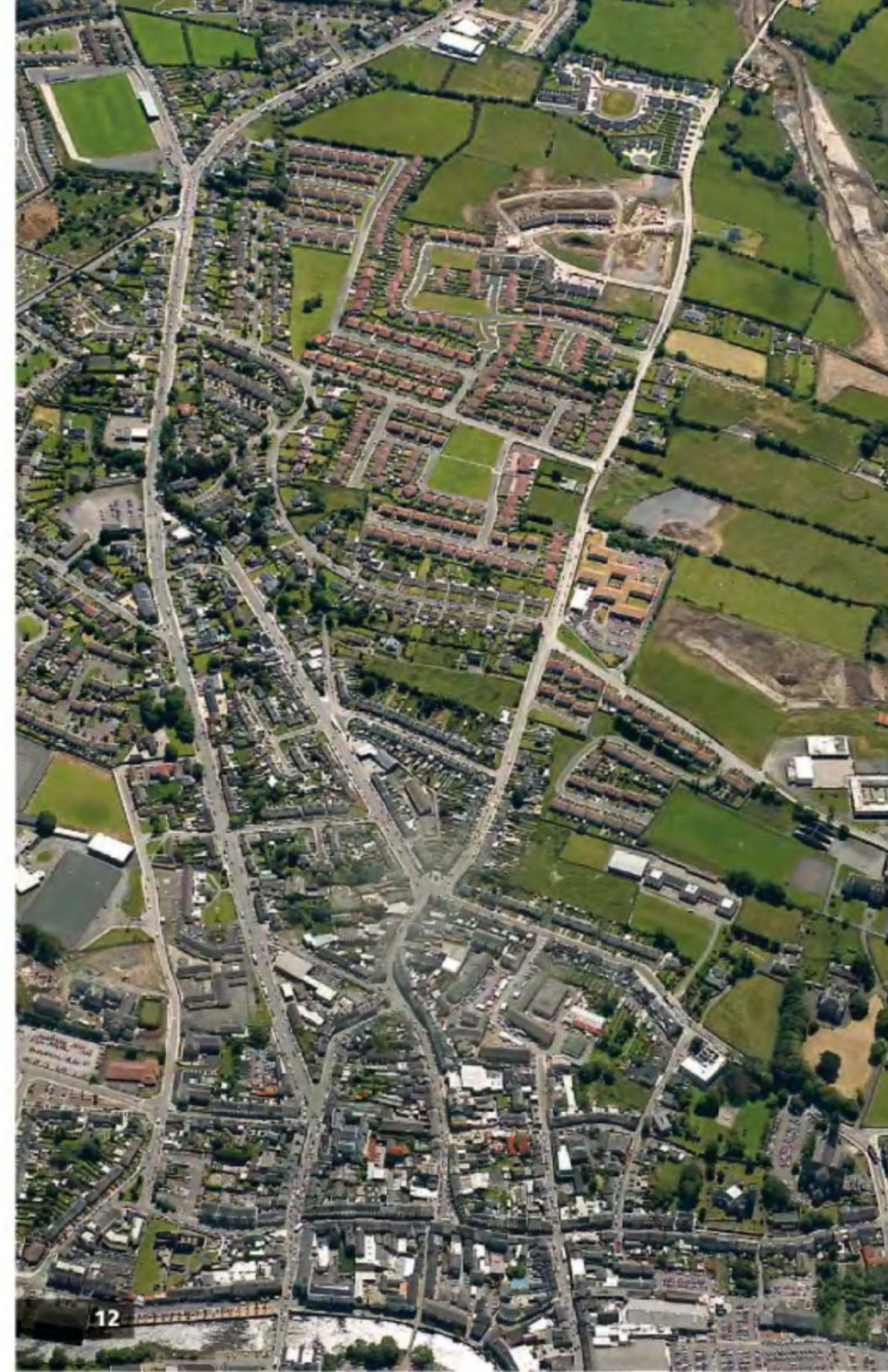
The main urban spaces proposed within the Cultural Quarter will include a wide Cultural Street and a Civic Space with an Outdoor Performance area. The street includes active public uses, and places to work and live, ensuring both day and evening activity. The new square will give prominence to the new cultural buildings and the design will ensure that the County Museum building will act as a landmark within the city.

### Delivering a Green City

The creation of a Regional Park incorporating Doorly Park, the regional sports centre, a water park, outdoor activity area and Cleveragh Woodlands on the banks of the Garvoge will be an extremely valuable contribution to the quality of life of Sligo residents, visitors and those living in the region. Cleveragh Regional Park is the most important component of the green recreational infrastructure envisioned in the SEDP for the city. It will strengthen the spinal role of Garvoge River, facilitating walking and cycling on quasi-continuous routes from Lough Gill through the town core and in the future to the estuary and Sligo Bay.







Improved public transport routes within the Eastern Fringe will provide an alternative to the car and reduce emissions.

The framework plan for the Cultural Quarter has been designed so that development blocks and major public buildings will form a sheltered microclimate affording individual buildings to make best use of solar gain. The design includes the use of extensive green roofs to help reduce atmospheric dust and attenuate rain water, to provide thermal insulation, and control water run-off. A control of the water cycle is promoted through rainwater collection, and reuse of grey water within the site.

### Delivering a Creative City

The building of a Cultural Quarter, while contributing substantially to the consolidation of the town core will significantly address a cultural infrastructural deficit in the city and the region. While providing a public-oriented educational hub for heritage and culture programmes and activities, it will also be a new cultural venue. This will be used for events which will augment the quality of life of the citizens of Sligo and visitors to the County while enhancing the profile of heritage related, cultural and arts initiatives in the region. The development of the museum and works at the Model::Niland will enhance the cultural infrastructure in the North-West. Buildings such as these are key engines, driving the development of the arts and of public engagement with the arts especially. Public arts venues, as well as artist's workspaces, can be instrumental in ensuring high quality production and presentation. They are important elements within the public infrastructure that defines a place as attractive to live and work in, or to visit.

### Delivering an Enterprising City

Delivery of the projects within the GIF will provide confidence in the region and will encourage investment in the city. By providing additional retail, commercial and residential space, the opportunity exists for those who wish to invest in and work in the city.

Implementation of the Enterprise Strategy will provide targeted responses to the needs of the city while opening opportunities for enterprise to develop. The 3-Centred Incubation (3C) project will focus on development of the creative industries. Implementation of the Enterprise Strategy will provide targeted responses to the needs of the city while opening opportunities for enterprise to develop. The 3C project will focus on development of the creative industries.

The provision of quality urban spaces – pedestrianised streets, inner urban parks and paved squares – with unique, identifiable characteristics, that maximize linkages and permeability of the urban core, can thus help to create the sort of dynamic urban environment that will appeal to a young, creative and talented workforce.

In addition:

- The investment of €69,616,000 by the GIF will lever an additional €119m to include local authority, other public and private investment.
- The Eastern Bridge and approach roads will support the delivery of 3,375 residential units, 300,000 sq. metres commercial and service 54.81 hectares of land zoned business/industrial.
- The opening up of the Cleveragh lands (circa 29 hectares) will assist in the delivery of the regeneration proposal of the Cranmore area.
- The Regional Park will deliver 92.15 hectares of recreation space for the city.
- The Cultural Quarter will provide 800 car parking spaces, a Civic Plaza and 25,800 sq. metres of residential and commercial development. This will include 9,200 sq. metres of residential space (92 units).
- The Cultural Quarter will deliver city scale cultural and recreational facilities to support a growing population.
- The enhancement of O'Connell Street will create a more appealing urban and retail location. This will encourage higher foot fall rates. It will open up new commercial areas including the Centre Block Development and facilitate the development of under-utilised sites in the urban core.
- All projects within the proposal will improve connectivity in the city.
- The development of Cleveragh Regional Park will contribute to the achievement of wider urban policy objectives, including youth development, public health and community building.
- The pedestrian and cycle-way routes provided by Cleveragh Regional Park will link communities and create an interconnected network of parks. A strong green transport link will be created with benefits for tourism development and connectivity for developing communities at Ballinode and the North Fringe of the city.



## 6.0 Stimulating Gateway Development

It is accepted that the GIF projects can not be delivered in isolation. Long-term relationships have developed in the preparation of this submission. Through the consultation process the public and private sectors have supported the vision elements.

Delivery of the proposal elements will provide a stimulus to the development of Sligo as a Gateway. Through the provision of funding a clear message will be given by Government of the importance of Sligo as a Gateway. This, coupled with Local Authority commitment, will act as a catalyst for further development: by both the public and private sector.

The potential delivery of the Eastern Bridge and approach roads in conjunction with Cleveragh Regional Park, while opening up the Cleveragh lands has allowed the local authority to commence a process of discussions to provide key social and educational infrastructure within the area. Furthermore, the agreement in principle of the Race Course Company to relocate out of the city has added impetus to the scale and deliverability of the Cranmore Regeneration project. In addition, the delivery of the Eastern Bridge and approach roads offers potential for both public and private sector investment. Negotiations are underway for the private sector to provide the necessary lands for the bridge from existing underdeveloped land banks.

The pedestrianisation of O'Connell Street has been achieved. Delivery of the enhancement project involves a partnership between the traders and the local authority. This will be supported through the implementation of a Town Management structure (new to the city). The structure will be developed in line with the Business Improvement District (BID) legislation (2006), allowing for implementation of a BID in the future, if required.

The development of the Cultural Quarter in Sligo will deliver an iconic cultural product for the region and support the development of creative industries in the city. Creativity and innovation have always been the life blood of cities and regions, and industries whose foundation is in creativity and innovation play a significant role in the development of a city's profile, development and overall city economy.

The stimulus will be maintained through the achievement of key milestones and targets. The achievement of these milestones will be closely monitored by a Gateway Steering Committee. This work will be supported by a planning and action programme for the ongoing development of the city.

## 7.0 Principal Partners

Each project within the GIF submission has set out its partners for delivery of the project (see Appendix 1). The partners for the overall project are as follows:

- Sligo Borough Council
- Sligo County Council
- Sligo County Development Board
- Parliamentary Representatives
- Sligo Chamber of Commerce
- Sligo Sports and Recreation Partnership
- Model Arts and Niland Gallery Co. Ltd.
- Private Sector
- Local communities
- Bus Eireann
- Border Regional Authority
- BMW Regional Authority







## 8.0 Mechanisms to Secure Consensus

Sligo Local Authorities have undertaken a widespread consultation process in the preparation of the Gateway Innovation Fund Submission. The projects proposed within the application form an integral part of the Sligo and Environs Development Plan which was adopted in 2004 and was the basis of an extensive consultation process prior to adoption.

- Proposals were approved by both Sligo Borough Council and Sligo County Council.
- Following approval of the submission by Sligo County Development Board it was agreed that the Board would work to develop an associated Enterprise Strategy to support the achievement of the employment potential of the Gateway. The Board has also incorporated the development of the Sligo Brand in its objectives for the next two years.
- The proposal was presented to the Parliamentary Representatives of the region at their annual briefing meeting with Sligo Local Authorities. They offered their support to the achievement of the objectives of the submission.
- Sligo Chamber of Commerce approved the submission at their quarterly briefing meeting with Sligo Local Authorities. They acknowledged the potential benefits of the projects. They committed to working with the Local Authorities in the ongoing planning for the Gateway.
- Representatives of the Border, Midlands and West Regional Authority were consulted and offered their support to the submission.
- Representatives of the key local and regional agencies, the private sector and utilities were invited to attend a briefing on 5th October 2007. This provided the opportunity to assess further potential benefits of the submission. A full list of those invited is contained in Appendix 2.
- Representatives of the Border Regional Authorities were briefed on an ongoing basis and provided input into the development of the submission.
- Land owners of key landbanks associated with the submission were consulted and possible partnership arrangements are continuing to be explored. This includes providing key tracks of land as their contribution to the delivery of the project in the case of the Eastern Bridge and Approach Roads. In addition the agreement by the Board of the Race Course to relocate provides the opportunity of freeing up a strategic land bank associated with the regeneration of Cranmore.
- Discussions have been held with Bus Eireann for the provision of improved public transport options in the Eastern fringe.

## 9.0 Wider Institutional Arrangements

- As a member and facilitator of Sligo County Development Board (CDB), Sligo Local Authorities participate in the CDB Gateway Working Group. This group is working to support Sligo's development as a Gateway. Actions include the development and implementation of strategies for enterprise, marketing and information.
- Sligo Local Authorities participate as members of the Border and Border Midland and Western Regional Authorities. These authorities have a number of functions including:
  - Monitoring the general impact of all EU Programmes under the National Development Plan / Community Support Framework in the Border, Midland and Western Region.
  - Promoting co-ordination of the provision of public services in the region.
  - In matters relating to the provision of public services in the region they work to
    - (a) promote co-ordination and, where appropriate, co-operation, joint action, joint arrangements, agreements, communication or consultation between Local Authorities or other public authorities in the region or between such authorities of other regions.
    - (b) promote co-ordination, consistency and compatibility with programmes, plans policies, proposals or objectives of the Government or any Minister of the Government.
- Sligo Local Authorities have participated in the preparation of the Fáilte Ireland North-West Regional Plan. This involvement has ensured that cultural tourism is one of the main strategies for the region.
- Sligo Local Authorities are working with the Border Regional Authority to identify spatial development objectives and economic opportunities to address the difficulties associated with encouraging population growth and sustainable economic development in the region in line with the model provided by the NSS and the Border Regional Planning Guidelines.



As a designated Gateway within the Border region, recognition has been given to the all-island spatial planning context of the NSS and the Northern Ireland "Shaping our Future" strategy document. Within this context, Sligo Local Authorities are active participants at cross-border level.

- As a member of ICBAN, the authorities have, and continue to participate in the Spatial Planning Forum. This forum works within a policy context to build a cohesive vision for the Central Border Area while responding imaginatively to drivers of change. The objective is to ensure that settlements in the region remain vibrant and invigorated making them more attractive and functional for all.
- In addition Sligo Local Authorities have developed a number of other key relationships with District Councils in Northern Ireland and Scotland. This includes joint lobbying and the delivery of key strategic cross-border projects with Omagh District Council focusing on three key areas:
  - Collaborative working between public bodies;
  - Economic and Enterprise Development;
  - Community and Social Development.

The authorities are involved in:

- The delivery of a Town Centre Management proposal in partnership with Ballymena, Coleraine and Larne Borough Councils in Northern Ireland and South Ayrshire and Stirling Councils in Scotland. This project clearly demonstrates regional co-operation for enterprise by promoting innovation and growth in new and existing businesses, facilitating investment in infrastructure for enterprise development and creating clusters and networks that encourage cross-border co-operation.
- Sligo Local Authorities are participating in a 3-Centred Incubation (3C) project in collaboration with Belfast City Council and North Down Borough Council. This project supports the creation of new businesses in the creative and knowledge industries in the three areas. The project will act as a focus and catalyst for entrepreneurial activity with particular emphasis on growth potential opportunities for creative industries within the Cultural Quarter.
- Sligo Local Authorities working in partnership with North Down Borough Council, Sligo County Enterprise Board and the Sustainable Building Association (UK), aim to provide inspiration and expertise in the use of environmental design, products and materials to facilitate the reduction in the region's carbon footprint and its impact on climate change.

## 9.1 Relationship between implementation of the GIF proposal and wider arrangements

The wider arrangements in place will support the delivery of the GIF projects by enhancing the impact of the proposed actions. Gateway designation has become the catalyst for a number of initiatives to ensure that the potential of Sligo is achieved. Through the GIF, Sligo Local Authorities are providing significant investment in the infrastructure of Sligo and the wider relationships developed are working to ensure that the investment provides additional benefit to the city. Focused enterprise strategies will deliver opportunities for living and working in the city while the Town Centre Management approach will promote the long term sustainability of the urban core. Associated with this, some additional funding is being achieved for elements of the GIF projects through our involvement in these wider arrangements.







## 10.0 Degree of Fit with National Policies

### Policy Context

The **NDP 2007-2013** states that balanced regional development means supporting the economic and social development of all regions in their efforts to achieve their full potential. In delivering on its objectives, interventions will ensure that each Gateway region maximises its potential for economic and social development, achieve a better balance between the regions and foster enhance co-ordination in the development of the Gateways. The plan recognises the challenges faced by Sligo and highlights the key development issues and investment requirements over the life of the plan. The elements contained within this GIF submission addresses many of the requirements as set out in the plan including:

- New eastern and western urban distribution road routes to open up strategic land banks for accelerated development of new private housing.
- Development of regional sports and recreational facilities.
- Continued development of the emerging cultural and entertainment quarter.
- Targeted urban renewal including urban enhancement and pedestrianisation.
- These developments are supported through targeted programmes of Town Centre Management, enterprise development and implementation of targeted land use and planning strategies to deliver the desired critical mass.

### The NSS 2002-2020

The NSS sets out the vision and strategic framework for achieving sustainable and balanced regional development in Ireland. Its policy framework embraces both urban and rural areas in developing the full potential of each area to contribute to the optimal performance of the State as a whole – economically, socially and environmentally. Within the NSS Sligo is identified as an urban centre to be developed in an accelerated manner as a Gateway City to drive the overall development of the North-West. The Sligo and Environs Development Plan 2004-2010 has set the framework for Sligo City as envisaged by the NSS. All projects within this proposal are an integral part of the Sligo and Environs Development Plan.

### At a Cross-border Level...

#### Northern Ireland – “Shaping our Future”

*Shaping our Future* is a Regional Development Strategy which offers a strategic and long-term perspective on the future development of Northern Ireland up to the year 2025. It focuses on the region and how it relates to, and integrates with, the wider global environment and economy. Through involvement in strong cross-border partnerships Sligo Local Authorities have aligned themselves to the strategies as set out in *Shaping our Future*. The potential benefits include the attention to delivery of key cross border infrastructure and economic development potential which will strengthen Sligo’s position within the region.

### At Regional Level...

#### Regional Planning Guidelines (RPG’s)

The objective of the Regional Planning Guidelines is to provide a long-term strategic planning framework for the region. Delivery of the strategic planning approach set out in the guidelines support the achievement of the NSS at a regional level and contains cross County strategic policy directions. The Sligo and Environs Plan meets the criteria as set out in the RPG’s. All proposals within the GIF submission are embedded within the SED?

#### The Border Midland and Western (BMW) Operational Programme 2007-2013.

The objective of the BMW strategy is to “*facilitate innovation, ensure sustainable development, improve accessibility and develop the urban fabric within the region in order to enhance overall productivity and competitiveness*”. All projects under the Sligo GIF submission will help ensure the BMW objectives are delivered particularly in the areas of Urban Development and Secondary Transport.



### At Local Level...

**Sligo County Development Board** has established an economic, social and cultural development strategy for Sligo. Involving all key interest groups and agencies its vision of Sligo is *"a place with vibrant cultural and commercial activity, a thriving urban centre, dynamic and safe urban and rural communities, a strong sense of civic pride and a superior quality of life"*. Three core themes include:-

- The achievement of **balanced spatial development**
- The **promotion of social inclusion**
- An **enhanced living culture**

The strategy envisages an inclusive County which facilitates equal access to a quality infrastructure, achieving balanced growth while promoting the rich cultural identity of Sligo.

The proposals contained within this application are key elements of the strategic approach outlined in the strategy and are key actions and deliverables within the plan.

## 11.0 Existing Development Consents

Project	Consent obtained	Actions to achieve consent
<b>Eastern Bridge and Approach Roads</b>		EIS completed November 2007 EIS submission by ABP – December 2007 EIS /CPO Statutory procedures circa 6 months – by mid-2008 NDFA informed of project detail.
<b>Cultural Quarter</b>	<b>New Museum and extension and refurbishment to the Model:Arts &amp; Niland Gallery</b> The design of this project is well advanced. Full planning permission was granted in October 2006 and detailed design and contract documentation is in preparation. Construction will commence in January 2008. PPP – Assessment completed Risk analysis completed in conjunction with NDFA.	
<b>Enhancement of O'Connell Street</b>		Nov '07 - Public Consultations on Part 8 Feb '08 – Decision by Sligo Borough Council
<b>Cleveragh Regional Park</b>	<b>Recreation Zone 1</b> Grant of approval in September 2006 to include for 4 number sand carpet playing pitches, children's playground, wetland wildlife area, car parks and roadways, cycle ways, pedestrian walkways, landscaping and associated site works, 2 number vehicular entrances off Cleveragh Drive <b>Recreation Zone 2</b> Grant of approval in September 2005 in accordance with Part XI of the Planning and Development Act, 2000, and Part 8 of the Planning and Development Regulations 2001 in respect of Doorly Park to include provision of multiuse grass pitch, multi sports area, boundary treatment, pedestrian pathways, cycleways, seating area, car parking, landscaped areas including public lighting.	Pavilion permission still to be sought  Pavilion and pontoon permission still to be sought  <b>Recreation Zone 3</b> No planning applications submitted to date for developments in this zone. Land to be acquired. NDFA informed of project detail







## 13.0 Risk analysis

Severity Scale	Risk of Occurrence	Risk Response
5 Very Severe	5 Definitely will occur	<b>Avoidance:</b> Consequences are avoided by changing the project Plan.
4 Severe	4 High risk of occurrence	<b>Transfer:</b> Transfer the consequences ownership and responsibility of the risk to a third party.
3 Moderate	3 Moderate possibility of occurrence	<b>Mitigation:</b> Reduction of the probability and/or severity of a risk to an acceptable threshold.
2 Small impact	2 Small possibility	<b>Acceptance:</b> Accepting the consequences of the risk by developing a contingency plan or by accepting the impact of the risk.
1 Little or no impact on the project	1 Unlikely possibility of occurrence	

NB: This Risk Analysis is for the overall GIF submission. Each project has its own individual Risk Analysis included.

Priority	Risk Description	Severity	RoC	Risk Score	Risk Response	Risk response	Severity	RoC	Risk Score
1.	Full amount of GIF funding not received.	5	3	15	Reassessment of project deliverables in light of funding gap.	Avoidance	5	2	10
2.	Other funding sources do not materialise as planned.	5	3	15	Identify and apply for alternative funding.	Mitigation	5	2	10
4.	Delays to work schedules	4	3	12	Regular Project Management meetings with reporting and review of progress. Use of appropriate project management tools and techniques to track project progress	Avoidance	4	2	8
5.	Budget overruns	4	3	12	Regular Project Management meetings with financial reporting and review of spending and income. Use of fixed price contracts where possible	Avoidance	4	2	8
3.	Breakdown of relationships with project partners.	4	2	8	Continue with discussions to overcome difficulties. Develop appropriate communications plan to keep stakeholders up to date	Mitigation	3	1	4
4.	Unforeseen difficulties arising in acquiring land.	4	1	4	Further discussions with landowners.	Mitigation	4	1	4

## 14.0 Monitoring

The delivery of the project outputs within the GIF framework will be monitored on a weekly basis by the Internal Gateway Working Group. This will form the basis of a report to the Gateway Steering Committee and the Interdepartmental GIF Team.

Each individual project has a plan in place which sets out the key deliverables, targets and timescales. This plan will form the basis for the monitoring and analysis.

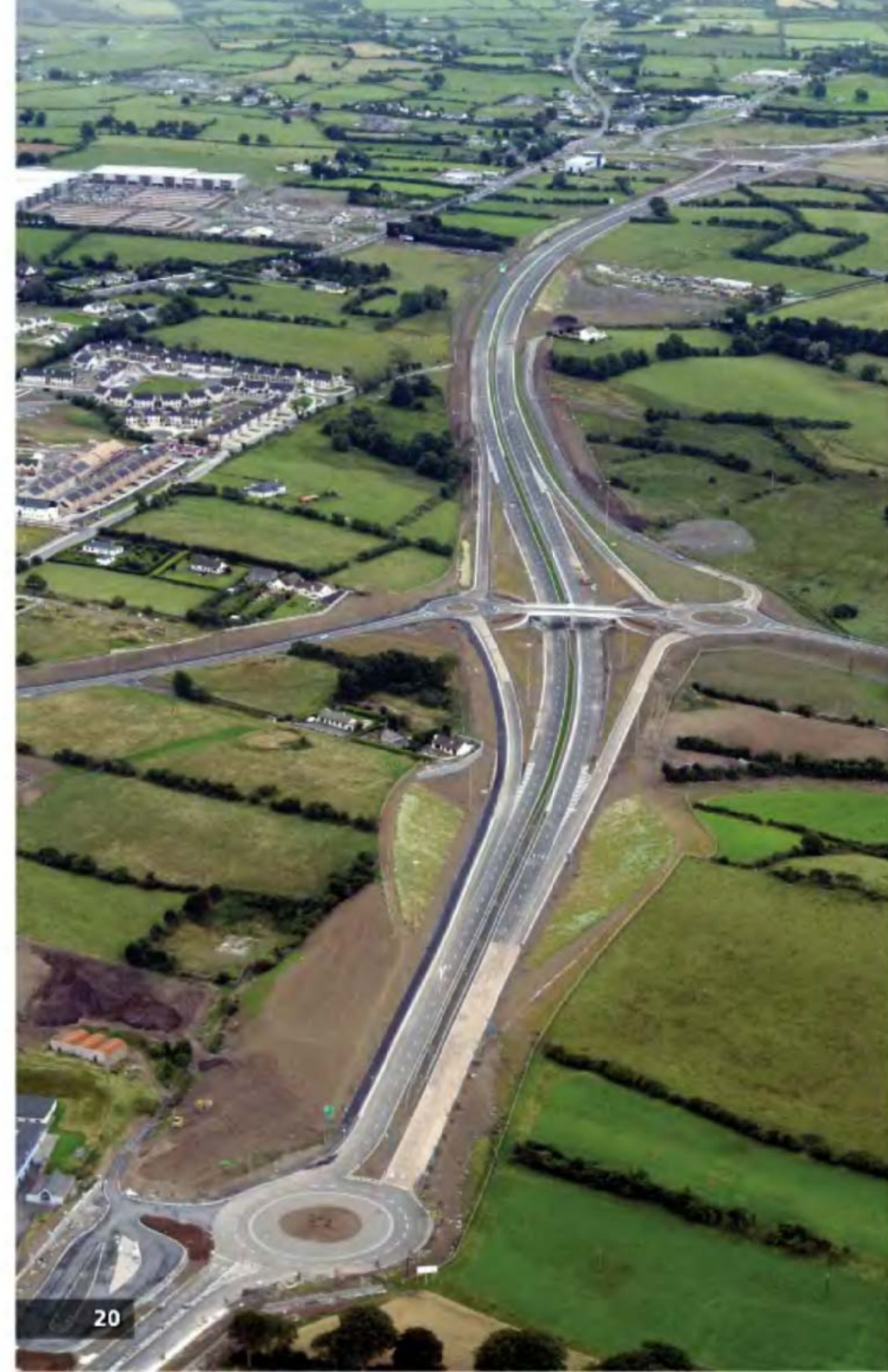
Each plan will be monitored using the following criteria:

### 1. Monitor project actions and deliverables against plan including:

- Project Planning parameters
- Commitments
- Project Risks
- Data Management
- Stakeholder involvement







- Progress reviews
- Milestone reviews

**2. Manage corrective action by:**

- Analysing issues
- Taking corrective action
- Managing corrective action

**3. Monitor the project's cost and expended effort:**

- Measure the actual effort and cost expended and staff assigned
- Compare actual effort, costs, staffing to the estimates and budgets documented in the project plan
- Identify significant deviations from the budgets in the project plan

## 15.0 Project Outputs and Outcomes

Sligo Local Authorities are confident that they can deliver the projects proposed within this GIF submission. The development of the Eastern Fringe of the city will have a positive impact on the overall development of Sligo and the region.

In summary, by the end of 2010 Sligo Local Authorities will have delivered:

- Key infrastructural improvements in the city:
  - An Eastern Bridge and approach roads, providing connectivity between north and south of the Garvoe river.
  - An enhanced pedestrian zone which will deliver connectivity in the urban core.
  - Regionally significant cultural facilities including a museum and the redevelopment of the Model::Niland incorporating a Civic Plaza.
  - A regional park covering 92.15 hectares with a mix of active and passive recreational facilities.
- Access to key strategic development sites at Cleveragh, Connaughton Road and the Centre Block Development. This provides significant regeneration, residential and commercial opportunities for the city and will facilitate the achievement of critical mass.
- A range of iconic buildings and structures that will define "Sligo City".
- An integrated partnership structure representing the public, private and community sectors at local and regional level.
- Further opportunities for enterprise development and employment through the implementation of a targeted enterprise strategy.
- Social and cultural benefits for those living, working and visiting Sligo City.



# Eastern Garvoge Bridge and Approach Roads

## Executive Summary

The proposed Eastern Garvoge Bridge and approach roads will provide a new high quality single carriageway Urban Distributor Road link on the eastern side of Sligo City. It will provide for the ongoing commercial, residential, recreational and social development of communities in the east of the City, on both the north and south sides of the Garvoge River. Traffic flows and congestion within the city centre will be reduced. This will allow for the further pedestrianisation of areas within the City Centre. The scheme will reduce vehicular journey times and will provide footpaths and cycleways which will link with existing and proposed cycle and footway networks on the east side of Sligo City. It is important to note that the scheme is an Urban Distributor Road which will link existing and proposed communities and commercial development areas on the East side of Sligo City and is not proposed as a bypass of the city. The total length of the scheme is approximately 2 kilometres.

## Policy, Principles and Approaches

The Project is a Strategic Non-National Road and complies with the development of Sligo as a Gateway City. In particular the project has been guided by the following policy documents:

- National Spatial Strategy
- Regional Planning Guidelines
- National Development Plan
- Sligo & Environs Development Plan
- Sligo County Development Plan
- Sligo Sub-Regional Development Plan

## Project Rationale

A proposed eastern bridge crossing of the River Garvoge has been included in Sligo City Traffic Plans and Sligo City Development Plans since the 1960's. The current traffic plan for Sligo City which was incorporated into the Sligo & Environs Development Plan called for the completion of the Sligo Inner Relief Road followed by a Western Distributor Road and Eastern Garvoge River Bridge crossing and approach roads.

One of main objectives of the scheme is to link communities North and South of the River Garvoge. Currently there are no significant North-South Linkages across the River Garvoge to the east of Sligo City Centre. The River Garvoge and Lough Gill system, act as a barrier to communication and linkages between the areas to the north and south on the eastern side of Sligo city centre and prevent critical mass being achieved. The proposed Eastern Bridge and approach roads, while protecting and minimising impact to the environmentally sensitive River Garvoge, Lough Gill and the surrounding special area of conservation will provide the required North South linkages and will enable the social and development benefits available from greater critical mass be achieved.

The proposed scheme will be developed as a single carriageway Urban Distributor Road and will include footpaths and cycleways. Proposed footpaths and cycleways will link in with and compliment a proposed network of footpaths and cycleways proposed as part of the Hazelwood-Bellanode Local Area Plan. The Sligo & Environs Development Plan provides for strong pedestrian and cycle linkages in the form of a linear park along the North and South banks of the Garvoge River. This linear park will link pedestrianised areas in the city centre with the Cleveragh Regional Park and provide for the enjoyment of the Garvoge River. Significant sections of the linear park along the southern bank have already been developed. A similar linear park will be developed along the north bank as lands in that area develop.

As well as cycling and pedestrian facilities the scheme will also allow new public transport routes be developed to improve services to eastern parts of Sligo City. The scheme will also provide for easier linkages to important community and educational facilities including Sligo IT, Sligo General Hospital and the Government Offices.

## Project Description

The Eastern Garvoge Bridge will include from north to south the following elements:

- Northern Link Road tie-ins at two locations, one via a five-arm connection to the N16 Ash Lane Signalised Junction to include a major rearrangement of the existing junction layout, the second via a proposed 4 arm signalised junction at the existing R286 Dromahair Road / Short Walk priority junction.
- Northern Link Roads from N16 Ash Lane Junction running parallel to Cushlough River to its intersection with an additional northern link to the R286 Dromahair Road through Bellanode and crossing the Cushlough River south of Glencarrig Estate.
- 3-Armed Roundabout linking these northern link roads from the Ash Lane junction and Dromahair Road to the bridge link.

- Northern Road from Cushlough River to the Garvoge River crossing Greenfield sites.
- Landmark Bridge Crossing on the Garvoge River between Ardaghown House and Martin Savage Terrace / Garvoge Villas.
- 3-Armed Roundabout linking the bridge to the south road tie-ins.
- Southern link for Doorly Park adjacent Martin Savage Terrace.
- Road improvements/widening through Martin Savage Terrace and Cranmore Road.
- Creation of a cul-de-sac on Doorly Park Road at its intersection with Riverside.
- Signalling the existing junction of Cranmore Road with Doorly Park Road adjacent Martin Savage Terrace.
- Traffic calming mini-roundabout at the existing junction of Cranmore Road and Doorly Park Road.
- In general the proposed link roads will include a 10 metres wide single carriageway to include two 3.5 metre traffic lanes and two 1.5m on-road cycle lanes, also 3 metres wide footpaths / verges will be provided on both sides, giving a total width between the back of the footpaths of 16.5 metres. Several sections of the route will have reduced cross sections to suit tie-ins with existing roads and to minimise impacts on properties.

## Detailed Description of Scheme

### Northern Link Roads

On the North side the route ties in with the existing road network at two locations, Ash Lane Junction and Dromahair Rd / Short Walk Junction.

From Ash Lane Junction the proposed link road heads east running parallel to the Cushlough River.

The road link from Dromahair Road heads south between Glencarrig and Ard Nua Village housing estates to the Cushlough River where it intersects the Ash Lane Link from the east at a proposed 3 arm 33 metre ICD (Inscribed Circle Diameter) roundabout immediately south of Cushlough River. This proposed link road will require a crossing of the Cushlough River which will involve the River passing beneath the road in a new culvert.

From this 3-arm roundabout at Cushlough River the proposed link road continues south following the contours around Rathquarter Hill just above the existing woodland along the Garvoge River shoreline (part of the Lough Gill candidate Special Area of Conservation c5AC) while not rising too far up the hill to minimise the visual impact. This section of the link road connects to a proposed 2-arm plus a dead arm roundabout with a 33 metre ICD, with the second arm being the bridge. This roundabout is to facilitate a sharp change in direction of the road from the overbridge to avoid a significant cutting into Rathquarter Hill, as the alternative would be to have a high skew, long span bridge.

### N16 Ash Lane Junction

The proposed link road will form a fifth arm of the existing 4 arm Ash Lane Junction. This additional link will require a major upgrade of the existing layout and operation of the already heavily trafficked junction.

This junction crosses the Cushlough River, which passes beneath the road in a culvert. Some slight adjustments will be required at this culvert to accommodate the alterations to the junction.

### R286 Junction

The proposed link roads will connect at the existing R286 Dromahair Road / Short Walk Junction, forming the fourth arm of this junction. To accommodate the additional traffic and improve pedestrian and cycle facilities it is proposed to signalise this junction, and to realign Short Walk to meet the R286 at closer to 90 degrees and also directly opposite the proposed link road.

### Proposed Garvoge Bridge

The proposed bridge spans the Garvoge River with a landmark structure at the narrowest crossing point of the river system before it widens out to the west at Lough Gill. The area represents the final and most easterly link between north and south of Sligo city and county and of the hinterland beyond, thus providing the prospect of an important symbolic gateway to mark this threshold and calling for a bridge of appropriate scale and status.

The height of the bridge over the river has been set at a level so as to ensure a minimum headroom of 3 metres over the existing riverside promenade/walkway which is at approximately 5.2 metres AOD on the south side and to provide an envelope of 6.59 metres AOD over centre of channel for anglers and small vessels. The overall span from face of abutment to face of abutment is approximately 64 metres.

### Southern Link Road

On the south side of the bridge a 3-arm roundabout with a 33 metre ICD will be positioned at a level of approximately 4 metres above the existing Riverside road level or 1 metre below the access road level in front of Garvoge Villas. The arm on the west side of the roundabout ramps down to connect with Riverside while the other arm continues southeast to tie in with Doorly Park estate adjacent Martin Savage Terrace and onto Cranmore Road.



**Riverside**

From the roundabout on the southern side of the proposed bridge the connection to Riverside will quickly tie into the existing road and will have a reduced cross section that includes a 7 metres wide carriageway with on-road advisory cycle lanes plus two 2m wide footpaths either side. The existing retaining wall between Riverside and Garvoge Villas will largely remain, and it is proposed to construct a retaining wall between the tie in road and the riverside walkway to minimise the impact on the riverside walkway. Additionally the Garvoge Villas Access will be maintained however the raised Riverside road will flatten out the existing very steep down gradient approach. These tie-in roads will have a maximum gradient of 5.5%.

**Doorly Park / Cranmore Road Tie-ins**

The existing section of road at Doorly Park adjacent Martin Savage Terrace, Cranmore Road between Lidl's access and Doorly Park Road, are to be widened to accommodate the increase in traffic volumes plus maintain the on street parking for the residents, the road cross sections will vary but will typically include 3.0 - 3.5 metres wide traffic lanes including 1.25m wide advisory cycle lanes and footpaths either side. This road widening can be achieved within the existing road boundaries by widening into the grassed verges with the exception of Cranmore Road, where land acquisition will be required on the south side between the Doorly Park Road and Lidl's access.



The tie-in road between the overbridge and Doorly Park / Martin Savage Terrace estates will include a signalised pedestrian crossing adjacent the existing local shop and relocated bus stop. Access to all side roads will be maintained and will include traffic calming measures.



The existing priority junction between Cranmore Road and Doorly Park estate road adjacent Martin Savage Terrace is to be upgraded to a signalised junction which will include pedestrian crossings on all three sides.

The Doorly Park Road and Cranmore Road Junction is to become a mini roundabout to act as a traffic calming measure and direct traffic to the Doorly Park / Martin Savage Terrace link to the overbridge, away from the section of Doorly Park Road further north, as this section is to become a cul-de-sac at its intersection with Riverside. This cul-de-sac will include access to a replacement slipway and parking area.

**Costs**

	Year					Total €
	Pre 2007 €	2007 €	2008 €	2009 €	2010 €	
<b>Expenditure</b>						
Payments to Main Contractor			340,500	7,850,000	11,464,811	19,655,311
Consultants Fees / Project Mgt		728,055	1,219,884	1,101,153	721,056	3,770,148
Legal Fees			500,000	175,000		675,000
Specialist Fees			2,736,950	1,348,050		4,085,000
Land Acquisition			3,000,000	3,000,000		6,000,000
Miscellaneous		9,928				9,928
<b>Total Expenditure</b>	<b>0</b>	<b>737,982</b>	<b>7,797,334</b>	<b>13,474,203</b>	<b>12,185,867</b>	<b>34,195,386</b>
<b>Income</b>						
Gateway Innovation Fund			2,323,667	5,162,101	5,992,934	13,478,702
Other Government Funding		450,339	550,000	3,500,000	1,500,000	6,000,339
Sligo Local Authorities - Revenue				7,000,000		0
Sligo Local Authorities - Capital					7,716,346	14,716,346
Private Investment						0
<b>Total Income</b>	<b>0</b>	<b>450,339</b>	<b>2,873,667</b>	<b>15,662,101</b>	<b>15,209,280</b>	<b>34,195,387</b>
<b>Balance</b>	<b>0</b>	<b>287,644</b>	<b>4,923,667</b>	<b>-2,187,898</b>	<b>-3,023,413</b>	<b>0</b>

Sligo Borough Council procured consultants and commenced preliminary planning and design for the scheme in 2006. Sligo County Council did not have any commitment to funding the scheme from any agency and commenced the planning process at its own cost with a view to recovering costs incurred if commitment was later received to fund the scheme.

In late 2006 Sligo Local Authorities applied to the Department of Transport Non-National Roads Division (then DEHLG) for funding in the 2007 scheme of Non-National Roads Grants for the scheme. The DOT made a grant of 350,000 in 2007 towards the planning and preliminary design of the scheme.

**Collaboration**

An extensive programme of consultation has been undertaken in the development of this project. The following groups have been involved in the process and will continue to work in partnership with Sligo Local Authorities to deliver the project:

- Department of Transport
- Landowners
- Resident Associations Doorly Park/Martin Savage Tce
- Cranmore Regeneration/Cranmore Co-operative Committee
- Sligo Borough Council Parks Department
- Sligo Borough Council Housing Department
- Recreational Users of Garvoge River/Lough Gill
- Bus Eireann
- Existing commercial and business interests north and south of the river.

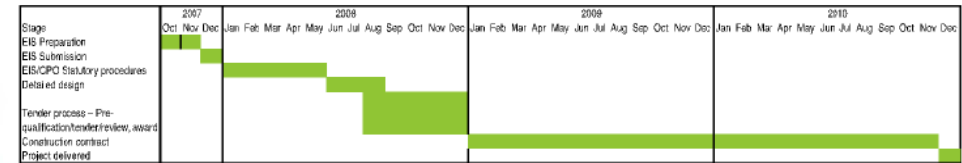


## Risk Analysis

Severity Scale	Risk of Occurrence	Risk Response
5 Very Severe	5 Definitely will occur	<b>Avoidance:</b> Consequences are avoided by changing the project Plan.
4 Severe	4 High risk of occurrence	<b>Transfer:</b> Transfer the consequences ownership and responsibility of the risk to a third party.
3 Moderate	3 Moderate possibility of occurrence	<b>Mitigation:</b> Reduction of the probability and/or severity of a risk to an acceptable threshold.
2 Small impact	2 Small possibility	<b>Acceptance:</b> Accepting the consequences of the risk by developing a contingency plan or by accepting the impact of the risk
1 Little or no impact on the project	1 Unlikely possibility of occurrence	

Priority	Risk Description	Severity	RoC	Risk Score	Risk Response	Risk response	Severity	RoC	Risk Score
	Insufficient Funding	5	3	15	All available funding strands pursued and utilised to establish sufficient funding for the project.	Mitigation	5	2	10
	Lack of coordinated funding package	5	3	15	Coordination with funding strands/agencies to ensure coordinated funding package developed.	Mitigation	5	2	10
	Planning	5	3	15	EIS/CPO Procedure required. EIS to be submitted to A&P before end of 2007. Decision expected by mid 2008. High level of advance public consultation, Pre Planning Consultation and high quality Design and analysis.	Mitigation	5	1	5
	Cooperation of landowners	5	4		Meetings and advance consultations to take place with major landowners.	Mitigation	5	2	10
	Public Consultation process. Local public debate may be necessary on details of scheme.	4	5		Advance public consultations have taken place and are ongoing in order to inform preliminary scheme design and EIS.	Mitigation	4	2	8
	Insufficient internal resources to progress scheme	5	3	1	Management structure to be put in place to optimise resources and output of scheme.	Mitigation	5	1	5
	Procurement process	4	3	12	Procurement process to strictly follow EU and Irish Government Directives.	Mitigation	4	1	4
	Cost Over-Runs	4	4	16	Introduction of fixed price Contract.	Transfer	4	1	4
	Quality of Contractor(s)	5	3	15	Pre qualification Process for Contractors.	Mitigation	5	1	5
	Delay due to poor ground conditions/unforeseen conditions	4	4	16	Extensive site investigations. Appropriate risk transfer to contractor.	Mitigation	4	1	4
	Quality of pre-contract information from Utilities	4	3	12	Extensive Consultation with Service Utilities.	Mitigation	4	1	4
	Archaeological Finds	4	3	12	Advance archaeological studies have been carried out to identify sites of Archaeological Potential. Advance Archaeological excavations prior to main contract proposed to resolve any known or unknown archaeological features.	Mitigation	4	1	4

## Programme



## Potential for private investment

Landowners especially on North side, Potential to become partners in scheme possible land dedication,

## Project Management

Refer to Page 18.

## Conclusion

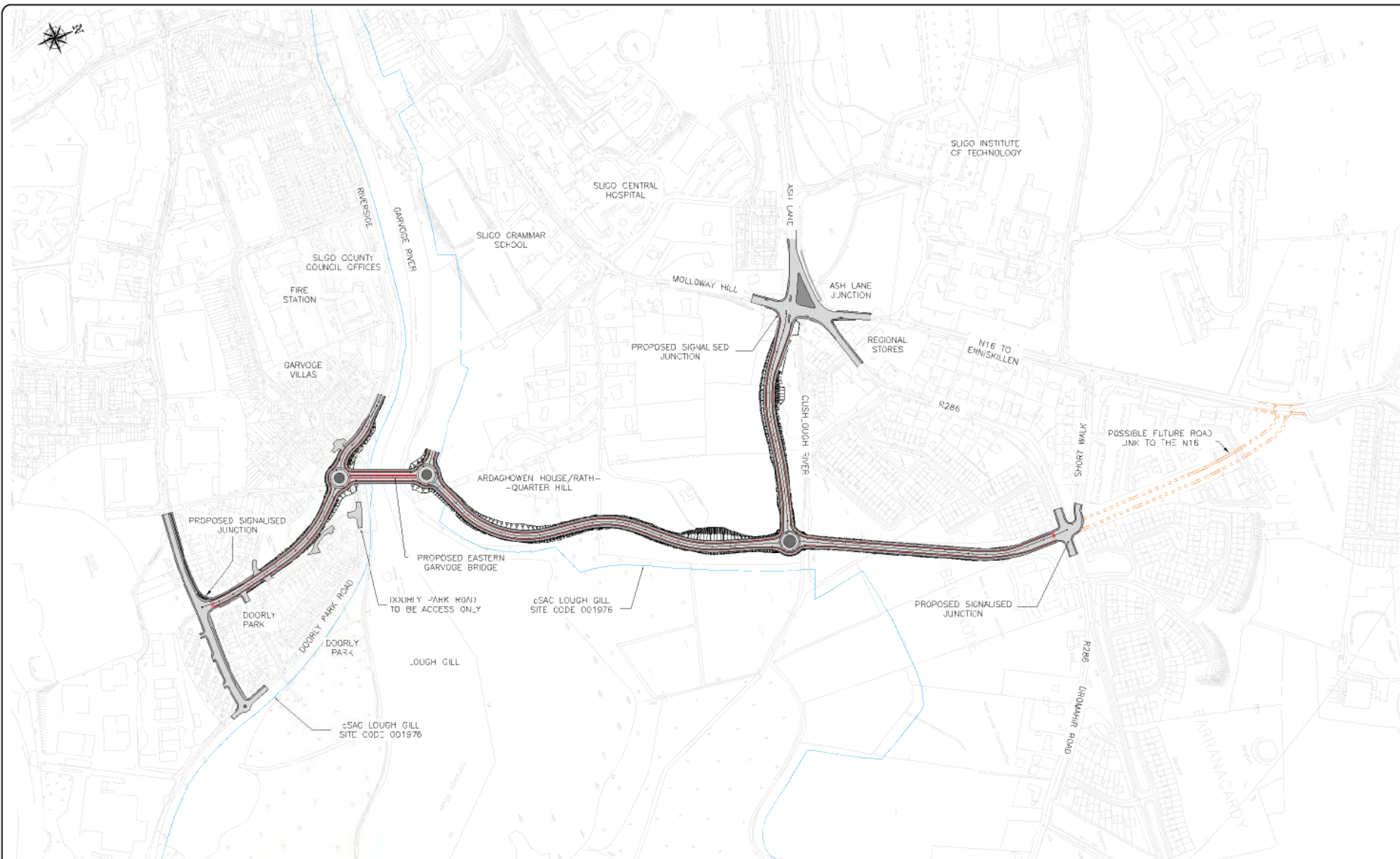
The Eastern Garvoge Bridge and approach roads is an integral part of the delivery of further commercial, residential and business activity on the eastern side of Sligo City. In particular:

- The proposed scheme has been designed to open up access to lands on the immediate North bank of the River Garvoge and will assist in the development of these lands.
- Sligo Local Authorities have recently completed the Hazelwood-Bellanode Local Area Plan along the North bank of the River Garvoge. This plan has the potential to provide 6,600 additional residents. As well as residential the plan includes areas of business zoned lands.
- Further north the North Fringe Local Area Plan which is currently at draft stage will provide zoning for lands as commercial, business and residential and can provide for 5,800 additional residents. This plan also includes significant areas of business zoned lands.
- The provision of this scheme is essential to the regeneration of the Cranmore/Cleveragh area and in particular to the achievement of the Cranmore Regeneration Plan and to the development of the Sligo Racecourse area.
- The scheme will compliment the delivery of the Cleveragh Regional Park and will improve access to the park especially for residents on the North side of Sligo City.
- Access will be improved to existing health and education facilities to the North of the River including Sligo General Hospital and associated Health Service Executive facilities, Sligo Institute of Technology, FAS Training Centre and will assist in the further development of these facilities. On the South side of the river access will be improved to Sligo County Council Headquarters, to the Government Offices in Cranmore (Revenue, Social welfare etc). Land will be available for the further development of similar facilities on the east side of Sligo City which will require to be serviced by this bridge and road.
- Access will also be improved to existing commercial and business facilities on the North and South banks of the river including Abbott Pharma, Hospira Medical Products, Cleveragh Business Park, Clarion Hotel and encourage the retention and further development of these existing facilities and the development of similar new facilities.
- The scheme will also improve access to the new Cleveragh Retail and Business Park, and to existing retail outlets on the South bank such as Dunnes Stores (which was recently refurbished) and to Lidl. Further edge of centre retail developments are likely in the future and some are at planning application stage.
- The proposed link roads are generally designed in accordance with the NRA Design Manual for Roads and Bridges with a design speed of 60kph.



# Appendix 1.1: Eastern Garvoge Bridge and Approach Roads

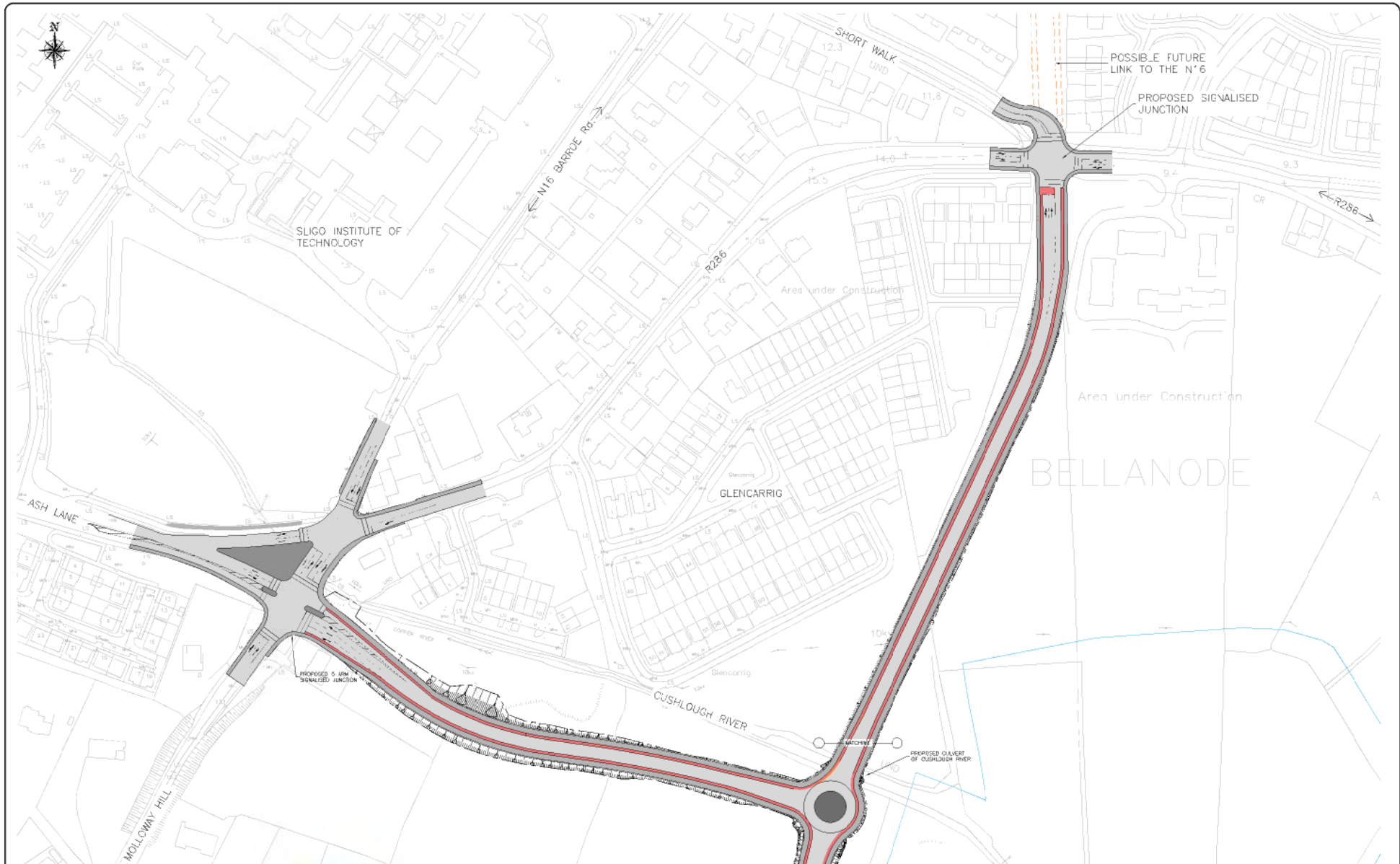
Appendix 1





 <p>SLIGO BOROUGH COUNCIL CITY HALL SLIGO</p> <p>TELEPHONE: 071 9142141, 9142142 FAX: 071-914208 E-MAIL: info@sligo.gov.ie</p>	<table border="1"> <thead> <tr> <th>No.</th> <th>Revision</th> <th>Date</th> <th>By</th> <th>Check</th> <th>App'd</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	No.	Revision	Date	By	Check	App'd							<p><b>Roughan &amp; O'Donovan</b> Consulting Engineers Civil - Structures - Transportation - Environmental</p> <p>Arena House, Arena Road, Sainsford, Dublin 15. Tel: +353 1 294 0800 Fax: +353 1 294 0820 e-mail: info@roco.ie www.roughanodonovan.com</p>	<p>Project Title: <b>EASTERN GARVOGE BRIDGE</b></p>	
		No.	Revision	Date	By	Check	App'd									
<table border="1"> <thead> <tr> <th>Design</th> <th>Check</th> <th>Appr'd</th> <th>Stage</th> </tr> </thead> <tbody> <tr> <td>JG</td> <td>GMG</td> <td>SMG</td> <td>PRELIMINARY</td> </tr> </tbody> </table>	Design	Check	Appr'd	Stage	JG	GMG	SMG	PRELIMINARY	<p>Drawing Title: <b>PREFERRED ROUTE OPTION</b></p>							
Design	Check	Appr'd	Stage													
JG	GMG	SMG	PRELIMINARY													
<p>Client: AHE Scale: 1:2500</p>		<p>Job No: 06104 Date: APR 07</p>		<p>Drawing No: <b>FIG 6</b> Sheet: <b>A</b></p>												

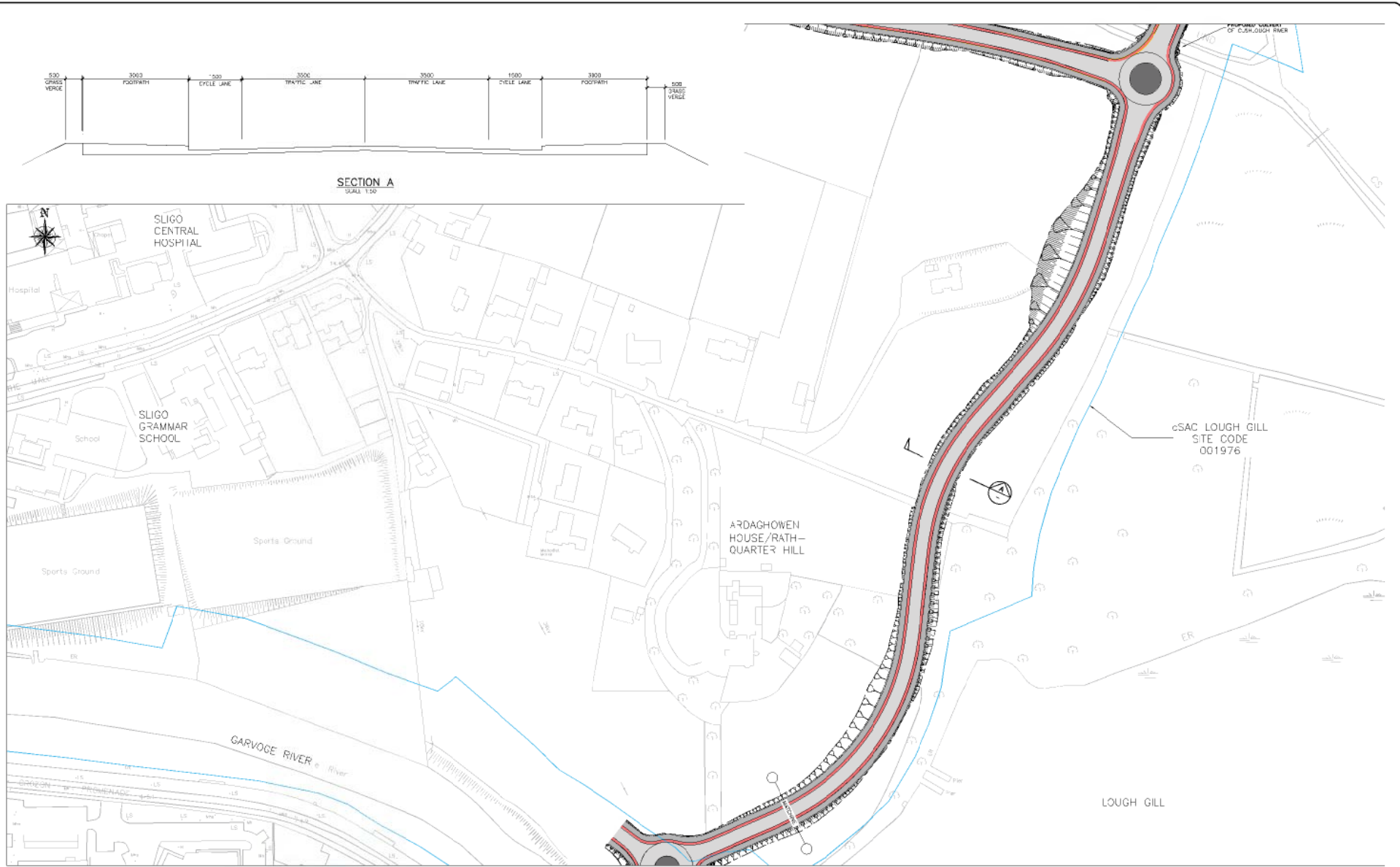
DO NOT SCALE USE FIGURED DIMENSIONS ONLY






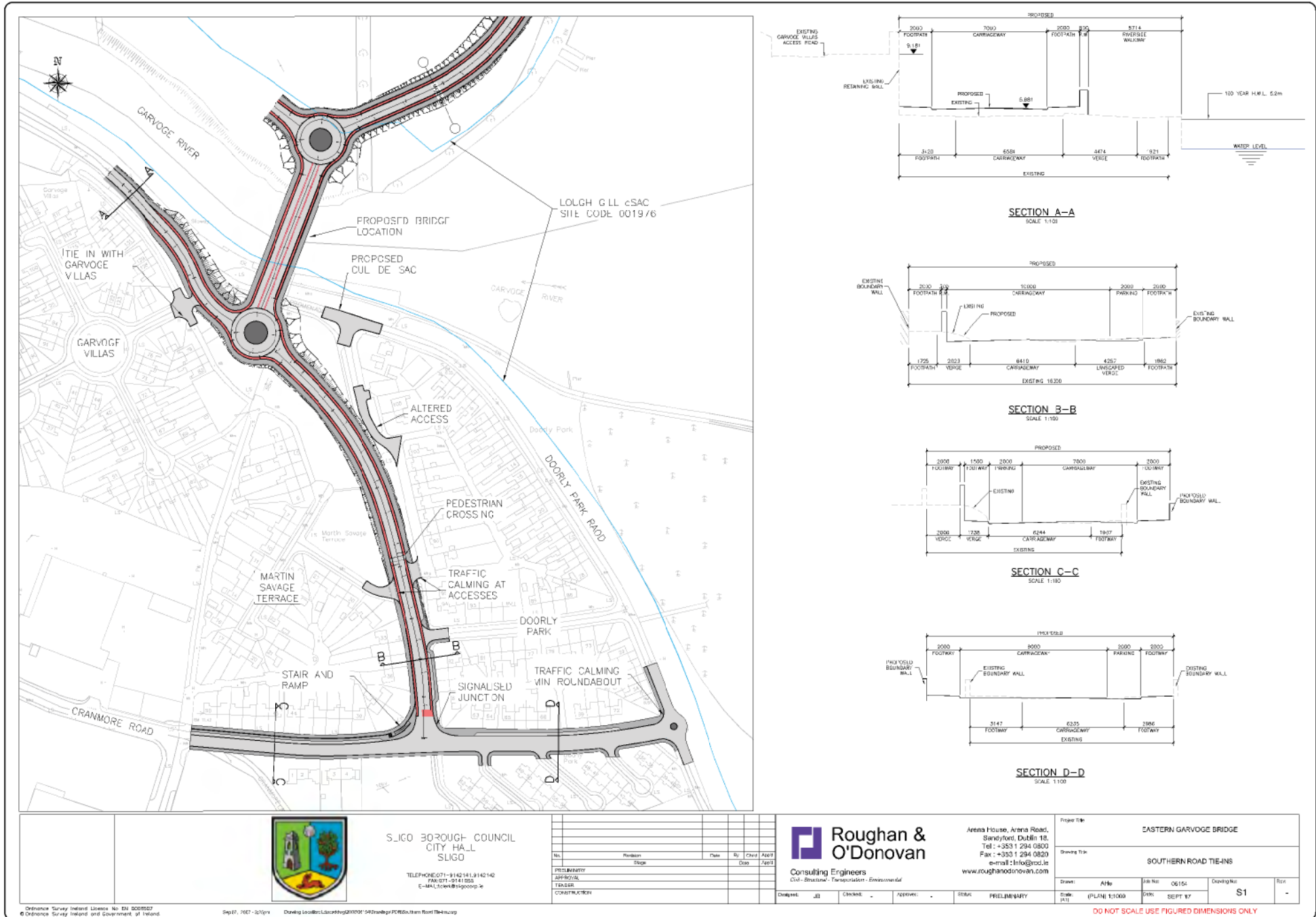
	<p><b>SLIGO BOROUGH COUNCIL CITY HALL SLIGO</b></p> <p>TELEPHONE: 071-914214 FAX: 071-9141055 E-MAIL: <a href="mailto:info@sligo.ie">info@sligo.ie</a></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>No.</th> <th>Revision</th> <th>Date</th> <th>By</th> <th>Check</th> <th>Appr'd</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	No.	Revision	Date	By	Check	Appr'd							 <p><b>Roughan &amp; O'Donovan</b></p> <p>Consulting Engineers Civil, Structural, Transportation, Environmental</p> <p>Design: JB    Checked: -    Approved: -    Status: PRELIMINARY</p>	<p>Arena House, Arena Road, Sandyford, Dublin 18. Tel: +353 1 294 0800 Fax: +353 1 294 0820 e-mail: <a href="mailto:info@rod.ie">info@rod.ie</a> <a href="http://www.roughanodonovan.com">www.roughanodonovan.com</a></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="2">Project Title:</td> <td colspan="2">EASTERN GARVOGE BRIDGE</td> </tr> <tr> <td colspan="2">Drawing Title:</td> <td colspan="2">NORTHERN ROAD TIE-INS SHEET 2 OF 2</td> </tr> <tr> <td>Drawn: JH</td> <td>Rev No: 05154</td> <td>Drawn by: S3</td> <td>Rev: -</td> </tr> <tr> <td>Scale: 1:1000</td> <td>Date: MAY '07</td> <td colspan="2"> </td> </tr> </table>	Project Title:		EASTERN GARVOGE BRIDGE		Drawing Title:		NORTHERN ROAD TIE-INS SHEET 2 OF 2		Drawn: JH	Rev No: 05154	Drawn by: S3	Rev: -	Scale: 1:1000	Date: MAY '07		
No.	Revision	Date	By	Check	Appr'd																												
Project Title:		EASTERN GARVOGE BRIDGE																															
Drawing Title:		NORTHERN ROAD TIE-INS SHEET 2 OF 2																															
Drawn: JH	Rev No: 05154	Drawn by: S3	Rev: -																														
Scale: 1:1000	Date: MAY '07																																
<p><small>Ordnance Survey Ireland Licence No. 01/005507 © Ordnance Survey Ireland and Government of Ireland</small></p>						<p><small>DO NOT SCALE. USE FIGURED DIMENSIONS ONLY</small></p>																											





 <p><b>SLIGO BOROUGH COUNCIL</b> CITY HALL SLIGO</p> <p>TELEPHONE 071-9142141 9142142 FAX 071-914206 E-MAIL info@sligo.gov.ie</p>	<p><b>Roughan &amp; O'Donovan</b></p> <p>Consulting Engineers Civil · Structural · Transportation · Environmental</p> <p>Arena House, Arena Road, Sandyford, Dublin 18. Tel : +353 1 294 0890 Fax : +353 1 294 0820 e-mail : info@roco.ie www.roughanodonovan.com</p>	<p>Project Title: <b>EASTERN GARVOGE BRIDGE</b></p> <p>Drawing Title: <b>NORTHERN ROAD TIE-INS SHEET 1 OF 2</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td>Client: Arife</td> <td>Job No: 06154</td> <td>Drawing No: S2</td> <td>Rev: A</td> </tr> <tr> <td>Scale: 1:1000</td> <td>Date: MAY 07</td> <td></td> <td></td> </tr> </table>	Client: Arife	Job No: 06154	Drawing No: S2	Rev: A	Scale: 1:1000	Date: MAY 07		
	Client: Arife	Job No: 06154	Drawing No: S2	Rev: A						
Scale: 1:1000	Date: MAY 07									
<p>Drawn: JG</p>	Checked: SMC	Approved: SMC	Status: PRELIMINARY							

DO NOT SCALE USE FIGURED DIMENSIONS ONLY



<p>SLIGO BOROUGH COUNCIL CITY HALL SLIGO</p> <p>TELEPHONE: 071-914218 / 9142142 FAX: 071-9141003 E-MAIL: sligo@sligo.ie</p>	<table border="1"> <tr> <th>No.</th> <th>Revision</th> <th>Date</th> <th>By</th> <th>Check</th> <th>Appr</th> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </table>	No.	Revision	Date	By	Check	Appr							<p><b>Roughan &amp; O'Donovan</b> Consulting Engineers Civil, Structural, Transportation, Environmental</p> <p>Arena House, Arena Road, Shenlyford, Dublin 18. Tel: +353 1 294 0800 Fax: +353 1 294 0820 e-mail: info@rod.ie www.roughanodonovan.com</p>	Project Title: EASTERN GARVOGE BRIDGE Drawing Title: SOUTHERN ROAD TIE-INS
		No.	Revision	Date	By	Check	Appr								
Design: JB    Check: -    Approve: -    Scale: PRELIMINARY Date: 11/10/06    Date: SEPT 07	Drawn: A/Hp    Job No: 06154    Drawing No: S1 Scale: (PLAN) 1:1000    Date: SEPT 07														

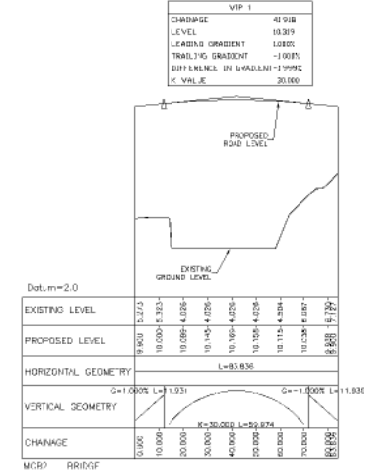
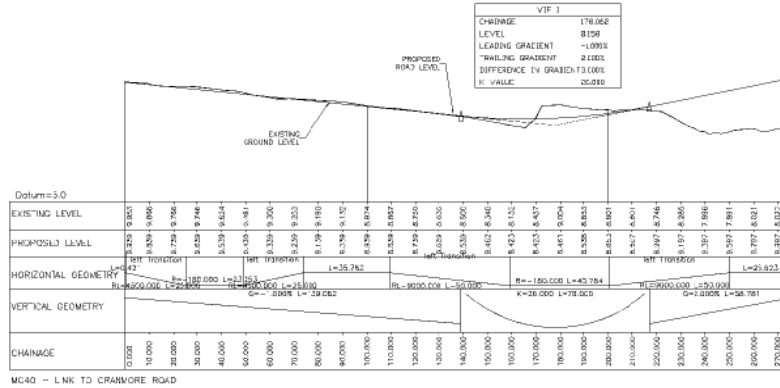
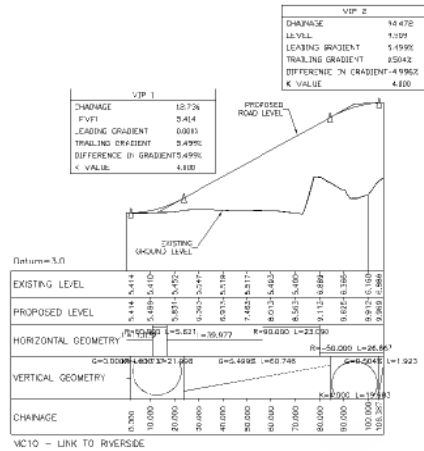
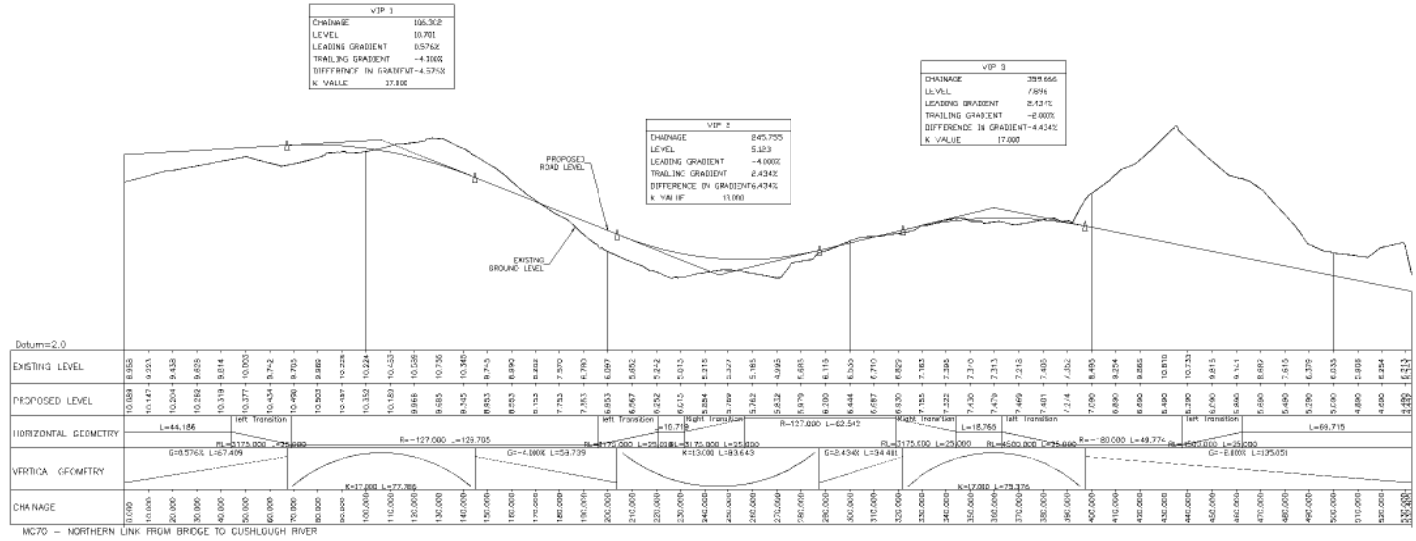
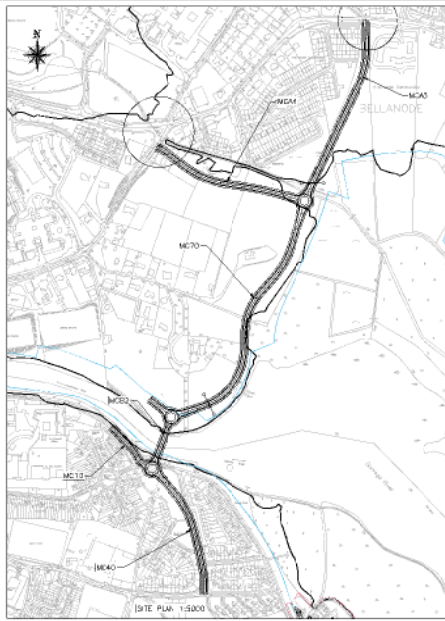
© Ordnance Survey Ireland License No EN 0005507    © Ordnance Survey Ireland and Government of Ireland    Sep 07, 2007-07/09    Drawing Location: L:\Drawing\2007\07154\Drawings\PC\RDG\Plan Road Tie-Ins.dwg

DO NOT SCALE USE FIGURED DIMENSIONS ONLY



# Appendix 1.1: Eastern Garvoge Bridge and Approach Roads

Appendix 1

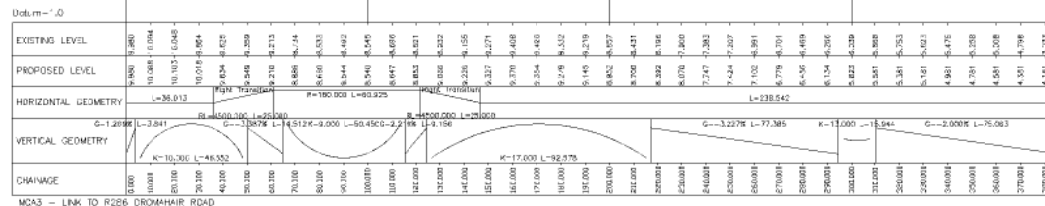
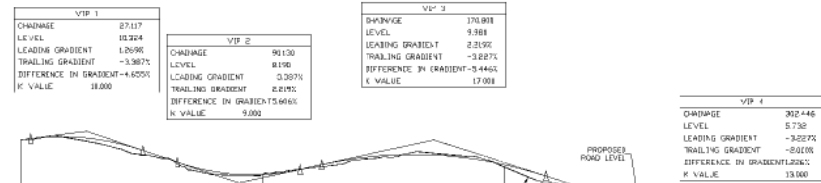
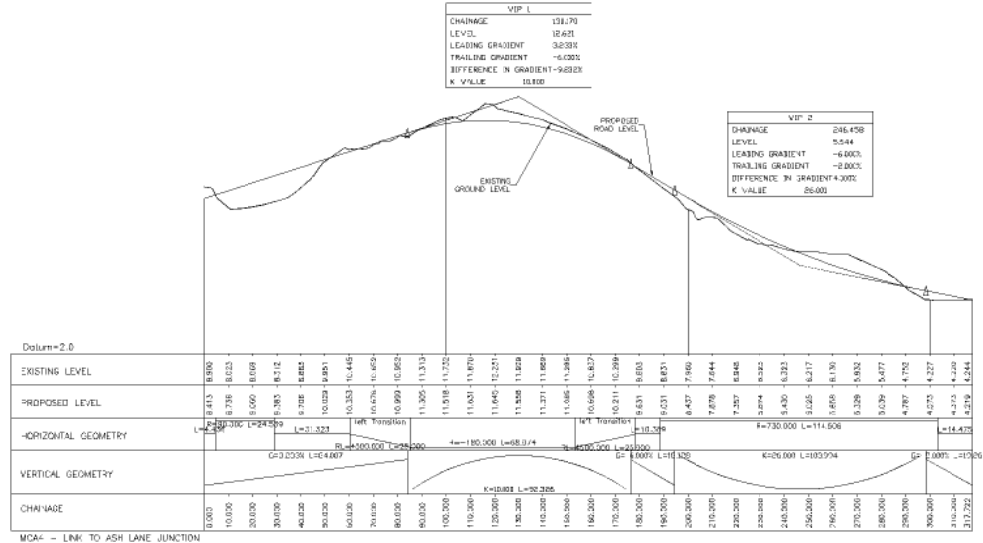
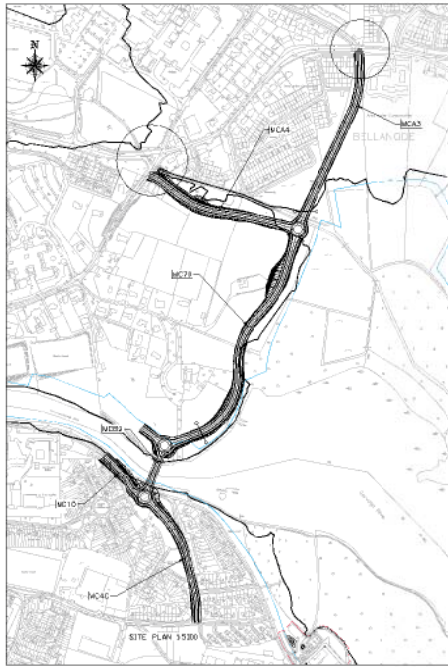


<p>SLIGO BOROUGH COUNCIL CITY HALL SLIGO</p> <p>TELEPHONE: 071-914214, 9142142 FAX: 071-914203 E-MAIL: info@sligo.gov.ie</p>	<table border="1"> <thead> <tr> <th>No.</th> <th>Revision</th> <th>Date</th> <th>By</th> <th>Check</th> <th>Appr</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Stage</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	No.	Revision	Date	By	Check	Appr	1	Stage					<p><b>Roughan &amp; O'Donovan</b> Consulting Engineers Civil, Structural, Transportation, Environmental</p> <p>Arena House, Arena Road, Sandyford, Dublin 15. Tel: +353 1 294 0800 Fax: +353 1 294 0820 e-mail: info@roo.ie www.roughanodonovan.com</p>	<p>Project No: EASTERN GARVOGE BRIDGE</p> <p>Drawing No: PROPOSED LINK ROADS VERTICAL ALIGNMENT SHEET 1 OF 2</p>
		No.	Revision	Date	By	Check	Appr								
1	Stage														
<p>Drawn: JMK Scale: 0/1</p> <p>Checked: - Date: 06/15/07</p> <p>Approved: - Date: 06/15/07</p> <p>Status: PRELIMINARY</p>	<p>Job No: 06154 Date: 06/07</p> <p>Drawing No: LS-001</p> <p>Rev: -</p>														

Trinomics Survey Ireland Licence No CN 002602  
© Ordnance Survey 1980-2007 Government of Ireland

Sligo 097 297 4279  
2nd Floor, Liscannore, Sligo, Co. SLigo, N. Ireland

DO NOT SCALE USE FIGURED DIMENSIONS ONLY



SLIGO BOROUGH COUNCIL  
CITY HALL  
SLIGO

TELEPHONE: 071-914214 / 9142140  
FAX: 071-9141003  
E-MAIL: sligo@sligo.ie

**Roughan & O'Donovan**

Consulting Engineers  
Civil, Structural, Transportation, Environmental

Project Title: EASTERN GARVOGE BRIDGE

Drawing Title: PROPOSED LINK ROADS VERTICAL ALIGNMENT 2 OF 2

Drawn: JMK / AB GH/DWN / H11  
Scale: 1:1

Checked: - / Approved: - / Date: -

Project No: 06154  
Date: AUG 17

Sheet No: LS-002

Project Title: EASTERN GARVOGE BRIDGE

Drawing Title: PROPOSED LINK ROADS VERTICAL ALIGNMENT 2 OF 2

Drawn: JMK / AB GH/DWN / H11

Scale: 1:1

Project No: 06154  
Date: AUG 17

Sheet No: LS-002

Project Title: EASTERN GARVOGE BRIDGE

Drawing Title: PROPOSED LINK ROADS VERTICAL ALIGNMENT 2 OF 2

Drawn: JMK / AB GH/DWN / H11

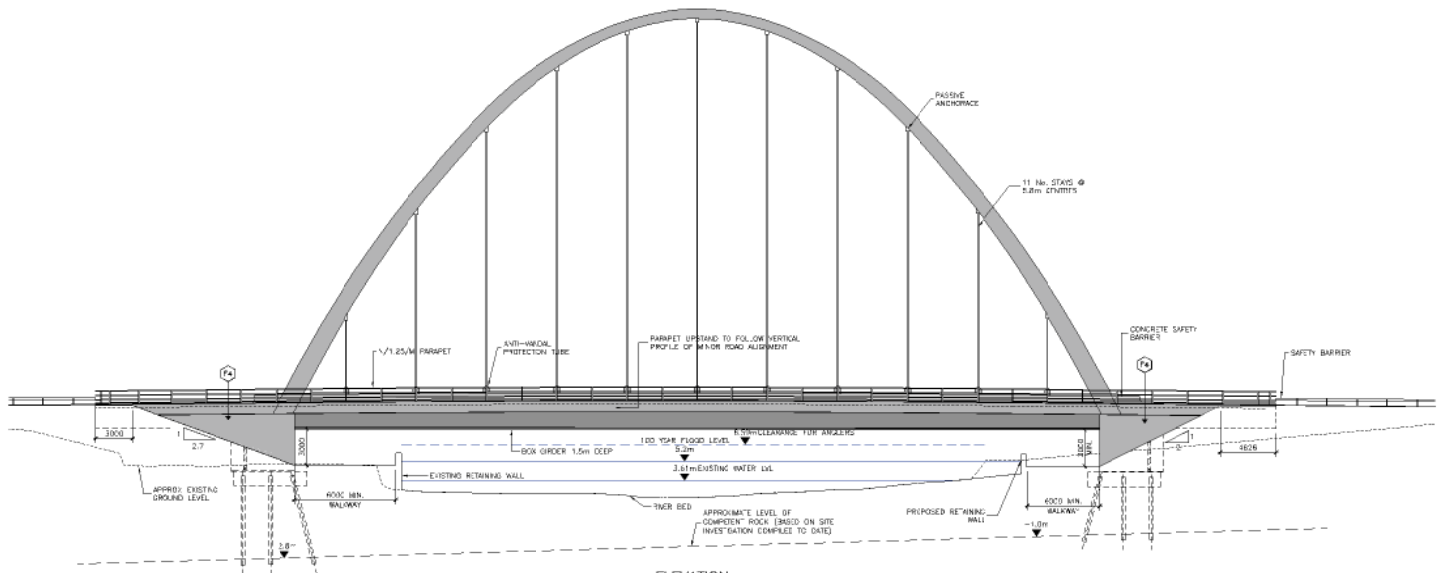
Scale: 1:1

Project No: 06154  
Date: AUG 17

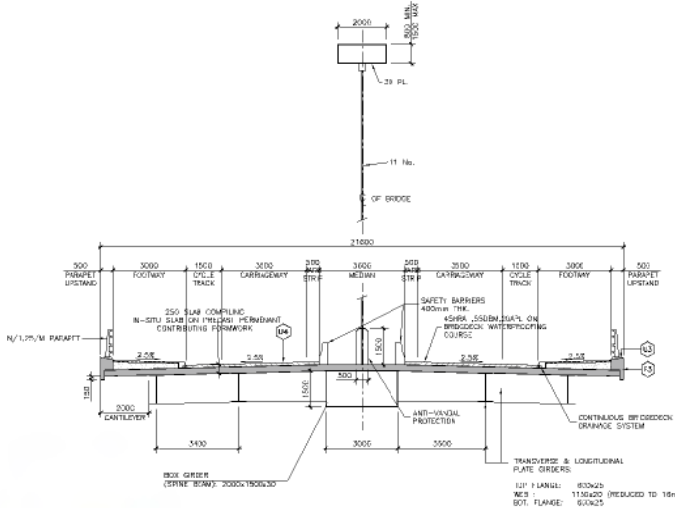
Sheet No: LS-002

© Ordnance Survey Ireland License No EN 0005507  
© Ordnance Survey Ireland and Government of Ireland  
Sep 04, 2007 - 4:00 PM  
Drawing Location: L:\cadd\hwy\201001\548\dwg\p06LS002.dwg

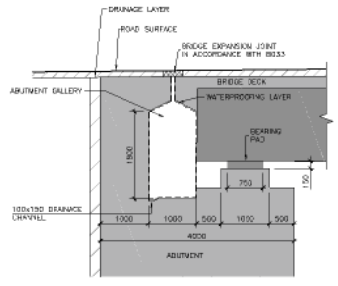




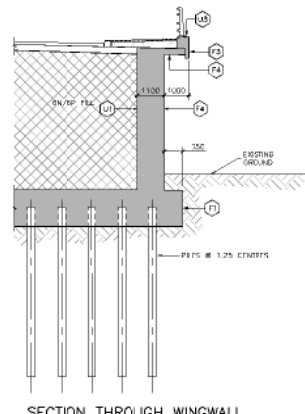
ELEVATION  
AT SCALE 1:250  
A3 SCALE 1:500



DECK CROSS SECTION  
AT SCALE 1:100  
A3 SCALE 1:200



JOINT DETAIL A  
AT SCALE 1:50  
A3 SCALE 1:100



SECTION THROUGH WINGWALL  
AT SCALE 1:100  
A3 SCALE 1:200

- NOTES**
- ALL CO-ORDINATES ARE TO NATIONAL GRID.
  - ALL LEVELS ARE TO MAIN ROAD.
- F** DENOTES - CLASS OF FORMED CONCRETE FINISH
- U** DENOTES - CLASS OF UNFORMED CONCRETE FINISH



SLIGO BOROUGH COUNCIL  
CITY HALL  
SLIGO

TELEPHONE 071 9142141, 9142142  
FAX 071 9141056  
E-MAIL info@sligo.gov.ie

Rev.	Description	Date	By	Check	App'd
1	PRELIMINARY APPROVAL				
2	REVISION				
3	CONSTRUCTION				

**Roughan & O'Donovan**  
Consulting Engineers  
Civil, Structural, Transportation, Environmental

Arena House, Arena Road,  
Sandyford, Dublin 15.  
Tel: +353 1 294 0800  
Fax: +353 1 294 0820  
e-mail: info@roc.ie  
www.roughanodonovan.com

Project Title	EASTERN GARVOGE BRIDGE			
Drawing Title	GENERAL ARRANGEMENT SHEET 2 OF 2			
Client	APR	Job No.	06154	Sheet No.
Scale	AS SHOWN	Date	SEPT 07	06154-GAR-003B
Drawn		Rev		

DO NOT SCALE USE FIGURED DIMENSIONS ONLY

© Engineers Survey Ireland License No EN 0066027  
© Engineers Survey Ireland and Government of Ireland.  
Nov 01 2007 - 2:01pm  
Drawing created: L:\projects\0305091540\subproj\Structure1\_PDR\001\GAGAR003B.dwg

# Enhancement of O'Connell Street

## Executive Summary



Sligo Local Authorities have a vision for Sligo; that of a compact city, a city for people, an accessible city, a green city, an enterprising city, a creative city.

The urban core of that city is to be a place of safety and human scale, free of the barriers created by traffic congestion and delivered back to the pedestrian in such a way that provides sustainable streets and places, that provide a balance between the demands of commercial realities and

the need for calmed places for people to meet, carry out their business affairs and avail of the amenity that civic places, squares, and greens can provide.

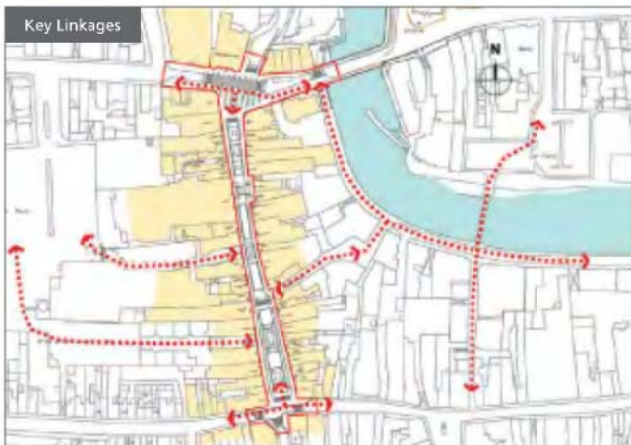
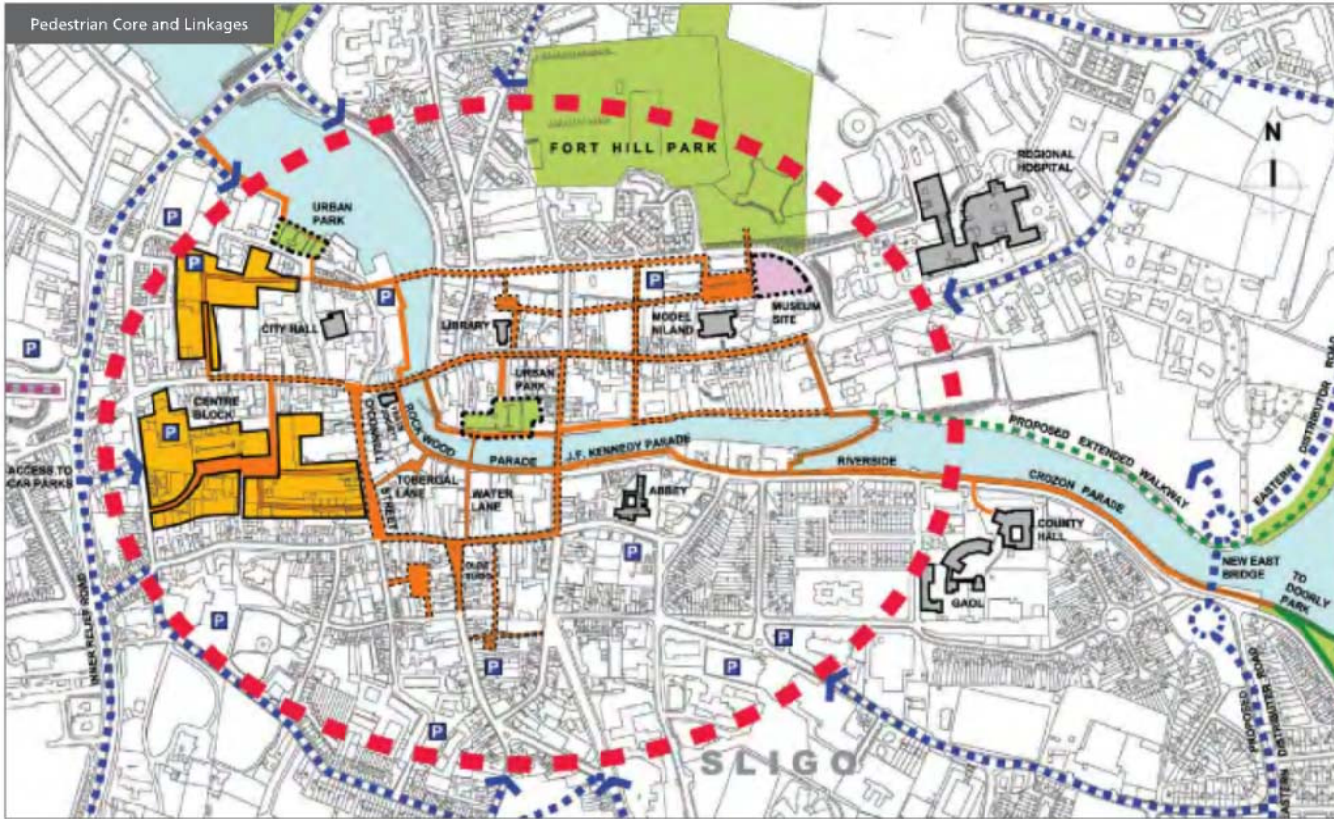
Pedestrianisation and Urban Enhancement are key tools in the delivery of this vision and are pillars to the Gateway vision that is enshrined in the Sligo and Environs Development Plan 2004-2010.



Much has been achieved along the banks of the Garvoge river where the amenity value of the flowing river has been captured in a balance between commercial enterprise and it's recreational potential. Much is planned and is being delivered in the new commercial quarter to the west of O'Connell Street in the Wine Street Centre Block Development. The first phase, that of Johnston Court shopping complex has just opened. An Bord Pleanála has granted permission to two further major elements of the Centre Block Masterplan and a fourth element is currently going through the planning process.

Combined, these commercial projects will generate a new pedestrianised civic square around which new residential, retail and recreational opportunity will be enjoyed. The square will be connected by pedestrian linkages to the existing urban core, via O'Connell Street.

The connection of key civic places and spaces already created at riverside, to those to be provided in the Centre Block Masterplan, is completed by the pedestrianisation of O'Connell Street. An internal, glazed atrium shopping galleria has been provided in the Johnston Court Development to the West of O'Connell Street and forms a strong linkage to the newly pedestrianised street. The enhancement of O'Connell Street, Sligo's premier street, will provide a calmed place that will allow shoppers, visitors, and residents of the city core to enjoy the restaurants, public houses, shops and facilities that the street has to offer, in a safe and human environment. O'Connell St was formerly a heavily trafficked street that acted as a barrier to the ebb and flow of pedestrian movements to the riverside precinct, this barrier has now been removed. The completion of the O'Connell Street Enhancement project will provide a strong safe civic statement that grounds the city core to the idea of a people centred environment consistent with our city vision, allowing the cut and thrust of human exchange to flourish.





## Policy Principles and Approach

Sligo Local Authorities are committed to an urban strategy (embedded in the Sligo and Environs Development Plan 2004-2010) that focuses on the enhancement and quality of its' urban core. Specific transportation strategies and objectives – such as the Inner Relief Road to the west and the projected Eastern Distributor Road to the east with its' associated East Bridge – have created the basis for a traffic calmed network of streets that will have been, in effect, returned to the pedestrian.

The enhancement strategy has a central theme: that of recognizing the value of the amenity of the Garvoge River and the necklace of linkages that connect to the river. These can take the form of streets, lanes and bridges or key cultural, amenity, historic or administrative buildings such as the Yeats Society, County Library, Gaol, and County Council and recreational amenity of Doorley Park and the Cleveragh Demese.

Sligo Local Authorities have delivered an enhanced riverside precinct through proactive interventions and framework planning that has opened up, heretofore, inaccessible and underdeveloped riverside frontage at Rockwood Parade and have continued this theme by significant enhancement of JF Kennedy Parade, Riverside, Crozon Parade and Doorley Park. Linkages have been provided by the provision of a footbridge at the intersection of Rockwood Parade and Waterlane. This bridge connects the core of Olde Sligo at Market Cross via the pedestrianised Waterlane to the North Bank of the river at Stephen Street car park (which is used an organic market at weekends) to Sligo County Library at Stephen Street. The North bank of the river has been paved and made accessible with a pedestrian link being provided from Hyde Bridge to the 1682 New Bridge at Bridge Street. The Retail Market has responded to these interventions by its decision to locate cafes, bars, and restaurants as well as residential and retail outlets in this area yielding a vibrant and attractive mix of uses that contribute to a living and sustainable urban core. The area is now used for street festivals promoted by the Local Authorities Arts office, street markets, and community groups.

Sligo & Environs Development Plan 2004-2010 together with the Wine Street Centre Block Masterplan has a vision whereby a new Shopping precinct will be delivered on an existing surface car park and brown field sites owned by SBC and private interests. The Masterplan strategy sees the provision of multi-story car parks with direct access to the Inner Relief road. Ease of access for vehicular traffic is achieved by maintaining and collecting vehicular traffic at and from the periphery of the urban core, and allowing the development of new pedestrian precincts, that connect via two existing arteries directly to O'Connell Street, Sligo's premier Street.

The existing pedestrian achievements along Rockwood Parade, Water Lane and Tobergal Lane have provided pedestrian links to O'Connell Street. However, the heavy flow from south to north through O'Connell Street has created a traffic dominated barrier to the enhanced pedestrian flows between the river, the existing city core, and the proposed Wine Street Centre block masterplan developments.

The closure of O'Connell Street to vehicular traffic, while controversial initially has proven to be a success from both the pedestrian and traders perspective to the point where there are now high expectations for the immediate enhancement of O'Connell Street to complete the process.



Aerial View of Sligo's core



O'Connell Street (turn of 20th century)



Aerial View of Centre Block



O'Connell Street 2007



JFK Parade



Rockwood Parade



Centre Block Master Plan



Vision of Centre Block Pedestrianisation





O'Connell Street: Sligo's premier shopping street



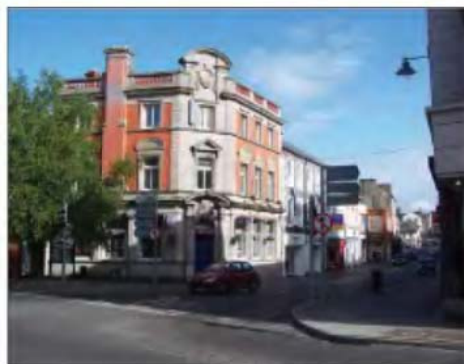
O'Connell Street Design Development



Lower Knox Street junction with O'Connell St



O'Connell Street Design Development



O'Connell Street North



Consultation Document

## Project Description

The proposed enhancement of O'Connell Street in Sligo is one element of a strategy to traffic calm the main body of the city's urban core. The development proposes:

- The removal of the existing undersized concrete footpaths.
- The removal of the existing asphalt road surface.
- Traffic calming of the junctions of O'Connell Street with John Street and Grattan Street to the south and with Lower Knox Street to the north.
- The rationalization and future proofing of subterranean services and utilities which will include the removal of leaking undersized Victorian water mains, provision of new sewers, provision of extra ducting for all utilities, the replacement of an existing Victorian brick storm water culvert, and the provision of new water mains. This element of the project is particularly important in that once the new paving is installed the council does not want to disturb the newly laid paving with further excavations to the street.
- The paving of the entire street in a combination of different stone types to include Granite and Limestone and Basalt that takes account of the access needs of pedestrians, service vehicles, and persons with special needs.
- The introduction of automatic control barriers to facilitate traffic management of the street during specific periods of servicing and access to the street for emergency services.
- The provision of high quality street furniture which will include new public lighting, banner poles, benches, bollards and litter bins. The scheme will also provide for the inclusion of CCTV cameras.
- The scheme proposes new soft landscaping and trees in limited areas.
- The objective of the scheme is to provide a high quality inner urban environment where the balance of retail shopping and recreational amenity can be supported and enhanced in a safe and accessible way.

The challenge of the scheme is to provide a street language that allows for the provision of vehicular deliveries in the early morning period whilst allowing the pedestrian to safely use the street in that period, but to maintain a pedestrian priority in the appearance and ambiance of the street.

At the intersection of Lower Knox Street and O'Connell Street at the northern end is a major public space, fronted by the Edwardian General Post Office. This space will become a traffic calmed square that allows the paving works to O'Connell street to fuse with Lower Knox street to the east and Wine street to the west. A combination of smooth and textured paving along shop fronts in contrasting tones will facilitate orientation for persons with visual special needs while textured corduroy paving slabs placed 2.4 meters from the shop fronts on both sides of the street will provide a safe zone for pedestrians during early morning deliveries.

## Collaboration

The development of the O'Connell Street Pedestrianisation and Enhancement project has involved extensive consultation. Parties to this consultation process are the members of Sligo Borough Council and Sligo County Council, the Infrastructural, Planning, and Community Directorates of Sligo Local Authorities, the O'Connell Street Traders association, Sligo Chamber of Commerce, the Emergency Services including the Gardai, the Ambulance service, and the Fire Service, Bus Eireann, the Taxi Association. The access needs of persons with special needs were addressed through the forum of the Sligo Access Committee. The utilities, ESB, Telecom, Broadband providers, together with the Sligo County Council service providers of water and waste water disposal have also been consulted as have Sligo Borough Council's Parks Department, the Sligo Local Authorities Arts Office, St. Patrick's Day Committee, Sligo Live Committee, and Yeats Society.

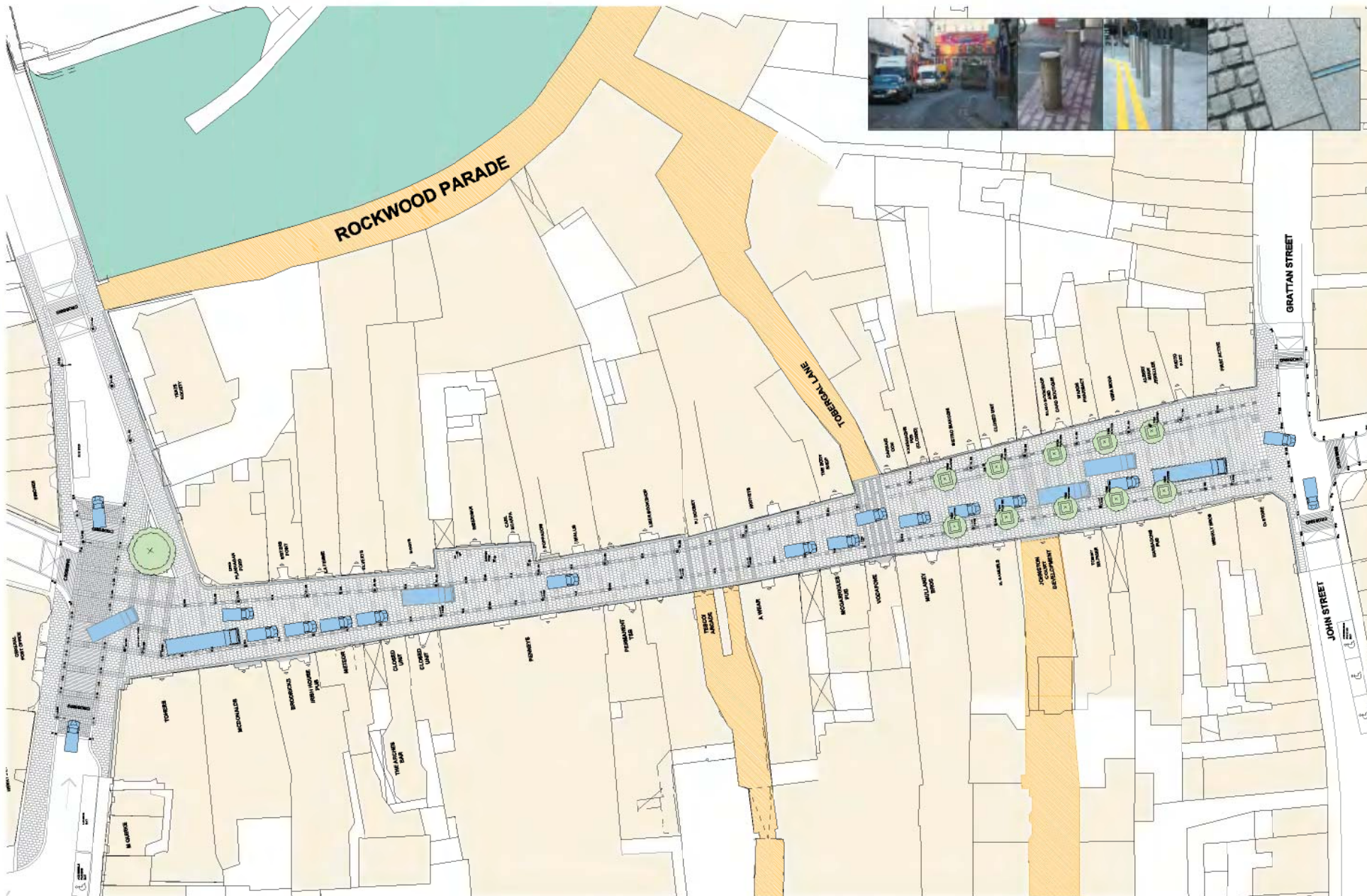


O'Connell St circa 1860



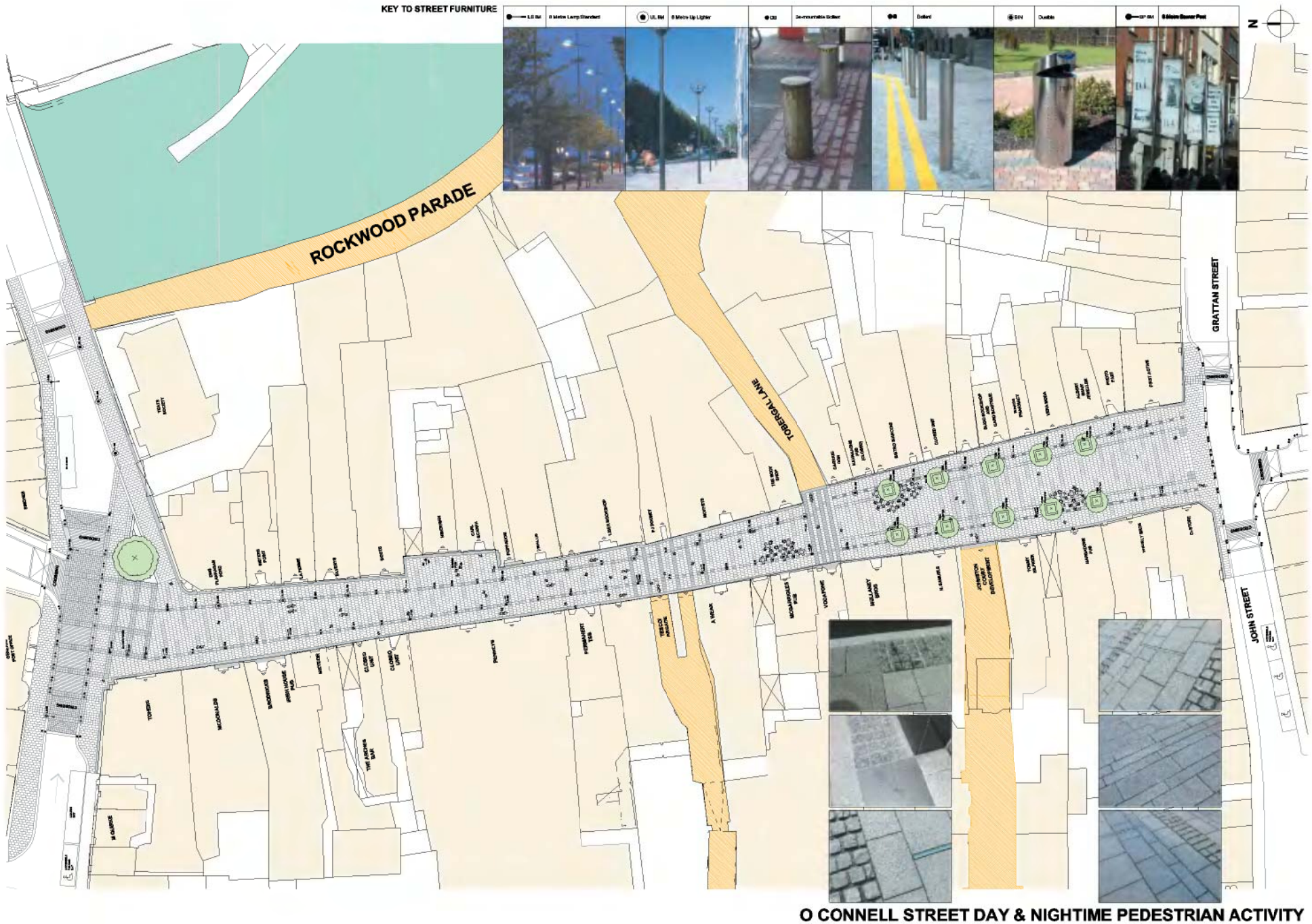
O'Connell St circa 1900





O CONNELL STREET MORNING DELIVERIES ACTIVITY



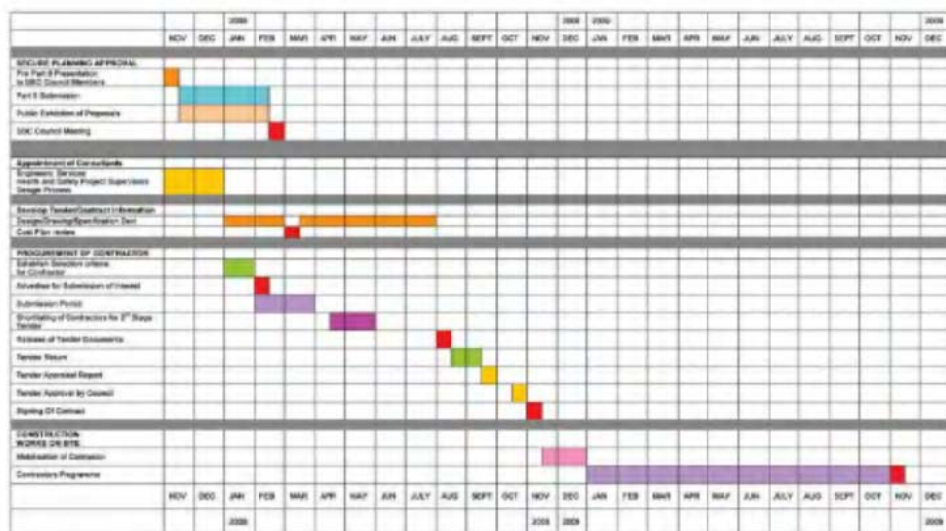




### Costs

	Year					
	Pre 2007	2007	2008	2009	2010	Total
<b>Expenditure</b>						
Payments to Main Contractor			500,000	2,750,000	864,375	4,114,375
Consultants Fees / Project Mgt	111,484		150,000	450,000	101,800	813,284
Legal Fees			45,000	20,000		65,000
Specialist Fees						0
Land Acquisition		23,807				23,807
Miscellaneous						0
<b>Total Expenditure</b>	<b>111,484</b>	<b>23,807</b>	<b>695,000</b>	<b>3,220,000</b>	<b>966,175</b>	<b>5,016,466</b>
<b>Income</b>						
Gateway Innovation Fund			386,500	2,254,000	576,322	3,216,822
Other Government Funding				250,000	250,000	500,000
Sligo Local Authorities - Revenue	239,000	106,120	100,000	100,000	100,000	645,120
Sligo Local Authorities - Capital			139,000	237,880	277,644	654,524
Private Investment						0
<b>Total Income</b>	<b>239,000</b>	<b>106,120</b>	<b>625,500</b>	<b>2,841,880</b>	<b>1,203,966</b>	<b>5,016,466</b>
<b>Balance</b>	<b>-127,516</b>	<b>-82,313</b>	<b>69,500</b>	<b>378,120</b>	<b>-237,791</b>	<b>0</b>

### Programme

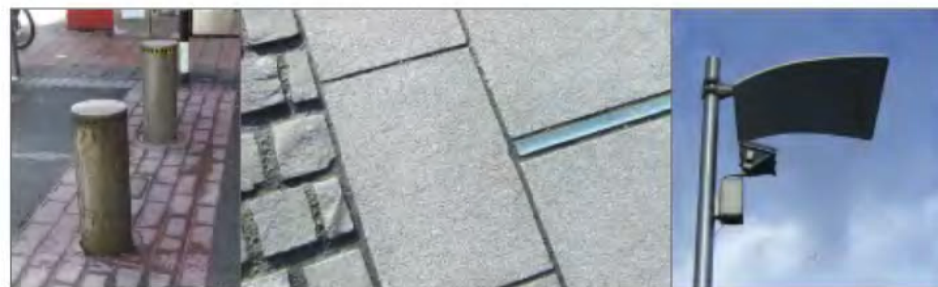


### Project Management

Refer to Page 18.

### Conclusion

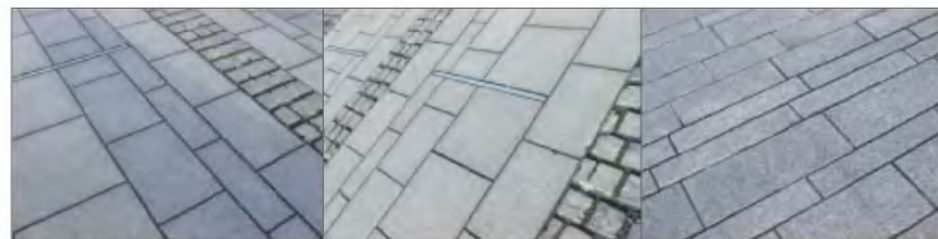
The O'Connell Street Enhancement Project is a bold statement of intent which is driven by quality in design, materials and finish, that confirms the commitment of Sligo Local Authorities to its vision of the emerging Gateway City as a sustainable city that has at its core, the creation of people centred environments that balance and provide for the commercial realities which drive the growth of the city centre.



### Risk Analysis

Severity Scale	Risk of Occurrence	Risk Response
5 Very Severe	5 Definitely will occur	<b>Avoidance:</b> Consequences are avoided by changing the project Plan.
4 Severe	4 High risk of occurrence	<b>Transfer:</b> Transfer the consequences ownership and responsibility of the risk to a third party.
3 Moderate	3 Moderate possibility of occurrence	<b>Mitigation:</b> Reduction of the probability and/or severity of a risk to an acceptable threshold.
2 Small impact	2 Small possibility	<b>Acceptance:</b> Accepting the consequences of the risk by developing a contingency plan or by accepting the impact of the risk
1 Little or no impact on the project	1 Unlikely possibility of occurrence	

Priority	Risk Description	Severity	RoC	Risk Score	Risk Response	Risk response	Severity	RoC	Risk Score
	Insufficient Funding	5	3	15	All available funding strands utilised to establish sufficient funding for the project	Mitigation	5	1	5
	Planning	5	2	10	Public Consultation, Pre Planning Consultation and high quality Design	Mitigation	5	1	5
	Cost Over-Runs	4	4	16	Introduction of fixed price Contract	Transfer	4	1	4
	Quality of Contractor(s)	5	3	15	Pre qualification Process for Contractors	Mitigation	5	2	10
	Unknown Services at subterranean level	4	4	16	Extensive research and recording of location and extent of Existing Services	Mitigation	4	2	8
	Quality of pre-contract information from Utilities	4	3	12	Extensive Consultation with Service Utilities	Mitigation	4	2	8
	Archaeological Finds	4	3	12	Extensive Ground works already carried out throughout the years. Archaeological assessment carried out during investigative works	Mitigation	4	2	8
	Management of Project	5	3	15	Selection of Consultant Engineers by way of framework short list to manage an Engineering Based Contract	Mitigation	4	2	8



## A Cultural Quarter for Sligo



### Executive Summary

The Sligo and Environs Development Plan 2004-2010 and the National Spatial Strategy envisage Sligo growing into a compact growth centre that will drive regional development in the North-West. Achieving that growth requires investment in key projects that will increase the city's attraction to skilled migrants that are integral to our future success while instilling pride amongst the resident population in what we and Sligo are. The Cultural Quarter project is a well thought through project that will do just that by capitalising on the county and city's unique distinctive and natural resources.

The Cultural Quarter project taps into Sligo's rich heritage across a range of areas and in a planned and resourced manner, uses that great wealth (hitherto much admired and appreciated but largely unharnessed) to create economic activity and growth while growing the resource itself into an amenity made available, access and useable (through interactivity) to visitor and resident. The project contributes to the achievement of every facet of the city we seek to create; quality public realm, person and pedestrian orientation, innovation and creativity. It advances the rise of the successful city through boldly embracing diversity, through the manifestation of quality local governance achieving a coalition of interests targeted on and delivering a single focused strategic objective, through attracting (and retaining) a skilled workforce, through vividly emphasising modern quality of life necessities, through growing city and environs linkages and connectivity, through a demonstration of an innovation culture and a business can do and go ahead.

It achieves the physical renewal and regeneration of that part of the city elevating Sligo to become the focus of national and international attention, generating civic pride and the "buzz" that marks out a city on the move. The concept themes and resource upon which the project is founded enable us build on that which is distinctively Sligo and to market Sligo as a strong distinctive brand. That base resource and theme being distributed and sourced city county and region wide, will give broad ownership of the project to the region thereby spawning a strong city-region relationship and bond from the outset.

Another great strength of the project is the inclusion of market financed hard commercial spaces and production units. The Model already has a successful record as a provider of flexible production spaces to "creatives"; a feature that will greatly expand in the new development. Thus it is not solely a "consumption" based project but one that has a strong "production" component.

The chosen site through the success of the Model (and the Model/local authority relationship) and proximity of Green Fort already has a proven track record and a strong cultural/artistic national profile. With its high quality design, its emphasis on pedestrianisation and new linkages, it compliments and supports the O'Connell Street pedestrianisation project, the river walking routes recently developed and proposed, the Eastern Access bridge and the Cleveragh Recreation Park. Furthermore it provides, by way of the public car park (c. 800 spaces), an essential supporting plank to new traffic management designed to accommodate the O'Connell Street pedestrianisation and ease of access to the city core that is itself substantially vehicle free. A car park at Connaughton Road is a stated objective of the Development Plan.

Finally the Gateway Innovation Fund can provide the financial impetus to deliver the vision. Both Sligo Local Authorities will contribute financially but given their limited income could not themselves secure project delivery. We believe investment now will pay handsomely long into the future.

### Policy Principles and Approach

#### The creative age and the importance of culture

*"Ireland is well placed to capitalise on the creative age and become a truly creative sustainable society" these remarks were made at a recent conference in Dublin by Professor Richard Florida author of influential books such as The Rise of the Creative Class and Director of the Prosperity Institute in Toronto. Prof Florida said the ability to compete depended on cities being able to attract, retain and develop creative people. "Wealth is no longer just about how big your factories are, but about your ability to create new ideas – not just physical products, but in areas like arts, culture and entertainment".*

In Europe and elsewhere, at neighbourhood, city, regional and national levels, there is a growing realisation that culture can deliver on many aspects of community engagement, empowerment and leadership.

- Cultural activities both traditional and new create meaning as they are concerned with expression, celebration and achievement. They embody the identity and values of a place. They express local distinctiveness and can engender social cohesion.
- Culture, moreover, can assist in providing positive solutions to problems resulting from social exclusion by developing self-confidence and capacity in individuals and communities. There is strong and growing evidence, for example, of the links between cultural participation, including sports, and social capital (bonds and networks of trust and reciprocity) in communities.
- Culture is associated with a high quality of life. For this reason, place-marketing strategies tend to focus on the local cultural offer, on the presence of artists and creative people and cultural industries in general. Thus, by helping to create positive images the cultural sector has a direct impact on inward investment.
- Culture's role in tourism is key. Tourism offers are now increasingly focused on what is unique in a place, and 'cultural tourism' represents an average of 6% to 8% of nations' GDP in Europe. Cultural tourism gives visitors the opportunity to understand and appreciate the essential character of a place and its culture as a whole, so a good cultural tourism strategy can also satisfy the requirements of sustainable economic development. Back in 2002, the World Tourism Organization, established that 37% of all tourism (265 million international trips) was cultural in nature and this trend was set to grow at a remarkable 15% per annum. According to the European Commission, 45-50% of tourist motivations in the world's largest single market are 'cultural' in nature and origin.
- The cultural industries – in forms ranging from publishing to television, video production and design – are claimed to be the fourth or fifth fastest growing sector in the world's developed economy after financial services, information technology, pharmaceuticals, bio-engineering and tourism. In global cities such as London or New York, the cultural industries employ over 500,000 people. In both these cities, investment in culture is seen as a key goal of their global competition strategies.
- Culture-led Regeneration. The increased concern with culture, consumption and image in urban policies is well documented, and, from the late 1980s onwards, cities and regions with different economic functions in the European urban hierarchy have used cultural policies to improve and develop their internal and external images. In this scenario, cultural activity is seen as the catalyst and engine of regeneration. The design and construction (or re-use) of a building or buildings for public use and for hosting creative businesses (see for example, the Baltic and Sage Music Centre in Gateshead, Tate Modern in London or the Lace Market in Nottingham); the reclamation of open space (e.g. for festivals, parades and large scale events) and the creation of Cultural Precincts or Cultural Quarters are all examples of culture-led regeneration.





Proposed Sligo County Museum and Model::Niland – View from Civic Space

Development of the Cultural Quarter and a substantial car parking facility is envisaged and provided for in the Sligo and Environs Development Plan 2004-2010. The Cultural Quarter is identified as “a key named development project” in the Sligo Arts Plan 2007 – 2012 as is the creation of new public spaces, the expansion of the public realm and “the creation of dedicated outdoor performance facilities”. The Sligo County Development Board through its “Action Plan for Economic, Social and Cultural Development” (2006) also provides strong project support as does the County Strategy 2002-2012.

The Fáilte Ireland document “Tourism Product Development Strategy 2007-2013” gives recognition to the potential of “soft adventure” products, heritage and rural culture and the development of strong visitor attractions. The Cultural Quarter is closely aligned with many objectives of the National Development Plan 2007-2013 including support for “the development of cultural facilities in the NSS Gateways”. Indeed the level of support from the Department of Arts Sports and Tourism through allocations under both the ACCESS I and ACCESS II programmes is testimony to the standing of the project.

## Project Rationale

### Why a Cultural Quarter in Sligo?

Between 2002 and 2006 the County's population as a whole increased by 4.6% (2,663 persons). In particular, the population of Electoral Divisions within 10 miles of Sligo City increased by 8.91% (1,810) with growth occurring principally in satellite villages (Strandhill, Grange, Carney, Ballisodare and Collooney). In addition, substantial population growth is expected in the City in 2007-2008 following construction/completion of residential developments permitted since 2004 (the year when Sligo & Environs Development Plan became operational) – approx. 500 apartments were permitted/proposed in the City Centre area since 2004.

Those taking up residence in and around Sligo are mainly young families, and single household professionals, some returning to live in the County from Dublin, Scotland, or other EU and US cities. According to research recently conducted by the Western Development Commission (WDC), their common goal is to take advantage of Sligo's great quality of life, lower cost of living, cheaper childcare, good art and cultural provision, lower property prices and the exceptional natural beauty of the local environment.

These attractions are complemented by the excellent work done by the first class education and training provided by Sligo Institute of Technology especially in the Sciences and Humanities through courses in Art and Design, the Performing Arts, Tourism and Recreation, Applied Archaeology and Environmental Science. These unique resources, combined to the demographic changes taking place in Sligo highlight the need – by both the existing and the new population – for access to a wide choice of cultural and leisure opportunities and a high quality of life. The proposed Cultural Quarter will act as a catalyst for such integrated provision. The buzz of creativity, innovation and entrepreneurialism generated by the clustering of cultural production and consumption around the centre of Sligo will make the city attractive to live in, but will also ensure that locally embedded production and consumption cultures play a role in the overall regeneration of the Sligo.

Additionally the Cultural Quarter project is a major regeneration scheme encompassing a key strategic city centre site. Through the investment of limited public funding very significant residential, commercial and industrial development is leveraged and delivered to the market. The development will also strengthen and expand city linkages, grow the city's pedestrianised areas and quality public realm and through the provision of a major public car park and access way at an optimum location on the periphery of the urban core, facilitate implementation of traffic management as will support and ease adverse impacts of the O'Connell Street pedestrianisation scheme.

Finally, the project on completion, with its many elements, will be a major regional attraction. Through the exposure, within the Cultural Quarter, of the county's many attractions and facets, the visitors' interest will be invoked. To capitalize on that interest the Cultural Quarter will devise and publicize bespoke trails and routes and tours of the attractions and sites for the visitor to undertake and explore. Thus they will be enticed further into the region or to return on a revisit – the Cultural Quarter as a window to the county and that which it has to offer.



Master Plan: PPP and cultural institutions

## Project Description

The Cultural Quarter will be developed on a site in the Councils' ownership at The Mall/Connoughton Road. Its key components are: the extended and refurbished Model Arts and Niland Gallery, a new state of the art Museum, a new Civic Space, extensive Parking, new Pedestrian routes, new commercial spaces and new roadways. Led by Sligo County Council, the development highlights the importance culture and the arts play in the growth of the County. The development will be delivered through two separate procurements

- Extension and refurbishment of the Model Arts and Niland Gallery; delivered through a conventional procurement contract. This work is well advanced – the design team are in place since 2004 (following an architectural design contest), full planning was secured in October 2006, an enabling works contract is currently underway on the site (site clearance, diversion of ESB services and reduction of ground levels) and following the publication of a contract notice in August 2007 applicants are now being short listed for the main construction contract. Tender documents will issue in January 2008, construction completion will be mid 2009 and following museum fit out the museum and Model will open to the public in late 2009. The cost of this procurement is €29.4M
- The second procurement will be for the balance of the development i.e. the Civic Space, parking facility, pedestrian routes, commercial spaces and road way. It will be delivered by way of Public Private Partnership (PPP). The site of the Quarter covers a total of 4.20 acres of space on the edge of the city centre (3.29 PPP). The estimated cost of the PPP element is of €94M (inclusive of VAT). The PPP procurement has commenced (the PPP Assessment is completed). Following the publication of a contract notice to appoint a Client's Representative, candidates are short listed and tender documents have issued. The Client's Representative will, working with ourselves, the department and the NDFA, devise the output specification, prepare the project PSB and the contract documents. The PPP contract will provide that the Civic Space and the pedestrian and vehicular routes will be taken into public charge on completion of construction. The private partner will have ownership of the commercial spaces and will be granted a concession to operate the car park for a fixed period (possibly 20 years) following which the ownership of the public car parking spaces will revert to Sligo Borough Council. A draft master plan for the site is prepared and is included here.



Entrance off new Civic Space

The Quarter is a truly visionary project grounded on the local cultural ecology and set in a unique historic and natural landscape. The development will put Sligo on the map not only for the quality of its cultural offer, but also for the opportunities it will generate for creative production to take place in workspaces in and around the newly designed Civic Plaza.

Sligo has a proven track record amongst cultural providers with both the Model and the local authority Arts and Heritage services recognised nationally as leaders in their field. The Heritage Office facilitates structured heritage development in the county. Its work includes habitat mapping; auditing of traditional crafts and skills; placename surveys and monument and historic property advisory schemes.

Sligo Arts Service has invested more than €8.5m in the arts in Sligo in the past decade, €4.5m of which was awarded to local artists and organisations in the form of bursaries and grants. What has distinguished its work, however, is not simply the financial investment. It's the strategic thinking, partnerships and consultative planning, which have underpinned a policy of public service arts that supports artists and arts organisations.

This coupled with the excellent reputation of Sligo's other cultural organisations, such as, the Hawk's Well Theatre, Blue Raincoat Theatre Company, Sligo Arts Gallery, The Yeats Society and the Coleman Traditional Music Centre and very strong amateur and voluntary sectors will ensure that the Quarter is more than a tourist destination and that it is sustainable and vibrant because it is rooted into the local cultural DNA.





The Model::Arts and Niland Gallery with new extension

### The Model Arts and Niland Gallery

Cultural Tourism is worth €5.1 billion annually to the Irish economy. The North-West region attracted 489,000 overseas visitors in 2005, and 123,000 visited Sligo. Through the Model's redevelopment, it will become a compulsory stop off point for all such visitors to the area. The Model will generate internationally significant cultural activity that can be experienced by a regional audience and significantly raise the profile of the arts in the North-West. Its new entrance onto the Civic Space will make it a central point of the Cultural Quarter thus making it a living connection with the established 'Old Sligo' of the Mall and the new 'cool' Sligo.

The redevelopment will build on the Model's proven track record of delivering high-level cultural programmes that are regionally, nationally and internationally significant. Recent highlights of the programme have included a unique performance by Patti Smith and a large exhibition addressing the creative legacy of Andy Warhol's Factory. The redeveloped building will allow the Model to achieve the full ambition of its future visual arts, cinema and education programmes.

The Niland Collection, (Sligo's Municipal Collection) is also housed in the Model. The Collection houses 47 Jack B. Yeats paintings and features works by Paul Henry, Sean Keating, Manie Jellet, Barrie Cooke, Patrick Collins, Paul Henry, Norah McGuinness, Dorothy Cross and Clare Langan. It is comparable only with collections in Dublin, Limerick or Cork, the redevelopment will ensure the continued growth of this nationally significant collection.

In particular, the redevelopment of the Gallery will provide:

- Increased and improved Gallery Space
- A new entrance
- A new state of the art Black Box performance space
- A new Education Suite
- 8 Artists Studio
- Improved visitor services and information provision
- A doubling of storage facilities
- A new destination restaurant

The vision for the redevelopment is to create:

- A unique destination arts space in Ireland that is locally relevant and internationally significant.
- A special place that is open and welcoming to all audiences to learn and think about contemporary culture.
- A catalyst for regeneration culturally and economically.

These plans will create a nationally unparalleled contemporary arts space which will allow the Model to deliver dynamic, innovative and inclusive activities, and play a defining role in pushing forward Ireland's cultural future.

### The Museum

The new Museum will complement the Gallery vision by highlighting the rich landscape and archaeological resources of the County. While every county in Ireland has a landscape or landscapes regarded as being uniquely beautiful, few can rival the iconic nature of County Sligo. Whichever approach one takes – from any of the cardinal points – outstanding landmarks dominate the point of entry. The beautiful Atlantic coast to the west, the quiet forested lakelands to the east, Knocknashee and Knocknarea to the south and Ben Bulbin to the north.

These features attracted human societies who left behind objects, graves, mounds, industrial sites, ritual monuments, cooking sites, defended earthen and stone settlements, lake dwellings, castles, churches, graveyards, monasteries, ships, treasure, demesnes and estates, thatched cottages, lime kilns, ice houses, roads, railways and towns. This unique landscape and the societies that dwelt and dwell within it will be the subject matter of the new Museum.

The establishment of the new museum will address the need for a centrally located repository of Sligo's material culture with a dynamic supporting museum service. The museum will be primarily oriented towards the public with a considered education and marketing programme as one of its main features. It will compliment the existing heritage related initiatives spread throughout the county by acting as a signposting venue to these places and to the wide variety of natural and archaeological landscape sites and features that occur in the county and the region.

This will be a brand-new building designed to the highest standard of eco-sustainability and a highly innovative approach to the display of the collection. From the outset, the visitor to the museum will be given co-ordinates on how to read the landscape. This will be achieved through the use of maps, models, diagrams, computer-generated images and easy to read and comprehend time lines. It is intended that the exhibition plan will have a thematic rather than chronological approach and will be supported by a high level of interactivity. These themes of landscape and society will form the core of the permanent exhibition gallery. The museum's temporary exhibition gallery will host a dynamic temporary exhibition programme. Effective programming of these spaces will lead to a vibrant varied museum experience and maximise the potential for consistent audience development.

The education and outreach programmes of both the Model and the new Museum will target particular groups and sectors particularly with a view to achieving society wide involvement and ownership and fostering and furthering social inclusion.

### The Public Private Partnership (PPP) Development and its individual elements

The PPP is a 3.29 acres city development. It is immediately contiguous to the Model Arts and Niland Gallery and the new Museum (at the eastern end) extending westwards towards the city centre, from which it is within easy walking distance. The site has a strong cultural identity due to the presence of the Model and proximity of the Green Fort (a key landmark of the local landscape). Utilizing a PPP procurement process the applicants will prepare the design in response to a brief prepared by the Sligo Local authorities. The criteria for award will be weighted towards high quality urban design. Other aspects will be financial proposal (amount of required subsidy) and programme for delivery. The project brief will require that the design proposal include a number of prescribed elements as follows:

- Car park of circa 800 spaces; with a preference that spaces are entirely underground
- Civic Space linking both cultural institutions and all the elements of the PPP
- Pedestrian routes linking the cultural institutions and the civic space to the city, the river and to the city's eastern quadrant
- New road way to open up privately owned backlands for development and to provide a quality service access route to the Model Arts and Niland Gallery.

Outside of the above, applicants will be free to propose a mixture of development including retail, commercial, production spaces (including creative spaces) residential etc.

The intention is to create a viable sustainable public realm with pedestrian priority. Development adjoining the new civic space and the cultural institutions (Model and the Museum) will be "strong cultural" in nature. The emphasis there will be on cultural industries, workshops, retail outlets, artists residences etc. From that part of the site towards the river and city centre we envisage a gradient; going from the cultural to the commercial with limited residential. The design will be required to place emphasis on the cultural importance of the area and the cultural buildings and these will relate directly to the civic space with both cultural institutions having their main entrances off that space. The award criteria will reward proposals that are deemed to best provide for the generation of a Cultural Quarter that is strong and sustainable. The new streets will include active public uses and places to work and live – ensuring both day and evening use.

The civic space will provide a facility for outdoor performances, programmed by the Museum, the Model and the County and Borough Councils. It is central to creating the Cultural Quarter. It will be the pulsating heart of Sligo, a piazza for the 21st century animated by public events – open air festivals, carnivals, poetry readings, farmers and specialist markets, outdoor theatre etc; coupled with a programme of temporary cutting edge public art commissions. All this combined with live/work spaces for creative individuals and organizations; specialist shops, cafes and/or bars which are venues for evening entertainment – music, comedy etc. Visitors and residents alike will be drawn to that area of the city where they will access a menu of itineraries of events and sites and areas of interest linking archaeology, literature etc to surfing, river and sea fishing, cycling, golfing, hill walking etc.

The vision behind the PPP development is a well balanced mix of uses to include ground floor, small specialist retail shops; small scale restaurants featuring local cuisine, cafes, ground floor and upper floor work spaces for creatives (companies and individuals working in design, fashion, architecture, restoration etc) plus a specialist bookshop (archaeology, ethnography) and upper floor residential uses.

The intention is to generate active uses along the pedestrian streets and to combine vibrancy and liveability in a holistic way so that the development is not just a 'theme park for the tourists', but a place where the people who live in Sligo can come and enjoy the city's culture and public space. It will also provide an urban focal point for creative producers for example, local organic produce, handcrafted goods and indigenous designer products.

Provision of the Cultural Institutions (extended and refurbished Model and new Museum) will drive the city and region forward through the provision of high quality culture, access to and development of the arts becoming a major visitor attraction within the region. However it is through the development of the entire project (Cultural Institutions and PPP) that the city and region really gains. The PPP development provides a vibrant hinterland for the cultural institutions, interesting urban spaces within the city linked through dedicated pedestrian routes to the city centre and to the river (route to the south over existing foot bridge and route west towards the new foot bridge being provided as part of the Silver Swan/Glasshouse development). The PPP also provides a new public parking facility (c 800 spaces) strategically located to support the city's pedestrianisation and expanding retail economy. It grows the city's commercial spaces, extends the city's accommodation to the creative sector, with limited residential units ensuring an evening and night time occupancy.

In the broader city development context the PPP element of the Cultural Quarter project will secure the development of a site currently serving as a surface car park (c 300 spaces), transforming and regenerating the city's north eastern quadrant and extending the city's public realm to link the cultural institutions to the city centre and the river. Delivering up on this development is key to achieving the vision for the city. City pedestrianisation relies on the provision of car parking well located off the circular vehicular routes (e.g. Connaughton Road), but convenient to the city's core. Locations identified for such parking facilities include Abbey Street (development plan recently varied), the Quays area and the Connaughton Road (PPP) site. The latter is the most significant of the three

- it will serve city visitors from the north (N15)
- it will serve city visitors from the east (N16)
- it will serve visitors to the Cultural Institutions with direct access to city pedestrian areas.

Parking as proposed also gives strong support to the growing retail sector and is recognized by both Councils and commercial interests as an infrastructural deficit within the city which must be addressed to grow and sustain the city.

The PPP model is seen as the ideal procurement vehicle. It enables the Council prescribe the essential elements of the development (car park, civic space, pedestrian routes, road way to backlands) necessary to achieve the city vision while permitting the market to offer forth the correct mix of commercial, retail, residential etc which it (the market) is best placed to determine. It facilitates market led innovation in design while placing the adjudication and selection of the solution fully with the Councils. Significantly also it facilitates very significant investment of private sector finance to drive city growth and to achieve our ultimate aims for the city.

The PPP element of the Cultural Quarter is estimated to cost €94.2M inclusive of VAT. Having prepared the PPP Assessment Report and having commenced the preparation of the project Public Sector Benchmark (PSB) we estimate private sector input of c €69M - the shortfall of €25M being derived from public funding through a combination of input from both Sligo Borough Council and the Gateway Innovation Fund. Without public funding the site would remain derelict and the area static without regeneration. Reliance on private funding alone to develop the site would deny us the opportunity to prescribe the nature of the development, retain control of the design, secure the public parking, civic space and quality public realm with pedestrian prominence that together with the cultural institutions will combine to position our city to grow and prosper. Failure to make that investment means foregoing the project that combines and capitalises on our strong and uniquely distinctive assets to drive our city and region forward. That driver is completely sustainable being based on our natural resources.

## Collaboration

Development of the Cultural Quarter project dates back to 1999. Since then we have consulted widely and collaborated with a wide range of agencies organizations and individuals, some at a national level others with a regional or local focus. From the outset the project is a partnership of the County and Borough Councils and the Model Arts and Niland Gallery. The Arts Council is a major funder to the Model and they have been consulted and maintained informed throughout. The National Museum of Ireland, the Ulster Museum and the Heritage Council have been involved through various discussions as has the Hunt Museum and the Museum of Country Life and museum and arts interests in Enniskillen and Omagh. We have consulted with heritage and museum bodies internationally, particularly in Denmark, Scotland and England, to ensure the cultural institutions are to the highest standards and reflect current international best practice and cutting edge technologies. The Sligo Institute of Technology is involved in project development and the museum in particular will compliment many of their programmes and courses including archaeology and natural history.

Other organizations and agencies consulted include the Sligo County Development Board, Sligo Chamber of Commerce and Industry, Fáilte Ireland (and North-West Tourism), Construction Industry Federation, a range of property developers and property advisors (particularly relating to the PPP) local and national, the Sligo Yeats Society, the Sligo Field Club and the County Sligo Heritage Forum. We have had numerous discussions with Stephan Burg (UCG) and the OPW (Kieran O'Connor). We have met with Sligo groupings representing persons with disabilities including the Sligo Access Committee. We have consulted with the various teams and departments of both Borough and County Councils, the Sligo Live Committee, representatives of the Farmers Market and the various utility providers. In all and separate to the above we have undertaken six public consultation events and regularly brief the local media. We have also retained the services of an international cultural planning consultant Lia Ghilardi (London).



Proposed Sligo County Museum - Proposed entrance view

## Project Management

Refer to Page 18.

## Conclusion

County Sligo is changing and more people want to come and live here. Recognized cultural activity, attractive public spaces, good housing, and a high quality of life are key factors in attracting people to move to an area.

The proposal for the Cultural Quarter is central to the development of a new identity and role for Sligo City and County within a national framework. It is central to the economic, cultural and social growth and function of the city and county as a gateway to the North-West of Ireland. It will facilitate a greater understanding of heritage and provide an imaginative platform for high quality contemporary culture. It will engender a sense of pride and ownership amongst newcomers to Sligo and its local population and will deliver on their expectation to be part of a modern nation. It represents regeneration of an important but derelict area of the city and supports and facilitates city pedestrianisation.

We are therefore proposing that we continue with our ambitions to establish a cultural hub in the centre of Sligo. Given Sligo's Gateway Status under the National Spatial Strategy, we feel that it is of great importance to look at our cultural infrastructure strategically, both from an economic and social perspective. Good strategic planning will at this time add significantly to the quality of life of our population and draw inward investment to the area.

In August 2007 Sligo County Council established the Cultural Quarter Planning Committee comprising council officials and relevant expertise from the fields of arts, heritage and procurement. The committee is supported in its work by Lia Ghilardi, Director of Noema Research and Planning Limited, a UK-based Cultural Planning consultancy with a strong international reputation in the field of cultural and urban strategy development. Noema offers a unique and innovative approach to cultural-policy-led urban regeneration based on the concept of Cultural Planning.

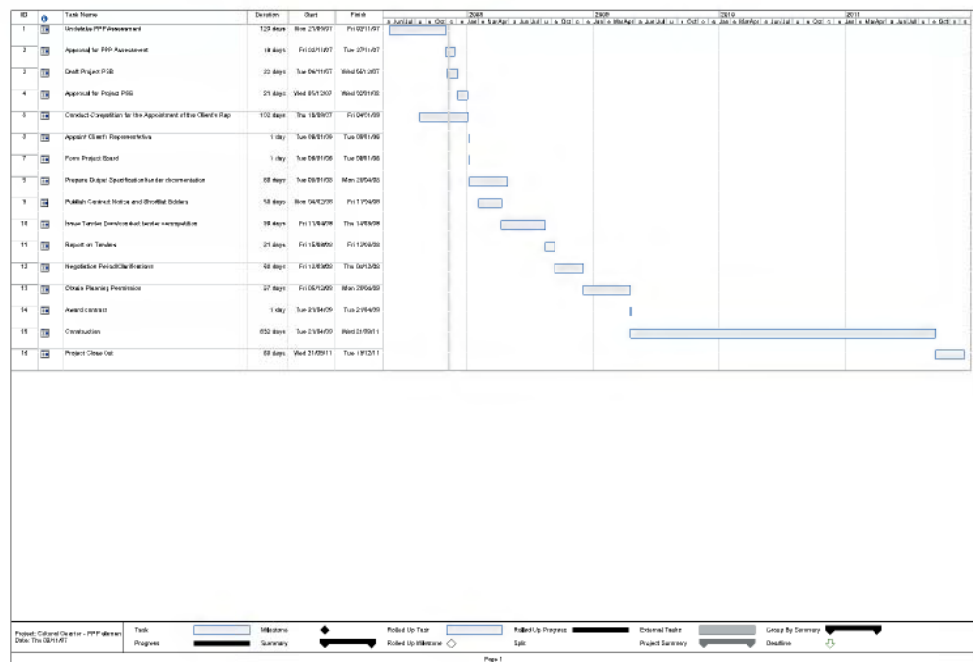
Over the coming year the Cultural Quarter Planning Committee will develop a comprehensive management structure for the cultural components in this area of the city which will bring a strategic approach to realising Sligo's full cultural potential; including its internationally renowned prehistoric landscape, its rich literary and cultural history and its unparalleled contemporary art collection.



Costs

	Year					
	Pre 2007 €	2007 €	2008 €	2009 €	2010 €	Total €
<b>Expenditure</b>						
Payments to Main Contractor			19,239,976	43,289,946	33,669,958	96,199,880
Consultants Fees / Project Mgt	843,935	388,894	3,500,000	3,700,000	4,830,404	13,263,233
Legal Fees	5,080		250,000	300,000	207,694	762,774
Specialist Fees	27,175		3,338,618	3,365,793	3,365,793	10,097,379
Land Acquisition	769,899	2,520,000				3,289,899
Miscellaneous	11,133	15,254				26,387
<b>Total Expenditure</b>	<b>1,657,222</b>	<b>2,924,148</b>	<b>26,328,594</b>	<b>50,655,739</b>	<b>42,073,849</b>	<b>123,639,552</b>
<b>Income</b>						
Gateway Innovation Fund			9,667,804	17,883,384	8,716,970	36,268,158
Other Government Funding			2,470,000	2,000,000	1,358,209	5,828,209
Sligo Local Authorities - Revenue	1,356,127	470,000	470,000	300,000	189,730	2,785,857
Sligo Local Authorities - Capital	461,870		4,000,000	4,000,000	1,295,458	9,757,328
Private Investment				20,000,000	49,000,000	69,000,000
<b>Total Income</b>	<b>1,817,997</b>	<b>470,000</b>	<b>16,607,804</b>	<b>44,183,384</b>	<b>60,560,367</b>	<b>123,639,552</b>
<b>Balance</b>	<b>-160,775</b>	<b>2,454,148</b>	<b>9,720,970</b>	<b>6,472,355</b>	<b>-18,486,518</b>	<b>0</b>

Programme



Risk Analysis

The table below outlines risks, risk severity and mitigation in respect to anticipated risks. It is informed by a Risk Assessment Workshop undertaken on 13th September 2007 and convened to assess risks as may pertain to the PPP element. In attendance at that meeting were Sean Carey (Sligo County Council and formerly assistant manager, Dublin City Council), Bartley Gavin (Sligo County Council), Cyril McNamara (Sligo County Council), J P Corkery (NDFA), Mairéad Hughes (NDFA), Kevin Woods (Sheridan Woods, architects), Thomas Day (PPP Unit, Dept of Environment Heritage and Local Government), John O'Regan & Kevin Corrigan (Davis Langton PKS, Project Managers and PPP Advisors), Jack Devlin (GVA Donal O'Buachalla, property advisors) and Aaron Boyle (Arthur Cox, Solicitors).

Severity Scale	Risk of Occurrence	Risk Response
5 Very Severe	5 Definitely will occur	<b>Avoidance:</b> Consequences are avoided by changing the project plan.
4 Severe	4 High risk of occurrence	<b>Transfer:</b> Transfer the consequences ownership and responsibility of the risk to a third party.
3 Moderate	3 Moderate possibility of occurrence	<b>Mitigation:</b> Reduction of the probability and/or severity of a risk to an acceptable threshold.
2 Small impact	2 Small possibility	<b>Acceptance:</b> Accepting the consequences of the risk by developing a contingency plan or by accepting the impact of the risk
1 Little or no impact on the project	1 Unlikely possibility of occurrence	

Risk Description	Severity	RoC	Risk Score	Risk Response	Severity	RoC	Risk Score
Funding	5	3	15	Mitigated by • Borough Council is committed to providing financial support. • Project achieves good fit with Gateway objective • Strong Market interest	5	1	5
Planning + Environmental *	5	2	10	Mitigated by • Site correctly zoned • Public Consultations held • Master plan prepared since 2004	5	1	5
Design Risks *	3	2	6	Mitigated by • Procurement of Quality Team • Pre-planning and preparatory Work	3	1	3
Construction Risks *	3	1	3	Mitigated by • Quality Pre-planning • Comprehensive design	3	1	3
Demand Risks *	5	3	15	Market soundings are positive. Further reduce by sourcing major anchor by way of private sector or Public/Civic tenant.	5	2	10
Political Regulatory Risk	3	1	3	Can largely be foreseen	3	1	3
Project Specific Risks	3	1	3	No specific project risks identified: Construction is similar to any Development at City Centre Location	3	1	3

\* Transfer to private partner for PPP element.

## Development of Cleveragh Lands as a Regional Park

### Executive Summary

Sligo Local Authorities recognise the importance of the adequate provision of conveniently located open space throughout the city and environs and both authorities are currently undertaking a major programme of investment in recreational infrastructure to cater for the growing population of Sligo and to ensure proper provision of active and passive recreation facilities for the city. The provision of adequate recreational infrastructure for the South Eastern quadrant of the city can be addressed in the context of Sligo's Gateway City status and the current unique opportunity for regeneration and renewal of the area. Given the broader picture of regeneration of the South Eastern quadrant of Sligo City and the recognition of the importance of recreational infrastructure Sligo Local Authorities seek to create three recreational zones of the new 'Cleveragh Regional Park' immediately and the fourth recreational zone at a later stage as the broader Eastern quadrant master plan is finalised.

People are attracted to live, work, visit and invest in areas which have good quality developed green recreational infrastructure. It is the objective of the Local Authorities to develop Cleveragh Regional Park for recreational purposes and to establish a comprehensive range of recreational infrastructure including walking and cycling tracks, parkland amenities and playing pitches, regional water sport facilities, regional outdoor activity centre, regional playground facilities and extensive areas for active and passive recreation. Green recreational infrastructure is a key to healthier lifestyles, sustainable urban drainage, lifelong learning, providing space for relaxation and education, encouraging more sustainable transport, and promoting economic development.

The objectives of the proposed developments at Cleveragh Regional Park are the development of the amenity, recreational and tourism potential of the site to provide for passive and active recreation whilst ensuring that the landscape value of Cleveragh open space will be protected and enhanced. Proposed works will be delivered as per the drawings provided and in line with the detailed costing information.

Gateway Innovation funding for Cleveragh Regional Park will realise a series of important outcomes namely:-

- Improved social cohesion within the eastern quadrant with recreational outlets assisting with the under pinning and development of social integration and community structures.
- Trust and buy in from the community for regeneration and the development of the eastern quadrant and facilitation of socio-economic progress.
- Increased quality of life for all the residents with access to a diverse range of recreational opportunities.
- More people, more active, more often with consequent health benefits, feel good factor and general uplifting of the area.
- A destination recreational centre for Sligo city and the development of a unique and beautiful recreational amenity incorporating a range of regional facilities serving both Sligo and the regional hinterland.
- Attraction of business and tourism to a location with high quality recreational infrastructure and services and the boosting of Sligo's reputation as a recreational and tourism destination.

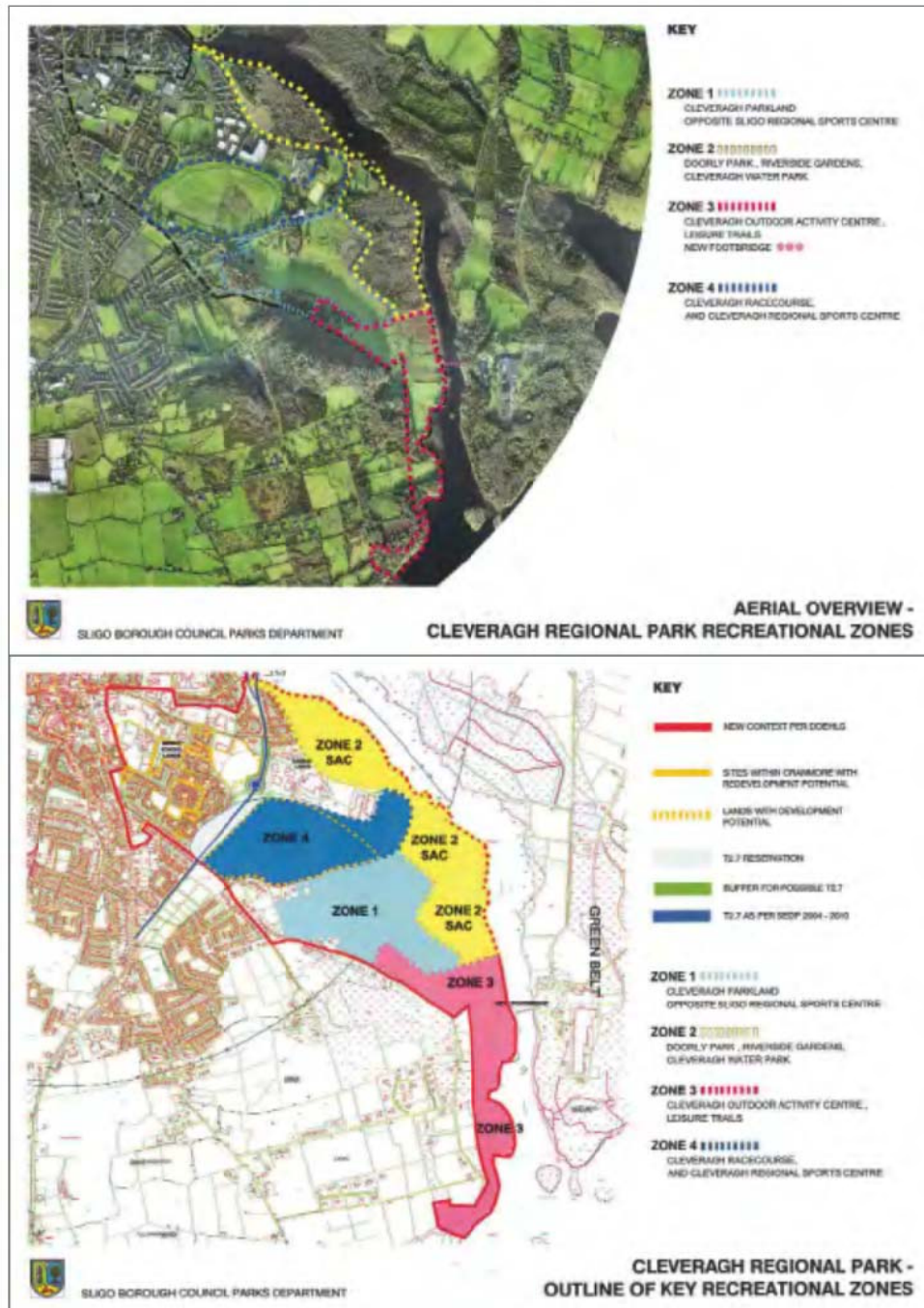
### Policy Principles & Approaches

In developing the landscape and recreation regeneration strategy for Cleveragh Regional Park the local authorities have been guided by the following policies:

- Sustainable Development A Strategy for Ireland, 1997
- The National Spatial Strategy, 2002-2020
- Department of the Environment (D.O.E.) – A Parks Policy for Local Authorities (1987)
- Sligo County Development Board – An integrated economic, social and cultural strategy for Sligo (2002-2012)
- Sligo Sports and Recreation Partnership Strategic Plan 2007-2012, 2003-2007
- Sligo Sports and Recreational Facilities and Action Strategy : A Framework for Action (1997)
- National Playing Fields Association – The Six Acre Standard (Minimum standards for outdoor playing space)(1989)
- Sligo and Environs Development Plan 2004-2010
- Sligo County Development Plan (2004-2009)

### Project Rationale

The benefits of good urban green space are diverse and wide ranging. Successful cities – where people are attracted to live work, visit and invest have successful green recreational infrastructure. There is a growing body of evidence that demonstrates how green spaces can offer lasting economic, social, cultural and environmental benefits. Research by CABE "Space in the UK" confirms the link between high quality green spaces and increased house prices; their benefits in improving the image of the area and attracting investment; their contribution to biodiversity; their contribution to promoting exercise and the benefits to health; and the role of public space design and management in tackling social issues such as anti social behaviour. Ninety one per cent of people in the UK say that parks and public spaces improve people's quality of life. There is compelling evidence of the value of urban green spaces for quality of life. Well developed recreational infrastructure can have a major positive impact on





local communities.

High quality green space at Cleveragh Regional Park will allow Sligo Local Authorities to leverage wider development of residential, commercial and industrial activity in the South Eastern quadrant of the city. The park can be used as a marketing and branding tool for investment. The pedestrian and cycle way linkages across the Garvogue river will link communities and create a linked network of city wide parks. A strong green transport link will be created between East and West Sligo with significant benefits for tourism development at Hazelwood and Cleveragh and connectivity benefits for developing communities at Ballinode and the North fringe of the city. Creating a strong and compelling vision for high quality green space can help to overcome negative perceptions of growth. The radical vision for Cleveragh Regional Park places green recreational infrastructure at the heart of the development process and the park can become a proud symbol of the area. The park strategy can provide an effective structure for the regeneration planning of a wider area. It is anticipated that this will attract inward investment and provide a clear focus for health, education, housing, economic development and tourism.

Providing for the recreational and leisure needs of the community will assist the economic development of the city and will increase Sligo's attractiveness as a place for business investment , to live, work and take our leisure.

## Project Description

The landscape structure of the master plan for Cleveragh Regional Park reflects the importance of the natural environment and conceives the creation of a mosaic of green recreational infrastructure comprising a multi functional network of linked spaces formed from four distinct recreation zones.

Each zone will have an amazing variety of landscape character, recreational opportunity and function. Cleveragh Regional Park will be developed with four distinct quality recreational zones each presenting a set of specific recreational opportunities. The park will be the focus of the existing and developing communities and will be a showcase of best practice for urban renewal providing an integrated and connected network of complementary urban green spaces. An ecological approach to landscape design will be the basis for the new development. This approach will have a strong resonance with the public and can be used for branding and promotion.

Four new recreational zones will be created to achieve the multi functional network of green space :-

### RECREATIONAL ZONE 1

CLEVERAGH PARKLAND OPPOSITE REGIONAL SPORTS CENTRE

The multi functional network of linked green recreational space will include:-

- Playing pitches
- Regional children's playground
- Car parking and roads infrastructure
- Pavilion for sports clubs
- Parkland, seating, landscaped areas
- Walking and cycling tracks
- Public art

### RECREATIONAL ZONE 2

DOORLY PARK AND CLEVERAGH WATER PARK

The area is comprised of Doorly Park with associated Garvogue river and an undeveloped wet woodland habitat . A developed walking trail winds its way along the southern bank of the Garvogue river from which one can enjoy river and mountain scenery. A series of ponds and ditches were excavated in the nineteenth century and have been planted with dry woodland species. The landscape is of a woodland canopy with a marshy understorey which provides for uniformity of landscape character in the woodland areas. The presence of the abrupt edge of undeveloped unplanted parkland adjacent to the road edge on the southern perimeter is detrimental to the visual quality of the landscape. The wetland habitat has been incorporated into the Lough Gill Special Area of Conservation.

The development in this recreation zone will include :-

- Multi use games area
- Sand carpet under age pitch
- Looped walking and cycling tracks
- Nodal activity trail, play areas
- Jungle outdoor activity area
- Car park
- Upgraded landing stage







- River walk
- Garden of reflections
- Promenade , beach area
- Access road , car parking , water sports club house
- Pontoon(s), Slipway(s)
- Parkland
- Public art
- Cleveragh Forest Park including interpretative signage and trails

### RECREATIONAL ZONE 3

#### CLEVERAGH OUTDOOR ACTIVITY CENTRE

Loss of racecourse lands (currently zoned open space) will be offset by the acquisition of additional open space lands along the scenic Green road overlooking Lough Gill in compliance with existing zoning and council objectives in Sligo and Environs Development Plan 2004-2010. Additional open space will be utilised for a diverse range of recreational opportunity.

The development will include

- Looped walking and cycling tracks
- Nodal activity trail, play areas
- Access road , car parking, out door activity centre
- Bridge crossing to link cycling and walking tracks from Cleveragh to Hazelwood , Ballinodde and the North fringe of Sligo City
- Adventure play facility
- Car park
- Slipways and pontoons
- River walks
- Access roads, car parking
- Walking links to Holy Well, Cairns forest, Hazelwood
- Parkland
- Public art

### RECREATIONAL ZONE 4

#### CLEVERAGH RACECOURSE AND CLEVERAGH REGIONAL SPORTS CENTRE

It is proposed that the existing racecourse be relocated to open up business and housing opportunity and a new Sligo Racecourse be developed at an alternative location. The loss of this green space will be offset by the acquisition of additional open space lands along the scenic Green road overlooking Lough Gill in compliance with existing zoning and council objectives in Sligo and Environs Development Plan 2004-2010.

Given that no master plan has yet been finalised for the Zone 4 area it not currently proposed to develop or upgrade existing recreational facilities in this zone. The nature and extent of recreational infrastructure development in this zone will depend on the new master plan for the area. However it is vital that a swimming pool, learn to swim facility, indoor facilities and a range of outdoor and indoor hard recreational infrastructure is provided within the new master plan for the zone. The current regional sports facility is approaching mid to late life cycle and requires significant investment and redevelopment. It is considered that the regional sports facility should be located in close proximity to the newly developed facilities in recreational Zones 1,2,3.

### Collaboration in Cleveragh Regional Park Project

The strategic framework for the development of the Cleveragh Regional Park project was embedded in the Sligo and Environs Development Plan. In the preparation of this plan Sligo local authorities engaged in an extensive consultation process and obtained statutory approval for the plan through the council. In addition the Project Manager worked with the Sligo Sports and Recreation Partnership and the Sligo County Development Board in the preparation of their strategic plans. Within both plans the delivery of Cleveragh Regional Park is an objective. The members are as follows:

- Sligo VEC
- Sligo Borough Council
- Sligo Institute of Technology
- Sligo County Council
- Health Service Executive
- FÁS
- Sligo Leader Partnership Co
- Sligo Regional Sport Centre





# Appendix 1.4: Development of Cleveragh Lands as a Regional Park

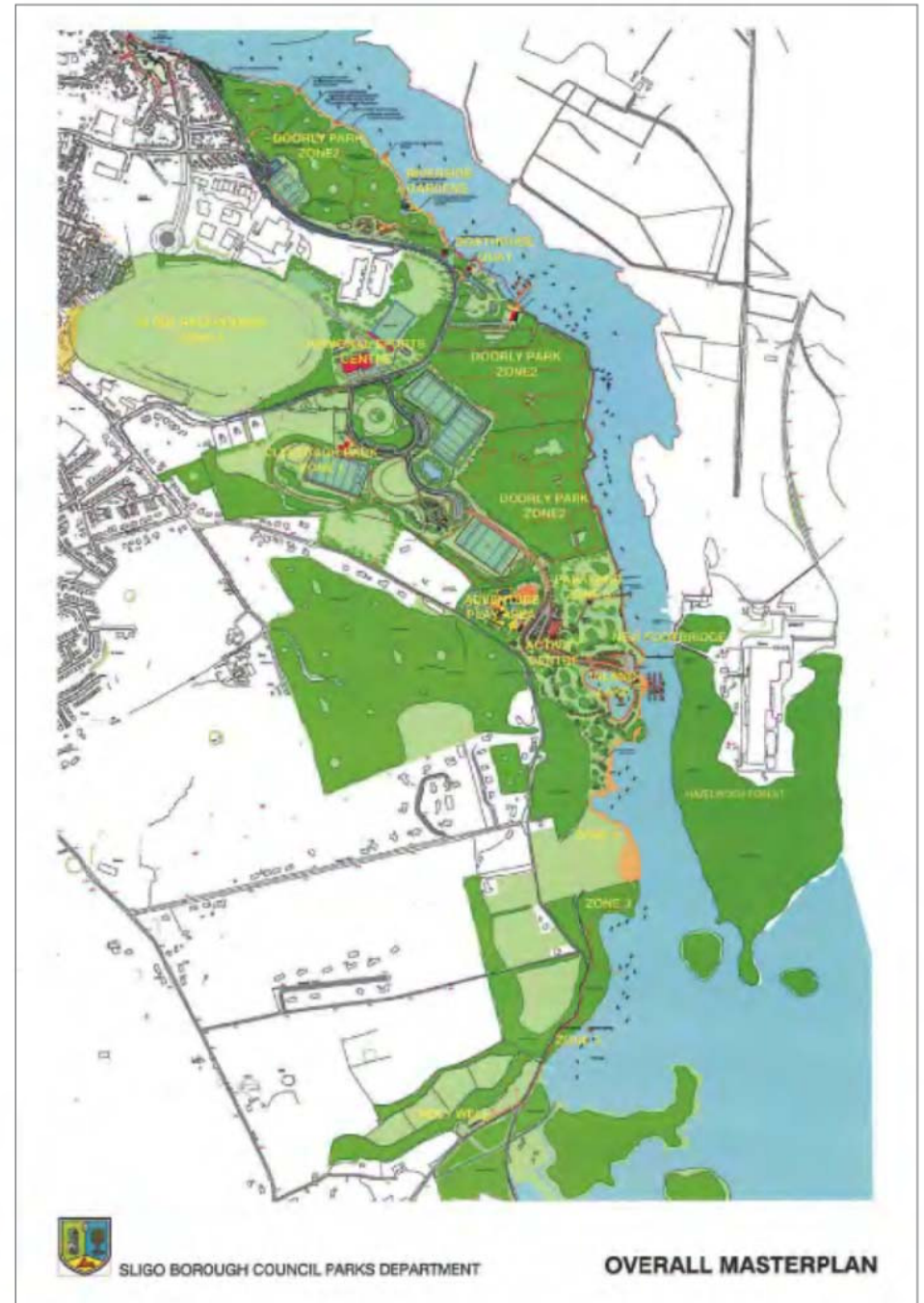
- Sligo Community Games
- People with Disabilities
- Active Age Group
- Sports Clubs
- Sligo Community Forum representative
- Enterprise Ireland
- Dept. of Social, Family & Community Affairs
- Agricultural & Farming sector
- IDA
- An Garda Síochána
- Teagasc
- Community and
- Sligo County Childcare Committee
- Western Development Commission

As part of the process of developing the CDB and Sligo Sports and Recreation Strategies the Parks Department were drivers of the Recreation element.

## Project Management

Refer to Page 18.

## Work Programme



SLIGO BOROUGH COUNCIL PARKS DEPARTMENT

OVERALL MASTERPLAN

Description of Actions	2007		2008					2009					2010													
	Oct	Nov/Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Zone 1 - Pit &amp; Hard areas construction</b>																										
Site/area funding agreed																										
Agreement in place																										
Develop tender / contract/statement																										
Tender process																										
Final construction contract																										
<b>Zone 1 - Pavillion construction</b>																										
Site/area funding agreed																										
Agreement in place																										
Develop tender / contract/statement																										
Tender process																										
Final approval / sign off / installation																										
Public construction contract																										
<b>Zone 2 - Park / Hard areas construction</b>																										
Site/area funding agreed																										
Agreement in place																										
Develop tender / contract/statement																										
Tender process																										
Final construction contract																										
<b>Zone 2 - Pavillion construction</b>																										
Site/area funding agreed																										
Agreement in place																										
Develop tender / contract/statement																										
Tender process																										
Final approval / sign off / installation																										
Public construction contract																										
<b>Zone 2 - Playground construction</b>																										
Site/area funding agreed																										
Agreement in place																										
Develop tender / contract/statement																										
Tender process																										
Final approval / sign off / installation																										
Public construction contract																										
<b>Zone 3 - Land acquisition</b>																										
Site/area funding agreed																										
Acquire land																										
<b>Zone 2 - Bridge construction</b>																										
Site/area funding agreed																										
Agreement in place																										
Develop tender / contract/statement																										
Tender process																										
Final construction contract																										
<b>Zone 2 - Pavillion construction</b>																										
Site/area funding agreed																										
Agreement in place																										
Develop tender / contract/statement																										
Tender process																										
Final approval / sign off / installation																										
Public construction contract																										
<b>Zone 3 - Playground construction</b>																										
Site/area funding agreed																										
Agreement in place																										
Develop tender / contract/statement																										
Tender process																										
Final approval / sign off / installation																										
Public construction contract																										
<b>Zone 3 - Park / Landscape construction</b>																										
Site/area funding agreed																										
Agreement in place																										
Develop tender / contract/statement																										
Tender process																										
Final approval / sign off / installation																										
Public construction contract																										

## Costs

	Year					
	Pre 2007	2007	2008	2009	2010	Total
<b>Expenditure</b>						
Payments to Main Contractor	82,404	25,907	7,300,000	9,000,000	6,936,397	23,344,708
Consultants Fees / Project Mgt	29,675	4,477	450,000	450,000	487,322	1,421,474
Legal Fees						0
Specialist Fees						0
Land Acquisition						0
Miscellaneous	1,542					1,542
<b>Total Expenditure</b>	<b>113,621</b>	<b>30,384</b>	<b>7,750,000</b>	<b>9,450,000</b>	<b>7,423,719</b>	<b>24,767,724</b>
<b>Income</b>						
Gateway Innovation Fund			6,200,000	7,560,000	2,892,318	16,652,318
Other Government Funding			1,884,203	1,884,203	127,000	3,895,406
Sligo Local Authorities - Revenue				1,000,000	3,000,000	4,220,000
Sligo Local Authorities - Capital	220,000					220,000
Private Investment						0
<b>Total Income</b>	<b>220,000</b>	<b>0</b>	<b>8,084,203</b>	<b>10,444,203</b>	<b>6,019,318</b>	<b>24,767,724</b>
<b>Balance</b>	<b>-106,379</b>	<b>30,384</b>	<b>-334,203</b>	<b>-994,203</b>	<b>1,404,401</b>	<b>0</b>

## Estimated costs of initial developments of Cleveragh Regional Park

(Costs prepared for Recreational zones 1,2, and 3 only)

**Total Cost €24,767,724**

Source of Funding	Amount Secured
Dept of the Environment, Heritage and Local Gov.	3,000,000
Dept of Arts, Sport and Tourism (DAST)	545,000
Top up RAPID funding	51,000
Faite Ireland	93,406
FAI (plus DAST)	10,000
INTERREG	100,000
Playground Grant Scheme	60,000
RAPID playground scheme	36,000
<b>TOTAL FUNDING SECURED TO DATE</b>	<b>€3,895,406</b>

**Funding Sought from Gateway Innovation Fund €16,652,318**

## Conclusion

The advantages of Cleveragh Regional Park that emerge from the redevelopment are manifold including:

- Cleveragh Regional Park development can provide for a major portion of the active and passive demands of a growing urban population.
- The park has a significant ecological role to play in the preservation of interesting and diverse habitats creating opportunities for informal education e.g. environmental studies or nature walks.
- Cleveragh Regional Park can provide a destination recreational activity area catering for a diverse range of active recreation and passive recreation in an integrated parkland setting.

## Risk Analysis

Severity Scale	Risk of Occurrence	Risk Response
5 Very Severe	5 Definitely will occur	<b>Avoidance:</b> Consequences are avoided by changing the project Plan.
4 Severe	4 High risk of occurrence	<b>Transfer:</b> Transfer the consequences ownership and responsibility of the risk to a third party.
3 Moderate	3 Moderate possibility of occurrence	<b>Mitigation:</b> Reduction of the probability and/or severity of a risk to an acceptable threshold.
2 Small impact	2 Small possibility	<b>Acceptance:</b> Accepting the consequences of the risk by developing a contingency plan or by accepting the impact of the risk.
1 Little or no impact on the project	1 Unlikely possibility of occurrence	

Priority	Risk Description	Severity	RoC	Risk Score	Risk Response	Risk response	Severity	RoC	Risk Score
	Insufficient capital funding to develop Cleveragh Regional Park	5	3	15	All available funding strands utilised to establish sufficient funding for the project	Mitigation	5	1	5
	Planning issues	5	2	10	Public Consultation, Pre Planning Consultation and high quality design	Mitigation	5	1	5
	Cost Over-Runs	5	4	20	Introduction of fixed price Contract and high quality design at inception	Transfer and Mitigation	4	1	4
	Quality of Contractor(s)	5	3	15	Pre qualification Process for Contractors	Mitigation	5	2	10
	Unknown Services at subterranean level	5	1	5	Extensive research and recording of location and extent of existing Services	Mitigation	4	1	4
	Poor quality facility will be developed	4	3	12	Professional design input from Parks professionals	Mitigation	4	2	8
	Management of Project	5	3	15	Selection of Consultant Landscape Architects by way of framework short list to manage a Landscape based contract	Mitigation	4	2	8
	Archaeological Finds	4	3	12	Archaeological assessment carried out during investigative works	Mitigation	4	2	8
	Insufficient maintenance funding with consequent steady decline in quality post construction	5	4	20	All available funding strands utilised to establish sufficient maintenance funding for the project. Central government to be encouraged to develop new local authority parks and open space funding mechanisms to support development of green space by local authorities outside Dublin	Mitigation and Acceptance	5	3	15
	New development may destroy much of what is valued at Cleveragh Regional Park	5	3	15	Strong design and landscape planning with ongoing quality maintenance	Mitigation	4	1	4



## Appendix 2: Briefing Session Invitees

Name	Job Title	Company/Organisation
Clr. Joe Queenan		Sligo County Development Board
Clr. Tony McLoughlin		Sligo County Development Board
Clr. John Sherlock		Sligo County Development Board
Clr. Jimmy McGarry		Sligo County Development Board
Clr. Sean MacManus		Sligo County Development Board
Mr. Hubert Kearns	County Manager	Sligo County Council
Clr. Gerard Mullaney		Sligo County Development Board
Mr. Barry Egan	Regional Director	Enterprise Ireland
Mr. Brian Scanlon		Sligo County Development Board
Mr. Christy McDonagh	Regional Manager	Dept. of Social, Family & Community Affairs
Mr. Frank Fox	North Western Regional Office	Dept. of Education & Science
Mr. Gerard Queenan		ICMSA
Mr. Hugh McConville		Sligo County Development Board
Mr. Joe McHugh	Regional Manager	IDA
Mr. John Reilly	CEO	Sligo County Enterprise Board
Mr. Kieran G. Kenny	Chief Superintendent	An Garda Síochána
Mr. Martin Henry	Chief Agricultural Officer	Teagasc
Mr. Martin O'Brien	Chief Executive Officer	Co. Sligo VEC
Mr. Michael Quigley	CEO	Sligo LEADER Partnership Co. Ltd.
Mr. Padraig Branley	Director	Sligo County Enterprise Board
Mr. Paul McLoone	General Manager	Fáilte Ireland - North West
Mr. Peter Greene	Bank Manager	AIB Bank
Mr. Sean Tempany		Sligo County Development Board
Mr. Tom McGettrick		Sligo County Development Board
Ms. Carmel Taheny	General Manager	Community Services
Ms. Gillian Buckley	Chief Executive Officer	Western Development Commission
Ms. Joan Mullen		Sligo LEADER Partnership Company
Ms. Myriam Scanlon Trill	Assistant Manager Employment Services Unit	FÁS
Ms. Sharon Boles	Co-ordinator	Sligo County Childcare Committee
Mr. Richard Thorn	Director	Institute of Technology Sligo
Mr. John O'Gorman	Network Services	ESB
Mr. John Tuohy	Network Projects	ESB
Ms. Rebecca Stevens	CEO	Sligo Chamber of Commerce
Mr. Tony Wehrly	President	Sligo Chamber of Commerce
Mr. Peter Farrell	Regional Sales Manager	Eircom
Ms. Sheila Smith	General Manager	Sligo General Hospital
Mr. Gerry Finn	Director	BMW Regional Assembly
Mr. Matt Donnelly	Director	Border Regional Authority
Mr. Terry Savage	Implementation Officer, Regional Planning Guidelines	Border Regional Authority
Mr. Rory Leahy	Regional Manager	Bus Éireann
Clr. Jonathan McGoldrick	Mayor	Sligo Borough Council
Clr. Seamus Kilgannon	Cathaoirleach	Sligo County Council
Mr. Joe Corcoran		Sligo Airport
Mr. Michael Nolan	Senior Manager	The National Roads Authority
Mr. Dominic Mullaney	Principal Advisor	Department of Transport
Ms. Mary Goake	Director	Arts Council
Mr. Denis Mehigan		Department of Agriculture, Fisheries & Food (DAF)
Mr. Francis Rochford		Department of Arts, Sports & Tourism (DAST)
Mr. Gerry Clerkin		Department of Communications, Energy and Natural Resources (DCENR)
Ms. Kathleen Stack		Department of Community, Rural & Gaeltacht Affairs (DCRGA)
Mr. Paul Ryan		Department of Education & Science (DES)
Mr. Seamus Grehan		Department of Enterprise Trade & Employment (DETE)
Mr. John Palmer		Department of Finance
Mr. Dermot Magan		Department of Health & Children (DHC)
Mr. Gerry J Shannon		Department of Justice, Equality & Law Reform (DJELR)
Mr. Christy McDonagh	North West Regional Manager	Department of Social and Family Affairs
Mr. David Browne	Sustainability Advisor	Department of Transport and Maritime Affairs (DTMA)
Ray and Eileen Monahan		Developer
Mr. Gerry Healy		Kevinfort Ltd
Mr. Michael Prenty		McInerney Homes Ltd
Mr. Gerry Dillon		Cordill Construction Ltd
Mr. Tom Coyle		Developer
Mr. Seamus O'Dowd		Developer
Mr. Anthony Murray		Developer
Mr. Michael O'Hehir		O'Hehir's Bakery
Mr. Sean Cassidy		Casscon Ltd
Mr. Terry Connolly		Casscon Ltd
Mr. Bernard Mullen		Developer
Mr. Tom Daly		GHO Ltd
Mr. Rossa McCusker		Rossa McCusker & Sons Ltd
Mr. Kevin Quinn		Embassy Rooms
Mr. John Molloy		Developer
Mr. Michael McGoldrick		Tarus Manufacturing Ltd
Mr. Ronnie Greaney		Atlantic Developments
Mr. Michael Keenan	Chairman, CIF Northwest Branch	M.K. Construction Ltd
Mr. Padraig O'Grady	Regional Director	IBEC
Ms. Mary Madden	ARCEO	Sligo VEC
Ms. Sarah Glennie	Director	Model Milland
Mr. Ray Gilboy	Regional Director	CIF Western/Midland Region
Mr. John Nullaney		O'Connell Street Traders

## Appendix 3: Breakdown of Individual Project Costs

Description of Costs	Garvoge Road and Approaches €	O'Connell Street Enhancement Project €	Cleveragh Regional Park €	Sligo Cultural Quarter €	Totals €
Preliminary Design	1,336,933	200,291	144,005	1,215,475	2,896,704
Detailed Design	941,868			11,536,573	12,478,441
Advance Investigations	199,650				199,650
Advance Works	340,500				340,500
Site Supervision	801,625	400,000			1,201,625
Project Management	500,000	301,800	1,387,322	11,429,191	13,618,313
Construction	17,044,811	4,114,375	10,317,519	93,591,839	125,068,544
Furniture & Fittings				840,350	840,350
Museum Fit out				1,735,625	1,735,625
Landscaping Works			1,977,254		1,977,254
Activity Areas			4,261,868		4,261,868
Cycleways			294,521		294,521
Roadways, Footpaths			2,305,185		2,305,185
River Works			1,624,650		1,624,650
Environmental Mitigation Works	1,815,000				1,815,000
Archaeological Investigations	2,270,000				2,270,000
Contingency	2,270,000				2,270,000
Legal Fees	675,000				675,000
Finance Costs					0
Land Acquisition Costs	6,000,000		2,105,400	3,289,899	11,395,299
Public Artwork			350,000		350,000
	<b>34,195,387</b>	<b>5,016,466</b>	<b>24,767,724</b>	<b>123,639,552</b>	<b>187,619,129</b>

All costs are inclusive of VAT.







**Sligo Borough Council**  
Comhairle Bhuirg Shligigh  
City Hall, Quay Street, Sligo  
Tel: +353 (0)71 911 440  
Fax: +353 (0)71 911 4499  
Email: [info@sligoborough.ie](mailto:info@sligoborough.ie)



**Sligo County Council**  
Comhairle Chontae Shligigh  
County Hall, Riverside, Sligo  
Tel: +353 (0)71 9111 111  
Fax: +353 (0)71 914 1119  
Email: [customerservices@sligococo.ie](mailto:customerservices@sligococo.ie)

