HISTORIC TOWNS INITIATIVE

Framework for the Pilot Phase

Listowel ▪ Westport ▪ Youghal

2013 – 2014

aquilae in umbra

Lios Tuathail

Portus Incolumis Carinis

Contents:

Introduction

Ireland's historic towns make an important contribution to the economic, social, cultural and environmental well-being of their regions. For centuries, they have been the focus of civic and commercial life throughout the country playing such diverse roles as centres of local governance, the administration of justice, commercial activity and cultural life. In recent years, many towns have experienced a reversal of fortune particularly at the historic core. In some cases, much of the commercial life has moved out of the town centre to modern out-of-town developments leaving behind vacant shop units. Many residents too may have moved to suburban and rural locations leaving empty the upper floors of buildings in the town centre which traditionally housed shop owners and their families.

An increasing emphasis on sustainable development points to the need to revitalise our historic towns, taking advantage of the enormous potential they have to provide compact, fine-grained multifunctional places in which to live, work and socialise. They allow townspeople to walk or cycle to work, to schools or to shops and they attract tourists and others who want to share in the vibrancy of the town's cultural life.

A town with a well-maintained historic built environment provides a distinct sense of place for the townspeople and makes it an attractive destination for visitors and for potential investors alike. It also provides a sense of identity and belonging to the inhabitants of a wider geographical area who look to the town as the cultural focus of their region.

Historic Towns Initiative pilot projects

The Historic Towns Initiative (HTI) is a joint undertaking by the Department of Arts, Heritage and the Gaeltacht, the Heritage Council and Fáilte Ireland who have come together to promote the heritage-led regeneration of Ireland's historic towns. In order to pilot the HTI, three towns – Listowel, County Kerry; Westport, County Mayo and Youghal, County Cork – have been chosen and provide variety in terms of their geographical locations, their form and evolution, and their heritage.

The HTI contends that the cultural heritage of historic towns can be used to create a desirable place in which to live and do business and to visit. With leadership and vision this initiative can also help generate economic benefits that will enable the historic town to prosper, such as increased visitor numbers and decreased numbers of vacant buildings and commercial premises.

Heritage-led regeneration

Regeneration is the process of bringing social, cultural, economic and environmental life back into an area. A heritage-led regeneration strategy recognises that it is the cultural heritage of a town that gives it a unique identity and which is central to the creation of a high quality of life for its inhabitants. Capitalising on the potential of the town's heritage to create an attractive, sustainable living environment requires an integrated approach that recognises the evolving needs of the town and its people now and into the future.

Heritage-led regeneration is a recognised policy across Europe. Projects undertaken in recent years throughout a number of countries have shown that heritage is key to successful urban regeneration and have demonstrated that private sector investment in the commercial life of a town is encouraged by public sector investment in heritage. The restoration of one or more historic buildings or the enhancement of a public space can act as a catalyst for the regeneration of a significantly wider area. The repair and renovation of historic buildings creates a need for specialist skills whilst restored historic buildings have been shown to provide ideal locations for creative businesses, attracting skilled workers, businesses, visitors and tourists.

The cultural heritage of a town provides a sense of specialness and an associated pride in the locality that marks it as a desirable place to be. Placing heritage at the forefront of the regeneration of our towns ensures that the local distinctiveness, community spirit, values and traditions are retained and enhanced while allowing new interventions to take place. Townspeople are an essential component of what makes the place special and their participation in the process of regeneration is critical to its success.

Planning for the regeneration of a historic town needs an integrated approach that balances the protection of the built heritage and the sustainable development of historic urban areas with the needs of modern living and takes account of the concerns and aspirations of the community and key stakeholders. This requires the coordination and management of sometimes conflicting demands and interests of different stakeholders. However, the development of a common vision for the town, supported by a coordinated and integrated series of objectives and a programme of realistic, achievable actions, will balance the conservation of the heritage with the needs of those who live in and use the historic town.

The role of local government

The success of the HTI is dependent on local government taking the central leadership role in setting standards and committing its own resources while attracting investment from other sources. The role of local government will be essential to maintain the momentum of the project over the long term. It must have a clear vision for the regeneration project and be able to engage the support of the community and the key stakeholders in achieving the objectives and delivering the actions.

The proposed changes to local government structures in 2014 will have implications for those towns which are scheduled to lose their town council. While many town councils are proposed to be replaced by Municipal Districts which will include the main towns and their natural hinterlands, it is as yet unclear whether all existing town councils will become the focus of a new Municipal District. It will be therefore critical to the success of the HTI that it be fully supported at a County Council and/or Municipal District Council level, by both elected members and officials, to actively support and drive the national rollout of the HTI project and to ensure its continuity beyond 2014.

Prioritising funding for the HTI locally as well as nationally, coupled with the appointment of a local champion to drive the initiative will be fundamental to its overall success.

The HTI framework

The intention of this document is to provide a framework for undertaking the regeneration of a historic town. The recommended steps are not exhaustive but are designed to lay out a basis approach that could be taken. Each town will have its own unique set of circumstances and should tailor the approach to suit. The essential steps in the process are set out in the following chapters.

Chapter 1 describes the steps needed to undertake a comprehensive audit in order to understand what constitutes the character and identity of the town and its region before commencing the preparation of framework plan.

Chapter 2 deals with how to build up local support for the preparation and implementation of the plan, while securing political and financial support.

Chapter 3 outlines how to identify the challenges and the opportunities that face the town, understanding any potential areas of difference and resolving, or at least managing, a way forward with the support of all interested parties.

Chapter 4 describes how to develop a clear vision for the town with firm, realisable objectives, supported by a clear action plan which will guide decision-making for local government and other key stakeholders.

Chapter 5 looks at how to implement the actions of the plan in line with the agreed objectives.

Chapter 6 provides information on setting in place a system to regularly review and monitor the implementation of the plan to allow early corrective action to be taken or to adapt the plan to take account of new emerging or altered conditions.

The HTI is underpinned by:

- The combined support from national organisations represented by the Department of Arts, Heritage and the Gaeltacht, Fáilte Ireland and the Heritage Council working together with local government and the wider local community in each historic town

- A belief in the potential of historic towns to continue to provide desirable places in which to live, socialise and carry on business and also as attractive places to visit, and
- The strength of local communities to regenerate their local places aided and assisted by local and national government and other support agencies committed to the improvement of the quality of life for those living in rural areas.

1. Understanding the town and its heritage

The first step is to form an understanding of the character and identity of the historic town; how it has evolved and what exists today. This stage of the process is best led by local government which holds, or has access to, core data such as the development plan, the record of protected structures, architectural conservation areas, building surveys, archaeological surveys and excavation reports, areas of natural heritage significance, existing heritage trails, local publications and the like.

Local government officials such as planners, area managers, architectural conservation officers, heritage officers and county archaeologists will be familiar with the material and information necessary to complete this overview. Members of the local community, including local historians and members of local societies, may also be able to contribute by bringing a fresh perspective to bear on heritage resources that have not previously been appreciated.

To undertake a heritage audit of the town, the following steps are recommended:

Describe the character and history of the town

- Describe the location of the town, its relationship to its hinterland and the urban landscape of the town itself
- Outline a brief history of the development of the town including the major events or prominent personalities associated with the place
- Describe any historical, archaeological and cultural collections associated with the town and what archives survive relating to the town.
- Collate the historical and archaeological information on the town including drawings, written descriptions and photographs
- Describe what makes the town distinctive

Describe the physical attributes of the town

- Describe the different areas of the town
- Describe sites or features of significance in its hinterland
- Identify what physical fabric survives to link the present with historical events and personalities (for example, houses in which significant people lived, works of important architects or engineers, memorial plaques, etc.). Assess the importance of these, their state of preservation, and whether or not they require restoration of character
- Describe the major building phases of the town and link these with its political and economic history. Assess the existing street patterns, plot sizes and the like, noting what physically survives from different building phases and how intact is the surviving fabric
- Describe, and indicate on maps, the different areas of character within the town; significant buildings and other landmark structures or features and their inter-relationships (both current and historic); significant views both to and from important places in and around the town taking account of the skyline, spatial and townscape characteristics of its setting
- Identify the known archaeological sites and monuments of the town and its hinterland; assess the importance of these, their state of preservation, and whether or not they require conservation works
- Identify where any archaeological excavations have taken place and what have they revealed about the previous state of the town and the lives of former inhabitants
- Identify important areas of natural heritage in and around the town; assess the importance of these, their state of preservation, and whether or not they require conservation works

Describe the social and cultural heritage of the town

- Identify the traditional, popular or folk culture and heritage associated with the place, including oral traditions, literary heritage, customs, ways of life, language, drama, music, dance, rituals, festivities, sporting traditions, and culinary traditions
- Identify ways in which these aspects of the heritage of the place can be collected, analysed and protected and how their significance can be communicated and transmitted through telling the stories of the town

Identify and map existing heritage protection measures

- Map the location of protected structures, architectural conservation areas; national monuments and recorded monuments; natural heritage conservation areas; protected views and any other relevant policies and objectives for heritage protection that exist at either local or national levels
- Identify historic or significant buildings that are not protected structures but which add to the character of the historic town or the setting of protected structures

Collate and analyse previous studies of heritage assets in the town

- Collate any previous plans or studies commissioned for the town as a whole or for individual buildings and/or areas within the town such as Conservation Plans, Management Plans, Village or Town Design Statements, Public Realm Plans and Green Infrastructure Schemes and others
- Assess any surveys and studies carried out by others on aspects of the town's heritage. These could include for example, surveys carried out by the state or county council of archaeological and architectural heritage or habitats, unpublished reports or academic theses
- Assess what were the conclusions, policies and recommended actions of these studies and what actions, if any, were implemented on foot of the plans
- Assess where there are opportunities presented by these plans to implement policies and recommendations to help improve the presentation of the town

2. Assembling support

It will be an essential component of the HTI to put in place support mechanisms at the outset. Central government, local government, local organisations and groups and the community itself all have important roles to play in creating a supportive environment for the HTI. The relationship between the external support agencies and the town itself should be clearly defined. Local government, at a political level and senior management level, should have a clear policy that supports this project. Most importantly, a single person should be appointed as a 'champion' for the HTI who will be responsible for driving and promoting the initiative and in delivering the benefits.

The value of public and private sector working together providing complimentary skill sets has proven successful in projects in Ireland and across Europe. In Ireland, the success of community-led heritage projects and Tidy Towns work are widely acclaimed. It is critical that the community takes ownership of the Initiative.

There is a range of mechanisms that provide support to projects or have the potential to do so. It is important to involve all key stakeholders from the outset to ensure that potential problem areas are identified and resolved or managed before final decisions are taken. Key stakeholders should be involved in the decision-making process. The value of public consultation and community engagement will be critical to the success of this initiative. The public consultation process itself should be used as an opportunity to stimulate debate, interest and participation.

Securing financial support is a major challenge facing any project. Identifying and maximising available funding will be essential and available options should be explored at an early stage. Given the current economic climate it may be necessary to attract different sources of funding, combining public and private investment in innovative ways.

When assembling support for the project, the following steps are recommended:

Identify local interest groups

- Establish the views and needs of the local population
- Assess the current strength of local community involvement in the ongoing development of the town
- Engage with representatives from local groups such as Tidy Towns committees, tourism groups, community councils, cultural organisations (for example local historical societies), development companies, Lions Clubs, participants in the OPW Community Heritage Scheme and other similar organisations
- Engage with the local Chamber of Commerce
- Identify private sector companies operating in the same geographical area who might usefully be involved

Consult with potential stakeholders

- Identify and contact stakeholders or representatives of stakeholder groups in the community at an early stage including those who would have a strong interest in the initiative; those who would be affected by its implementation; who could hold up the implementation of actions; those who are needed for the implementation of actions and those who could contribute in a positive way
- Ensure steps are in place to provide equality of opportunity for all groups within the community to participate
- Contact relevant external agencies who would provide support for projects such as the LEADER Local Action Group
- Develop links with other local authorities, where appropriate, including adjacent authorities and those in other towns participating in the HTI
- Seek the support of other specialist stakeholders in areas such as conservation, education and the arts and establish their views
- Develop a detailed public awareness campaign in order to inform not just those directly interested or affected by the initiative

Establish a structure for support

- Form a HTI steering group. This should be a partnership of the key interest groups and will most likely include representatives of local government, voluntary organisations and the business sector. Monthly meetings are recommended. It will be the function of the steering group to identify the needs of the town and its users, to develop a heritage-led integrated management plan for the town which coordinates the needs of the stakeholders with the care and protection of the historic environment. It is recommended that the membership of the steering group should not exceed 15 people to avoid becoming unwieldy

- Distinguish between individuals and organisations who are key to the successful implementation of the initiative and those who simply wish to be kept informed

- Develop a communications strategy which ensures dissemination of information to other interested individuals and bodies not directly involved in the implementation process

- Develop a communications strategy for keeping the community in general informed of progress. This could take the form of press releases on completion of certain projects, a regular newsletter and/or a dedicated space on a local government or town website

- Identify a single point of contact for liaising with organisations such as government bodies and agencies. This will be crucial in facilitating communication.

Financial and other resources

- At an early stage, investigate potential funding sources, opportunities for funding and the relevant timescales necessary for making grant applications. County Enterprise Boards are often a good starting point as they hold information on a variety of funding opportunities

- Calculate set-up costs and recurring costs where possible

- Identify the technical and non-technical supports that will be required and how they will be provided

3. Assessing the issues facing the town

Having formed an understanding of the town and its assets and assembled the necessary support mechanisms, the next step should be to identify and assess the range of challenges, threats and opportunities facing the town. Such challenges and opportunities will not always be heritage-related. A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis can provide a useful means to examine and discuss these issues.

This is a key section which requires an honest appraisal of the performance of the historic town as a place to live, to visit and to do business in. The appraisal may require a degree of detachment or, at the very least, a range of perspectives so as to ensure an impartial and comprehensive assessment of the issues. This stage in the process will act as a springboard to creating a vision for the town leading to a series of objectives and an action plan.

At this stage, it is recommended that a baseline survey is carried out to gauge the views of the townspeople, the local business community and visitors to the town and the issues they see facing it. This survey should ideally be undertaken by a professional surveying company.

The following steps are recommended:

The effects of existing policies

- Assess how successful existing policies are to ensuring that new development respects and contributes positively to what already exists
- Assess existing zonings and objectives with the development plan and whether these support the viability of the historic town
- Analyse the effects out-of-town developments, such as schools, shopping centres, hotels and housing, on the core of the town and the quality of life of the inhabitants and visitors
- Analyse the effects of insensitive development, development unsuited for its location which has a negative impact on the character of the historic urban environment

- Assess the quality, usability and attractiveness of the public realm including any green infrastructure

The condition and state of preservation of the built environment

- Record the condition of the built environment of the town
- Identify significant buildings and monuments that are in poor repair or are in danger of becoming so
- Record the extent of use of the historic parts of the town; in particular, the extent and nature of use of the buildings
- Map the different ownerships with the town particularly highlighting those areas and buildings in public ownership and those in the ownership of large organisations

The presentation of the town and its components

- Assess how most visitors approach the town, whether by train, road or on foot and how the town appears on approach
- Evaluate how the town is presented to its inhabitants and its visitors and the form and extent of interpretation provided
- Assess the use of signage, the amount of signage, its coherence, and its location
- Analyse how traffic is managed and how the public realm is affected by traffic management, for example, is there sufficient parking available? does car parking overwhelm important public spaces/streets? is it provided in the right location?
- Carry out an accessibility audit of the town. Identify the modifications required to improve accessibility and where these might conflict with historic elements such as paving, steps, railings, lamp standards and the like
- Identify buildings, groups of buildings and key infill sites where effective improvement could be achieved

Tourism

- Assess the range of visitor types to the town, for example: the number of day visitors, as opposed to longer and overnight visitors. Assess the seasonality of tourism

- Assess how information is communicated on what makes the town of interest to visitors and locals; assess the quality and relevance of the town's internet presence, is it updated on a regular basis?
- Analyse the available infrastructure in the town such as visitor centres, museums, arts centres
- Assess the range of media used and its appropriateness in communicating the key messages relating to the town. Such media can include and combine face-to-face interpretation (for example, guides), outdoor information panels and signage, animation, mobile phone apps, publications such as maps and leaflets, websites, audio tours, visitor centres and exhibitions
- Assess the advantages and disadvantages of each of these media in terms of its impact, location and distribution, cost and sustainability
- Assess carefully the quality and consistency of the message being communicated: how is this message arrived at and is it current, up-to-date and of interest to visitors?

Economic environment

- Analyse the range of existing businesses and identify gaps
- Assess the level of business retail confidence in the area
- Quantify the levels of vacancy of the main commercial streets including on upper floors
- Identify investment opportunities existing for the town
- Analyse any existing strategies to increase general business confidence in the retail sector
- Identify the key levers for the overall regeneration of the town, for example, heritage, arts, tourism, industry and employment creation
- Identify fiscal, financial and other measures that might encourage regeneration or those that are hindering it

4. Defining a vision and setting goals

Based on the assessment of the town, the next important step is to set out a strong and clear vision for the future of the town and the actions needed to achieve it. This may take the form of a heritage-led Town Design Statement or Integrated Management Plan based on a sound understanding of the qualities and characteristics that make the town special, as preserving the uniqueness of the town will be an important consideration. This work should be undertaken by the steering group. The vision for the town will provide a touchstone against which future decisions on the development of the town can be made. It should represent the views of the community as a whole and be the result of consultation and dialogue. It should be relatively easy to communicate and should appeal to key stakeholders and residents.

Once the shared vision has been defined and agreed, objectives should be set leading to a series of short-, medium- and long-term actions necessary to achieve these objectives. The pace of regeneration is important: too fast and it can cause harm to the built fabric and to the community; too slow and it could fail to create the necessary momentum to be a success. The successful implementation of these goals depends on their being realistic and achievable. It is also essential that individuals or organisations are identified to have responsibility for achieving specific goals. The overall plan must integrate many differing requirements. For example, objectives to enhance the public realm must take account of a range of sometimes conflicting or overlapping issues such as transportation requirements, accessibility issues, safety of pedestrians and cyclists, street lighting, public utilities, signage, the setting of historic buildings and the use of high quality, durable materials.

Quality of design and execution are key to success not only in the conservation of the historic built environment but also in the construction of new buildings and other interventions.

The following steps are recommended at this stage of the process to draw up an Integrated Management Plan for the town:

Vision statement and objectives

- Set out a clear vision for the future of the town including how its heritage resources can contribute to the well-being and vitality of the town, its residents and visitors
- Develop a set of measurable and achievable objectives to achieve the vision for the town
- Ensure that the HTI plan for the town is supported as policy by local government. This can be either as a statutory document or by the plan being adopted as a policy document. The latter approach may present a more flexible option allowing the plan to adapt and evolve to take account of changing circumstances.

Draw up short-, medium- and long-term actions for regeneration

- Define key actions arising from the objectives. Name individuals or organisations responsible for the coordination and completion of each action. Actions might include conservation projects, public realm improvements, heritage trails, the production of interpretative material, new marketing materials, training, local-produce markets, schools projects, and community heritage projects
- Identify the key players such as statutory authorities, development companies, significant landowners and the like, who have an interest in the implementation of the management plan and in the successful achievement of its goals. Ensure that they are kept informed of progress.

Actions could include, as appropriate:

- Identifying measures to deal with prominent derelict sites
- Identifying buildings at risk and measures to deal with these. A strategy should be devised for monitoring the buildings after works have been completed
- Identifying areas that detract from the character and appearance of the town and/or historic buildings and formulate actions to deal with these
- Devising a strategy for the control of signage
- Devising a strategy for improving the energy efficiency of the town such as district heating, the appropriate refurbishment of groups of similar buildings and the like
- Identifying opportunities to collect, communicate and transmit aspects of social and cultural heritage through telling the stories of the town

- Identifying opportunities for artistic and cultural activities, including public art, festivals, markets and exhibitions that would bring added vibrancy to an area and strengthen its identity
- Identifying a number of short-term actions that will provide inspiration and impetus to the key stakeholders and the community, for example, painting schemes to enhance the appearance of important streets or public spaces

Draw up design principles for future development

- Draw up a design guide based on the local character of the built environment
- Identify opportunities for ongoing improvement to the public realm, including historic buildings and streetscapes, public art, rivers, and open spaces
- When identifying aims and ideals, particularly with regard to interventions into the built environment, these should be made as visual as possible, for example including photographs, drawings, diagrams, sketch designs or computer modelling to communicate the intentions
- Ensure that high-quality of design and materials are a requirement for all interventions whether in the conservation of the existing historic structures or in the construction of new interventions
- Ensure the principles are clear enough to provide guidance to landowners, developers and their professional advisers when preparing proposals yet flexible enough to be applicable to a variety of projects

Define target tourism markets and establish their needs

- Identify the target markets and segments of tourists that will be attracted to the town
- Devise a marketing strategy whether individually for the town or participating in coordinated marketing with a number of other historic towns in the region
- Assess if there are up-to-date maps, web resources, and marketing material available for the town
- Assess the advantages of establishing a network with tourism providers in the town and the region to ensure a coherent and consistent approach and message to visitors
- Identify opportunities for 'cross-selling' with other towns, nearby tourist attractions and the like

5. Implementation

Local government should take a leadership role in ensuring the implementation of the planned actions using the locally appointed champion to drive the HTI. It will be necessary for local government personnel to assist in the setting up of the Initiative and continue to guide and manage the process, providing administrative back-up and other support. However, a partnership approach is required and the views of the community, private landowners, the business community and other key stakeholders must be taken into account in a meaningful way through the steering group.

A phased approach may be necessary given the resources available to each town. During the implementation stage it is important to focus as much on people as on buildings in order to regenerate an area and to build up trust between the various stakeholders and within the community.

The following steps are recommended when implementing the integrated management plan:

Establish a support structure for implementation

- Establish an implementation group which includes representatives of the key stakeholders. Monthly meetings are recommended and held at a time that will facilitate efficient reporting to the steering group. It will be the function of the implementation group to define each action and what it entails, to identify a person or institution to be responsible for the implementation of each action, to ensure sufficient resources are available for implementation, to monitor and review progress and to report to the steering group. As with the steering group, it is recommended that the membership of the implementation group does not exceed 15 people as otherwise decision-making may become unwieldy
- Potential members of the implementation group could include local representatives, local government, LEADER Local Action Groups, tourism groups, non-governmental organisations, community groups and Tidy Towns groups

- Where appropriate, establish sub-groups to involve more stakeholders on particular actions
- Devise procedures for involving other stakeholders and the community in general in the implementation of the HTI and keep them informed of progress

Ensuring adequate resources

- Ensure that adequate resources, both in terms of finance and personnel, are in place to implement the plan and investigate potential sources of financial and other assistance. It is generally advisable to nominate one person in the implementation group to be responsible for sourcing funding
- Liaise with County Development Boards to provide structured cooperation and coordination of statutory agencies on the ground
- Where there is a shortfall in resources, consider focussing available funding on specific projects initially. Successfully completed projects will provide confidence and inspiration to potential backers and prove the capabilities of the initiative

Specialist skills and capacity

- Ensure that the necessary specialist skills and capacity are available to meet the needs of implementing the plan
- Carry out a skills audit within the local community
- Arrange relevant training for members of the working group where skills are lacking or require enhancement
- Recognise that ongoing training will be critical to the success of the project and formulate practical proposals to further enhance support and training capacity
- Source training needs for technical and non-technical support from key players including the Heritage Council, Fáilte Ireland and Enterprise Boards
- Source further training needs with the assistance of agencies such as FAS (shortly to be replaced by SOLAS) or through LEADER Local Action Groups
- Where the necessary specialist skills are not available locally, assess how these can be brought in

6. Monitoring and reviewing

Ongoing monitoring and reviewing of progress are critically important. This involves setting clear and quantitative targets for the plan in order to measure success. These targets need to be set out clearly within the plan and should be linked to its overall objectives. Often the objectives change over time or new issues and challenges emerge that need to be dealt with. Continuous monitoring allows these changes to be dealt with through adaptations of the plan to keep it up-to-date. Monitoring also allows the progress of implementation of the plan to be checked. If objectives are not being met or actions are not being implemented as planned this can be identified promptly and corrective actions taken.

As with undertaking a baseline survey of the views of the townspeople, the local business community and visitors to the town (Chapter 3), the monitoring review should ideally be undertaken by a professional surveying company. This will ensure a consistent approach and allow for specialist surveys relating to tourism and business issues in each town.

The following steps are recommended at this stage:

Create structures and procedures for monitoring progress

- Implement procedures to ensure that decisions are made and actions are taken in line with the objectives of the plan
- Establish a process for dealing with, or correcting, actions taken that are not in line with the objectives of the plan
- Establish regular intervals for monitoring. It is recommended that this should take place annually or biennially. The monitoring process should review whether or not targets have been met, and whether the implementation is progressing as planned
- Check that any proposed new projects and actions are in line with the objectives of the Integrated Management Plan
- Establish procedures for reporting the results of monitoring to the steering group, to the statutory authorities, to the local community and other key stakeholders

Determine key indicators of success

Among the success indicators that may be considered when monitoring are:

- The numbers of buildings refurbished and brought back into active use
- Amount of floor area brought back into use particularly of upper floors of commercial buildings
- Areas of public realm enhanced
- Extent of new business start-ups
- Changes in visitor numbers
- Impact on tourism spend in the town
- Numbers of jobs created and the quality of those jobs
- Amount of investment from by public or private sources
- The viability and competitiveness of businesses in the town

More intangible, but significant, indicators of success to measure and monitor may include:

- The level of pride and ownership by the community of their local experience, history and culture
- The extent of engagement of the local community in planning and decision-making about their area
- The strengthening of local economic and social structures, and access to resources and amenities by local communities
- The level of respect for the heritage and authentic culture, traditions and distinctiveness of the community
- The satisfaction of visitors to the town and the likelihood of repeat visits

Reviewing and adapting the plan

- Establish procedures for reviewing the plan to take account of the findings of the review
- Establish procedures for adapting the plan to incorporate new elements or conditions that may have emerged since its initial development
- Establish procedures for communicating amendments to the plan to the key stakeholders and to the community

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