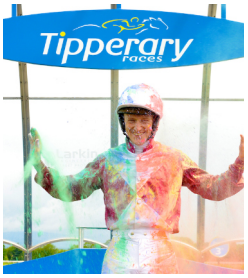
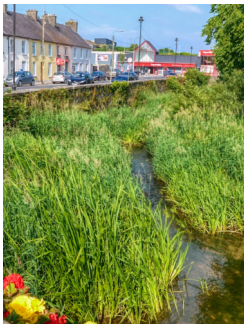
Tipperary Town Revitalisation Task Force

Strategy and Action Plan to 2035

Draft for public consultation





Rialtas na hÉireann
Government of Ireland

Comhairle Contae Thiobraid Árann
Tipperary County Council

Tipperary Town
our time, our way

An Chomhairle Oidhreachta
The Heritage Council

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Tipperary Town Revitalisation Task Force would like to acknowledge the support of the Heritage Council and Alison Harvey through the Tipperary Town Collaborative Town Centre Health Check

A special word of thanks to all the local people and community & voluntary groups that fed into this draft Strategy and Action Plan through completing our surveys, participating in our focus groups, and contributing to our subcommittees and the various projects and initiatives that have taken place to date.

Figure 1: Main Street, Tipperary Town, July 2021

Our Context

Tipperary Town is a 19th Century market town, located in the western part of County Tipperary on the N24 route between Limerick and Waterford. It is well connected by rail via Tipperary Station and nearby Limerick Junction. The 2016 Census shows that the town has a population of 4,980, down from 5,310 in 2011

The River Ara flows through the town. To the south is the wonderful Glen of Aherlow, nestling between Slievenamuck and the Galtee Mountains.

Today, Tipperary Town is an important service centre for the people of the town and its rural hinterland. The town and its hinterland has some wonderful amenities such as the Tipperary Excel Arts Centre & Theatre, Sean Treacy Memorial Swimming Pool, Canon Hayes Recreation Centre, Tipperary Racecourse, numerous golf courses and the Tipperary Hills. The town also has a vibrant Chamber of Commerce and a broad selection of international retailers and traditional shops.

Tipperary Town has a rich industrial and agrarian history. However, due to the loss of indigenous manufacturing industries over a sustained period, the town has experienced some very hard times, with several areas suffering from very high unemployment and social exclusion. This has had a knock-on effect on the Primary Retail Area, especially Main Street which suffers from an alarmingly high commercial vacancy rate (28%+) as many traditional businesses in the town have closed. These have not been replaced.

The N24 – Limerick to Waterford – passes through the Main Street. This places enormous hardship on the town and its people. There are over 10,000 daily traffic movements on Main Street, choking up the thoroughfare and contributing to serious noise and air pollution. This prevents the development of Tipperary Town as a 'living town'.

Figure 2: Kickham Place

There is a sense among the local community that the town has been left behind; that it never benefitted from the Celtic Tiger or the more recent economic growth in the years prior to the Covid 19 pandemic.

These issues prompted the formation of a number of local action groups, most notably Jobs4Tipp and March4Tipp. Local citizens and stakeholders established these groups to address the many socioeconomic issues facing the town. They developed, with huge community support, and now advocate for the supports needed to turn the town around.

Jobs4Tipp organised a packed public meeting in January 2017 in the Excel Theatre for the people of Tipperary Town, the businesses, the Councillors, Elected TDs, and all interested groups, schools, and organisations. This was the first time that all stakeholders had come together to discuss the issues relating to Tipperary Town. The group has worked hard since to highlight issues and lobby on behalf of the town and its people. In 2019 a digital hub and shared workspace opened at Tipperary Technology Park to help drive job creation and remote working in the town.

In October and November 2018, March4Tipp organised two large scale protests, where over 5,000 people marched through Tipperary

Town in an effort to highlight decades of underinvestment and neglect.

Families and individuals, of all ages, from the town and the hinterlands came together to voice their concern for the town and for the future of their children and future generations.

The community demanded government intervention to address the serious socio-economic issues blighting Tipperary Town. Following these grassroots efforts, and amid calls for the establishment of a Task Force for Tipperary Town, Damian English TD, Minister of State at the Department of Housing, Planning and Local Government, announced actions to support the revitalisation of Tipperary Town in September of 2019.

The Minister pledged to provide support for the formation of an independent Task Force with the appointment of a Project Manager. The undertaking of a Collaborative Town Centre Health Check, via the Heritage Council was also promised.

The Minister then named Ms. Carmel Fox, former chief executive of Ballyhoura Development, as independent Chair of the Task Force.

The formative phase of the revitalisation process has been about the establishment of the Task Force; listening to the community and taking stock of the issues. An extensive community survey was undertaken during the summer of 2020. This was followed by a more detailed consultation later in the year, with stakeholders and subject-matter experts across ten thematic areas which emanated from the initial survey.

That process has led us to this Strategy and Action Plan. This will be our roadmap for the revitalisation of Tipperary Town. The Plan lays out a vision for the future of Tipperary Town for residents, business owners, community groups and for everyone with a stake in the town.

Figure 3: March4Tipp Protest March, October 2018

Governance and Structure

The Tipperary Town Revitalisation Task Force (TTRTF) was established in January 2020 to address the many issues that have impacted on the development of Tipperary Town. TTRTF will oversee the creation and implementation of a Strategy and Action Plan to revitalise the town.

The main objective of the Task Force is to promote, support, assist and engage in the revitalisation of Tipperary Town through:

- Social development
- Environmental sustainability
- Economic development
- Community development
- Infrastructure development

Other objectives are:

- To adopt a collaborative approach with voluntary groups and businesses in the community; with Non-Government Organisations (NGOs) local and national agencies
- To listen to the community and stakeholders by consulting widely in multiple ways to inform strategic and action plans
- To promote, support, assist and engage in:
    - Social inclusion
    - Climate adaptation;
    - Education & training;
    - Heritage, culture & arts;
    - Town image
    - Enterprise & employment,
    - Infrastructure,
    - Retail,
    - Tourism,
    - Sport & recreation
- To have regard to the strategic objectives set out on local, county, national and EU strategies.

The Task Force has 18 members representing different sectors, agencies and community organisations.

Values

Organisational Values or Core Values are the fundamental beliefs upon which TTRT's Vision and Mission will be achieved. The behaviour of all team members is based on these values. These are the guiding principles that will form the basis for all decision making.

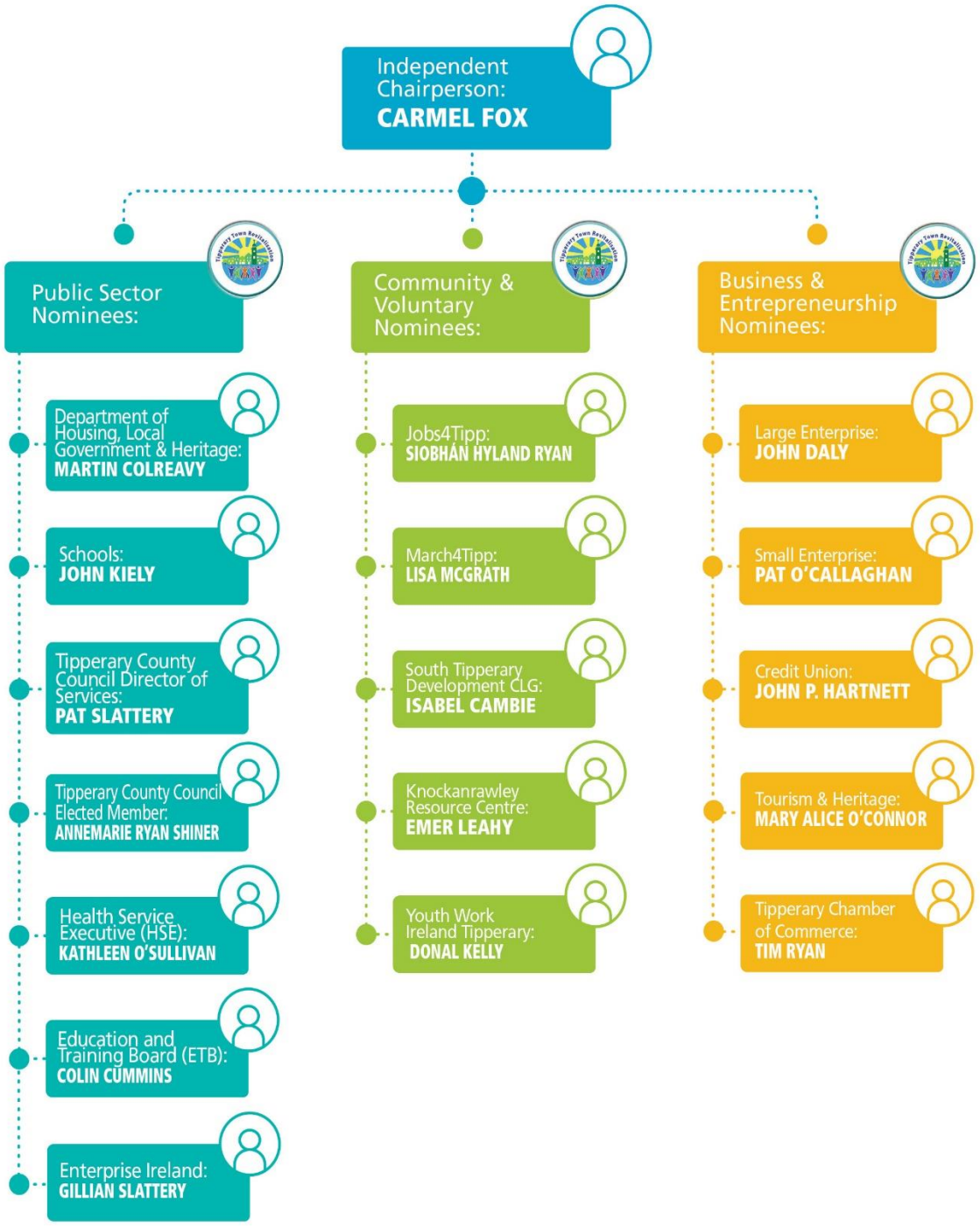
The four selected Core Values are:

- Integrity - this encompasses trust, honesty and transparency
- Resilience
- Inclusivity
- Ambition

A Youth Task Force was also formed, but unfortunately, due to Covid restrictions and limitations, the group has been dormant. Limited consultation was undertaken by Tipperary Town Schools during Covid 19. Further consultation is being planned.

There will be numerous opportunities for stakeholders and the public to engage and participate through surveys, thematic consultations, action groups and sub-groups of the Task Force. As the process develops in the coming months and years, there will be continuing targeted engagement and sectoral network development.

Tipperary Town Revitalisation Task Force Organisation Chart and Current Membership



The directorship of Tipperary Town Revitalisation (CLG) is made up of three members of the Task Force - the Independent Chairperson of the Task Force, Local Authority Director of Services and one other member nominated by the Task Force. The Municipal District Administrator will act as Company Secretary.

They, together with the Tipperary Town Revitalisation Manager form the Town Team, whose role will be to oversee administration & governance of all Task Force functions.

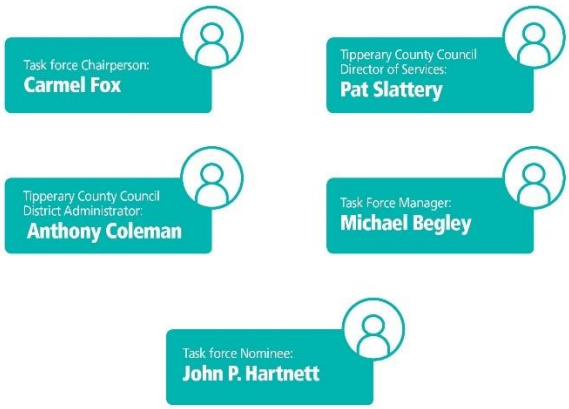


Figure 4: Tipperary Town Team

Enabling Structure

Projects and actions will be delivered in a number of different ways. The Task Force in many cases will act as a conduit for development. Subgroups and working groups will be formed in key strategic areas to drive the development of actions and initiatives. Pooling skills and resources across the stakeholders will be a key determining factor in the success of this Plan. The outcomes that the community need will only be achieved through collaborative action.

While Tipperary Town Revitalisation CLG will lead certain projects and initiatives directly, it is critical that stakeholders and local partners take the initiative in others, on their own or in collaboration with the Task Force or other partners. Tipperary Towns community groups and social enterprises have significant scope, to benefit from a broad range of funding opportunities. A key objective of this process is to build community capacity; to secure more volunteers and members; to renew and strengthen the community and voluntary sector in the town now and in the future.

Larger transformative projects will be resourced through Government funding, i.e., bids to relevant competitive funds in partnership with the Local Authority or other agencies/partners. Joint venture and legal partnerships will be required in some cases. Projects on this scale will require significant preparatory work such as strategic assessment and detailed business case-development to secure support from funders. The lead-in time for projects of scale can stretch to years, and this will require constant communication with all stakeholders. It is therefore of paramount importance that the Task Force and its stakeholders prioritise projects that offer the optimum value for money and maximum impact in terms of addressing the socio-economic issues facing Tipperary Town.

Monitoring & Evaluation

Ongoing Monitoring and Evaluation will be an important aspect of the plan. Each pillar identified in this plan will have a monitoring committee. This committee will meet at least quarterly to review progress and ensure that goals and outcomes are being met.

At the same time, the Strategy and Action Plan will need to be flexible in order to adapt to changes in circumstances, and to be able to avail of unexpected opportunities, or mitigate against external factors.

The CTCHC, Census and other datasets, provide a good baseline to measure success in the future.

Each project or initiative undertaken will have its own project plan with a defined set of outcomes.

Our Location

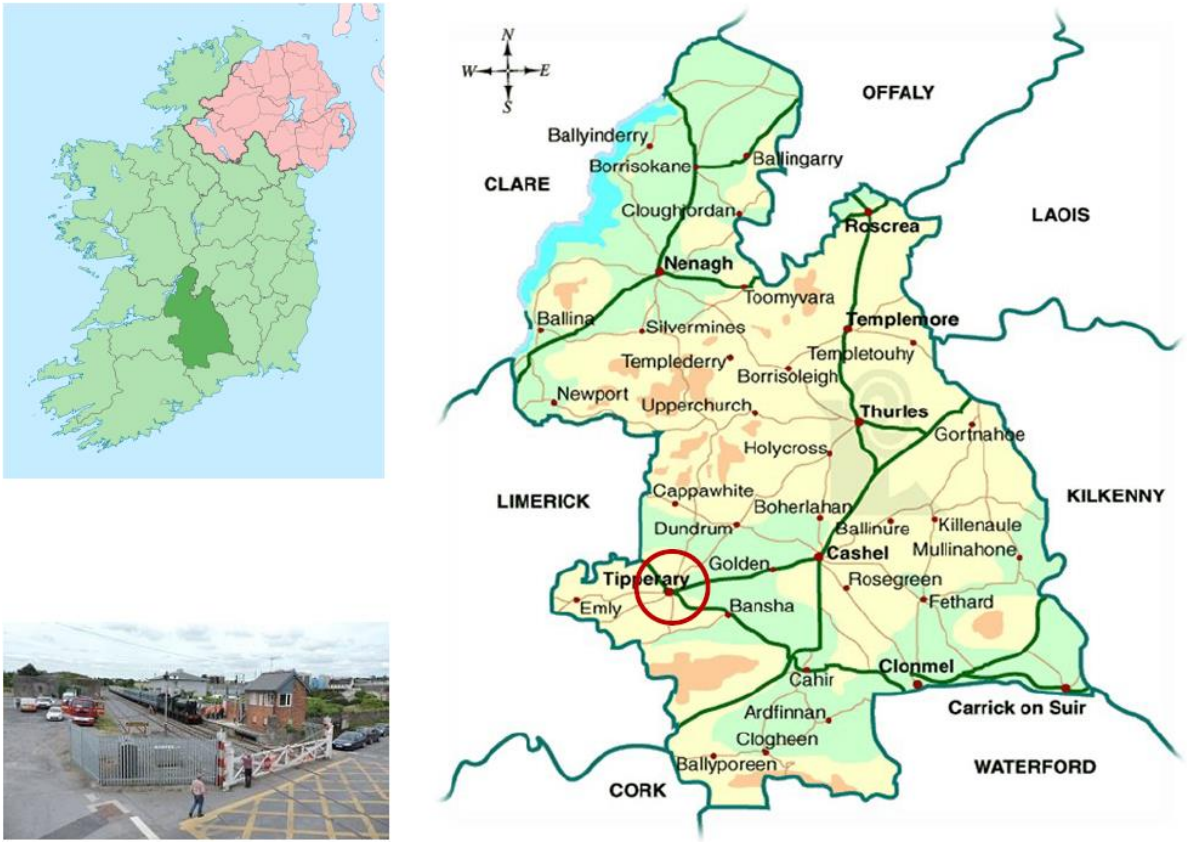


Figure 5:Tipperary Town & Limerick Junction (inset)

Tipperary Town is located to the west of the County with a strategic central location on major road transport corridors including the M8, and N24 route between Limerick City and Waterford City. It is less than 50km from Limerick City and is 67 km to Shannon Airport. It also has three active rail lines. The rail stations are a significant asset to the town, with potential to contribute to transport and tourism networks. Tipperary Railway Station is on the Limerick to Waterford line and has, at present, limited services to Waterford via Cahir, Clonmel and Carrick-on-Suir.

However, Limerick Junction (less than 5km from Tipperary Town Centre) is considered an important regional asset connecting the Dublin, Cork, Limerick and Waterford rail corridors.

Shannon, Cork and Dublin Airports lie 67km and 103km and 194km away respectively.

In terms of strategic roads, Transport Infrastructure Ireland and its partners, have commenced work on planning to deliver improvement in regional accessibility along the N24 corridor between the cities of Waterford and Limerick. The project is divided into two sections Limerick Junction to Cahir and Cahir to Waterford.

Tipperary Town: A Very Brief Introduction

By Dr Denis G. Marnane

The glory of Tipperary's location is the double rampart of Slievenamuck and the Galtees, between which is the Glen of Aherlow, located to the south of the town. Across more than eight centuries Tipperary has been a market centre. Established in the 1190s by the Normans (several of their fortified places are still be to seen, most obviously on Tipperary Hills) a settlement slowly developed on a gentle slope running south to the River Arra.

Figure 6: The Galtees

Around 1300, a friary was founded on the south bank of that tributary of the Suir and lasting until the 1530s, was the first of two institutions that ensured the survival of the settlement. The second institution, a century or so later, was 'The Abbey' a school for boys, thus beginning a unique continuity of function, the provision of education on the same site, from around 1680 to today. The only comparable example is Trinity College Dublin, founded in 1592 and still on the same site. Erasmus Smith (1611-1691), founder of 'The Abbey' was granted thousands of Tipperary acres including much of this town and established his educational charity, which still functions.

Subject to attack and conflagration, famously in 1330 and 1691, this settlement was fortunate to survive as it does not appear to have been walled and had no associated castle. (As recently as 1922, the town was the scene of a three-day battle during the Irish Civil War. Six people were killed, including a child.) However, Tipperary did survive because it continued to provide a place for people to buy and sell their livestock and produce. The medieval grant to hold markets was renewed in 1666 and regulated both Market Yard and Fair Green. Four great fairs were held annually, in April, June, October and December; extended to monthly fairs in 1853. For many years these fairs, shop windows barricaded and with livestock in the streets, were at the core of the town's economy.

Located in the famed Golden Vale, rich land awash with milk, Tipperary town (after Cork) had the second most important butter market in the entire United Kingdom. Farm families produced their own butter which they sold to merchants and wholesalers through a butter market, located in Church Street. All changed with the coming of creameries, both proprietary and co-operative. Cleeve's Creamery operated on part of the Fair Green from 1897, until it was eventually taken over by Tipperary Co-Operative Creamery, which dates from 1908. Milk continues to fuel the local economy.

It should not surprise that Tipperary town was at the heart of the Irish struggle for farmers to own their farms. Between 1889 and 1891, a fiery combination of tenants, pushed by outside leaders such as John Dillon and William O'Brien, took on the powerful landlord interest. With huge personal sacrifices, New Tipperary was created as tenants walked away from their property in the 'old town' intent on beginning anew. It was not to be but New Tipperary remains, a monument to their endeavours.

It is fitting that the individual most famously associated with Tipperary town is the Fenian leader John O'Leary (1830-1907). With other

revolutionaries such as Mullinahone-native Charles J Kickham (1828-1882), achieving an Irish Republic was their sole intent. Indeed, in an earlier period, the family of Robert Emmet was based in Tipperary town. From the Fenians rallying at Ballyhurst on the Cashel Road in 1867 to the fateful Soloheadbeg Ambush in January 1919, their greatest success was their impact on later generations and in all the great militant struggles again the Crown, Tipperary was to the forefront.

Tipperary Town: A Debt Owed.

It began badly and did not get much better. No other provincial town endured so much during the War of Independence and Civil War: a downward spiral that included the prohibition of fairs and markets which were the economic sinews of the town and district; destruction of property; terror on the streets by day; murder gangs by night and that was just the war against the British. When it came to civil strife, the town was again in the front line. As the state was being forged in fire and blood, some of the town's key resources were destroyed or neutralised, including the creamery, the military barracks, the police barracks, the workhouse, the Irish House, saw-mills in Aherlow, the Abbey grammar school, a large mineral water company, a gloving school and the casein and lactose factories.

In the early twentieth century, Tipperary's commercial footprint was far more extensive than subsequently with businesses on more streets; its population was larger and there was coherence in the milk business. Not only were there proprietary and co-op creameries but there was investment in enterprises that used milk by-products, such as casein and lactose. Cleeve's was burned in 1922 and in 1925 the Casein and Lactose Factories closed. Rebuilding the creamery did not begin until 1926, when there was hoped for employment of 200 men.

Within a few years, this gap between what had been lost, namely prosperity under British rule and what was being endured, namely poverty and neglect, was being noticed and articulated. In 1925, a leading Dublin periodical (The Leader) published an article about Tipperary's plight, highlighting the apparent inability to transform a milk supply into jobs and prosperity. A speaker at a public meeting in 1927 remarked that 'Tipperary made sacrifices during a period of two revolutions, while other towns were making profits'. Another complained that 'if suffering for the country's cause deserves any consideration, then Tipperary had a claim for special consideration'.

Indeed, Sean Lemass no less, admitted the truth of the debt owed when in June 1936, one bright day in a very dull decade, he officially launched two enterprises, floor covering and gloves. He may even have meant what he said, such was the intensity of the lobbying getting across Tipperary's message. It should be emphasised that these enterprises owed more to local effort than to government patronage. Local effort was exemplary and sustained, with men like John Kelly, P L Ryan and Fr John Hayes doing their best.

Figure 7: Lino Factory, early 1950's: image courtesy of Tipperary People Publications, Elaine Fitzpatrick

Why the negative official attitude towards Tipperary? Probable reasons include inadequate representation at national level, including indifference towards the town from one prominent politician; the sustained Republican assault on infrastructure during

1922-1923; a government in the 1920s that did not forgive the region's anti-Treaty identity; the convenience of the simplistic label 'garrison town' for subsequent administrations; a reputation for labour radicalism from the 'soviet' experiment and the universal truth that governments don't do gratitude. In a letter from September 1930, a local man with vast experience of public affairs (he was later an important figure in the Land Commission) commented on an absence of sympathy for local needs on the part of officials. In fact, he went further, with respect to the official attitude to the region's lifeblood, which of course is milk. He characterised the treatment as 'grossly unfair'.

Because governments subscribed to the Sinn Féin orthodoxy of self-sufficiency, there was suspicion merging with dismissal with respect to foreign investment. When Tipperary Co-Op decided to revive the manufacture of casein (a milk by-product) with German help, the plan was scuppered, with some financial loss. When around 1930 the Swiss company Nestlé wanted to invest, access to a milk supply of course being a huge attraction, the attitude of Dublin was hostile, prompting the prescient comment from a company representative that the time would come when that tune would change. Almost a decade into independence, well might the chairman of Tipperary (SR) County Council state that 'Tipperary which once was one of the grandest towns in the country, was now a frightfully dead place so far as industries were concerned'.

The 'Lino Factory' had only a short time to get established when it was closed because of the 'Emergency' (elsewhere World War Two) but re-opened after the war. To sum up the stagnant fifties in Tipperary, picture the busy railway station on a summer evening but noisy for the wrong reasons, as tearful family members separated from each other when holidays ended and the journey to Rosslare and Britain began. Having moved on to the manufacture of carpets, the 'Lino Factory' closed in 1979. However, the late 1970s was an optimistic period; in fact, the brightest in terms of new jobs with considerable investment by Tipp Co-Op, Tambrands and Atari.

Figure 8:Deliveries being unloaded from Tipperary Railway Station during the 1960's: image courtesy of Tipperary People Publications, Elaine Fitzpatrick

It did not last. Twenty five years ago, 'Tipperary Live or Die' was a heading and an agenda as local people, as they have always done, got together to push for change. Perhaps, now in this Decade of Centenaries, while we are being forced to confront our past, there will be some official recognition of the price paid by Tipperary town and its people in creating this state. A thought with which to conclude: on the one hand the fate of Tipperary town and on the other, all those communities in which nothing much happened 1916-1923 but which subsequently thrived.

About the Author: *Dr Denis G. Marnane is editor of Tipperary Historical Journal and has written on all aspects of the county's history. Among his publications are The 3rd Brigade- a history of the Volunteers/IRA in South Tipperary, 1913-21(2018) and The Civil War in County Tipperary (2021). He is a former board member of the National Library of Ireland and in co-operation with Tipperary Studies, Tipperary County Library Service, has produced the 'Finding Tipperary' series of publications, of which the most recent is County Tipperary 1921-1923 a history in 60 documents*

Tipperary Town Today

Figure 9: Bridge Street, Tipperary town

Whereas Tipperary Town functioned as a prominent market town during the 18th and 19th centuries, since the latter half of the 20th century it has lost many of the functions that contributed to its importance as the County Town of the region. Several local manufacturing industries have closed, such as Kiely's Bakery, the 7-Up factory and Atari, as well as numerous independent shops and pubs. This resulted in a significant reduction in local employment opportunities and a proliferation of vacant commercial properties, both on the main street, the town centre and the outskirts of town.

A notable exception to this general industrial decline is the continuing success of the Tipperary Cooperative, which for generations has provided a way of life and a sustainable income stream for the local economy. The Co-op is 100% farmer-owned and its manufacturing facility processes milk into a range of dairy products for export and home markets. Over 250 employees are based at the Station Road plant in the centre of the town during the peak of the season.

Other important private sector employers in the town include McMahon Reinforcement, Brodeen Fabrication, Mid-west Engineering and Pierse's Garage.

There are also several businesses in the hinterland such as Dundrum Steel, Gleeson Concrete, Limerick Junction Racecourse, and the Ballykisteen, Dundrum and Aherlow House hotels.

Despite these successes, currently there are only 1,800 residents of Tipperary Town at work, and only 40% of these are employed in the town. An additional 1,300 workers commute into the town each day, with 70% of these living in the rural hinterland. The largest providers of employment are now public services (40%) and retail related services (30%).

In Tipperary East Urban, nearly 40% of men and 26% of the female were unemployed in 2016 , which is twice as high as the unemployment rate in the county for both genders. The rates for Tipperary West Urban are also above the county average. While these figures have shown some improvement from 2011, the rates for female unemployment show relatively little change over this five-year period.

The urban population of Tipperary has continued to decline, by over 30% since 1881, and it is no longer the main residential and community hub for the County that it once was. As with nearly all other Irish towns and cities, the emergence of mass suburbanisation has led to the movement of local communities and commercial activity from the traditional town centre outwards to low-cost greenfield sites in the environs.

Tipperary Town has seen the development of new housing estates to the west, north and east of the town centre, together with major new retail development on the western approach road from Limerick.

Tipperary town has two national routes running through the town centre, the N24 and the N74. Average weekly traffic movements are more than 80,000, a large percentage being HGV's. Tipperary Town is also on the main route from the West of Ireland to the port of Rosslare. Since Brexit, the town has

seen an increase in HGVs as Rosslare becomes a key access point to mainland Europe.

With that said, the town has not fully capitalised on its strategic locational advantage in the Region. It has strong connectivity to Dublin and to the southern regional cities of Cork, Limerick and Waterford. The growth of these Regional Cities is a key component of national planning strategy. These cities are targeted for significant growth and economic development to help balance the disproportionate growth of the Greater Dublin Area.

In addition, Tipperary Town has not realised its potential as a tourist destination. There is lack of suitable visitor accommodation, no paid attractions and few things to do, from festivals to family-friendly visitor experiences, and a significant communication and branding under-performance. With an impressive built heritage, independent shops and traditional pubs, combined with being the gateway to spectacularly rich landscapes and uplands, the town has much to offer the discerning visitor.

Figure 9: Tipperary Festival 2018

As elsewhere in rural Ireland, the tourism economy is becoming increasingly important to County Tipperary. In recent years visitor numbers and revenue from tourism have continued to grow, and Tipperary is now marketed as part of two Fáilte Ireland destination brands – Ireland's Ancient East and Ireland's Hidden Heartlands.

Tipperary is also part of the multi-county Munster Vales and the nearby iconic Rock of Cashel is ranked 16th in terms of national visitor attractions and is only one of many heritage-focused attractions.

Within the immediate environs of the town are other major outdoor attractions, such as the Tipperary Hills, the Slievenamuck uplands, the Glen of Aherlow and Galtee Mountains. Tipperary is also served by several excellent golf courses.

Figure 10: Christ the King, Glen of Aherlow

Tipperary is also reputed as the equine centre of Ireland. The town is located less than 5km from Limerick Junction and the renowned Tipperary Racecourse. It is close to Fethard, home to both the Coolmore stud and the new interactive attraction Fethard Horse Country Experience.

The town has reached a crossroads in its evolution as it struggles for a new identity and its share of the future economic success of the Southern Region.

Our Town Profile

Key Economic & Social Indicators

SCOT Analysis	
Strengths	**Challenges**
• Excellent schools with good facilities • Excellent range of sporting clubs and amenities • Excellent theatre and arts facility • Good retail offerings with a good blend of multiples and local shops • Broad range of community and voluntary groups representing the various interests in the town • Strong Social Enterprise culture in the town • Strong community spirit and volunteerism ethos • Two Resource Centres offering a broad range of services • Strong public sector employment with Central and Local Government Departments within the town	• Heavy traffic movement through the town centre is a major impediment to development. It is badly effecting the image of the town and the quality of life for residents • High commercial vacancy rate and derelict buildings in the town centre • High unemployment rates with a lack of employment opportunities and industry • Lack of light industrial units and office space for enterprise development and lack of appropriately zoned land • Statistically low education attainment • Town is well connected by public transport, but timetabling issues make services difficult to use • Lack of visitor accommodation to facilitate tourism development. No Hotel facility in the town centre • Shortage of all housing & accommodation types
Opportunities	**Threats**
• World renowned name 'Tipperary' • Untapped Tourism potential in heritage and outdoor recreation • Planned Tipperary Racecourse All Weather Track development offers a unique opportunity • Strategically located in terms of road, rail & airport • Rail station in the town and proximity to Limerick Junction • Development of Tipperary ENGINE Digital Hub and Innovation Centre • Dedicated Task Force to drive improvement.	• Potential abandonment of N24 Cahir to Limerick realignment project due to funding constraints or change of government policy • Declining population • Failure to secure support / funding for key projects. • Historical lack of consensus on key infrastructural projects

Strategic Policy Context

The Tipperary Town Revitalisation Strategy and Action Plan has been prepared within the framework of many existing National, Regional and Local Plans. The policies and objectives of relevance to the emerging projects of the Revitalisation Plan are embodied within the following key statutory plans and guidance:

National & Regional

Town Centre First 2021 (under development at time of writing)

The Joint Programme for Government (PFG) has committed to the development of a Town Centre First (TCF) policy. The PFG envisions the implementation of a strategic approach to town centre regeneration by utilising existing buildings and unused lands for new development, addressing vibrancy and future function, respecting, and reimagining the historic built environment while promoting residential occupancy in our rural towns and villages.

The process of preparing this Plan has benefited significantly from the guidance and support provided by staff of the Department of Housing, Local Government and Heritage.

National Planning Framework – Project Ireland 2040

Published in 2019, this document is a high-level strategic plan that sets out the future growth and development of the country by region to 2040, the strategic outcomes and priorities are:

- Compact Growth
- Enhanced Regional Connectivity
- Strengthened Rural Economies and Communities
- Sustainable Mobility
- A Strong Economy, supported by Enterprise, Innovation and Skills
- High Quality International Connectivity
- Enhanced Amenity and Heritage
- Climate-Resilient Society
- Sustainable Management of Water and other Environmental Resources
- Access to Quality Childcare, Education and Health Services

Our Rural Future - 2021

'Our Rural Future' represents the Irish Government's blueprint for a post-COVID-19 recovery and development of rural Ireland over the next 5 years. It provides the framework to achieve the vision of transforming the quality of life and opportunity for people living in rural areas. The high-level strategic outcomes include:

- Increase in number of people living in rural areas
- Increase in number of people in rural areas in employment/self-employed
- Increase in rural transport services/increase in passenger numbers
- Number of town regeneration projects funded
- Number of hubs in the national remote working hub network
- Reduction in regional income disparity
- Increase in broadband coverage in rural areas

Housing for All - 2021

'Housing for All - a New Housing Plan for Ireland' is the government's housing plan to 2030.

It is a multi-annual, multi-billion-euro plan which will improve Ireland's housing system and deliver more homes of all types for

people with different housing needs. The high-level strategic outcomes include:

- Supporting Home ownership and Increasing Affordability;
- Eradicating Homelessness, Increasing Social Housing Delivery and Supporting Social Inclusion;
- Increasing New Housing Supply
- Addressing Vacancy and Efficient Use of Existing Stock.

Mid-West Regional Enterprise Plan to 2020

The Mid-West Regional Enterprise Plan builds on the success of the Mid-West Regional Action Plan for Jobs (2015–2017) to ensure that it remains effective and that it continues to deliver jobs across the Mid-West region and can be robust to address the challenges we face, including Brexit.

A new Mid-West Regional Enterprise Plan is currently at draft stage and TTRTF have had multiple consultations in relation to the new strategy document that will include objectives in the areas Digital Transformation, Enterprise Development in Rural Towns, Economic Generation in Unemployment Blackspots, and the Green Economy among others.

Regional Spatial & Economic Strategy for the Southern Region (RSES)

The overarching purpose of the RSES is to support the programme set out in Project Ireland 2040, and accordingly the strategy establishes the need to strengthen rural towns and communities as a key objective for the Southern Region.

A Framework for Town Centre Renewal (2017)

The Framework sets out the key characteristics of a successful town centre and identifies both existing supports and best practice examples from around the country. The Framework includes an Action Plan for Town Centre Renewal which is intended to be a blueprint for towns and villages.

National Tourism Recovery Plan 2020-2023

This Recovery Plan recognises that the tourism section has the capacity and flexibility to recover strongly and quickly with appropriate support and investment by the State.

Future FET: Transforming Learning. The National Further Education and Training (FET) Strategy 2020-2024

The central premise is that Further Education & Training (FET) is for everyone and will serve as a major driver of both economic development and social cohesion. It is available in every community in Ireland, and offers every individual, regardless of any previous level of education, a pathway to take them as far as they want to go.

Fáilte Ireland and Ireland's Ancient East

Ireland's Ancient East is intended to showcase Ireland's living culture and ancient heritage and to bring it to life through stories that create unique visitor experiences, unite stakeholders and support vibrant communities. The goal is to support sustained economic growth and community wellbeing while valuing the local heritage, history and environment.

Fáilte Ireland and Ireland's Hidden Heartlands

Fáilte Ireland has developed a clearly-defined programme for Ireland's Hidden Heartlands. The brand is centred around rural communities and their lifestyles, as well as the many spaces for adventure and relaxation in this region. These guidelines and assets will help attract visitors 'off the beaten track' and create an internationally compelling visitor experience.

Climate Action Plan 2019

The Climate Action Plan sets out the measures by which Ireland can reduce its emissions from sectors outside the EU's Emissions

Trading System by 30% (relative to 2005 levels) by 2030.

Local Strategies

Tipperary County Development Plans (North & South):

Tipperary has at present two County Development Plans, these are:

South Tipperary County Development Plan 2009, As Varied, was adopted in February 2009.

North Tipperary County Development Plan 2010, As Varied, was adopted in July 2010.

The overall vision is one of sustainable communities, strong economy and a quality environment. Tipperary Town is identified as a District Town, providing employment opportunities, high quality retail choice, regional transport services and community services for its hinterland.

The process of preparing a new Tipperary County Development Plan 2022 – 2028 commenced on the 18th of September 2020 and is at draft stage at time of writing.

It is anticipated that the Tipperary County Development plan will be adopted in 2022 and thereafter the Town Plans will be reviewed.

Tipperary Town and its Environs Development Plan, 2013

The Vision of the Plan aims;

"To develop Tipperary Town as a balanced settlement centred on a vibrant town centre. Build on the heritage and tourism strengths of the town and to support the wider hinterland from an economic and cultural perspective. To promote the town as a unique settlement for working, living and recreation, and to balance the demands of a vibrant economy with the need for a healthy and sustainable environment and to ensure the protection of the unique built, cultural and natural heritage of the area".

Given that the Tipperary Town and its Environs Plan was adopted over eight years ago, its policies and land use objectives need to be reviewed in the context of the new opportunities arising for re-imagining the town as a sought after commercial, cultural and tourism hub with enhanced living and economic opportunities, as set out in the more recent statutory plans and guidance, and as promoted by the actions and projects of this Tipperary Town Revitalisation Plan.

Local Economic and Community Plan (LECP 2016 – 2020):

This is a County wide plan drawn up by the Local Economic and Community Development Committee (LCDC - a Committee of the Local Council), the Strategic Policy Committee for Economic Development and adopted by Tipperary County Council. It sets out plans for developing the communities and the economy of Tipperary and puts forward a series of priorities to be implemented over five years to address these key issues. Family Resource Centres are named as key partners in the targeting of estates with high levels of deprivation, provision of services for older people, family support; supporting young people and families with regard to mental health and family separation.

Social Inclusion Community Activation Programme 2018 - 2022:

The Social Inclusion and Community Activation Programme (SICAP) 2018-2022 provides funding to tackle poverty and social exclusion at local level.

SICAP is a social inclusion programme that works with communities and individuals. SICAP aims to tackle high and persistent levels of deprivation through targeted and innovative, locally led approaches. As Programme Implementer (PI) South Tipperary Development Company, in partnership with Knockanrawley Resource centre, deliver key actions reflecting the broad scope of the programme in order to strengthen

communities and improve people's lives reflected in 3 horizontal themes which underpin all aspects of our work:

- Promoting an equality framework;
- Applying community development approaches to achieve the participation of disadvantaged and marginalised communities;
- Developing collaborative approaches with stakeholders to improve how mainstream policies and programmes are delivered so that they impact more positively on the socially excluded.

Rural Development Programme (LEADER) – Tipperary Local Development Strategy

The Rural Development Programme (widely known as LEADER) focuses on improving all aspects of social and economic life in rural areas. The Programme seeks to bring about positive change helping to develop and sustain rural areas for the better through supporting enterprise development and job creation, rural environment, promotion of social inclusion and economic development.

The programme is implemented by South Tipperary Development Company (STDC) in the Tipperary-Cahir-Cashel Municipal District.

Tipperary Transforming, Tourism Product Development Plan 2020-2030

This Plan recognises a huge opportunity to drive forward an ambitious countywide investment programme, creating successful tourism development leading not only to job creation and economic development but to county pride, confidence and community wellbeing.

Strategic Tourism Marketing, Experience & Destination Development Plan 2016-2021

This strategic plan was prepared for Tipperary County Council & Tipperary Tourism Company in the context of change and opportunity and sets out a fresh proposition for Tipperary. The plan is action oriented, and aims to galvanise and enable growth for Tipperary

Munster Vales

The Munster Vales is an inland tourism destination in the heart of Munster, of domestic and international significance incorporating the Comeragh, Knockmealdown, Galtee, Ballyhoura and Nagles mountain ranges.

The purpose of Munster Vales is to promote the geographical area as a unique brand, linking the counties of Waterford, Tipperary, Cork and Limerick and everything in between. The Munster Vales area sits between four of Irelands six cities: Cork, Limerick, Waterford and Kilkenny. Gateway towns include Cashel, Tipperary, Carrick on Suir, Dungarvan, Fermoy, Mitchelstown, Buttevant and Charleville.

Our Approach

The development of this Strategy and Action Plan is the result of intensive and broad ranging community and stakeholder consultation. This was carried out over nearly eighteen months, from initial stakeholder consultations prior to the formation of the Task Force to a detailed public survey and subsequent highly focused thematic workshops to examine issues and craft actions and solutions. Parallel to this process, data analysis provided by David Meredith and Hilary Curley along with the Collaborative Town Centre Health Check carried out by the Heritage Council has provided baseline data to help monitor the future development of the town.

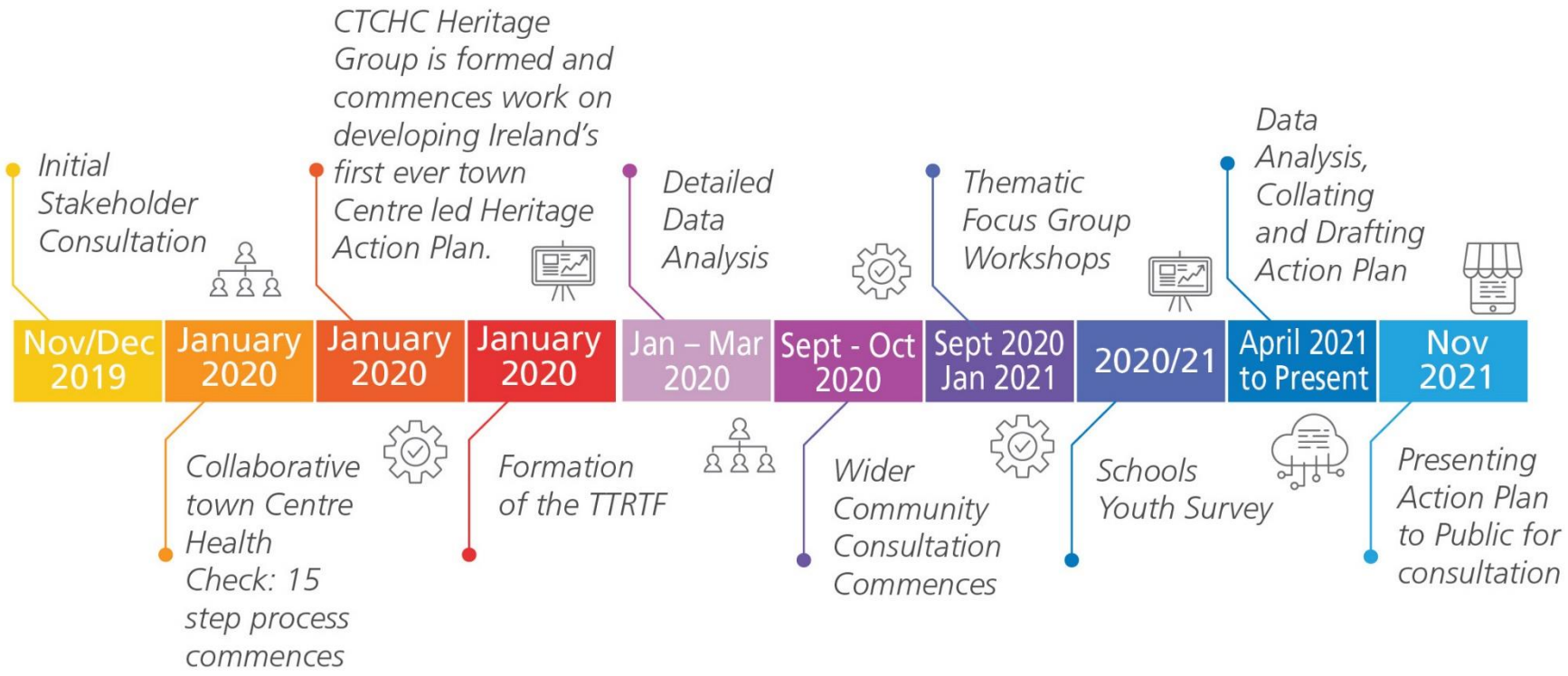


Figure 11: Consultation Timeline

Initial Stakeholder Engagement

During November and December 2019 significant consultation involving over 70 stakeholders took place with the aim of identifying the key issues facing the town. The key issues arising from these consultations are as follows:

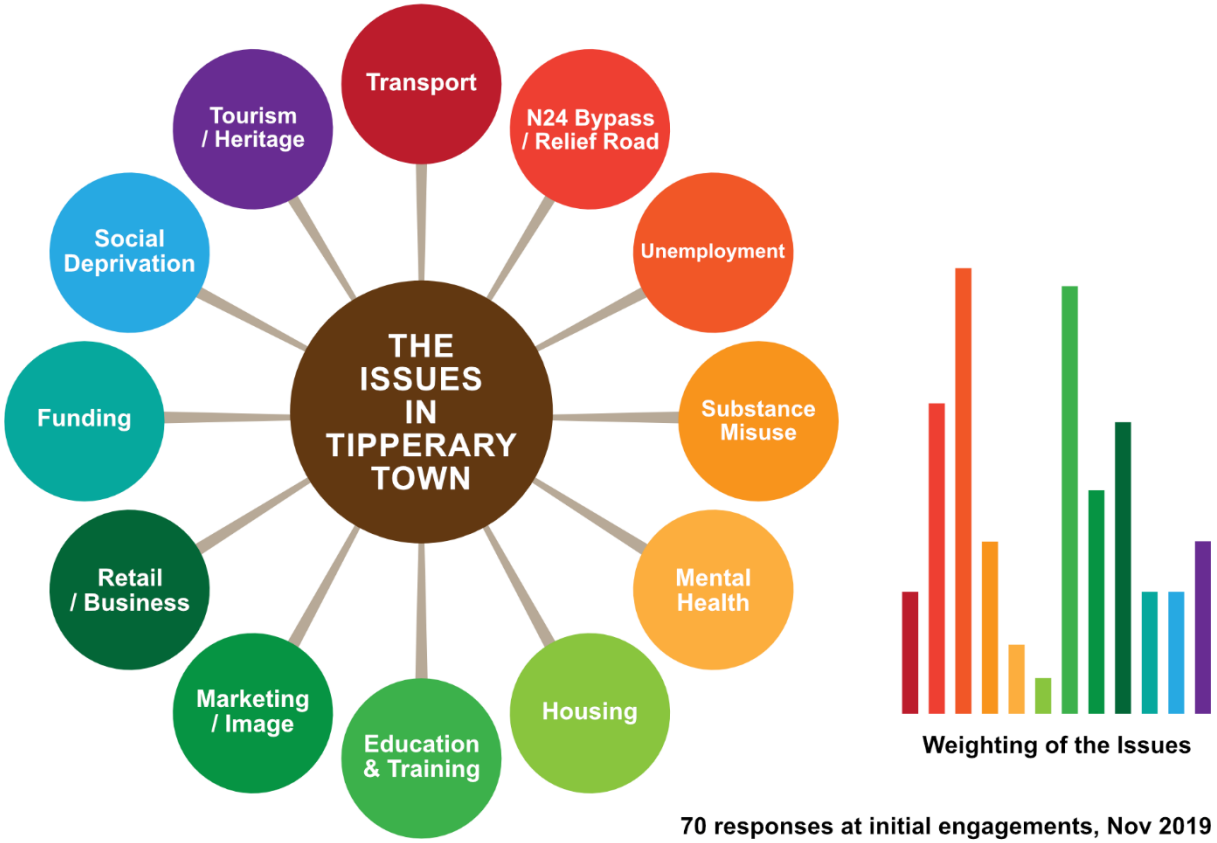


Figure 12: issues identified through initial stakeholder consultation

Collaborative Town Centre Health Check

The 1st Collaborative Town Centre Health Check (CTCHC) Workshop for Tipperary Town was held in January 2020. Following the workshop, a CTCHC Group and a CTCHC Heritage Group was formed for the purpose of preparing a Heritage Action Plan for the Town. This set out a clear path for heritage-led regeneration. The plan was facilitated by Ali Harvey of the Heritage Council, and was launched by Minister Malcolm Noonan TD, Minster for Heritage and Electoral Reform in August 2020. This is available for download on the Tipperary Town Revitalisation website

The CTCHC involves a 15-step process including a range of surveys that aim to establish baseline data and gain an understanding of how the town functions and how locals and visitors view the town.

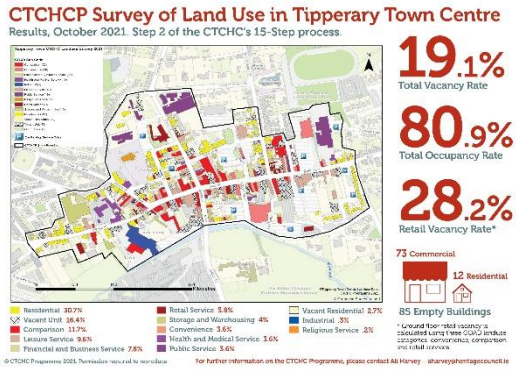


Figure 10: Tipperary land Use Map (See Appendix for full size map)

Strategic Workshop

A strategic workshop took place in February 2020 to establish the Task force's vision, mission, and values. The following Vision Statement was agreed:

"To make Tipperary Town the best small town in Ireland"

Public Survey

The Task Force prepared an extensive survey with some thought-provoking questions for the public who live, work and visit Tipperary Town. They were asked to complete this by filling in a paper copy which was hand-delivered by a local delivery company to businesses and homes in the town. The survey was also available online. 549 completed questionnaires were submitted and a detailed summary report was published in Dec 2020. This is available for download on the Task Force website www.tipptownrevitalisation.ie

Figure 11: Public Survey Feedback

Some of the most common responses related to transport and infrastructure, commercial vacancy, enterprise & job creation, and tourism.

Figure 12: Frustration over heavy N24 traffic was one of the main issues put forward by survey respondents: Photo Padraig Culbert

Strategic Themes Arising from Community Consultations

Through the workshops and survey process, the Task Force identified ten core themes to

be addressed in the community consultation for the preparation of the Strategy & Action Plan.

Members of the Task Force took responsibility for the thematic Subgroups. Ten members undertook the role of Convenor for a particular theme. This task included identifying a wide set of stakeholders, assigning a facilitator, and organising the consultations, in compliance with Covid regulations. This work was supported by the Project Manager, with participation by the Chairperson. Due to the Covid-19 pandemic most of the consultation had to be carried out virtually. Consultation workshops, meetings, focus- groups and thematic surveys were held across these themes in line with Covid-19 restrictions, and appropriate actions emerged.

Figure 13: Socially Distanced Infrastructure Workshop, Nov 2020

Youth Survey

In 2020 despite the impact of Covid 19 on our schools and students 313 primary and secondary school students in Tipperary Town took part in a Task Force Youth Survey. Further consultation is ongoing through the schools, youth groups and Comhairle Na N'Og

Young people are telling us the following:

- Traffic congestion, inadequate walking and cycling facilities in the town centre and lack of green spaces.
- Illegal dumping, littering and dog fouling is an issue that affects them.
- Poor selection of shops in the town centre and too many vacant buildings
- Lack of free, fun safe facilities for young people to hang out. Tipp youth need a teen space to make their own.
- Concerns about safety, on street drinking and drug dealing in the town, lack of employment and general mood of the town.

Data Analysis & Public Feedback

Following on from the thematic workshops Tipperary Midwest Radio held interviews with the 10 Convenors of the thematic consultations across March 2021 to inform the community of the broad actions emerging. The interviews are available to listen to on the Tipperary Town Revitalisation Website and Facebook page.

A very large number of actions were suggested through the various consultation processes. These were analysed and prioritised by a dedicated Strategy and Action Plan Subgroup, supported by the Manager. The subgroup considered each action and whether they were achievable, realistic, and proportionate to the needs of the town. The group also considered who might lead the actions and how they might be delivered and resourced.

As outlined later in the document, the ten core themes were organised in to four pillars due to the cross-cutting nature of many of the actions that emerged. This also serves to simplify this document and align with funding opportunities that are available and that are expected to emerge in the near future.

As the implementation progresses, continued targeted stakeholder engagement will be a key feature, along with continuous monitoring and evaluation of progress to ensure goals are being met.

Figure 14: Thematic Consultation Areas

Themes and Sustainable Development Goals (SDG)

Tipperary Town Revitalisation Task Force is committed to aligning all its actions and activities to the United Nations Sustainable Development Goals

Overarching UN SDGs supported through the development, delivery & management of the Tipperary Town Strategy and Action Plan:		
Task Force Themes	**Objectives**	**Relevant UN SDGs Supported**
Climate Adaptation	To increase the resilience and capacity of our community and businesses to take action to combat the impacts of climate change.	
Tourism	To develop new products and activities, and promote our rich heritage, culture, sport and leisure offerings to create a visitor experience that capitalises on our uniqueness and world-renowned name.	
Enterprise & Employment	To address the current deficit of high-quality employment space and increase employment opportunities through public investment, supporting existing businesses; attracting new commercial activity and harnessing the entrepreneurial spirit.	
Infrastructure	To effectively and speedily improve Tipperary Town's infrastructure; to facilitate and attract employment and commercial development and to improve the quality of life for our community and visitors.	

Education and Training	To increase access to education and training and to empower our community to benefit from the opportunities this brings.	
Sports and Recreation	To realise the potential of Tipperary Town as a hub of sport, recreation and physical activity and to recognise the social, health, community and economic benefits of these activities.	
Social Inclusion	To build and support a sustainable, robust and inclusive community in Tipperary Town that ensures everyone has an opportunity to contribute to, and benefit from, social, economic, environmental and cultural developments.	
Retail	To ensure that Tipperary Town can offer ease of use for mid-week shopping trips while also offering great weekend experiences for the people of Tipperary to enjoy with their families and friends.	
Image of Tipperary Town	To improve the image and attractiveness of Tipperary Town; a place where people want to live, work and visit; to capitalise on its uniqueness and world-renowned name.	
Heritage, Culture & Arts	To preserve, re-imagine and promote our living, built and natural Heritage, Culture and Arts.	

Vision, Mission and Strategy

The **Vision** Statement ***"To make Tipperary Town the best small town in Ireland"*** is the declaration of the Tipperary Town Revitalisation Task Force. It is the anchor point of the Strategy & Action Plan to 2035. Tipperary Town Revitalisation Task Force has sought to engage with all stakeholders to understand the challenges facing the town and to seeks consensus on the solutions to achieve the desired future for Tipperary Town.

The Tipperary Town Revitalisation Task Force believe the following **Mission** Statement best represents what we do, how we do it, who we do it for and what value the Task Force brings:

"To produce and deliver an effective plan to revitalise Tipperary Town. We will utilise and empower the talents and energy of our local community, working in partnership locally and nationally, to ensure buy-in, to deliver the plan."

Figure 15: Visual Impression of Main Street with Active Travel measures post N24 Realignment (Credit: ARUP)

Strategy: What will the future look like for Tipperary Town?

1. Reduced long-term unemployment; increased access to further education; and training; improved quality of life; social disadvantage reduced to at least the average for the county;
2. N24 Cahir to Limerick Junction realignment will reduce through-traffic, particularly HGVs and allow the town centre to breathe new life. Better public transport, particularly rail timetabling to link the town to Limerick, Cahir, Clonmel, Waterford and the whole country
3. Reducing traffic will present opportunities for enhancing public realm, take advantage of the historic streetscape, drive retail and the evening economy. This, along with other targeted measures will reduce building vacancy. A phased plan will be developed where some work will proceed before the N24 scheme is completed
4. Increased supply of all types of housing with targeted projects to incentivise town centre living, address vacant units and develop brown field land suitable for housing;
5. New areas for employment such as a new business park. Existing buildings

will be converted and made suitable for modern employment use. Remote working opportunities will be provided in business hubs such as Tipperary ENGINE. Better connectivity will be available throughout the town.

6. New and improved visitor experiences, festivals and events with more tourism accommodation, facilities and services, benefiting both visitors to the town and securing enhanced quality of life for residents.
7. Restored image as a prosperous market town - through achieving a consensus on the way forward '*united we stand – divided we fall*'. Modern branding and marketing of local distinctiveness, make the town attractive for investment, using the assets of the town to present the town as '*the best small town in Ireland*'
8. Tipperary will be supported in its transition to a biodiverse and low carbon community through a range of climate change mitigation and sustainability initiatives
9. Landmark buildings renovated and repurposed to provide new enterprises, visitor experiences and residential accommodation.

Figure 16: Dan Breen House will be repurposed as a Youth & Further Education & Training Centre (Photo: Mary Margaret Peters)

To achieve the above 'desired future', the process to date has focused on 10 themes and goals. The Action Plan presented below is designed to achieve the aims of the strategy and has summarised these themes into Four Pillars**.** This is being done to simplify our Plan and to better align with the Government policy and initiatives.

Figure 17: Tipperary Town will develop its Tourism potential through the development of visitor experiences and festivals and events

Consultation and engagement will be an ongoing feature, as will communication and updates to the people of the town as we progress through the actions in the Plan.

The journey has begun, and we invite as many people as possible to have their say so that we get a consensus on how we achieve our desired future. The Task Force cannot succeed without the help of local stakeholders to realise the plan, including residents, public sector, community and voluntary groups, businesses and entrepreneurs. This Plan is presented as a shared journey towards achieving our goal to make ***Tipperary - the best small town in Ireland***.

The Four Pillars of the Tipperary Town Revitalisation Strategy & Action Plan

Our Vision: To make Tipperary the best small town in Ireland

Action Plan

Glossary of Abbreviations			
Agencies & Community Bodies		**Programmes / Funds**	
TTRTF	Tipperary Town Revitalisation task Force	**RRDF**	Rural Regeneration and Development Fund
TCC	Tipperary County Council	**REDF**	Regional Enterprise Development Fund
TCOC	Tipperary Chamber of Commerce	**RETS**	Regional Enterprise Transition Scheme
LEO	Local Enterprise Office	**REF**	Regional Enterprise Funding
TETB	Tipperary Education & Training Board	**EF**	Enabling Funding
YWIT	Youth Work Ireland Tipperary	**T & V**	Town and Village Renewal Scheme
EI	Enterprise Ireland	**LEADER / RDP**	Rural Development Programme
KRC	Knockanrawley Resource Centre	**ORIS**	Outdoor Recreation Infrastructure Scheme
TDFRC	Three Drives Family Resource Centre	**DAF**	Dormant Accounts Funding
HRI	Horse Racing Ireland		
CHRC	Canon Hayes Recreation Centre		
STDC	South Tipperary Development Company		
TTTC	Tipperary Tidy Towns Committee		
HSE	Health Service Executive		
DHLGH	Department of Housing, Local Government & Heritage		
EXCEL	Tipperary Excel Heritage Co Ltd		
TSP	Tipperary Sports Partnership		
SEAI	Sustainable Energy Authority of Ireland		

Town Identity & Public Realm

A1	**BRANDING - Create a strong visual brand, capitalising on the name Tipperary and improving the image and attractiveness of the town.**			
No.	**Action**	**Budget / Funding**	**Lead / Partners**	**Priority**
A1.1	Create a new town brand with strong visuals: 'Tipperary Town our time, our way'	EF	TCOC, TCC, TTR TF	High
A1.2	Promote Smart Tipperary through its excellent Wi-Fi & Fibre Broadband	EF	TTRTF, Tipp ENGINE & TCOC	Medium
A1.4	Run regular branding campaigns via social media, web and print	EF	TTRFT & TCOC	Medium
A1.5	Develop a 'Learning Tipperary Brand' to capitalise on the increased local training opportunities	EF	TTRTF & TETB	Medium
A1.6	Launch a positive Media Campaign to promote Tipperary Town. Start locally, spreading nationwide and further afield to create links with Tipperary town Diaspora	EF	TTRTF & TCOC	Medium
A1.7	Establish a working group to create new events as well as supporting existing festivals.	EF	TTRTF, TCOC & Tipp Tourism	High
A1.8	Assess and improve the existing entrance points to Tipperary Town	EF	TTRTF, TCC & TCOC	Medium
A2	**Tipperary Town Streetscapes - improve our recreational, business, and social spaces.**			
No.	**Action**	**Budget / Funding**	**Lead**	**Priority**
A2.1	Audit all primary streets to include cleanliness, occupancy, repairs and improvements	N/A	TTRTF & TCC	Medium
A2.2	Conduct monthly street audits to ensure cleanliness standards are maintained to the highest standard.	N/A	TTRTF & TCC	Medium
A2.3	Develop a landscape and biodiversity plan for Tipperary Town, considering the National Pollinator Plan	EF	TTRFT, TTT & TCC	High
A2.4	Provide a comprehensive service whereby all businesses/community groups are notified of all potential funding opportunities for town enhancements/improvements.	N/A	TTRTF, LEO, STDC	High
A2.5	Develop an illumination strategy for the inner core highlighting buildings and heritage buildings within the town centre.	RRDF	TTRTF & TCC	Medium

A2.6	Create a new social space for young adults		TETB & YWIT	Medium
A3	**Public Realm Plan - In partnership with the community create and develop a town centre public realm plan that can be realised prior to the N24 bypass**			
No.	**Action**	**Budget / Funding**	**Lead**	**Priority**
A3.1	Explore the findings of the Collaborative Town Centre Health Check to help deliver a healthy town centre.	RRDF	TTRTF, TCC	High
A3.2	Survey and map existing options for walking/cycling, include a study of safe routes.			
A3.3	Review and install appropriate street furniture, signage, artwork, bins, public lighting and good quality public surfaces			
A3.4	Support the delivery of public realm regenerations plans such as the Ara River Walkway and the Market Yard Enhancement.			
A3.5	Deliver an appropriate site to locate coach parking facilities and transit bus stops.			
A3.6	Reimagine dead spaces within our town centre, e.g., Alleyways, dark spaces, laneways, bring them back to life/use through the medium of Art.			
A4	**Reimagine and Reuse Vacant Properties.**			
No.	**Action**	**Budget / Funding**	**Lead**	**Priority**
A4.1	Complete vacant property database identifying owners and vacancy rate	N/A	TTRTF	High
A4.2	Establish a working group to explore innovative best practice to repurpose vacant properties	N/A	TTRTF	High
A4.3	Based on the database produced under action A4.1, to identify buildings and land suitable for housing, and work with the owners to devise a targeted plan to match incentives/grants to bring properties back into use.	Housing for all, loans,	TCC, TTRTF Owners Housing bodies	High
A4.4	Prepare an inventory and prepare development briefs for iconic buildings, such as the former Kiely's Bakery, Dan Breen House, Courthouse & Bridewell. Work with the private and public sectors to bring these important Heritage assets back in to everyday use	REDF, LEADER	TTRTF	High
A5	**Heritage, Culture & Arts - To preserve, re-imagine and promote our living, built and natural Heritage, Culture and Arts.**			

No.	Action	Budget / Funding	Lead	Priority
A5.1	Implement key projects identified in the Tipperary Town Heritage Action Plan	Heritage Council, Town & Village Renewal, RRDF, LEADER	TTRTF, TCC, STDC	High
A5.2	Support Tipperary Excel Arts Centre through a range of business development and improvement opportunities	N/A	TTRFT - STDC - LEO TIPP	High
A5.3	Create a Tipperary Artist Co- Operative to capitalize on underutilised opportunities in the creative industries	Dormant Accounts, LEADER	TTRTF – ETB – YWIT - EXCEL	Medium
A5.4	Ultimate Murals Project- deliver a radical community led public art project by transforming gable ends and wall spaces in the town with images that depict the beauty and uniqueness of the town	Town & Village Renewal, LEADER, Creative Ireland	TTRTF Subgroup & TCC	Medium

Economic Opportunity

B1	ENTERPRISE PLANNING – To develop a strategy for Enterprise Development in Tipperary Town			
No.	**Action**	**Budget / Funding**	**Lead**	**Priority**
B1.1	Commission an Enterprise Plan for the town, including an audit of all town assets/facilities, strategic assessment for key sites, identify the gaps and opportunities for enterprise development in Tipperary Town	LEADER, REF	TTRTF & TCC	High
B1.2	Set key performance indicators (KPIs)	N/A	TTRTF & TCC	High
B1.3	Coordinate Key Town roles to further the actions of the Task Force, such as TTR TF Project Coordinator, Tipperary Engine Manager, VTOS Coordinator, Tipperary Sports Hub Coordinator	N/A	TTRTF	Medium
B2	**ENHANCE EXISTING EMPLOYMENT – To increase employment opportunities and investment by creating an environment that supports existing businesses**			
No.	**Action**	**Budget / Funding**	**Lead**	**Priority**
B2.1	Develop a database / map of available local skills and talent	N/A	TTRTF, LEO, TCC	Medium
B2.2	Develop a database of local businesses and stakeholders to improve communication around supports and opportunities, and improve links with enterprise & training agencies such as LEO Tipperary, Tipperary ETB, Enterprise Ireland, IDA	N/A	TTRTF, LEO, TCC	Medium
B2.3	Establish a Further Education and Training Centre and create links to schools, community, voluntary bodies & third level institutions	RRDF	ETB, YWIT, TCC, TTRTF,	High
B2.4	In association with the Tipperary LEO launch retail & hospitality and business improvement training	LEO, TCC	LEO, TCC	Medium
B3	**CREATE NEW OPPORTUNITIES FOR EMPLOYMENT -, To develop infrastructure that attracts new commercial activity and harnesses the entrepreneurial spirit.**			
No.	**Action**	**Budget / Funding**	**Lead**	**Priority**
B3.1	Create a structured Town Team and a resource to support the Town Plan	TCC, DHLGH	TTRTF	High
B3.2	Develop an investment prospectus for Tipperary Town to promote the town to investors and entrepreneurs	TCC, LEO	TTRTF, LEO, TCC	Medium
B3.3	Promote Tipperary Towns excellent high-speed broadband to attract 'working from home' professionals and develop a 'Grow Remote' Chapter in Tipperary	REDF	TCC, Tipp ENGINE	Medium
B3.4	Renovate Tipp Tech Park into a modern Digital Hub with high quality co-working spaces,	REDF, RETS, REF	TTRTF, EI, TCC,	High

	linking with the Engine network of hubs in the Mid-West			
B3.5	Prepare inventory of suitable land zoned serviced for commercial and employment	N/A	TTRTF, TCC	High
B3.6	Investigate the feasibility of a new business park in the town to incentivise investment and drive new enterprise opportunities	LEADER, REF	TTRTF, TCC	High
B4	**TOURISM - To develop products and activities, and promote our rich heritage, culture, sport and leisure offerings to create a visitor experience that capitalises on our uniqueness and world renowned name.**			
No.	**Action**	**Budget / Funding**	**Lead**	**Priority**
B4.1	Commission a feasibility study on the potential for a Hotel development in Tipperary Town Centre	TCC	TTRTF, TCC	High
B4.2	Explore the potential of a Greenway or Walkway route to link Soloheadbeg to the Glen of Aherlow via Tipperary Town	ORIS, DCRD	TTRTF	High
B4.3	Develop a Calendar of Events for the town and create a forum for festival management and development, including a new Tipperary Dairy Festival	N/A	TTRTF, Tipp Tourism	High
B4.4	Explore the potential to develop Tipperary Clocktower in to an elevated viewing experience 'A Clock with a view'	LEADER	TTRTF	Low
B4.5	Support the development of visitor accommodation by forming an accommodation network and linking with agencies such as Fáilte Ireland, Tipperary Tourism and South Tipperary Development Company to help new businesses	N/A	TTRTF	Medium
B4.6	Commission a project plan to develop Tipperary Hills into a visitor attraction and enhanced recreational amenity	LEADER, T & V, ORIS	TCC, TTRTF	Medium
B4.7	Develop 'Tipperary Town Tourism Academy' to enable Tourism development and drive capacity in the local community	LEADER	TTRTF, Tipp Tourism, TCC	Medium
B4.8	Forge close links with Tipperary Tourism and become a key partner in relevant Tourism projects as identified in 'Tipperary Transforming 2020-2030'	N/A	TTRTF, Tipp Tourism, TCC	Medium
B4.9	Explore potential for West Tipp to be a Bike destination	LEADER, T & V, ORIS	TTRTF, Tipp Tourism, TCC	Medium
B4.10	Develop Equine Experience in conjunction with Horse Racing Ireland, Tipperary Tourism and other stakeholders	RRDF	HRI, Tipp Racecourse, Tipp Tourism, TCC	High

Natural Environment & Sustainability

C1	Promote effective Biodiversity & De-carbonization management and enhance protection of natural habitats and landscapes			
No.	**Action**	**Budget / Funding**	**Lead**	**Priority**
C1.1	Develop a landscape & biodiversity plan for Tipperary Town and monitor on an ongoing basis the impacts of climate change	TCC	TTRTF, Tidy Towns	High
C1.2	Promote Zero Waste & Circular Economy initiatives	N/A	TTRTF, Tidy Towns	Medium
C1.3	Promote Tipperary Town as a De-carbonisation Zone	N/A	TTRTF	Medium
C1.4	Aligned with the Community Development initiatives establish an Edible Estates project to promote community food growing initiatives in disadvantaged estates. Use organic food growing as a tool for estate regeneration, promotion of health and well-being, and community cohesion.	N/A	TTRTF, KRC, TDRC	Medium
C1.5	Establish a regular Craft Fair and Farmers Market	N/A	TTRTF, TCC, COC	High
C2	Ensure a Just Energy Transition for all residents of Tipperary Town			
No.	**Action**	**Budget / Funding**	**Lead**	**Priority**
C2.1	Develop awareness of the potential of energy initiatives within the town to be a local economic development strategy by capitalising on all available grants, funding and supports that will stimulate job creation, capacity building and energy savings	N/A	TTRTF, TEA, TCC	Medium
C2.2	Develop a Community Energy Plan for Tipperary Town, including an Energy Audit and Development Plan, survey of homes and retrofitting options.	SEAI	TTRTF, TEA, TCC	High
C2.3	Set up a local Retrofit Programme, on completion of the Energy Plan, for homes, community buildings and businesses	SEAI	TTRTF, TEA, TCC	High
C2.4	Establish flagship community owned renewable energy generation initiatives which will create revenue streams for communities and businesses in the town	SEAI, PPP	TTRTF, TEA, TCC	Medium
C2.5	Under the EU Just Transition Mechanism (JTM) ensure residents most vulnerable to social, economic and environmental impacts of the transition to a climate neutral economy are protected: facilitating employment opportunities in new sectors and those in transition; offering re-skilling opportunities; improving energy-efficient housing; investing to		TTRTF, TEA, TCC	Medium

	fight energy poverty; facilitating access to clean, affordable and secure energy.			
C3	Development of Sustainable Infrastructure			
No.	**Action**	**Budget / Funding**	**Lead**	**Priority**
C3.1	Explore potential of Biofuel, electric car charge points	SEAI	TTRTF, TCC	Medium
C3.2	Improve public transport connectivity	N/A	TTRTF	High
C3.3	Explore the potential for a local bus service, servicing estates in light of low rate of private car ownership in Tipperary	TFI	TTRTF, TCC	Medium
C3.4	Develop a connected walking cycling infrastructure strategy for Tipperary	ORIS, LEADER	TTRTF, TCC	Medium
C3.5	Explore alternatives to protect from floods, i.e. Nature Based Urban Drainage Systems	TCC	TCC	Medium
C4	Provision and Promotion of Green Education & Training			
No.	**Action**	**Budget / Funding**	**Lead**	**Priority**
C4.1	Carry out a skills audit of local tradespeople in relation to their capacity to capitalize on opportunities in the Renewable Energy Sector and the wider Green Economy		TTRTF, TETB	Medium
C4.2	Up-skilling local tradespeople to carry out the retrofitting work such as insulating works, heat pumps, fitting and maintenance, etc. and linking with LIT, TETB and Skillnet, etc.	TETB	TETB	Medium
C4.3	Establish a Tipperary Sustainability Hub e.g., Knockanrawley Organic Garden. Develop an annual programme of community-based SDG awareness raising, trainings & exhibitions to showcase new green techniques; Just Transition Education; Circular Economy; Zero Waste practices; etc,		TTRTF, KRC	Medium

Social Inclusion & Community Wellness

D1	**Supporting the Revitalisation Process – To ensure adequate infrastructure and supports to effect meaningful change**			
No.	**Action**	**Budget / Funding**	**Lead**	**Priority**
D1.1	Develop Community Animation & Communication Programmes to reach and engage with disadvantaged communities		TTRT; KRC; YWIT; TD FRC; TRTP; TETB; STDC	High
D1.2	Secure multi annual funding for a major Social inclusion Programme for Tipperary Town		TTRTF	High
D1.3	Establish a Social Inclusion Partnership Network focusing on programme delivery and interagency collaboration		TTRTF, TETB, YWIT, TD FRC, KRC, STDC	High
D1.4	Establish a High-Level Social Inclusion Programme Delivery Group made up of senior Civil and Public Service professionals to provide strategic direction to the Social Inclusion Programme		TTRT; DHLGH; HSE; Tusla; ETB; TCC	High
D1.5	Continually advocate for the resources needed in the town to support the Social Inclusion and Revitalisation process		TTRTF	High
D3	**Getting Ready for Employment and Enterprise – Increase work readiness for those furthest from the labour market**			
No.	**Action**	**Budget / Funding**	**Lead**	**Priority**
D3.1	Keep a current up-to-date data base of existing and potential job sectors available in the Town and the surrounding region		TTRTF	High
D3.2	Ensure education and training pathways are available to young people and adults to help them realise their potential.		TTRT; TETB; STDC; KRC; YWIT; TD FRC; DSP	High
D3.3	Support a coordinated approach to work readiness for groups who are far removed from the labour market		TTRT; TETB; STDC; KRC; YWIT; TD FRC; DSP	High
D3.4	Set up a pilot Social Enterprise Initiative in the Town		LEO; STDC;	Medium
D4	**Education and Training - To increase access to education and training and to empower our community to benefit from the opportunities this brings.**			
No.	**Action**	**Budget / Funding**	**Lead**	**Priority**
D4.1	Create a directory and interactive map of education and training provision in the town		TTRTF	Medium

D4.2	Establish a Further Education and Training Centre in the town	RRDF	ETB, YWIT, TCC, TTRTF,	High
D4.3	Establish an Education and Training Planning Network to guide the development of Further and Higher Education and Training Provision in the town.		TTRTF, TETB, Schools	Medium
D4.4	Establish a Family Learning project across primary and post primary schools aimed at mitigating educational disadvantage		TTRTF; TETB	Medium
D5.6	Support efforts to secure DEIS status for all primary and post primary schools in Tipperary Town		TTRTF	High
D5.7	Establish and educational leadership team to support the work of schools in Tipperary Town		TTRTF, TETB, Schools	Medium
D5.8	Facilitate an action oriented educational research project in Tipperary Town to enable improvements in delivery		TTRTF, TETB, Schools	Medium
D5	**Creating Healthy Communities - To significantly reduce the rates of poverty, child poverty, deprivation, and social exclusion, where everybody will be supported to benefit from and contribute to Tipperary's economic and social progress.**			
No.	**Action**	**Budget / Funding**	**Lead**	**Priority**
D5.1	Put in place a comprehensive mental health programme that encompasses both treatment and preventative actions		HSE Mental Health Team; Healthy Tipperary Co-ordinator; KRC; TDFRC; Tusla; YWIT; STDC	High
D5.2	Establish a comprehensive Community Wraparound Programme for Family Support building on the pre-existing record of multi-agency cooperation in Tipperary Town. This programme will aim to break the cycle of child poverty in areas of disadvantage and within families experiencing multiple forms of disadvantage		TTRT, KRC, TDFRC, YWIT, TRTP, Barnados, Community Mothers, Public Health Nurses, GPs, Early Years Services, Primary Schools, SLT	High

D5.3	Tackle substance misuse and provide supports for families through community engagement and promoting substance misuse services		TTRT; HSE Substance Misuse services; SERDATF; Three Drives RC; KRC; YWIT	High
D5.4	Set up a Social Prescribing project in the town that links people with social supports and activities in the community		TTRT; HSE	Medium
D5.5	Promote participation in the creative community as means of engagement with hard-to-reach individuals and groups		TTRT, Tipperary Sports Partnership and CHRC	Medium
D6	**SPORTS & RECREATION - To realise the potential of Tipperary Town as a hub of sport, recreation, and physical activity and in doing so recognise the social, health, community and economic benefits of these activities to the community.**			
No.	**Action**	**Budget / Funding**	**Lead**	**Priority**
D6.1	Develop a database of all of the sports & recreation facilities and clubs. Create a public listings and information portal for the community and visitors	TSP	TSP	High
D6.2	Support Canon Hayes Recreation Centre to thoroughly modernise and reinvigorate the Centre, develop new facilities, strengthen governance and management structures and become a major hub for Social Inclusion in Tipperary town through participation in Sport	RRDF, Sports Capital	TTRTF, TCC	High
D6.3	Link with various non-sporting organisations in the area to promote sport and physical recreation	TSP	TSP	Medium
D6.4	Include Tipperary's potential for development as indoor sporting hub in the review of vacant properties being carried out in the area	TCC	TTRTF, TCC	Medium
D6.5	Develop a strategy and action plan for child-centred and family-friendly sports and recreation facilities in the area	TCC	TTRTF, TCC	Medium

Funding & Resources

The following is a summary of the potential current funding opportunities available for helping to deliver the Action Plan

Projects delivered by the Task force and its partners will be funded through bids to competitive funds and will require significant preparatory work in accordance with the Public Spending Code, including Strategic Assessment and Business Case development following community consultation. The delivery of this Strategy and Action plan will need to be phased in line with available resources and capacity to manage. While prioritisation will to a degree depend on the availability of funding it is of upmost importance to prioritise projects that will deliver the most impact and value for money.

While the need for development and investment in Tipperary Town is widely accepted, the Task Force will need significant enabling funds in order to bring projects through the preparatory stage to 'shovel readiness', giving them the best chance of success under the relevant competitive processes. The Department of Housing, Local Government and Heritage and Tipperary County Council have provided modest enabling funds to date and it will be important to ensure the continuation and strengthening of this arrangement.

This Strategy and Action Plan includes wide ranging and ambitious actions under the Social Inclusion Pillar that do not have an obvious fund or funder at time of writing. These actions are a critical component of the overall development of the town and community and must be resourced if Tipperary town is to reach its potential. The Task Force will endeavour to secure significant multi annual funding to resource the Social Inclusion Pillar of this Strategy and Action Plan and deliver actions to mitigate the deprivation and disadvantage that is having a detrimental impact on a significant cohort of people in the town, keeping them in a poverty trap and excluding them from participating in employment and activities that are considered the norm. The Task Force will work with existing service providers to increase resources, intensify community, family and individual supports and improve outcomes.

Project Ireland 2040 (NPF) Funds

In 2018 the Government launched Project Ireland 2040. As part of this initiative, €4 billion in funding was committed under the Rural Regeneration and Development Fund, Urban Regeneration and Development Fund, Disruptive Technologies Innovation Fund and the Climate Action Fund.

Rural Regeneration and Development Fund

(RRDF)

As part of Project Ireland 2040, the Government has committed to providing an additional €1 billion for a Rural Regeneration and Development Fund (RRDF) over the period 2019 to 2027. The Fund will provide investment to support rural renewal for suitable projects in towns and villages and outlying areas, with a population of less than 10,000, The fund which is administered by the Department of Rural and Community Development provides an unprecedented opportunity to support the revitalisation of rural Ireland, to make a significant and sustainable impact on rural communities, and to address de-population in small rural towns, villages and rural areas.

Category 1: proposals relate to the detailed design and development of projects

Category 2: relates to shovel ready projects ready to proceed to construction

Housing for All - a New Housing Plan for Ireland

Housing for All a multi-annual, multi-billion euro housing plan to 2030 which will improve

Ireland's housing system and deliver more homes of all types for people with different housing needs.

The government's overall objective is that every citizen in the State should have access to good quality homes:

- to purchase or rent at an affordable price
- built to a high standard and in the right place
- offering a high quality of life

The Government has launched what Taoiseach Micheál Martin described as an "unprecedented" housing strategy underpinned by €4 billion in guaranteed State funding annually for the next five years. The plan also includes actions around vacancy and dereliction, both major issues in Tipperary Town.

Rural Development Programme (LEADER)

The Rural Development Programme (widely known as LEADER) focuses on improving all aspects of social and economic life in rural areas. The Programme seeks to bring about positive change helping to develop and sustain rural areas for the better through supporting enterprise development and job creation, rural environment, promotion of social inclusion and economic development. The programme is implemented by South Tipperary Development Company (STDC) in the Municipal District of Tipperary /Cahir / Cashel where Tipperary Town lies

Town and Village Renewal Scheme

This scheme aims to support rejuvenation of Ireland's rural towns and villages by providing grant support to projects that enhance their economic, tourism and social sectors. Funded by the Department of Rural and Community Development, the scheme is targeted at both towns and villages with a population of 5,000 people or less, and those with a population of 5,001 to 10,000 people. However, weight is given to smaller rural areas, and these areas receive 60% of total funding available.

The scheme supports projects that will have a positive economic impact by way of supporting entrepreneurship or tourism initiatives or developing individual sectors within the area. The principal difference between this programme and LEADER is that local authorities can be the lead partner for Town and Village whereas with LEADER it must be a community group.

Enterprise Ireland – Regional Enterprise Funding

In February 2015, as part of an overarching strategy to support regional enterprise development, the Government announced a Regional Competitive Fund with the objective of supporting significant regional initiatives to build on sectoral strengths and to better leverage identified resources to improve enterprise capability.

The Scheme supports major new collaborative and innovative initiatives that can make a significant impact on enterprise development in the region, across regions or nationally to build the 'Unique Selling Point' - USP capabilities to grow the regions, ("the Projects"). This will be achieved by co-financing the development and implementation of collaborative and innovative projects that can sustain and add to employment at a national, regional and county level.

Outdoor Recreation Infrastructure Scheme

Established in 2016, the Outdoor Recreation Infrastructure Scheme (ORIS) provides funding for the development of new outdoor recreational infrastructure. This scheme helps to make use of the resources of the countryside that contribute to healthy active lifestyles. It supports the economic and tourism potential of the area for both local communities and tourist visitors alike.

The aim of this scheme is to fund:

- Development, extensions and repair of Trails, Walkways, Cycleways and Blueway's
- Improved access to leisure or recreational facilities
- Development of outdoor recreational infrastructure

Sustainable Energy Authority, Ireland - SEAI - Better Energy Communities

Better Energy Communities is SEAI's national retrofit initiative with grant support for community initiatives. They support new approaches to achieving energy efficiency in Irish communities. Upgrades can take place across building types to reduce energy use and costs throughout the community. The programme aims to deliver energy savings to homeowners, communities, and private sector organisations. All projects should be community oriented with a cross-sectoral approach, and must show that you can sustainably finance the proposed project**.**

Sports Capital Programme

The Sports Capital Programme (SCP) is operated by the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media. It provides grants to assist in the development or refurbishment of sports facilities and the provision of sports equipment. It is part funded from the proceeds of the National Lottery.

Dormant Accounts Fund (DAF)

The Dormant Accounts Fund (DAF) was established by legislation and enables unclaimed funds from accounts in credit institutions in Ireland to be used to support,

- the personal and social development of persons who are economically or socially disadvantaged
- the educational development of persons who are educationally disadvantaged
- persons with a disability (within the meaning of the Equal Status Act 2000)

Community Services Programme

The Community Services Programme (CSP) supports community companies and co-operatives to deliver local social, economic and environmental services that tackle disadvantage by providing a co-funding contribution towards the cost of employing a manager and full-time equivalent (FTE) positions.

Heritage Council Grants

The Heritage Council supports communities and groups in a number of ways towards the protection and enhancement of our Heritage. These include a feasibility study into the Courthouse and Bridewell on St. Michael's Street.

The Arts Council

The Arts Council is the national agency for funding, developing and promoting the arts in Ireland.

National Transport Authority

Rural Active Travel Investment Programme - major active travel investment programme for rural Ireland under the five-year plan in providing green sustainable transport options to those outside of the large urban centres.

Phase 1: Priority Projects 2021-24

The Strategy and Action Plan addresses a wide set of issues such as climate adaptation, town centre living, vacancy, public realm, heritage and town image, economic development and social inclusion, leading to a significant number of inter- related actions providing the foundation for the plan.

The Phase 1 priority projects have been selected through the Plan process and demonstrate a strategic approach, aimed at capitalising on existing assets. The numerous potential projects and initiatives identified at the consultation stage and during the thematic Sub- Group workshops were assessed and prioritised against the thematic objectives, to arrive at a concise list of deliverable actions which have the full consensus of the Task Force.

The proposed Phase 1 priority projects adopt a triple-helix approach utilising public sector, education and investment to address the key inter-related issues.

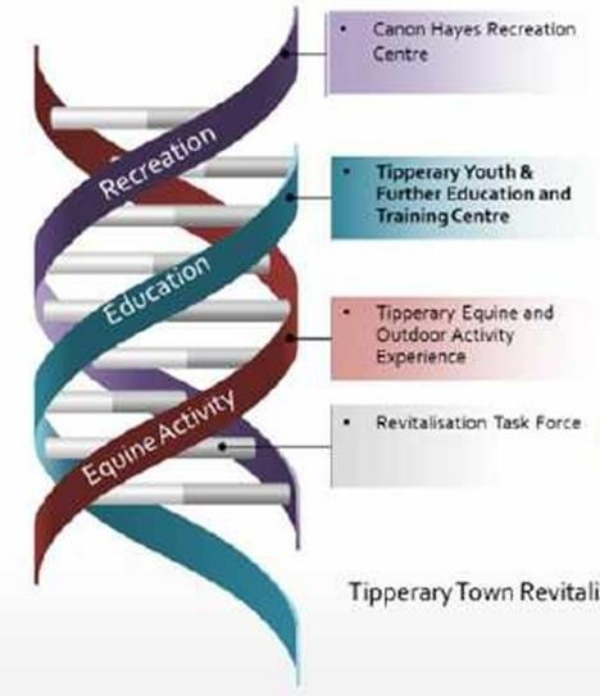


Figure 18: Triple Helix Approach

This approach to project delivery ensures that a wide range of prioritised actions are realised in a self-supporting manner. The projects recognise the interdependence of the town and its rural catchment; harness existing assets and are capable of leveraging both private and public investment.

There are three 'Hero' projects under the established plan objectives for Recreation, Education and Tourism (Equine Activity), comprising:

Refurbishment of Canon Hayes Recreation Centre (CHRC)

The CHRC provides a much-needed facility for all groups in the town, but currently suffers from a lack of investment. The decline of the Centre is mirrored by the decline of the town. The redevelopment of the building will work in concert with the other Triple-helix Projects by providing improved access to Hard-to-Reach Communities to participate in recreation. A newly renovated centre will offer necessary recreation facilities for visitors to the town, and forge new links with the racecourse to link the preschool with recreation and visitor facilities.

The Centre would also benefit from existing clubs using the facility. For example, the town has a very successful boxing club which provides coaching, mentoring and recreation for many of the groups identified in the social inclusion Action Plan. The renovation will help restore confidence in the town and deliver on the ambition of a healthy community.

Refurbishment, Extension and Repurposing of Dan Breen House as a Youth and Further Education and Training Centre

The Social Inclusion Plan identified Youth training, development and participation as critical to the town's regeneration. Dan Breen House, a former town council office, would provide a venue for the development of a Youth Training Centre that will be developed as a collaborative project to address this deficit.

Breaking the cycle of unemployment and non-participation needs targeted interventions. As part of the triple-site solution, the new youth training centre will collaborate with the Racecourse and CHRC to provide access to work and leisure experience that seek to break the existing cycle of non-participation. It will provide focused training and work experience in tourism, equine and leisure. It will general youth supports and mentoring designed to increased youth participation in work, recreation and the social life of the town.

Under this proposal, Youth Work Ireland – YWIT- working with Tipperary Education Training Board, Tipperary Town Revitalisation Task Force, and Tipperary County Council will repurpose and transform Dan Breen House (protected structure) into an 11,00sq.m. (12,000 sq.G.). Youth Hub that will provide a high-quality location for education and training as a core community service in the heart of the town. The location will provide for access to a learning support centre with superior connectivity through high quality broadband.

Tipperary Equine and Outdoor Experience at Tipperary Racecourse

In addressing the many social and economic issues in the town, the Action Plan recognises the special status of the Equine industry in Tipperary, and will benefit from this success to regenerate Tipperary Town.

'Tipperary Transforming: Tipperary's Tourism Product Development Plan 2020-2030' has identified 'Equine World' as a key Hero Project for the county. The Racecourse is located close to Limerick Junction is recognised as one of the major key assets in the county with a major rail hub, racecourse, Hotel and golf course.

The Racecourse site extends to around 60 hectares (150 acres) and was developed in 1916. It continues to be the main horse racing venue in Tipperary for National hunt and Flat racing.

Developing a key attraction at Tipperary Racecourse capitalises on the existing equine heritage and culture in Tipperary. It will attract over 100,000 visitors annually, and will also capitalise on the planned investment by Horse Racing Ireland in a new all-weather racing track.

The project will seek to attract private investment by creating an environment of excellence, collaboration, accessibility and upskilling.

Plans include water based outdoor recreational facilities, and will include running tracks, walking/cycling paths; an eco-trail, lake walk and sensory garden; water sports; adventure activities on an attenuation lake and supporting infrastructure.

Other priority projects identified to address wider issues in the town and its environs include:

Restoration and new use for the former Courthouse and Bridewell and Tipperary Workhouse

The 'Tipperary Town Heritage Action Plan 2020-2022' saw this as a priority project to commission an innovative Conservation and Management Plan for Tipperary Courthouse, Bridewell Jail and Grounds; to establish 'Statement of Significance' and cultural value, and explore how to utilise and reuse the overall landmark historic buildings structures and attendant grounds to tell the story of the historic town.

Alternative uses in the area of Enterprise will also be explored. Finding a viable and sustainable long-term use for these important buildings will be the key determining factor in securing funding for their restoration.

The River Ara Walk

The River Ara forms an important natural feature flowing close to the historic core of the town. Completion of the River Walk would realise its full potential as an important amenity and recreational resource within the town.

The proposed riparian reanimation works shortly to begin by the County Council, will establish a short 1km section on lands adjacent to the Abbey secondary school. This will include new habitat, amenity and visual improvements that need to be extended along the length of the river within the town. Its proximity to the town centre and other amenities makes the proposed project a flagship for community engagement.

Redevelopment of Market Yard Revitalisation Project

This project is part of the phased Town Centre Improvement Scheme for Tipperary town which will improve connections from the Tipperary Excel Heritage Centre to the River Ara. This phase of the project will upgrade a section of Market Yard as a pedestrian friendly area. When complete this project will breathe new life into the Market Yard and will benefit the community and traders alike.

Figure 19: Market Yard

Redevelopment of Tipperary Hills into accessible multi--use recreation park.

In addition to the triple-helix projects, the Hills project will enhance this existing recreational amenity to increase access for locals and visitors. The planned improvements include picnic benches; biodiversity planting; reflective areas; a new car park adjacent to the famine graveyard; a viewing platform from 'Mutton Pie Hill'; a 'Peace Walk' and linkages to the River Ara Walkway; St John's

Walkway and the planned greenway walkway to Soloheadbeg and Limerick Junction.

Key Enabling Projects:

Viability study for new hotel

The Tourism and Economic sub-groups identified the need to commission a feasibility study on the potential for a Hotel development in Tipperary Town Centre, as an important element for enhancing Tipperary as a 'Tourist Destination Town'.

Survey and create new employment sites:

It is a major Economic objective of the Action Plan to develop infrastructure that attracts new commercial activity and harnesses the entrepreneurial spirit of the town.

This includes:

- Address the current deficit of high-quality employment space and prepare an inventory of suitable land zoned serviced for commercial and employment uses, and review the zoning of existing lands through the Planning process
- Renovating Tipperary Technology Park into a modern Digital Hub with high quality co-working spaces, linking with the Engine network of hubs in the Mid-West
- Identify a location and develop a new Business Park in the town to incentivise investment and drive enterprise opportunities.

Tipperary Town Social Inclusion Programme

As set out in the TTRTF 'Social Inclusion Strategy' the objective of the Social Inclusion Action Plan is:

'To build and support a sustainable, robust and inclusive community in Tipperary Town that ensures everyone has an opportunity to contribute to, and benefit from, social, economic, environmental and cultural developments in the town'.

This will entail establishing co-ordination via a steering group to provide strategic direction to the Social Inclusion Programme (and Revitalisation Programme). It will have a role in the following:

- Looking at how programmes in Tipperary Town could be shaped following recommendations from the Social Inclusion Network of stakeholders to more effectively address deeply entrenched needs
- Monitoring the outcomes from the programme to inform strategic decisions.

Development of a Public Realm Masterplan

The worsening effects of traffic congestion and a deteriorating town centre environment are recurrent issues of the Strategy & Action Plan process. A high-quality public realm is recognised as important for supporting public interaction and wellbeing, contributing to 'place making' and in transforming towns into desirable places to live, visit and invest.

Good public realm has socio-economic, environmental, and cultural benefits.

A comprehensive enhancement strategy is required, pre N24 bypass construction, to raise the profile of Tipperary; to encourage increased pedestrian flow (enhancing vitality and vibrancy); to attract visitors and new businesses and to engender a renewed pride and confidence in the Town Centre.

Development of Networks around tourism, festivals, participation

A major objective of the Action Plan is - 'To develop products and activities, and promote our rich heritage, culture, sport and leisure offerings to create a visitor experience that capitalises on our uniqueness and world-renowned name' This will include:

- Developing a Calendar of Events for the town and creating a forum for festival management and development, including a new Tipperary Dairy Festival.
- Supporting the development of visitor accommodation, services and facilities by forming a tourism network and linking with agencies such as Fáilte Ireland, Tipperary Tourism, Munster Vales and South Tipperary Development Company to support existing businesses and help new businesses enter the market.
- Developing a 'Tipperary Town Tourism Academy' to enable Tourism development and drive capacity in the local community.
- Forging close links and becoming a key partner in relevant Tourism projects as identified in 'Tipperary Transforming 2020-2030' and Munster Vales Strategic Tourism Development Plan 2020-2025.
- Delivering the Triple-Helix project and other Priority Town Centre Projects identified in the Revitalisation Plan.

Training, Upskilling and Education

A major objective of the Action Plan is 'To increase employment opportunities and investment by creating an environment that supports existing businesses. This will entail:

- Developing a database map of available local skills and talent.
- Developing a database of local businesses and stakeholders to improve communication around supports and opportunities, and to improve links with enterprise & training agencies such as LEO Tipperary, Tipperary ETB, Enterprise Ireland and IDA.
- Establishing a Further Education and Training Centre in the town and to create links to schools, community, voluntary bodies & Third Level Institutions.
- Launching Retail & Hospitality and Business Improvement Training, in association with the Tipperary LEO

Revitalisation Project Map

TIPPERARY TOWN REVITALISATION
PROJECT MAP

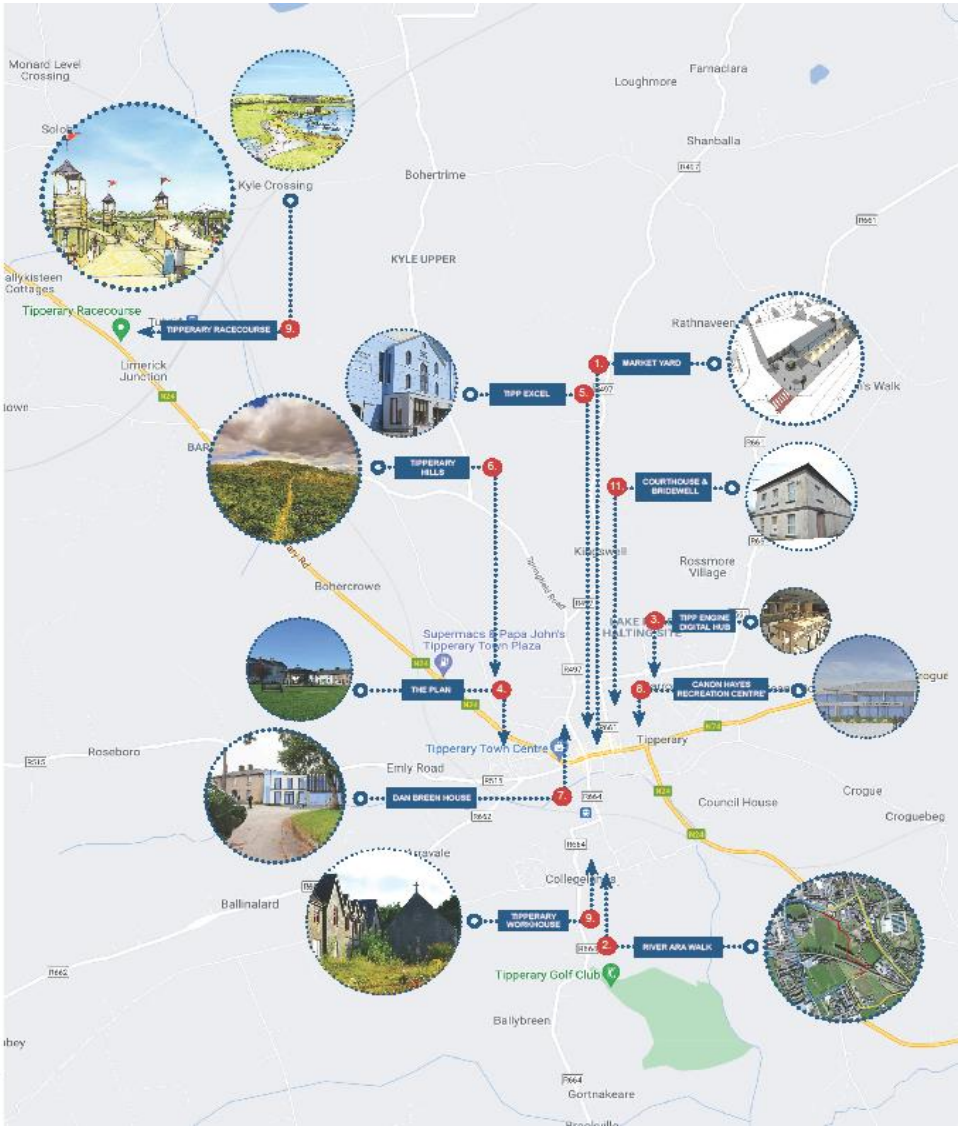
CAPITAL PROJECTS

1	1-2 YEARS	Enhancement of Market Yard including new casual trading area
2	1-2 YEARS	Development of River Ara Walk
3	1-2 YEARS	Full refurbishment of Tipperary Technology Park and relaunch as Tipperary ENGINE Digital Hub and Innovation Centre
4	1-2 YEARS	Redesign and enhancement of 'The Plan' public park & amenity
5	1-2 YEARS	Strengthening of creative programme at Tipperary Excel
6	2-4 YEARS	Enhancement of Tipperary Hills - Fully accessible recreation park
7	2-4 YEARS	Restoration and extension of Dan Breen House - Repurposing as Youth & Further Education & Training Centre
8	2-4 YEARS	Full refurbishment of Canon Hayes Recreation Centre'
9	2-4 YEARS	Tipperary Equine & Outdoor Activity Experience at Tipperary Racecourse
10	3-5 YEARS	Development of linear walk linking Soloheadbeg to the Glen of Aherlow via Tipperary Town
11	3-5 YEARS	'Restoration and new use for vacant landmark sites Tipperary Courthouse & Bridewell, Tipperary Workhouse'

ENABLING PROJECTS

1	1 YEARS	Viability Study for new Town Centre Hotel
2	1-2 YEARS	Survey and development briefs for potential employment sites in Town Centre and surrounds
3	1-2 YEARS	Site selection and Project Plan for new Business Park
4	1-2 YEARS	Visual Improvement and Public Realm Masterplan for Town Centre
5	1-2 YEARS	Implement a comprehensive Social Inclusion Programme for Tipperary Town
6	1-2 YEARS	Development of Festival & Events & Tourism Network - Develop a strong Calendar of Events for the Town
7	1-2 YEARS	Enhanced Training, Upskilling and Educational opportunities through partnerships with providers
8	1-2 YEARS	Advocate for better Bus and Rail services to capitalise on Tipperarys location & enhance links with other Towns and Cities

OUR VISION: "TO MAKE TIPPERARY TOWN THE BEST SMALL TOWN IN IRELAND."

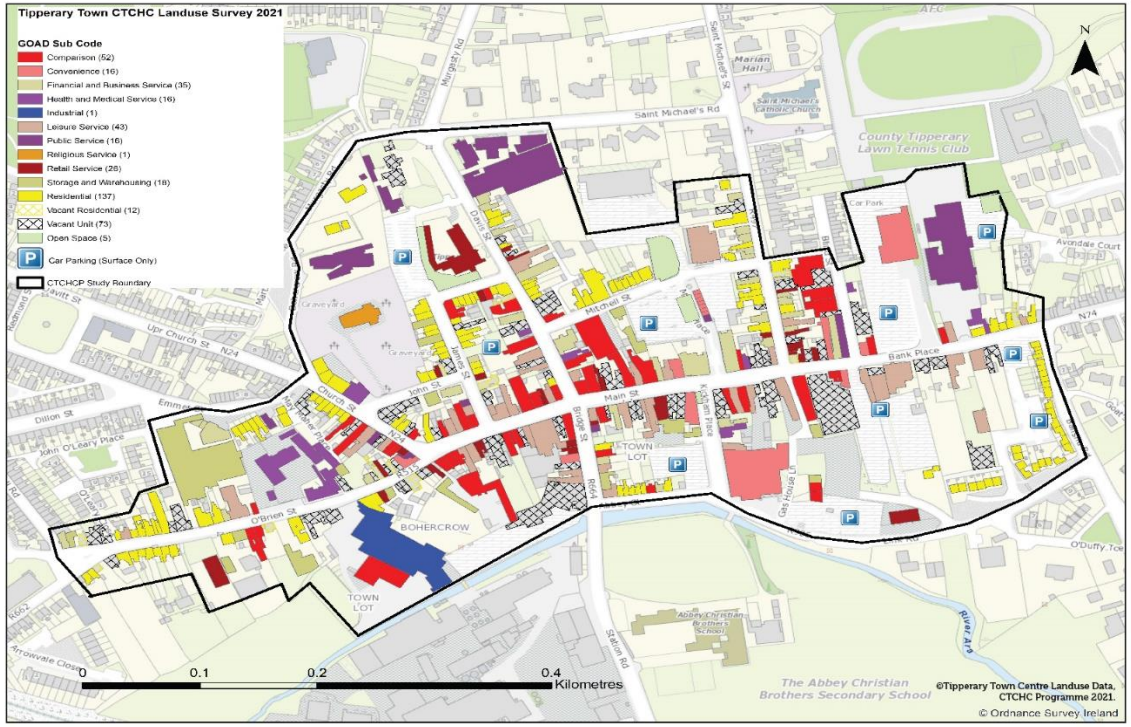


Our Vision: To make Tipperary the best small town in Ireland

Appendix 1: Full Size Land Use Map

CTCHCP Survey of Land Use in Tipperary Town Centre

Results, October 2021. Step 2 of the CTCHC's 15-Step process.



19.1% Total Vacancy Rate

80.9% Total Occupancy Rate

28.2% Retail Vacancy Rate*

73 Commercial

12 Residential

85 Empty Buildings

* Ground floor retail vacancy is calculated using three GOAD landuse categories: convenience, comparison and retail services.

- Residential 30.7%
- Vacant Unit 16.4%
- Comparison 11.7%
- Leisure Service 9.6%
- Financial and Business Service 7.8%
- Retail Service 5.8%
- Storage and Warehousing 4%
- Convenience 3.6%
- Health and Medical Service 3.6%
- Public Service 3.6%
- Vacant Residential 2.7%
- Industrial .3%
- Religious Service .2%

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For further information on the CTCHC Programme, please contact Ali Harvey – aharvey@heritagecouncil.ie