

# TUAM TOWN COUNCIL

Minutes of Monthly Meeting held on Monday, 7<sup>th</sup> April, 2003

**Present:**

**Mayor: Councillor Keaveney**

**Councillors: M. Kelly, P. O'Grady, G. Browne-Lane,  
G. Joyce, T. Reilly, P. Warren, M. Ward.**

**Officials:**

**Mr. Paul Ridge, Director of Services,  
Mr. Michael Gallagher, Town Engineer  
Mrs. Angela Holian, Town Clerk**

**The Prayer was recited.**

## Minutes:

The Minutes of the March Meeting were adopted on the proposal of Councillor Reilly seconded by Councillor O'Grady.

## **Matters arising from Minutes:**

**The Grove:** It was agreed to invite the elected Members to the May meeting of the Board.

**Footpath:** Regarding matter raised at previous meeting Councillor Reilly thanked the Town Engineer for work carried out on a section of footpath. He also asked that a section of footpath at St. Enda's Ave be attended to.

**Playground:** Councillor Joyce said there was a problem with loose dogs at the playground at St. Enda's Ave. She asked that the ownership of the playground be clarified, and if it could be upgraded.

**Traffic Management Plan:** Replying to Councillor Browne-Lane, who said it was regrettable that the road sweeper was moving at school time, the Town Engineer said the sweeper is in town on Monday and Friday mornings, starts work at 7 am and should be finished by 9 am.

Councillor Browne-Lane said she was disappointed at reply from Galway County Council to Presentation Convent Sisters. She said it was unrealistic to plan a road through the convent grounds as part of a "listed" wall would have to be demolished. She said the Presentation Sisters think their fears are not being listened to. It was proposed by Councillor Reilly, seconded by Councillor Kelly and agreed that Mr. Lavelle, Senior Engineer talk to the Sisters.

Regarding the one-way system on Dublin Road Councillor Browne-Lane said this was tried before and didn't work. She said all parking should be removed from one side of the road and the pedestrian crossings policed in the mornings. Councillor O'Grady said Galway County Council have the evidence that the one-way system worked. Councillor Kelly thanked Mr. Ridge for arranging the meeting with the Area Councillor's and said they got a promise that the matter would be re-visited. He also said the People of Tuam held strong views on the proposed road through the Palace Grounds. It was proposed by Councillor Kelly and seconded by Councillor Reilly that a public meeting be arranged.

Mr. Ridge said he accepted the Traffic Management Plan and the proposed roads caused confusion. He said the Traffic Management Plan was immediate but the roads were long term plans. He said, having listened to the Town Council and the County Council, the amount of concern is very small, except from the Nuns. He said Galway County Council have given assurances that the Traffic Management Plan will be monitored. He said it is important that we plan for "Hub Centre" status. He said the Traffic Management Plan and the roads are part of what Tuam needs to realise its potential.

It was agreed to keep the matter on the agenda.

**Town Hall:** The Members, who had earlier inspected the work carried out on the Town Hall, requested that it be ready to host the Civic Reception for the Egyptian Athletes on 17<sup>th</sup> June, 2003. Replying the Town Engineer said there was still a lot of work to be done but he would keep the Members informed.

**River Walk:** The Members congratulated Tuam Tidy Towns and all involved in the opening of the Ann-Marie McHugh commemorative garden. Councillor O'Grady said an Architect had drawn up a plan of a river walk through the town some years ago and asked how the development of this could be advanced. Councillor Joyce said she would get a copy of the plan.

Mr. Ridge said he would like to be associated with the compliments paid to the people involved in the commemorative garden. He supported the idea of a river walk and said work on this could be carried out over a number of years. He said the O.P.W. would co-operate with the Council.

**Swimming Pool:** Councillor Kelly welcomed the announcement that approval had been granted for the Contract Documents for the new Swimming Pool. He asked if the old pool could be revamped and used for something else. Councillor Reilly supported this and said it would be an ideal location for a Youth Centre. He also stated that the Mall theatre was not suitable for the Court Services and said it should be retained as a theatre. Councillor O'Grady said Tuam has a proliferation of halls. The Mall theatre had financial difficulties and the Court Services is a temporary measure. He said the present Community Centre, a valuable site, should be sold.

Mr. Ridge said he was delighted that approval for the Swimming Pool had been received. He thanked Mr. Jim Cullen, General Services, Galway County Council and the Swimming Pool Committee. In relation to the Mall Theatre he would refer this to the Cultural Services for a report.

### **Manager's Business:**

Mr. Ridge circulated a copy of the Tuam Town Council Draft Standing Orders. It was noted that page 12 indicated the procedure for the filling of a casual vacancy.

A copy of Report and Application for Conservation Grant Year 2003 for the Bridge at Shop Street was circulated to each Member.

A copy of Executive Summary, Strategic Rail Review was circulated to each Member. It was agreed to include Strategic Rail Review on agenda again.

## Correspondence:

The following letters were read, noted and agreed:

Letter dated 12<sup>th</sup> March, 2003 from Tullamore Town Council. There was unanimous support for the following resolution recently passed by Tullamore Town Council. "That this council strongly condemns the Government and in particular the Minister for Health, Micheal Martin for their failure to meet the needs of disabled people over the age of 18 years".

Letter dated 23<sup>rd</sup> February, 2003 from Mrs. Mary Burke, Bishop Street - read.

Letter dated 24<sup>th</sup> February, 2003 from office of the Minister for Transport, Mr. Seamus Brennan, T.D. - read.

Letter dated Mr. John O'Brien, Ballygaddy Road Resident's Association. Following discussions the Town Engineer agreed to look at the matter again.

Letter dated 28<sup>th</sup> February, 2003 re: Local Authority Members Association - noted.

Letter dated 11<sup>th</sup> March, 2003 from Kilkenny County Council - noted.

Letter dated 18<sup>th</sup> March, 2003 from office of Mayor of Charney. It was proposed by Councillor O'Grady and seconded by Councillor Reilly that the Mayor travel to Charnay and investigate regarding a twinning arrangement between Tuam and Charnay.

Letter dated 18<sup>th</sup> March, 2003 from Ms. Mary Egan, Director of Nursing, Aras Mhuire. It was agreed that the Town Crest may be used.

Letter dated 24<sup>th</sup> March, 2003 from Waterford City Council. It was proposed by Councillor O'Grady, seconded by Mayor Keaveney and agreed that the following resolution passed by Waterford City Council be supported: "That this Council calls on the current Government to end means testing for the Carers Allowance".

Letter dated 25<sup>th</sup> March, 2003 from Mr. Paddy McHugh, T.D. - read

Letter dated 25<sup>th</sup> March, 2003 from Mr. Noel Treacy, T.D., Minister of State, Dept. of Agriculture and Food - read.

Letter dated 26<sup>th</sup> March, 2003 from Christopher S. Kelly, Chairperson, Board of Management, Presentation Primary School - read.

Letter dated 26<sup>th</sup> March, 2002 from Tuam Chamber of Commerce. It was proposed by the Mayor and seconded by Co. Kelly that Co. Ward represent the Town Council on the Christmas Lighting Committee.

### **U. D. C. Status:**

Councillor O'Grady said Tuam is a village in comparison to other towns. The official population of 5,000 or 6,000 is actually twice that and will be three times that in a couple of years. Galway County Council had agreed to the extension of the Town Boundary. He said Tuam is "cut of" by Road, Rail and Broadband and existing factories can't survive on the present broadband system. He congratulated the I.D.A. on the new Industrial Estate.

Mr. Ridge said this was a political decision taken at national level. Replying to Councillor Kelly he said the new legislation hadn't kicked in yet, and there had been a transfer of services, water, waste-water and roads, from former U.D.C.'S to County Councils.

It was agreed to keep U. D. C. Status on the agenda.

### **RAPID:**

The Mayor welcomed Mr. Dermot Mahon, to the meeting. Mr. Mahon said he has been the RAPID Co-ordinator in Tuam since November 2002. He outlined the purpose, preparation and operation of RAPID. Following departure of Mr. Mahon letter read at February meeting, requesting a contribution of €5,000, was discussed. Mr. Ridge pointed out that there was no allocation for RAPID in the 2003 Estimate of Expenses. It was agreed to consider the matter prior to the preparation of the Estimate of Expenses for 2004.

**Congratulations** were extended to the Presentation Convent Girls on their All-Ireland win.

subject to the requirement that at least two-thirds of the members present vote in favour.

Casual Vacancy  
61. A Casual Vacancy shall be filled by resolution of the Council in accordance with the Local Government Act 2001.

**Notices of Motion:**

Councillor Ward said at present there are Community Employment Schemes in the Town Hall, Tuam Stadium and St. Vincent De Paul. He asked the support of the Board in calling on Tainiste Ms. Mary Harney to guarantee that there would be no further cuts in C.E. schemes in the Tuam area. There was unanimous support for the Motion.

Councillor Ward said a group of Tuam People, who felt that Tuam did not receive adequate coverage on the airwaves, were setting up a Community Radio Station. He asked the support of the Board for the People involved. It was proposed by the Mayor and seconded by Councillor Browne-Lane that Councillor Ward invite the People involved to a meeting of the Board.

**Sympathy:**

A vote of Sympathy was passed with the following Families:

Mullins Family, Millstream Park on the death of Johnny  
O'Connor Family, Kilmore on the death of Damian  
Gibbons Family, Galway Road on the death Denise  
Burke Family, Blackacre on the death of Mary

Recorded by,  
Angela Holian,  
Town Clerk

SIGNED BY: 

MAYOR

subject to the requirement that at least two-thirds of the members present vote in favour.

**Casual Vacancy**

61. A Casual Vacancy shall be filled by resolution of the Council in accordance with Section 19 of the Local Government Act 2001.

Where the person causing the casual vacancy was a member of a registered political party at the time of his / her election or co-option the casual vacancy shall be filled by a person nominated by the same party. This requirement stands whether or not the political status of the member who caused the casual vacancy had changed since the date of his or her election or co-option.

Where the person causing the Casual Vacancy was a non-party candidate at the time of his/her election or co-option, the Casual Vacancy shall be filled by a person nominated by the non-party candidate causing the vacancy. Each non-party candidate shall at the time of his/her election or co-option submit to the Meetings Administrator of the Council, the names of the persons to be so nominated listed in order of priority. The list shall be accompanied by a letter signed by each of the persons named thereon indicating their acceptance of the nomination.

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*orig with minutes of meeting held  
on 2/7/02  
ah.*

**Application for Conservation Grant Year 2003**  
**Comhairle Chontae na Gaillimhe**

*18<sup>th</sup> Century*

*Four Arched Limestone Bridge*  
*on*



**View of Bridge from Downstream River Bank**

**Conservation & Restoration of 18th Century Stone Bridge**



*Proposed Conservation and Restoration of  
18<sup>th</sup> Century*

*Four Arched Limestone Bridge  
on  
Shop Street Tuam, Co. Galway*

**Introduction**

One of the most striking and picturesque sights in Tuam is Shop Street Bridge. Its presence in Tuam must be valued as there are not many of its type and beauty in existence in Ireland. The four arched stone bridge with a span of around 30 metres is a focal point in the town and it is flanked on either side with old Mill buildings and other buildings of immense Architectural and Heritage value. On the downstream side of the bridge there are green banks of land with mature deciduous trees that can be accessed by a path that links Shop Street and Chapel Lane. These areas have been landscaped and maintained over the years and the provision of some park seats provide an opportunity for the passer-by to take a break in this peaceful and tranquil haven.

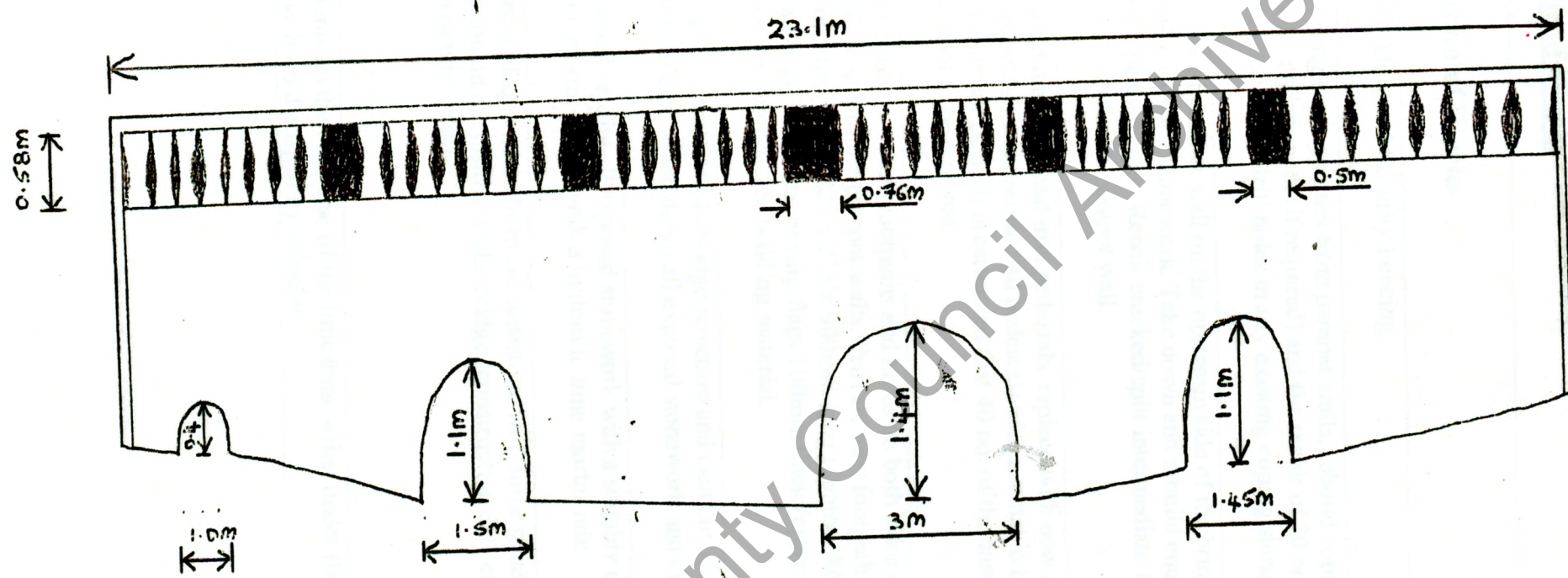
The bridge was built in the 1730's and considering that it is almost 300 years in existence it is a tribute to the quality of the workmanship carried out by the craftsmen of that time. Originally the four arches of the bridge took the flow of the River Nanny. At present only three of the arches have a flow of water. Before the bridge was built there was a ford in this place. As time went on Shop Street became the main street in the town and so the need for a bridge was apparent to cater for increased volumes of traffic (pedestrian and horse drawn vehicles) and the evolution of the motor car. The parapet walls were not part of the bridge originally and in the middle of the 18<sup>th</sup> century they were constructed in the present position. The materials for the construction of the parapet walls were given to the Town Commissioners by Blakes of Ballyglunin. On the upstream side of the bridge the parapet consists of cut limestone coping stones supported by a balustrade of sixty-four cast iron pedestals and eight cut stone piers on a cut limestone string course over a stub wall. The opposite parapet has forty-two cast iron pedestals and six cut stone piers on a cut limestone stringcourse over a stub wall. Stephens Foundry in Galway made the cast iron pedestals and they have withstood the test of time well.

### **Proposed Restoration Works.**

The restoration works on the bridge are to be sympathetic with the emphasis on repair as opposed to replace. The attached photographs (Nos. 1-14) show the bridge in its present day condition. From these photographs it can be readily seen that this bridge structure is in need of some remedial conservation works attention.

- Photograph no. 1 shows a view of the parapet walls and Shop Street looking towards Market Square, Tuam.
- Photograph no. 2 shows a view of the bridge structure and stone arches on the downstream side.
- Photograph no. 3 shows a view of the bridge structure and stone arches on the upstream side. A point of interest is the fact the cross-section area of the culverts under each of the arches reduces in size from the upstream to the downstream side of the bridge.
- Photograph no. 4 shows the bridge parapet wall on the upstream side that has been badly damaged by impact from a vehicle. The end pier has been taken to the Council yard for safe storage.
- Photograph nos. 5 and 6 show some typical deterioration and cracking of the coping stones that is evident at several locations along the length of the parapet wall. It is intended to repair these stones with the help of a specialist contractor.
- Photograph nos. 7, 8 and 9 shows the parapet wall on the downstream side with some close ups showing typical deterioration and cracking of the coping stones that is evident at several locations along the length of the parapet wall. It is intended to repair these stones with the help of a specialist contractor.
- Photograph nos. 10 and 11 show some of the rusted and deteriorated cast iron pedestals that need to be replaced.
- Photograph no. 12 gives a close up view of the pointing that exists on the sides of the bridge. While this pointing seems to be in a reasonably good condition it is not the correct style of pointing for this particular structure. It is proposed to rake out all existing pointing and repoint all exposed stone with the appropriate style of pointing and a suitably designed mortar mix.
- Photograph nos. 13 and 14 show a badly damaged stringcourse. The rounded nosing at the top of the stringcourse chipped off over the years. It is proposed to graft a new rounded nosing piece onto the existing string for the full length of each parapet wall.

From these photographs it is clear what works need to be carried out to return this structure to its original form with its clean, bright and streamlined stonework that will catch the eye of every passer-by. The schedule of works listed below gives a general summary of the proposed works involved in the restoration of the bridge.



WEST ELEVATION

TITLE: FOUR ARCHED LIMESTONE  
 BRIDGE ON SHOP STREET,  
 TUAM, CO. GALWAY.

SCALE: N.T.S

### Schedule of Works

| Description of Works   | Cost (€)  |
|--|-----------|
| Erect Scaffolding and Security Fencing.  | 2,166.72  |
| Repair existing coping stones from parapet walls, rebuild coping stones and allow for replacement (if required) and the repair of 30 no. of coping stones. Plug and repair drill holes in any existing coping stones.  | 17,479.00 |
| Refit end pier of parapet wall on the upstream side of the bridge and make good to existing stonework. Take down and rebuild end pier on downstream parapet wall. Repair cracked/split intermediate limestone pier on the downstream parapet wall.   | 5,958.75  |
| Repair rusted/damaged cast iron pedestals, replace with new zinc coated cast iron pedestals and decorate all pedestals with a suitable high quality corrosion resistant paint. It is estimated that 40 no. of the cast iron pedestals need to be repaired.   | 14,188.55 |
| Remove existing concrete footpaths and kerbs on both sides of the bridge for the full length of the parapet walls. Provide new footpaths consisting of new limestone kerbs 225 x 225 x 900mm long (approx. 80 linear meters) and new limestone paving flags 100mm thick (approx. 80 square metres) on well compacted bedding material. | 27,013.00 |
| Remove all vegetation from bridge structure and clean up riverbanks adjacent to bridge. Wash down all exposed stonework and clean up.  | 11,350.00 |
| Rake out and repoint all exposed stonework with a suitably designed sand:lime mortar mix or with a hydraulic lime mortar mix.  | 22,700.00 |
| Erect and a plaque made from cut limestone with some general information on the history of the bridge (construction date etc.) on the downstream riverbank.  | 2,837.00  |
| Fix indents on the bull nose of the limestone string under the pedestals, that have been damaged by vehicles   | 3,121.25  |

| Description of Works   | Cost (€)          |
|--|-------------------|
| Fit lighting on the riverbank at each side of the bridge to highlight this particular structure as one part of the rich heritage of Tuam Town. | 2,200.00          |
| Reinstate damaged sections of the road pavement adjacent to the new footpaths. Clear all debris from site and tidy up                          | 18,000.00         |
| <b>Total Cost of Works (Including Vat)</b>   | <b>110,814.77</b> |

### Conclusion

The restoration and maintenance of this bridge structure on Shop Street, Tuam is a very worthwhile and rewarding project. This bridge was constructed in the 1730's to facilitate the growth and development of Tuam into a town that is today full of history and our heritage. As we are now beginning into a new millennium with a bright future for the development of Tuam Town recently designated as a hub under the National Spatial Strategy we should not forget the past. This bridge that was designed and constructed almost 300 years ago is still very robust and still functioning today in a very different environment. When this bridge was first constructed it would have catered for horse drawn traffic and light loads. In the present day without modification it caters for high volumes of traffic and heavy loads, a tribute to the designers and craftsmen of our past.

**Application for Conservation Grant Year 2003  
Comhairle Chontae na Gaillimhe**



**View of Bridge from Upstream River Bank**

**Conservation & Restoration of 18th Century Stone Bridge**

Shop Street Bridge - Tuam



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#1



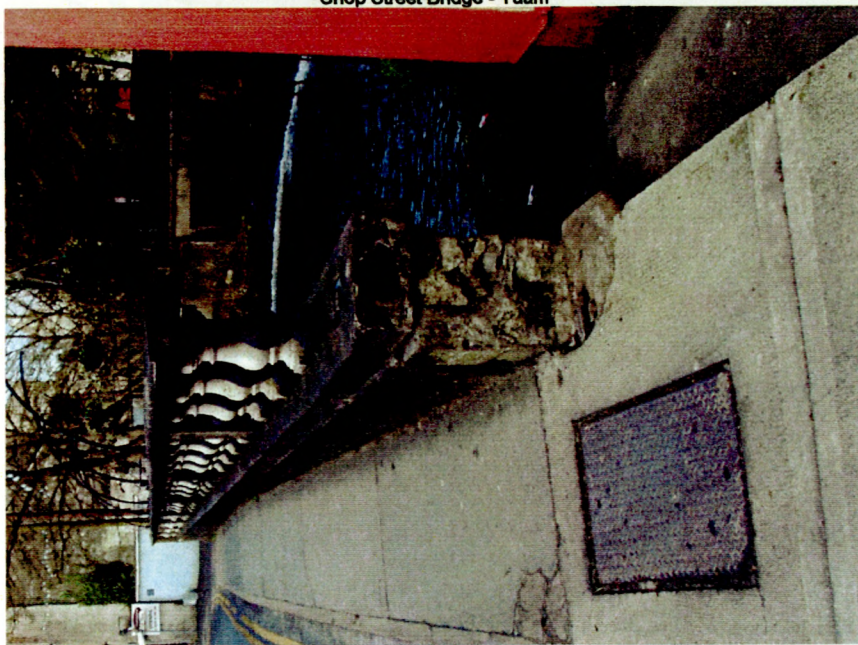
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# 9.



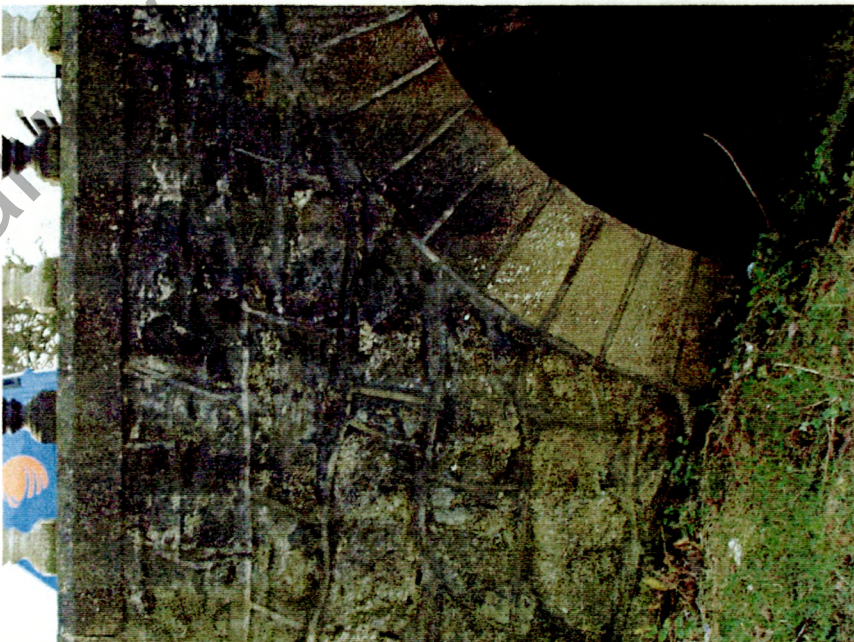
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Galway County Council Archives

# Executive Summary

## Introduction and Overview

The purpose of the Strategic Rail Review (the "Review") is to evaluate the long term rail requirements from a national perspective in the light of emerging spatial planning and regional development trends and policies.

The terms of reference for the Review stated that the primary purpose is to provide the Government with a basis for establishing a strategic policy framework for the future development of the rail passenger and rail freight sectors in Ireland. The Review encompasses a 20-year strategic framework based on a Vision for the railway developed in light of Government public transport and spatial planning policy.

The approach to the Strategic Rail Review has, *inter alia*, involved answering four basic questions:

1. *What is the current state and status of the Irish rail network and how might it respond to developing needs and expectations?*
2. *What role will rail play in national strategic planning of the State over the next 20 years?*
3. *By 2022, where can the railway sector in Ireland reasonably expect to be as part of a modern European economy?*
4. *How is the railway going to get to where it is required to be?*

Development of a Vision for the railway is central to establishing the strategic policy framework.

The Vision for the railway in Ireland provides a guiding statement and contextual direction for the Review. It reflects both the guiding ideals of Government for public transport as well as providing a 'match' with the aspirations of the wider community and those working within the railway sector.

***The railways in Ireland will provide safe, reliable and customer-focused transport services in support of the State's wider social, economic, environmental and land use policies. Services will be competitive, integrated with other modes, and support the economic development of the State as a whole.***

The Vision should be viewed as a starting point. It is an attempt to ascertain the level of service that is both possible and realistically achievable.

Consistent with the Vision, the Recommended Investment Strategy focuses on a significant uplift in the quality and value to the community of services provided by the railway.

Central to the Strategy is:

- Enhanced train performance and service reliability
- Increased service quality and frequency for customers
- Improved asset utilisation and productivity gains
- Reductions in the cost to the State per passenger journey
- Transfer of journeys from road to rail
- Better on-going stewardship of assets that make up the rail network and systems.

In framing the scope of the Vision, the initial focus was on the existing network and services in order to determine the base from which to move forward and the potential that exists to enable movement to a railway appropriate for a modern European economy. Thereafter, the focus was on development of a railway that is sustainable, effective in increasing public transport's market share and capable of making a significant contribution to the socio-economic development of the State. Furthermore, the Vision is underpinned by three key requirements:

- i. That it is consistent with local and regional, national and European policies for the development of railways
- ii. That it is realistic and achievable
- iii. That there will be sufficient demand for a modernised railway with significantly enhanced service quality and performance (e.g. high reliability, good levels of customer comfort, frequent services, attractive journey times etc).

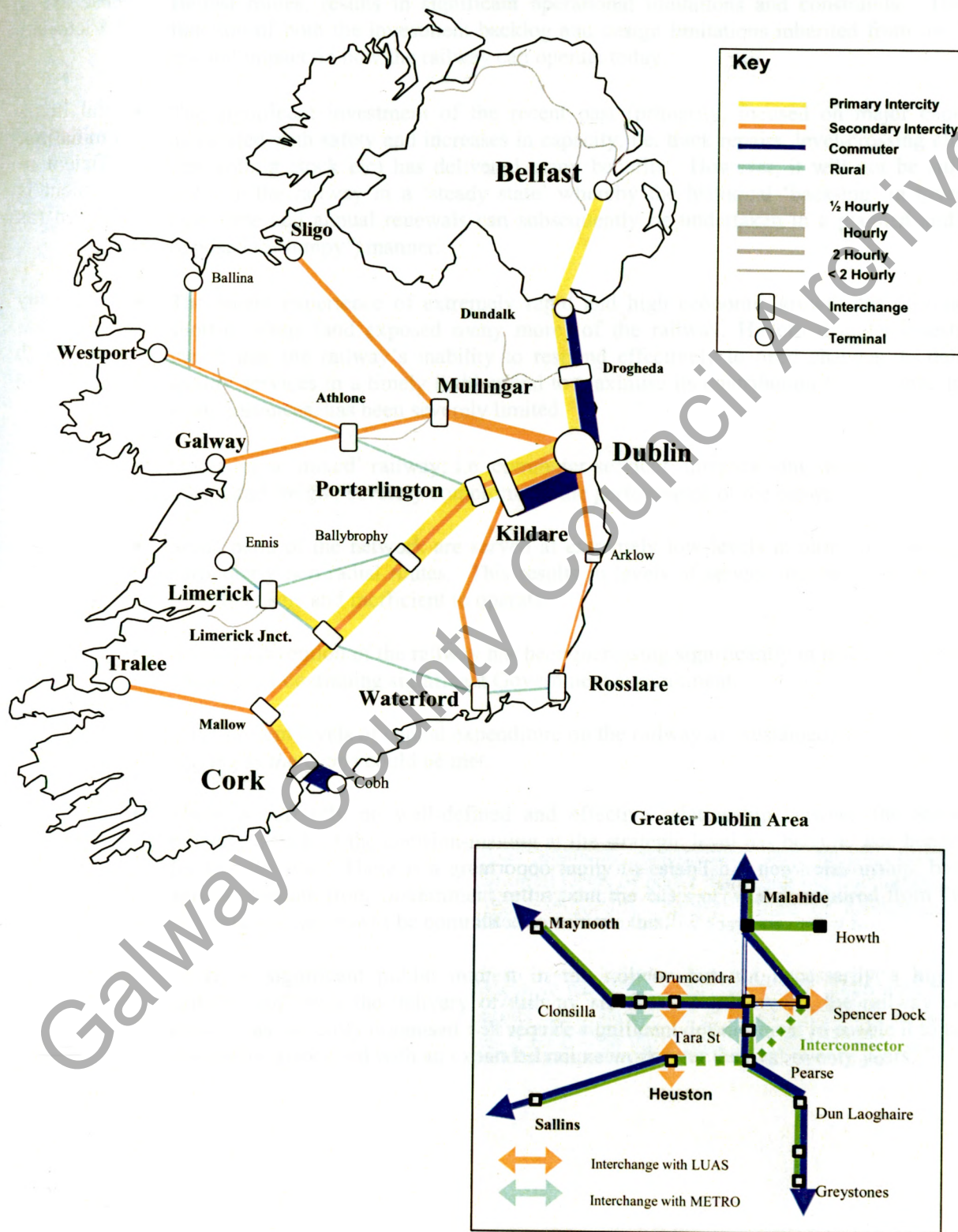
The Recommended Investment Strategy associated with this Review will need to be reviewed over the course of the next twenty years having regard to the changing national financial position, progress achieved with implementation, the changing competitive environment for transport, changing national and EU policies and developments in land use and demographics, both in aggregate and in specific locations over time. As circumstances change, it will be necessary to revisit the Vision for the railway from time-to-time.

The Vision has led to consideration of three broad strategic options for the railway as a whole:

- (1) **"Do Nothing"**
  - decline of the railway over time
- (2) ***Staying in the Game***
  - investing in asset renewal and replacements and accommodating underlying demand growth
- (3) ***Going for Growth***
  - investing in expanded capacity and services to increase rail's market share over time.

Specific analyses have been undertaken on the freight business.

The maps that follow provide an illustration of the significant potential changes in the existing railway (and network) evaluated during the Review.



## Key Findings

The recommendations of this Review have regard, *inter alia*, to the following key findings and considerations:

- The legacy railway, which is mostly single-track apart from the Dublin – Cork and Dublin – Belfast routes, results in significant operational limitations and constraints. These are a function of both the investment backlog and design limitations inherited from the Victorian era and impact on how the railway can operate today.
- The significant investment of the recent past (primarily, focused on major capital items associated with safety and increases in capacity, i.e. track repairs, level-crossing elimination, new rolling stock etc) has delivered many benefits. However, it will not be sufficient to stabilise the railway in a ‘steady state’ whereby the historical ‘back-log’ in investment is overcome and annual renewals can subsequently be undertaken in a planned and even (as opposed to ‘lumpy’) manner.
- The recent experience of extremely rapid and high economic growth has disguised many short-comings (and exposed many more) of the railway. Historical under-investment has meant that the railway’s inability to respond effectively to need changes, to deliver high quality services in a timely fashion and to maximise its contribution to economic growth, in many instances, has been severely limited.
- Operating a ‘mixed’ railway; i.e. commuter services, intercity long distance services, urban transit and freight, severely compromises the performance of the railway.
- Some parts of the network are served at extremely low levels in terms of passenger trains, particularly non-radial routes. This results in levels of service that are both unattractive to potential users and inefficient to operate.
- Annual subvention of the railway has been increasing significantly in recent years and is clear evidence of continuing significant Government commitment.
- If the present levels of capital expenditure on the railway are sustained, the requirement under *Staying in the Game* could be met.
- There is currently no well-defined and effective relationship between the State and the railway. Much of the decision-making at the strategic level has been *ad hoc* hence the need for this Review. There is a great opportunity to establish a new relationship, based on an agreed mandate from Government setting out the basis of what is required from the railway and what resources will be committed to achieve this.
- There is significant public interest in the railway but not necessarily a high level of ‘satisfaction’ with the delivery of railway services. Furthermore, the railway company’s capacity as currently organised will require significant development to enable it to take on the challenges associated with an expanded rail network over the next twenty years.

- There is a real opportunity to deliver, in the short term and particularly over the longer term, a railway of high quality for people travelling in Ireland. This is a railway that will be able to increasingly attract patronage from existing private car users for a wide range of trips purposes and thereby deliver significant socio-economic and environmental benefits to the State. There is potential to deliver a 'Cinderella story' from decades of under-investment and low asset utilisation. However, this requires, *inter alia*, significant funding, institutional reform and effective implementation.
- The opportunity exists now to begin the transformation of the railways of Ireland to an extent that ensures that the legacy infrastructural deficits of the past are dramatically reduced. Furthermore, ongoing sustainable rail services can be provided, particularly in terms of the timely implementation of asset renewals and additional capacity to support the broader goals of Government and the reasonable expectations and desires of the wider community. As many countries have experienced, maintenance of a good quality railway and / or provision of additional capacity after the need has materialised is both difficult and financially sub-optimal.
- There is a clear and obvious need to meet demand (in particular, underlying demand growth and the significant 'contestable' demand which can significantly add to rail's market share in the public transport market). Underlying growth on the railway is expected to remain strong: expected to rise from 35 million in 2002 (DART and Suburban, 24 million) to 54 million in 2022 (DART and Suburban, 36 million) under the base line scenario. Under a more optimistic economic growth scenario, patronage levels are forecast to rise to 76 million in 2022 (DART and Suburban, 50 million). Additional annual patronage, 'over and above' underlying growth of an additional 16 million to 21 million is anticipated under the *Going for Growth* scenario.
- Rail in Ireland (in particular, passenger rail services) should have a sound and sustainable future. Very real opportunities exist to significantly grow the market and increase rail's market share, even in an increasingly competitive environment. This positioning of the railway would deliver significant inter-generational benefits from a sustainable railway in Ireland.
- Continuing poor asset utilisation offers opportunities for significant gains at modest (in many cases) marginal recurrent costs. Much more needs to be done to exploit the capacity of the railway available outside of the peak periods, for example.
- There are various innovative and proven financial management and project funding techniques that could have merit in application in terms of better managing the fluctuations in financial requirements associated with the traditionally 'lumpy' nature of infrastructure investment.
- Decisions on alternative uses of railway assets (in particular, land) need to be taken with long time horizons considered. There are numerous cases worldwide of cities reinstating railways on former rail alignments. The Dublin Luas Line B – on the former Harcourt railway line - is but one of many examples worldwide.



- The economic prosperity of the Greater Dublin Area and, in turn as a whole, the nation, is dependent on good transportation infrastructure. The railway has a vital role to play, but will need considerable investment within the Greater Dublin Area to keep pace with the demands placed upon it. Investment in the suburban railways in and around Dublin also unlocks opportunities to make significant improvements to the network for longer distance services to and from the regions.
- Developing the economic potential of the regions is also dependent on good transportation infrastructure, both to access external markets and also to enhance accessibility within the regions. The railway has a vital role to play in this regard. However, it will need to be renewed, and ongoing support from complementary policies in the physical planning and transport policy areas is also required for it to do so, particularly at local and regional levels.
- Capital investment alone will not deliver the Vision for the railway. A real focus on service delivery, quality and commitment are all required to achieve the Vision. Investments are required to 'unlock the door' to a public transport future based on quality services and customer-focus. Incremental changes to the railway will not deliver radical and significant benefits / gains to the broader community and the State. There is a continuing need to underpin the performance, integrity and development of the rail network to complement balanced regional development.
- Underpinning the Recommended Investment Strategy is a significant uplift in the quality and value of services provided by the railway in Ireland:
  - Enhanced train performance (reduced journey times, more frequent services, better timetabling and public transport integration and accessibility) and better service reliability
  - More emphasis on the needs of the customer and product marketing
  - Productivity gains from better asset utilisation and labour practices reform
  - Lower cost to the State per passenger journey / passenger kilometre
  - Better asset stewardship.

Rail freight in Ireland is now at a critical decision point because *inter alia*:

- Traffic volumes and revenues are in decline
- The contribution of the freight business to total railway income is declining
- Rail's market share of national freight activity is declining
- Increasing competing demands for freight and passenger services
- The customer base of rail traffics is very concentrated
- A significant proportion of IE's freight business involves both direct and complementary road haulage operations
- Staff morale is poor
- Most of the rolling stock is near life-expired and will require significant investment (up to €61 million over the next 5 to 10 years, depending on traffic volumes) in the short term if services are to continue
- Most traffics are yielding low or negative returns
- Operations are, generally, of a low frequency and traffic densities are low
- Investment will be required on freight only lines to maintain serviceability.

However, there is a volume of existing rail traffic from which future growth could be based. The challenge will be determination of the basis for future participation in rail freight in Ireland.

*The focus of the railway into the future should be as a predominantly passenger railway with an effective mass urban transit operation in Dublin; regular quality commuter services to / from Dublin on the Kildare, Maynooth, Dundalk and Arklow corridors; and a good mix of quality intercity radial and 'fit for purpose' non-radial services.*

*Freight services will be those that are commercially viable (full cost recovery of 'above rail' costs) and those conveyed under the auspices of direct and transparent Government-sponsored contractual agreement (e.g. train service agreement or other instrument with performance regimes and efficient cost calculations) where the net societal gains have been determined in a transparent manner using an appropriate methodology or where an incentive or State grant scheme, appropriately structured and administered, is in place.*

## Recommendations of the Review

### *Recommended Investment Strategy*

The Review sets out the **Recommended Investment Strategy** for the next twenty years.

The Recommended Investment Strategy sets out the recommended priority capital expenditure investment for the railways in Ireland to 2022. The Recommended Investment Strategy identifies the priorities for a total capital expenditure of **€8.5 billion** over a twenty-year period between 2003 and 2022 (inclusive). This plan includes €4.25 billion of asset renewals and replacement of life-expired assets (including €730 million for rolling stock) and €4.24 billion for new schemes designed to develop a significant increase in the capacity and service capability of the railway (including €350 million for rolling stock).

The Recommended Investment Strategy will deliver significant net societal benefits over twenty-years, with a Net Present Value of approximately €3 billion incremental to the “Do Nothing” option. The Recommended Investment Strategy includes an element of “Do Minimum” investment associated with renewals and replacements, as well as new schemes and projects designed specifically to increase rail’s market share via a combination of factors including reduced journey times and increased service frequencies.

The “Do Nothing” option has been rejected, as it would lead to cessation of many services and line closures at significant net cost to the community over the twenty-year period of this Review.

This Review recognises however, that there is a need for a flexible approach, particularly regarding the selection and approval of investment proposals as regards the objectives of balanced regional development and sustainable development, which is especially relevant in the case of the National Spatial Strategy (NSS) and the Greater Dublin Area. The NSS emphasises that in terms of achieving balanced regional development, Ireland’s best prospects for establishing critical mass of the type and scale capable of competing with the Greater Dublin Area, lies in developing Cork, Galway, Limerick / Shannon and Waterford as an interconnected network of cities. The NSS clearly indicates that better interconnection between Galway and Cork, via Limerick, would facilitate ease of interaction and enhancement of critical mass.

This Review has examined and evaluated a number of additional new schemes whose development would support the policy approach taken by the NSS and described above in terms of building up critical mass in the regions of a scale that can compete with Dublin. However, these schemes perform poorly when projected patronage is factored in due to current levels of development and population density along the lines in question. The “New Schemes” that fit particularly well with the NSS are:

- Cork suburban
- Galway – Cork (via Limerick)
- Limerick- Shannon – Ennis.

Given the manner in which the latter two schemes would support the overall approach being taken at national policy level in the NSS, the main challenges in advancing them exist at the regional and local levels. This would mean putting in place, along these lines, the development plans and establishing the density of population that support effective rail services.

Enhanced connections between Waterford and Limerick would also enhance critical mass in the regions. However, the light DMU scheme assessed performs poorly taking into account the scale of investment required (particularly given the current quality of the infrastructure) and likely patronage levels.

The Cork suburban scheme has been included in the overall Recommended Investment Strategy.

Recognising the ways in which infrastructure development can support regional development as outlined in the NSS, a scenario can be envisaged where new schemes could be implemented within the time-scale of this Review. However, this would be contingent on:

- Preparation and adoption of regional planning guidelines, development plans, and land-use and transport strategies at regional, county, city and local levels that support effective and efficient rail services by building up compact and sustainable settlements forms along the rail corridor, and
- Progress 'on the ground' in terms of building up the population levels and population densities along the rail corridors in question in a manner that is consistent with proper planning and sustainable development and that reinforces the existing urban structure.

In the case of linking Waterford and Limerick, the above requirements also apply with the additional need to consider the potential contribution of new technologies in providing rail services in an effective and cost efficient manner. Early progress in relation to the matters described above would support the case for further feasibility and technical assessments to be carried out to advance these two schemes. Such assessments should, ideally, be carried out within five years to allow sufficient time to enable the local and regional planning development policies to be put in place that would support the schemes in question.

The Dublin suburban network offers significant opportunities for beneficial investment and this is reflected in the investment programme that is outlined for *Staying in the Game* and *Going for Growth*. The DTO's Strategy in "*A Platform for Change*" outlines a major rail development programme for the Greater Dublin Area (GDA) that suggests that there are major opportunities for mode transfer to rail. This Review has focused primarily on demand from the perspective of historical performance, current patronage and service levels, future economic growth/activity at aggregate levels as well as significant increases in transport supply and quality by way of increased service frequency and reduced journey times. In the light of Preliminary 2002 Census data and the demographic forecasts which underpin the DTO's "*A Platform for Change*", it is recognised that there is a need to undertake a more detailed analysis of the major GDA rail corridors, in particular the Maynooth and Kildare corridors, to take account of localised development that could result in demand greater than that assumed in this report. This could affect the timing of elements of the Recommended Investment Strategy.

The National Spatial Strategy envisages that there will be a review of the Strategic Planning Guidelines (SPGs) for the Greater Dublin Area. In the metropolitan area (i.e. Dublin county), it suggests, *inter alia*, a comprehensive and systematic audit of all vacant, derelict and under-used land to establish its capacity to accommodate housing and other suitable uses. It is noted that the audit should be focused in particular, on areas in or close to public transport corridors. With respect to the hinterland area, the review of the SPGs will, *inter alia*, attempt to concentrate development in towns with capacity for growth on well served public transport corridors such as Arklow, Balbriggan, Drogheda, Kilcullen, Naas, Navan and Newbridge.

Future project appraisal of proposals associated with the GDA rail corridors will need to build upon the forthcoming review of the Strategic Planning Guidelines and localised development committed or planned within the GDA. This Review recommends a detailed feasibility study of suburban rail development in those corridors in order to ensure that the benefits of suburban rail investment and its timing are exploited to the maximum.

| Priority  | Recommended Investment Strategy  | Short Term     | Medium Term    | Long Term      | Total Capital<br>€ million |
|-----------|--|----------------|----------------|----------------|----------------------------|
|           |  | 2003-2008      | 2009-2014      | 2015-2022      |                            |
| <b>1)</b> | <b>Staying in the Game elements</b>  |                |                |                |                            |
|           | <i>Assets Renewals and Replacements (including rolling stock)</i>  |                |                |                |                            |
|           | 1.1 DART and Dublin Suburban   |                |                |                | € 1 225                    |
|           | 1.2 Dublin – Galway  |                |                |                | € 247                      |
|           | 1.3 Dublin – Cork (Cobh), Limerick (Ennis) and Tralee  |                |                |                | € 1 502                    |
|           | 1.4 Dublin - Waterford   |                |                |                | € 321                      |
|           | 1.5 Dublin - Rosslare  |                |                |                | € 245                      |
|           | 1.6 Dublin – Westport and Ballina  |                |                |                | € 287                      |
|           | 1.7 Dublin – Sligo   |                |                |                | € 425                      |
|           | sub-totals   | € 1 552        | € 1 509        | € 1 191        | € 4 252                    |
|           | <b>Going for Growth Service Enhancements and New Schemes</b>   |                |                |                |                            |
|           | <i>Includes Spencer Dock Sin; Dublin Interconnector Tunnel; 4-tracking to Howth Jct &amp; Kildare, additional rolling stock, new passing loops on Galway line, extension of Mini CTC etc</i> |                |                |                |                            |
| 2)        | DART and Dublin Suburban   |                |                |                | € 3 646                    |
| 3)        | Dublin – Cork (Cobh), Limerick (Ennis) and Tralee  |                |                |                | € 180                      |
| 4)        | Dublin - Galway  |                |                |                | € 160                      |
| 5)        | Dublin - Waterford   |                |                |                | € 40                       |
| 6)        | Cork Suburban Scheme and Cork - Cobh   |                |                |                | € 134                      |
| 7)        | Dublin - Sligo   |                |                |                | € 15                       |
| 8)        | Dublin - Westport and Ballina  |                |                |                | € 15                       |
| 9)        | Dublin - Belfast   |                |                |                | € 50                       |
|           | sub-totals   | € 310          | € 625          | € 3 305        | € 4 240                    |
|           | <b>Sub-Totals</b>  | <b>€ 1 862</b> | <b>€ 2 134</b> | <b>€ 4 496</b> |                            |
|           |  |                |                | <b>TOTAL</b>   | <b>€ 8 492</b>             |

Note: Those projects and schemes that were evaluated but are not in this priority list are: Limerick Junction to Rosslare and Limerick to Ballybrophy under *Staying in the Game*, and under *Going for Growth*, Dublin to Rosslare service enhancements, light DMU services on Limerick Junction to Rosslare and on Limerick to Ballybrophy, a direct route from Connolly to Navan, a link from Drogheda to Navan, the full Western Corridor scheme (Sligo to Cork), the Galway to Cork scheme, the Ennis – Shannon – Limerick scheme, Athlone to Mullingar ‘stand alone’ scheme and the Derry to Letterkenny scheme. These would be viewed as schemes requiring further detailed evaluation using the approach in this Review in the context of securing progress in advancing and adopting complementary land use and transport policy at the regional and local levels in the areas concerned.

Successful implementation of the Recommended Investment Strategy will deliver a range of significant benefits to the community and the State, including mode shift from the private car and sustainable public transport. For example, in the short-term:

- *Staying in the Game* will deliver significant customer benefits via the introduction of new rolling stock on the Dublin – Cork intercity route, for Dublin suburban services, for Cork – Cobh services and for the other regional intercity services.
- *Staying in the Game* will deliver more reliable rail services across the network in the short term and increased capacity in the GDA.
- *Staying in the Game* will deliver a better performance standard for the railway infrastructure leading to a reduction in risk and lower unit maintenance costs.

Other benefits of the Strategy will include:

- Reduced journey times across the network
- Modernised infrastructure and systems
- More frequent and customer-oriented services, for example, clock-face timetabling on intercity services and a 'walk up and ride' / 'turn up and go' peak service on much of the Dublin suburban network
- An improved travel experience, for example, significant reductions in over-crowding, increased departure time choices, better facilities on rolling stock, and enhanced accessibility to rolling stock and the network in general
- Enhanced modal integration, particularly in the GDA
- Increased market share to rail
- Reductions in environmental impacts associated with economic growth
- Reductions in the average subvention per passenger carried.

### **Strategic Policy Issues**

- The current relationship between Iarnród Éireann and Government should be strengthened to ensure that the railway meets the objectives of the State.
- Mechanisms for assessing strategies for exit rail markets, other than from the narrow operator perspective, should be developed between the State and Iarnród Éireann. Broader economic and social perspectives need to be considered in this regard.
- A formal process of Public Project Appraisal for dealing with proposals coming from various sources needs to be put in place. The emphasis should be on transparency, consistency, and value for money and investment prioritisation. To support this over-arching process (particularly at the Feasibility Study phase), there is a clear need for the development of an economic evaluation manual (based on cost benefit analysis) for the appraisal of transport projects in Ireland.
- In order to improve the business position of the railway and to assist in adding an additional degree of certainty in business planning, it is necessary to put in place a transparent regime for fares policy. The regime should incorporate annual reviews of fares with consideration of inflation with an agreed escalation formula that recognises the key cost categories involved in the delivery of services.



### **Freight**

In summary, it is recommended that the following short-term initiatives be implemented:

- Iarnród Éireann should continue to provide freight services to those bulk and non-bulk traffics / markets that are commercially viable with a focus on improved commercial performance via cost efficiencies underpinned by labour and capital productivity gains.
- There should be selective pruning and re-shaping of non-profitable traffics with a particular focus on those traffics with a combination of very low levels of operating cost-recovery and limited opportunities for increased volumes and productivity gains.
- Iarnród Éireann should develop a pilot scheme for transparent Government support for current loss-making traffics that may well provide a basis for future investment. The pilot must include efforts for re-shaping for enhanced cost-recovery and be underpinned by evaluation criteria and performance measurement.
- No new investment in rail freight wagons, locomotives, terminals (including handling equipment) should be made without the support of a 'business case' underpinned by economic evaluation.

The following short-to-medium term initiatives are recommended:

- Iarnród Éireann should actively seek to enter into a formal joint venture(s) with one or more significant third party logistics (3PL) firms in order to strengthen its market penetration and to introduce value-added benefits in existing intermodal and related businesses, namely Fastrack, Navigator, Roadliner and keg distribution.
- Iarnród Éireann's freight business should be constituted as a separate functional commercially focused entity under the broader Iarnród Éireann structure. Service Level Agreements should be established for 'internal' (within Iarnród Éireann) services procurement (e.g. fleet maintenance, train resourcing, train paths etc).

### **Lightly Served Lines**

Subject to the comments made with respect to the National Spatial Strategy earlier, it is recommended that additional investment in the lightly served lines (listed below) should not be undertaken at the expense of the priority investment recommendations set out in the Recommended Investment Strategy. The economic evaluation undertaken as part of this Review does not support new investments into the following lines:

- Limerick – Ballybrophy (via Nenagh)
- Limerick Junction – Rosslare Harbour.

### *Delivery Issues and the Implementation Challenge*

The successful implementation of the Recommended Investment Strategy poses a very significant challenge to railway management in Ireland. The Recommended Investment Strategy is of a significant scale over a sustained period of time. Reaping the obvious benefits of implementation of the Recommended Investment Strategy presents a major challenge to the railway industry in this country. Only during the last five years has the sector received the funds to start remedying the huge backlog of deferred investment that had built up over previous decades. The process of developing processes suitable for large projects has begun within the current railway organisation, but the challenge presented by the programme of investment and the service delivery changes outlined in this Review is of a different order of magnitude and complexity, not least in terms of the change in organisational structure and focus required to deliver both quality infrastructure and high quality services to the customer.

The most effective way forward could involve increased private sector participation (potentially, including international 'players') where the clear benefits of doing so are well demonstrated. For example, this might involve new green-field construction such as depots and new lines, and services such as fleet / vehicle maintenance. Joint Ventures between State agencies and the private sector should also be considered in this context. The examination of opportunities for out-sourcing by way of effective and cost efficient competitive tendering and contracting should be undertaken.

There is a need for a specifically appointed organisation/team or teams to be established to instigate the processes required to deliver the Recommended Investment Strategy and to oversee the integrated planning and development process through to implementation, commissioning and activation of the new assets and the expanded and reorganised services.

Amongst the key targets that could be set for such teams include:

- Planning an integrated short, medium and long term programme, based on project appraisal techniques
- Ensuring that each project and programme has a sound business case
- Applying procurement techniques as appropriate to achieve value for money, but undertaking work in-house where that represents best value
- Control of the delivery process to achieve:
  - Delivery of the benefits of the schemes as planned in the business case
  - Delivery to time
  - Delivery on budget
- Minimising disruption to existing passengers and freight customers as projects progress.

In addition to technical development and recruitment/redeployment, the need for culture change to match the Vision presents a further challenge to the railway. It is undoubtedly the case that the railway will need support and assistance from outside if that is to be achieved.

The proposed focus on service enhancement can only be delivered if capital projects are appraised and monitored on the basis of delivering targeted benefits and if operations are remunerated on the basis of service performance.

The Recommended Investment Strategy and associated services will need to be implemented in accordance with a series of integrated plans that cover the short, medium and longer terms, periods of approximately 6, 12 and 20 years respectively. Otherwise the risk of significant disruption, delays in delivery, wasted efforts, and financial inefficiency, typically associated with piecemeal planning and delivery will materialise.

This does not mean that all plans have to be “cast in stone”; over a 20-year horizon it is inevitable that circumstances will change, for example, technology will develop, economic and demographic trends will impact on views as to affordability and priorities, and the emphases of public policy will change.

In addition to the works to be implemented, a very major transition will be required in the way the railway operates, including a complete reorganisation of the timetables, over a 20-year period. This process will require a major increase in the level of activity in the operational planning sphere.

The delivery of the future railway will involve a range of technical, project management and planning tasks that are not necessarily well represented in the railway at present. A programme of identification of the skills and resources within the railway, and determining the skills and resource levels that will be required over the 20-year term to facilitate implementation of the Recommended Investment Strategy is required. This should form the basis for a staff development and recruitment /redeployment programme to match future needs.

Given the significant sums involved and significant risk profile of most rail developments it is unlikely that they could be financed without ongoing State support / backing.

Long term planning that is supported by consistent and committed funding levels will be fundamental to implementation of the Recommended Investment Strategy.

### *Iarnród Éireann – Strategic Management, Planning and Operational Issues*

Implementation of the following recommendations will strengthen the ability of Iarnród Éireann to deliver services as well as enhance the ability of the Recommended Investment Strategy to be successfully implemented.

- Development and application of a Railway Costing Methodology (and supporting analytical ‘tools’) is required. This would enable transparent, consistent and reliable cost allocation in order to determine on a route-by-route basis, and at an individual service level, the ‘above rail’ and ‘below rail’ costs of providing services - both passenger and freight.
- There needs to be a systematic method for collecting, storing, analysing and distributing a wide range of basic operation, financial and market data to support decision-making.
- A review should be undertaken of the functions of the railway to determine whether opportunities for more efficient and effective service delivery exist. This review should incorporate determination of the most appropriate manner for service delivery after consideration of ‘core’ and ‘non-core’ activities currently being undertaken on the railway.
- There is a need to adopt a ‘Russian Doll’ approach to strategic planning within the railway company. This should include developing strategies and action plans associated with implementation of the Recommended Investment Strategy. For example, it is recommended that with such significant change happening in the fleet size and mix, a cohesive ‘Fleet Transition Strategy’ is developed to ensure that the implications of change are understood and that an effective transition is implemented on the railway.

- The railway company (in association with other key stakeholders) should continue to examine and invest in a variety of other initiatives (subject to proper evaluation) drawing upon examples of 'best practice' internationally, such as:
  - Real time passenger information systems
  - Integrated ticketing
  - Internet reservations.
- With implementation of the Recommended Investment Strategy, a very major transition will be required in the way the railway operates, including a complete reorganisation of the timetables, over a 20-year period. This process will require a major increase in the level of activity in the operational planning sphere. It is recommended that this transition can be achieved with a programme of stage-by-stage operational modelling of the railway as a system.
- A fully adequate system of recording and reporting operational performance, disaggregated into reasons for failure, by discipline, route, service etc needs to be established. This is a prerequisite for any performance improvement programme.
- The Asset Information Management System currently being developed by Iarnród Éireann must be progressed.
- The Investment Monitoring Unit within the Department of Transport should be utilised for monitoring progress of the Recommended Investment Strategy on behalf of the Department of Transport, but will need to take account of any relevant changes that result from the establishment of a public transport regulator in the Greater Dublin Area.

**Concluding Remarks**

Implementation of the Recommended Investment Strategy will provide Ireland with a railway with a level of services of a high standard: efficient, reliable, effective and providing a good socio-economic return to the community.

The Dublin suburban network will be characterised by high frequency services operating across an expanded railway network with new stations in the inner city as well as on the radial routes. Travellers will be able to cross the city via the Interconnector tunnel and link into complementary transport services provided by Luas, buses, taxis and the Metro.

Those travelling to many regional and rural areas of the State will also be able to do so on modern accessible rolling stock operating to a 'clock face' timetable at journey times competitive with the private car. Travellers will be able to choose departure times that are convenient and reflect the needs of customers across a wide range of trip purposes.

Those freight services that operate will do so efficiently and at effective socio-economic returns to the State, making a contribution to the economic development of the country in an environmentally sustainable manner.

In short, the railways of Ireland will in the future be viewed as one of the world's leading railways for a country of Ireland's geography and population (i.e. 'among best in class').

# Tuam RAPID Programme

TUAM TOWN COUNCIL

7<sup>TH</sup> APRIL 2003



**RAPID** - Revitalising Areas by Planning, Investment & Development - A government response to assist communities who have not fully gained from recent prosperity

**Strand I** focuses on urban areas; **Strand II** focuses on 20 selected provincial towns

**Galway County - Ballinasloe & Tuam selected**

**RAPID** - managed by Galway County Council's Community and Enterprise Unit

# **RAPID - Purpose**

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**RAPID over 5 years aims to.....**

**Prioritise** National Development Plan funding to RAPID areas and improve service delivery and investment in infrastructure

Develop **RAPID Local Plans** to identify priorities and to access funding under the National Development Plan



# **RAPID**

## **- What Does this Mean for Tuam**

RAPID will operate in Tuam Town but will also include a focus on disadvantaged areas within the town.

Employment of a full-time RAPID Co-ordinator

Establishment of Area Implementation Teams

Preparation of a Local RAPID Plan

Submissions for funding under the NDP for key projects identified in the Plan.

# **RAPID**

## **- Preparing the Plan**

1. Gather information from all agencies, groups and development bodies to identify their needs and plans for the future
2. Consult with local residents and groups about what the town needs
3. Map out what services are currently being provided
4. Identify what gaps exist and how services might improve
5. Develop proposals to fill gaps using available NDP resources

# **RAPID**

## **- What is the Plan about**

### **Local RAPID Plan aims to .....**

1. Identify the current situation in the area - building on existing plans
2. Define a vision of change for the area
3. Set objectives for meeting the vision
4. Identify practical projects to meet objectives which can qualify for NDP funding
5. Plans must focus on greater co-operation between service providers in the town

# **RAPID**

## **- How it will Operate**

### **Role of Area Implementation Teams (AIT)**

1. Planning and implementing the programme locally
2. Directing the preparation of the Local RAPID Plan
3. Supporting the work of the AIT and any other sub groups
4. Ensuring effective community consultation and input into the development of the RAPID Plan
5. Providing progress reports to the County Development Board, National RAPID Monitoring Committee and support team.

# Working Groups

☞ 5 Working Groups have been established to develop funding initiatives for inclusion in the RAPID plan:

- ☞ Education & Training
- ☞ Childcare & Youth
- ☞ Community Services & Facilities
- ☞ Environment & Housing
- ☞ Employment & Infrastructure

☞ 40 people from various State Agencies and the local community are participating in the process

# Projects emerging

## ⌘ Education & Training

- Developing an education co-ordination service / educational support
- New building / refurbishment (VEC / TCTC)

## ⌘ Childcare & Youth

- Purpose built full-day childcare facility (TCDRC)
- Develop a Youth Café / Youth Diversion project

## ⌘ Community Services & Facilities

- Development of community care facilities (Pallitave Care )
- Development of Community centre / play facilities
- Development of sporting facilities

## ⌘ Environment & Housing

- Develop tourism / heritage / conservation plans
- Accessibility audit / civic space
- Housing improvements / estate management initiatives

## ⌘ Employment & Infrastructure

- 'hub' development plan / additional enterprise space
- Tuam promotional material / economic development profile

# Rapid Plan

- ⌘ New Investment – funding available from NDP
- ⌘ Service integration – developing proposals to ensure that existing services better meet the needs of the community
- ⌘ Rapid does not have a 'project' budget. It relies on accessing funding from various state agencies / local authority.
- ⌘ Require match funding to assist in the development of new projects.

**PROPOSED TIMETABLE FOR PREPARATION OF  
TUAM RAPID STRATEGIC PLAN DEC.'02 – JULY '03**



| STAGE   | TASKS   | KEY DATES           | OUTCOMES  |
|---|---|---------------------|---|
| NEEDS ASSESSMENT                                | Needs Assessment is crucial to ensure that local responses reflect local needs, leading to more comprehensive, integrated and effective programme delivery. The Needs Assessment will focus on both <i>real</i> needs (identified on the basis of research, information and statistics) and <i>perceived</i> needs (needs that are felt by the community to be important). The Needs Assessment stage will result in a report presented to the AIT for inclusion in the Strategic Plan. The Needs Assessment will focus on 5 KEY Priority themes established initially and will influence the work of the Working Groups in devising appropriate strategies | FEB '03             | Development of Needs Assessment Profile and Criteria for the development of Projects.   |
| COMMUNITY CONSULTATION & PARTICIPATION STRATEGY | Community Consultation and participation at every stage in the development of the RAPID strategic plan is crucial. The Strategy will maximise the capacity of the local community to input in to the Rapid process and maximise the effectiveness of the AIT. The Consultation Strategy will be devised in co-operation with the AIT Community Reps and the Town Forum  | DEC.'02 – JULY '03  | Community Consultation and Participation Strategy prepared and implemented.   |
| ESTABLISHMENT OF WORKING GROUPS                 | 5 Working Groups will be established to translate the needs / gaps into practical project proposals. The WG's will work to a terms of reference and will be broadly representative of the wider community.  | JAN. '03 – JUNE '03 | 5 Working Groups established to develop strategies with funding proposals.  |
| DEVELOPMENT OF TUAM STRATEGY                    | Each WG will develop and propose to the AIT a separate strategy with a set of projects to attract funding. The AIT will ultimately endorse each separate 'strategy' and the funding initiatives that are developed. The process will involve the development of practical, achievable, realistic and sustainable projects by each WG to 'fit' with the overall needs assessment profile and in the context of 'deliverability' under the Rapid programme  | FEB.'02 – JULY '03  | 5 separate 'strategies' prepared with a number of new funding initiatives identified and developed. RAPID Plan submitted in July 2003 |



| STAGE                   | TASKS  | KEY DATES  | OUTCOMES  |
|-------------------------|--|------------|---|
| <b>NEEDS ASSESSMENT</b> | Individual meetings with AIT members / Tuam Town Forum Members to identify key issues for development on the basis of perceived need   | Dec. '02   | 5 KEY Priority Themes established and proposed to AIT. Target Groups identified to focus on   |
|                         | Meeting of expanded Tuam Town Forum  | Jan. '03   | Agreement on Key Priority Themes and initial objectives set to date. Explore membership for Working Groups  |
|                         | Review of Baseline Data / socio-economic profiles / existing local area needs assessment reports   | Jan. '03   | Establish level of <i>real</i> needs in Tuam based on available data  |
|                         | 5 community consultation seminars focusing on the agreed 5 Key Priority Themes to determine priorities for Working Groups  | Jan. '03   | Community priorities established  |
|                         | Review of CDB Strategy to determine priority objectives for Tuam   | Jan. '03   | Determine priority areas for development of initiatives as outlined in CDB Strategy for Working Groups  |
|                         | Review of service agency plans for Tuam for next 3 years   | Feb. '03   | Establish level of future service delivery / plans in relation to: <ul style="list-style-type: none"> <li>• Issues</li> <li>• Target groups</li> <li>• Areas</li> </ul>   |
|                         | Conduct Service Provision Map for Tuam   | March. '03 | Establish who does what and for who   |
|                         | Produce <b>Tuam Needs Assessment Profile</b> to assist in the prioritisation of needs / development areas. Report to determine priority areas for development of appropriate interventions and initiatives | March. '03 | Report to identify: <ul style="list-style-type: none"> <li>• Local profile</li> <li>• Current service provision levels</li> <li>• Planned interventions</li> <li>• Gaps in service provision</li> <li>• CDB Strategy objectives for Tuam</li> <li>• Perceived / Real needs in relation to 5 Thematic areas</li> </ul> |

| STAGE   | TASKS  | KEY DATES  | OUTCOMES   |
|---|--|--|--|
| <b>COMMUNITY CONSULTATION &amp; PARTICIPATION</b> | Series of meetings with AIT Community Reps to establish process / priorities   | Dec. '02   | Establish priorities and mechanisms to encourage community participation                                   |
|   | Contact with additional community organisations to register with Town Forum  | Dec. '02   | Expansion of existing Tuam Town Forum  |
|   | Town Forum meeting to discuss community participation and consultation strategy  | Jan. '03   | Agreement on Key Priority Themes and initial objectives set to date. Explore membership for Working Groups |
|   | Development of Town Forum structure to facilitate community consultation and participation   | Jan. '03   | Draft terms of reference for Town Forum with specific focus on RAPID                                       |
|   | Develop a Tuam RAPID Consultation and Participation Strategy to include proposals re: <ul style="list-style-type: none"> <li>• Role of Town Forum</li> <li>• Awareness initiatives</li> <li>• Role of AIT community reps</li> <li>• Participation mechanisms</li> <li>• Rapid publicity</li> <li>• Support Budget Programme</li> </ul> | Jan. '03   | <b>Consultation Strategy produced and implemented</b>  |
|   | 5 community consultation seminars focusing on the agreed 5 Key Priority Themes to determine priorities for Working Groups  | Jan. '03   | Community priorities established   |
|   | Production of RAPID newsletter   | Feb. '03   | Household distribution of Rapid newsletter   |
|   | Tuam Town Forum meeting  | March. '03   | Review of progress to date / issues / barriers / development of projects                                   |
|   | Tuam Town Forum meeting  | May. '03   | Review of progress to date / issues / barriers / development of projects                                   |
| Tuam Town Forum meeting                           | July. '03  | Review of progress to date / issues / barriers / development of projects |  |

| STAGE                                  | TASKS   | KEY DATES          | OUTCOMES  |
|--|---|--------------------|---|
| <b>ESTABLISHMENT OF WORKING GROUPS</b> | Determine Key Priority Areas for the establishment of Working Groups / determine priority objectives and target groups  | Dec. '02           | Thematic Matrix agreed and endorsed by AIT. Matrix will give the Working Groups an initial focus in determining initiatives |
|  | Draft Terms of Reference for Working Groups including membership criteria   | Dec. '02           | Working Group Terms of Reference agreed by AIT  |
|  | Identify existing thematic Networks to facilitate development of strategies   | Dec. '02           | Networks Identified   |
|  | Joint Tuam / Ballinasloe AIT Training seminar to explore strategic planning process   | Feb. '03           | Agreement and consensus on working principles and practice  |
|  | Working Group members identified and agreed. Briefing sent to each member to outline role / process / timetable etc..   | Jan. '03           | Membership agreed   |
|  | First meetings of all Working Groups to agree terms of reference / work programme and commence identification of new projects. WG's to work in the context of: <ul style="list-style-type: none"> <li>the Needs Assessment profile</li> <li>priorities established through community consultation</li> <li>CDB Strategy objectives</li> </ul> | Feb. '03           | First meetings conducted. WG's to meet as necessary with a minimum of at least once monthly                                 |
|  | W.G's to determine priorities and projects for inclusion in RAPID strategy  | Feb. '03 – May '03 | Priorities / projects established. Each WG to propose a separate 'strategy' to the AIT for inclusion in the Rapid Plan      |
|  | Final WG meeting to agree strategy for presentation to the AIT  | June '03           | Strategy agreed for endorsement to AIT  |

| STAGE                               | TASKS  | KEY DATES      | OUTCOMES  |
|-------------------------------------|--|----------------|---|
| <b>DEVELOPMENT OF TUAM STRATEGY</b> | Agree a process for the development of strategies to guide the WG's in the development of initiatives                                  | Dec. '02       | Strategy process developed and agreed                                     |
|                                     | Develop Project Proposal guidelines and criteria   | Jan. '03       | Guidelines developed to guide the WG's in the development of new projects |
|                                     | First meeting of 5 Working Groups to establish core principles and commence identification of new projects.                            | Feb. '03       | First WG meetings conducted   |
|                                     | Core principles established and sub-themes developed by each WG.   | Feb. '03       | Priorities for development agreed   |
|                                     | Objectives dovetailed in line with Needs Assessment report / CDB Strategy and outcomes of wider community consultation process         | March '03      | Clear set of development initiatives defined                              |
|                                     | WG's determine new project initiatives   | March '03      | Projects identified   |
|                                     | Development of practical, achievable, realistic and sustainable projects by each WG to 'fit' with the overall needs assessment profile | April '03      | Projects devised  |
|                                     | Identification of lead agency and project funders for new proposals  | April '03      | Lead agencies and funders identified                                      |
|                                     | Equality principles developed and social inclusion aspect of new initiatives refined   | May '03        | Projects Equality proofed   |
|                                     | Preparation of project proposals for inclusion in WG strategy  | May '03        | WG's agree individual strategies  |
|                                     | Final WG meeting to agree strategy for presentation to the AIT   | June '03       | Strategy agreed for endorsement to AIT                                    |
|                                     | AIT meeting to agree Rapid Plan for Tuam   | June '03       | AIT Endorsement   |
|                                     | Final WG meetings to agree strategy for presentation to the AIT  | June '03       | Strategy agreed for endorsement to AIT                                    |
|                                     | Rapid Plan endorsed by SIM Group   | July '03       | SIM Endorsed  |
| Plan forwarded to ADM               | July '03   | Plan submitted |   |

TUAM TOWN COUNCILLORS

MINUTES OF THE TUAM TOWN COUNCIL HELD IN TUAM  
ON MONDAY 3<sup>RD</sup> MARCH 2003.

# Tuam Town Council

Telephone: (093)24246

Town Clerk's Office,  
Town Hall,  
Tuam.

26<sup>th</sup> March, 2003

To each Member of Tuam Town Council

A Chara,

The Monthly meeting of Tuam Town Council will be held on Monday 7<sup>th</sup> April, 2003 after meeting at Town Hall. You are hereby summoned to attend.

Mise, le meas,

*Angela Holian* Baile Cleireach

## AGENDA

### TOWN HALL AT 6 PM

Minutes

Manager's Business

Correspondence

U. D. C. Status

"The Grove" Hospital

RAPID - Mr. Dermot Mahon, Co-ordinator

Report on meeting with Tuam Electoral Area

Letter from Ballygaddy Road Residents Assoc.

Letter from Tuam Chamber of Commerce & Industry

Notices of Motion: Co. Ward

That Tuam Town Council be given the same guarantee as Ballinasloe in relation to F.A.S. Community Employment Schemes. Tainiste Ms. Mary Harney gave such an undertaking which quite clearly stated that there would be no more C.E. cuts in that area. Tuam has suffered similar job losses over the years but has received no guarantees, Why?

That Tuam Town Council supports a group of local individuals who intend to apply for a B. C. I. licence, in order to establish a Community Radio Station for Tuam and the surrounding area. People feel that we do not receive adequate coverage on the airwaves, having our own station would make all the difference.

## TUAM TOWN COUNCILLORS

### **MINUTES OF THE TUAM TOWN COUNCIL HELD IN TUAM ON MONDAY 3<sup>RD</sup> MARCH, 2003.**

#### **ILATHAIR:**

**Baill:** Mayor Colm Keaveney  
Cllr. M. Ward  
Cllr. P. O'Grady  
Cllr. G. Browne Lane  
Cllr. P. Warren  
Dep. P. McHugh  
Cllr. G. Joyce  
Cllr. T. Reilly  
Cllr. Kelly

**Oifigigh:** Mr. P. Ridge, Director of Services, Planning &  
Economic Development Unit  
Mr. M. Gallagher, Town Engineer

Apologies: Ms. A. Holian, Town Clerk

The Prayer was recited.

#### **Minutes**

The Minutes of the March meeting were adopted on the proposal of Cllr. Kelly and seconded by Cllr. Ward.

#### **Matters arising from Minutes:**

##### **Traffic Management Plan**

Cllr. Lane restated her opinion that the amount of consultation on the plan was inadequate, that there was a lot of opposition to it and their inability to partake in the process questioned the relevance of the Council. Cllr. Kelly proposed the holding of a public meeting to give people the opportunity to debate the matter. Dep. McHugh pointed out that he was not at the area meeting on which the Traffic Management Plan had been proposed for adoption but that he was opposed to the Dublin Road provision. He did acknowledge that the proposals represented the first response to Tuams Designation as a Hub and that this designation requires change and change can be difficult. He also made reference to the needs to plan for hackneys in the Square. Cllr. Reilly welcomed the Vicar Street to N17 road plus the indicated car parks but advised that interference with the Palace Grounds was in his opinion totally unacceptable. He also made references to the need to make provision for hackneys in the town and need for rationalisation of the loading bays and re-examination of disabled car park provision. It was also pointed out that representations made by a

Resident on High Street had been conveyed to the Road Design Section. It was proposed that the seven Tuam Area Councillors meet with the elected area Councillors. This was proposal was seconded by Cllr. Kelly. It was agreed that the Chairman of the Elected Area would be contacted to see if they would meet and when they would meet and that the proposed public meeting would be postponed pending an outcome to this request for a meeting.

## **N17**

Cllr. Lane felt that the statistics available on road accidents on the road do not support the actual situation on the ground. Cllr. Warren suggested that a speed camera plus a sign be erected and that this matter should be brought to the attention of the Gardai. It was agreed to send a letter to this effect to the Gardai.

A question of traffic islands at Blackacre was raised and also the situation with regard to the provision of a roundabout at the junction between the Cloontua Road and Kilmartin Road.

## **The Grove**

Dep. McHugh updated the meeting on the current situation. A proposal from the Western Health Board is with the Department and although it has been discussed with the Minister an acknowledgement is all that has issued. After some discussion it was considered that it would be appropriate to invite the elected members to a meeting to explain the position on the Grove Hospital.

## **Public Toilet**

The Members were advised that the plans for the public toilet are at an advanced stage and that it was proposed to located them at the Shambles as originally agreed.

## **Footpath**

Strong representations were made from Cllr. Reilly and others regarding a small stretch of footpath which needed to be maintained because of a number of accidents that had happened at the particular location.

## **River Walk/Curragh Bridge**

Cllr. O'Grady requested that this area be a subject of a detailed plan and that it be kept in a proper state of maintenance.

## **Special Olympics**

It was pointed out that there is 95 Egyptians in the party and that Galway County Council had made a generous contribution to the organising committee. They will be in Tuam on the 16<sup>th</sup> June 2003 and it was desired a Civic Reception be provided for the visiting group. It was pointed out that Tuam Council would not have to meet any expenditure as part of this Civic Reception and on this basis it was agreed to proceed.

## **Managers Business**

### **Swimming Pool**

Contracts had been submitted to the Department and were awaited. The old swimming pool would be demolished as part of the process of erecting a new pool.

### **Correspondence**

- Item no. 1 No Comment
- Item no. 2 No Comment
- Item no. 3 Check with Galway County Council and elsewhere to see if there are other sources of fund and if so clarity of ? is needed.
- Item no. 4 Support the motion and issue a letter with that effect.
- Item no. 5 Support the motion and issue a letter
- Item no. 6 No Comment
- Item no. 7 No Comment
- Item no. 8 No Comment
- Item no. 9 Agreed, Proposed by Commissioner T. Reilly and seconded by Commissioner M. Kelly

The Councillors asked that the position with regard to the co-opting of independent candidates under the Dual Mandate Regime be clarified and it was agreed that this information would be communicated to them as soon as it was available.

Letter from Presentation Nuns was read and it was agreed to treat this as a submission to the Tuam Traffic Management Plan. A letter would be circulated to the Area Councillors.

It was agreed to put the Ballygaddy Road Residents Association letter on the next agenda.

### **UDC Status**

Cllr. O'Grady expressed his satisfaction at the situation nationally with regard to the upgrading of Town Councils to UDC status. In general the Members expressed frustration at their lack of authority. It was agreed that the pursuit of a boundary extension should be continued because investment is influenced by population size. It was also agreed to write to Bantry Council to indicate that Tuam were willing to work with them in furthering their aims to mutual benefit.

### **Grove Hospital**

Discussion took place on the recently announced €8m under spent in the Western Health Board. Consideration was given to picketing a meeting of the Health Board demanding a meeting with the Minister for meeting with the elected representatives. It was agreed to meet with the elected representatives.

### **RAPID**

Mr. Mahon extended his apologies as he was unable to attend due to a bereavement. A question of a community centre arose under this meeting and the discussion



extended into the possibility of utilising some of the schools playing halls after they amalgamate and also the situation with regard to the Mall Theatre. It was proposed by Cllr. Reilly and seconded by Cllr. Kelly that we would write to the Trustees to invite them to meet with the Tuam Council and to outline the situation from their perspective.

### **Contribution to Tuam Chamber of Commerce**

The letter received from the Tuam Chamber of Commerce was not circulated however the contents of the letter was discussed and it was agreed that it was a positive move on behalf of the Chamber to address an issue that caused difficulty in past years and was now being dealt with in a more positive manner. It was agreed to put the letter on for the next meeting.

### **Notice of Motion**

#### **Town Hall**

Cllr. O'Grady proposed that everybody except the County Council should be excluded. In general it was agreed that the Tuam Town Hall should be retained as a Civic Centre and that the costs that went in on this should be adequately catered for in the Estimates. It was agreed to meet at 7pm in the Town Hall at the following meeting in order to view progress to date on the completion of the works to the Town Hall.

#### **Letters of Sympathy**

It was agreed to write a letter of sympathy to the local Garda Station and to Superintendent Forde's family on foot of their recent bereavement. It was also agreed to correct the minutes to read Peter Kerrill and not Martin Tyrell. The issue of dormant accounts in the bank was also raised by Cllr. O'Grady and it was agreed that the Councillor and the Town Clerk would discuss this item. This concluded the efficient business of the meeting.

“Criochnaigh an cruinniú ansin”  
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Approved by: \_\_\_\_\_

**Paul Ridge,**  
**Director of Planning & Economic Development.**