Leitrim Local Economic and Community Plan

Leitrim, A Vibrant County with Big Ambition... where our communities are safe and healthy, our resources and heritage are sustained and our economy is thriving
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# Contents

## 1. INTRODUCTION

## 2. THE PLAN’S CONTEXTS AND PROCESSES

- Introduction
- Local Government Reform and Local Community Development Committees (LCDCs)
- Local Economic and Community Plans (LECPs)
  - Economic Elements of the Plan
  - Community Elements of the Plan
- The Planning Process
- The Economic Element: Reflecting the Local Government Reform Act, 2014
  - Steps in Preparing the Economic Elements of the Plan
- Steps in Preparing the Community Elements of the Plan
  - The Community Elements Consultation Process
- Presenting the LECP
- Explaining the Terminology
- Consistency with Other Plans and Strategies
- Regional Planning Guidelines 2010-2022
- Bringing Life to Europe 2020
- Reflecting the Leitrim County Development Plan 2015-2021
- Signing Off the LECP

## 3. COUNTY PROFILE AND ANALYSES

- The Leitrim County Profile
- Review of Plans, Strategies and Analyses
- Leitrim’s Cross-Border Dimensions
- The Leitrim PESTLE Analysis
- The Leitrim SWOT Analysis

## 4. THE FORMAT OF THE LEITRIM LECP

- Introduction
- Core Working Principles
- LECP Themes
  - Leading Leitrim
  - Economic Themes
  - Community Themes
- LECP Goals
  - Strategic Goal
  - Economic Goals
  - Community Goals
- LECP Objectives
  - Strategic Objectives (SOs)
  - Sustainable Economic Development Objectives (SEDOs)
  - Sustainable Community Objectives (SCO)
- The Leitrim LECP Logical Model
- Key Implementers/Enablers
5. LEADING LEITRIM

- Leading Leitrim: A Strategic, Overarching Theme
  - Strategic Theme 1: Leading Leitrim

6. THE ECONOMIC ELEMENT OF THE LECP

- Introduction
- The Economic Development Role of Leitrim County Council
- The Economic Elements of the Leitrim LECP
  - Economic Theme 1: Leitrim and its Region
  - Economic Theme 2: Job Creation and Business Growth
  - Economic Theme 3: Infrastructure
  - Economic Theme 4: Towns and Villages
  - Economic Theme 5: Sectoral Economic Development
    - A: Energy Supply and the Green Economy
    - B: Agriculture and Food
    - C: Services, Manufacturing and ICT
    - D: Creative, Arts and Culture
    - E: Tourism
  - Economic Theme 6: Women in Business

7. THE COMMUNITY ELEMENT OF THE LECP

- Background and Rationale
- A Life Cycle Approach
- Key Implementers/Enablers
- The Community Goals Set for Leitrim
- The Community Elements of the Leitrim LECP
  - Community Theme 1: Living and Well-Being
  - Community Theme 2: Learning and Training
  - Community Theme 3: Working and Growing
  - Community Theme 4: Inclusive and Welcoming

8. STRATEGIC AND IMPLEMENTATION ISSUES

- The ‘Leitrim Dash-Board’: Strategic Indicators and Targets
- An Integrated Approach to Implementation
- Implementing the Themes
- Implementing the Plan
- The LECP Target Groups
- Proofing

APPENDICES

I: The Contributions of Key Implementers/Enablers
II: Sample of Local Authority Partnership Projects
III: Statement of Consistency with the Objectives and Core Strategy of the Leitrim County Development Plan 2015-2021
IV: Statement of approval from Northern and Western Regional Assembly
1. Introduction

We are pleased to introduce you to Leitrim’s first Local Economic and Community Plan (LECP).

The Plan is part of recent and ongoing reforms of Local Government that have been happening both in Leitrim and across Ireland. The LECP process is about joining up our approaches to Economic and Community development at the local level. It’s equally about making sure that we draw up strong, evidence-based assessments of our local Economic and Community needs and aspirations and that we then put in place tangible actions that will address those needs and realise those aspirations.

For over a year many people across Leitrim made major contributions to the LECP. Several hundred people were involved in the consultation and planning processes whilst others in the County Council and the Local Community Development Committee (LCDC) have worked tirelessly to make sure we have a Plan that’s worthy of our County and the people and communities in it. We are indebted to everybody who has helped with this important process.

Whilst a Plan is something, implementation is everything and we now move on to that vital stage. All our work will ultimately be judged on the basis of what we all jointly achieve for Leitrim.

Both the Council and the LCDC are ready for the journey ahead. We hope you will travel with us on that journey to a better Leitrim.

In the meantime we commend this Leitrim LECP to you.

Chairpersons LCDC and Leitrim County Council

Cllr. John McCartin
Cathaoirleach
Leitrim County Council

Frank Curran
Chairperson
Leitrim LCDC
2. The Plan’s Contexts and Processes
2. The Plan’s Contexts and Processes

Introduction
This Section sets out the legislative and policy contexts for the Plan and the planning processes adopted in Leitrim.

Local Government Reform and Local Community Development Committees (LCDCs)
The Local Government Reform Act 2014 requires each Local Authority to put in place a Local Community Development Committee (LCDC). LCDCs are made up of members of the Local Authority, Local Authority staff and representatives of public bodies delivering services locally as well as local community interests and local development bodies. The majority of an LCDC’s members must be from the non-statutory sector.

The LCDC’s main function is to prepare, implement and monitor the Community elements of a six-year Local Economic and Community Plan (LECP) for its Local Authority area. Whilst it does not have a role in deciding on the Economic elements of the LECP, the LCDC must also consider those elements so that they can be better coordinated with the Community elements and the LECP can, as a result, stand as an integrated whole.

The LCDC also has a general role in seeking to ensure effectiveness, consistency, co-ordination and avoidance of duplication between the various elements of Local Authority activities in the community.

Leitrim was chosen by the Government in 2013 as one of ten national ‘Frontrunners’ (or pilots) for the establishment of an LCDC.

Local Economic and Community Plans (LECPs)
Local Economic and Community Plans (LECPs) will help achieve a number of Government priorities over their six-year time period by:

- Building on Councils’ existing economic and community development work
- Improving local coordination and joint-working and linking clearly with other local, regional, national and EU priorities, policies and strategies
- Enhancing local involvement and inputs and being clear, succinct, evidence-based and action-focused

The Plans’ two strands, the Economic and Community, are brought together in an integrated way because many development issues straddle the Economic and Community perspectives. The Council’s Economic Development and Enterprise Strategic Policy Committee (SPC) prepares the Economic elements of the LECP whilst the LCDC, as set out above, prepares the Community elements.

LECPs must be consistent with the local Development Plans made by the elected members and also with the regional spatial and economic strategies. The LECP must also be considered by the Municipal District members and be approved by the Council.

The Economic Elements of the Plan
Government Guidance (Source: DECLG Guidelines, January 2015) sets out that the Economic part of the LECP is likely to include a focus via a number of Sustainable Economic Development Objectives (SEDOs) on:

- Attracting substantial investment and new enterprise whilst sustaining/expanding existing enterprise and improving the quality and diversity of employment
- Economic transformation/regeneration of urban centres and strengthening the economic fabric of smaller towns/villages and their capacity to advance rural economic regeneration
• Community/local development programmes and micro-enterprise support
• Aspects of relevant national, regional, sub-regional and city/county level plans and strategies.

The Community Elements of the Plan

The Community elements of the LECP should simultaneously be built around a number of Sustainable Community Objectives (SCOs) aimed at enhancing the quality of life and well-being of communities in a manner consistent with the overall regional and local planning frameworks. Underpinning Actions here are likely to address:

• Education, training and skills development and the creation of sustainable employment and self-employment opportunities
• Developing social, economic and physical infrastructure to tackle social exclusion, poverty and disadvantage and enhancing the capacity of communities to improve their well-being
• Developing synergies between supports for children and young people
• Promoting the general welfare of communities and supporting active citizenship.

The Planning Process

Government’s Guidelines (Source: DECLG Guidelines, January 2015) suggest the following generic planning process:

1. Preparation
2. Consultation
3. Objectives and actions
4. Finalisation
5. Implementation, monitoring and review

The planning process should include:

• The development of a strong evidence base to underpin all aspects of the Plan
• Appraisal of existing plans and strategies at the local, regional, national and EU levels, ranging across the spatial, social and economic spheres
• Robust assessment feeding into SWOT (Strengths, Weaknesses, Opportunities and Threats) and PESTLE (Political, Economic, Social, Technological, Legal and Environmental) analyses.

That process should identify the key strategic issues facing the area and from these derive a series of Goals, Objectives and Priorities/Actions. The Priorities/Actions should in turn:

• Address specific issues/target groups/areas
• Identify the results/outcomes they aim to achieve
• Deliver value for money and avoid duplication.

The Economic and Community Elements of the Leitrim LECP were prepared in tandem but initially involved different consultation processes.
The Economic Element:
Reflecting the Local Government Reform Act, 2014

The Local Government Act, 2014 sets out the areas to be covered in broad terms under the Economic and Community elements of the Local Economic and Community Plan (LECP). These are useful in setting the scene but then need to be tailored to individual Council areas. The legislation sets out that the promotion of economic development includes but is not limited to:

- Creating and sustaining jobs
- Promoting the interests of the community
- Identifying local attributes essential to enhancing local economic performance
- Supporting enhancement of local innovation capacity, investment in R&D, technology transfer, up-skilling and re-skilling
- Identifying, for existing and prospective businesses, opportunities to engage with local government regarding setting up and managing their businesses and to ensure speedy and coordinated access and response
- Identifying ways of maintaining and augmenting local strengths and opportunities, and ways of addressing or rectifying weaknesses and deficiencies relevant to economic performance
- Identifying economic potential and the requirements to realise it.

The Department of the Environment, Community and Local Government (DECLG) set out six action areas where it sees Local Authorities contributing to economic development. Those six areas are:

1. Formulating the LECP (and advising on the Economic components of its Community elements)
2. Promoting economic development through general Local Authority powers and functions
3. Operating Local Enterprise Offices (LEOs), which have replaced the former County Enterprise Boards
4. Carrying out certain economic components of the community/local development plan
5. Action Plan for Jobs and Labour Market Activation
6. Specific action to promote increased economic activity in line with regional priorities, including:
   - Business stakeholder engagement
   - Working closely with other economic development agencies
   - Identifying local factors which can contribute to economic development
   - Working in tandem with wider economic initiatives
   - Promoting integrated urban development
   - Engaging with education and research institutes

The DECLG issued Guidance in January 2015 on the preparation of the Economic elements of the LECP and outlined the following likely economic objectives and actions:
1. Attracting substantial investment and new enterprise
2. Sustaining/expanding existing enterprise
3. Improving the quality and diversity of employment
4. Strengthening the economic fabric of smaller towns/villages
5. Community/local development programmes and micro-enterprise support
6. Aspects of relevant national, regional, sub-regional and city/county level plans and strategies

Plan Actions meanwhile are likely to include:
- Promotion of competitiveness and a favourable business environment, including regulation and efficient public services
- Development of strong ‘place-related’ economic activities
- Enhancement of the area’s physical, social, environmental, or cultural character and quality
- Using “mainstream” local authority functions to help underpin economic activity generally
• Measures, including those emerging from the report of the Commission for the Economic Development of Rural Areas (CEDRA), to address rural issues
• Measures to attract national and EU investment in the delivery of the strategy
• Support for shifts towards low-carbon and climate resilient economic activity
• Co-ordinated local support for economic development agencies
• Identifying and addressing possible risks to local employment
• Economic development measures within the community/local development programmes
• Measures related to labour market activation
• Support for micro-enterprises locally.

Steps in Preparing the Economic Elements of the Plan
The Economic element of the Leitrim Local Economic and Community Plan (LECP) was prepared as follows:
• The process was publically advertised and submissions sought from individuals, groups and sectors
• Based on desk research and work carried out under the Upper Shannon Erne Future Economy Initiative (USEFE – see the LECP’s accompanying Review of Relevant Plans and Strategies), a series of focus groups ranging across the various key were carried out as follows:
  o Renewable Energy
  o Agriculture and Food
  o Services and Manufacturing
  o Town Centre Development
  o Creative Sector
  o Female Entrepreneurship
  o Training and Education
• The findings of the recently-completed strategy for tourism development in the County (which also took cognizance of the recently-produced Recreational Strategy for the County) were used to formulate the tourism sector section
• A High Level Framework Plan was developed based on the initial focus groups and follow-up focus groups were then facilitated in Autumn 2014
• Preparation of a broadly-based County Profile and the mapping of existing services: this was a shared exercise with the Community element of the LECP
• Proofing of drafts/content against the County Development Plan and with relevant regional policies and plans
• The High Level Framework Plan was presented for discussion to a High Level Advisory Group, comprising Leitrim people now living and working elsewhere as well as people with significant business interests in Leitrim
• The high level objectives and actions were then presented to the LCDC in February 2015 for comment and comments were taken on board in completing the draft plan
• The detailed plan including Sustainable Economic Development Objectives (SEDOs), Goals, Targets, Actions, Enablers and a timeframe was approved by the County Council’s Economic and Enterprise SPC in May 2015.

Steps in Preparing the Community Elements of the Plan
Meanwhile the Community elements were progressed as follows:
• Identification and development of themes with the LCDC and an LCDC Advisory Group formed to oversee further development of the Community elements of the LECP and provide role in combining both elements as the elements were progressed
• Preparation of a broadly-based County Profile and the mapping of existing services: this was a shared exercise with the Economic element of the LECP
Review of a series of relevant local, regional and national plans and strategies

Publically-advertised consultations at Municipal District levels and further consultations/discussions/workshops held with key stakeholders

High Level Framework Objectives developed with the LCDC and expanded into the draft Community element of the LECP

Draft then proofed against the County Development Plan and with relevant regional agencies

The Community Elements Consultation Process

The Leitrim LECP planning process was supported by a wide-ranging consultation process. The key elements of this process were as follows:

- The process publically advertised and submissions sought from individuals, groups and sectors
- LCDC/LECP Advisory Group workshops were held on 2 April, 16 June, 21 July, 11 August and 11 December 2014 and on 7 January, 12 February, 15 May, 24 June and 16 September 2015
- Facilitated discussions at public consultation workshops held on 10 (Carrick-on-Shannon), 14 (Manorhamilton) and 16 April 2014 (Ballinamore)
- Focus group/stakeholder meetings held in Aras an Chontae on 15 May, 10 June, and 21 and 24 July 2014
- Three stakeholder consultation events held on 16 (Community), 17 (Health and Well-Being) and 24 (Training/Education, Employment, Tourism and Agriculture) September 2014
- A number of individual and one-to-one consultations were held with a range of organisations
- Presentations to the Interagency Traveller Support Group (15 July 2015), the Joint Policing Committee, the Council’s Housing, Social and Cultural SPC (1 September 2015) and the Public Participation Network/PPN (21 September) in the Summer/Autumn of 2015

A screening process was carried out concurrently with the plan preparation and a preliminary Appropriate Assessment Screening Report and a preliminary Strategic Environmental Assessment Screening Report were prepared and issued to the Statutory Authorities for comments or observations. The Memorandum on the submissions received is attached as an appendix to the LECP.

Taking the LECP Community Elements Planning Process Forward in Leitrim

Section 6 below sets out the Economic elements of the Leitrim LECP whilst Section 7 sets out the Community elements.
Presenting the Integrated LECP

During the Summer/Autumn of 2015 the full final draft LECP was presented for further comment as follows:

- A copy was placed on the Council website during the month of August and public comments sought. Hard copies were made available in libraries throughout the county.
- Presentations were made to the Council (14 September) and to the Council’s three Municipal Districts, Carrick-on-Shannon (14 September), Manorhamilton (21 September) and Ballinamore (29 September).

Explaining the Terminology

As a result of the processes set out above, the LECP set out further details of the high level issues which emerged and the Sustainable Economic Development Objectives (SEDOs), Sustainable Community Objectives (SCOs), Goals, Targets, Actions, Enablers which were identified to address them.

**EXPLAINING THE TERMINOLOGY**

- **Vision**
  - A qualitative statement of the broad direction which development of Leitrim should take and of the desired destination

- **Goal**
  - A concrete manifestation of the Vision e.g. ‘eliminate involuntary out - migration’ or ‘provide a job for anyone living in the County’

- **Economic (SEDO)/Community (SCO) Objectives**
  - A specific action on a thematic/sectoral basis e.g. ‘create a certain level of employment’ or ‘improve employment quality’

- **Target**
  - A quantified statement of what is to be achieved and when e.g. ‘x% increase in employment’ or ‘x% growth in training’

- **Action**
  - Quantified / qualitative statement of a specific action to be carried out by a specified date e.g. ‘develop an enterprise centre by 2020’
Consistency with Other Plans and Strategies

LECPs are not stand-alone documents but have to be consistent with other relevant existing plans, strategies, policies and guidelines. These include:

- The relevant Regional Planning Guidelines 2010-2022
- The Local Authority County Development Plan
- Relevant local, regional and national sectoral plans and strategies
- Current Government economic development policy
- EU plans and policies (and particularly Europe 2020)

The analyses of these documents are presented in a separate stand-alone document which accompanies the Leitrim LECP and is available on the LCDC page of the Local Authority website www.leitrimcoco.ie. They are also summarised in Section 3 below. Above all they inform the content of the LECP, providing a robust evidence base for it.

Regional Planning Guidelines 2010-2022

The Regional Planning Guidelines aim to help provide sustainable communities for citizens in Regions across Ireland (in this instance Leitrim, Cavan, Donegal, Louth, Monaghan and Sligo). The key Leitrim-relevant components of the Guidelines are:

- Carrick-on-Shannon is seen as a key strategic urban centre whilst small rural settlements with less than 1,500 persons are to be protected and supported as local neighbourhood service centres. This balanced development model will lead to a 2022 County Leitrim population of 35,700.
- ‘Home grown’ businesses and farming underpin the economy whilst education and employment-driven emigration are a long-standing feature. Areas of growth potential include Agri-Food, Internationally Traded Services, Renewable Energy and Environmental Products and Services, Life Sciences and Tourism. Other significantly important sectors are seen to be Natural Resource sector, Creative sector, Caring sector and Retail Sector. Quality of life is seen as a key influencer.
- Areas of focus re infrastructure include sustainable transport, water services, energy, telecommunications and waste management.
- Environment and amenity issues involve looking at increased flood risk, natural heritage, landscape, water, built heritage, amenities and recreation and coastal management.
- A balanced sustainable environment catering for growth will include the most necessary social infrastructure of health care, education and training, community development, leisure facilities and cultural facilities.

The LECP objectives and actions complement the content of the Guidelines.

Bringing Life to Europe 2020

Europe 2020 is the EU’s growth strategy for the coming decade and is built around the three reinforcing priorities of becoming a smart, inclusive and sustainable economy. The strategy’s five key objectives focus on:

- Employment
- Innovation
- Climate/Energy
- Education
- Social inclusion
Key targets have been set for Ireland for each objective (Source: National Reform Programme, Ireland April 2014) as follows (further detail re their implications for Leitrim are set out in Appendix I):

- Target 1: 69% of the population aged 20-64 should be employed
- Target 2: 2% of combined public and private GDP should be invested in R&D
- Target 3: Reduce emissions by 20%, increase the share of renewables in final energy consumption to 16% and move towards a 20% increase in energy efficiency
- Target 4: Reduce to 8% the 18-24 year olds not progressing beyond lower secondary education and increase to at least 60% the 30-34 year-olds with Third Level education
- Target 5: Reduce to 4% by 2016 and to 2% by 2020 the numbers experiencing consistent poverty.

The core thrusts of Europe 2020 are factored into the Leitrim LECP in the following sections. The Table below summarises how the various LECP themes help take forward the Europe 2020 targets:

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<tr>
<th>Europe 2020 Target</th>
<th>LECP Themes:</th>
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<td>Economic</td>
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<td>E1 E2 E3 E4 E5 C1 C2 C3 C4</td>
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<tr>
<td>1. 69% of 20-64 year-olds employed</td>
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<td>2. 2% of GDP invested in R&amp;D</td>
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<td>3. Emissions/renewables / energy consumption</td>
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<td>4. Educational performance improved</td>
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<td>5. Reduction in consistent poverty</td>
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E1: Leitrim and its Region
E2: Job Creation and Business Growth
E3: Towns and Villages
E4: Sectoral Development
E5: Women in Business
C1: Living and Well-Being
C2: Learning and Training
C3: Working and Growing
C4: Inclusion
Reflecting the Leitrim County Development Plan 2015-2021

Departmental LECP Guidelines emphasise the need to reflect the context set by the Local Authority County Development Plan. The strategic development framework put forward in the Leitrim County Development Plan 2015-2021 (adopted by the Council on 12th January 2015) can be summarised as follows:

- Encourage the further development of the County’s designated Tier 1 (Carrick-on-Shannon), Tier 2A (Manorhamilton and Ballinamore) and Tier 2B (Dromahair, Drumshambo, Mohill and Kinlough) settlements
- Reinforce the commercial viability and attractiveness of the County’s other towns and villages
- Provide for rural accommodation
- Protect important wildlife habitats
- Enhance the distinctive character of Leitrim’s landscapes and protect Leitrim’s archaeological and architectural heritages
- Improve national, regional and local roads
- Secure community benefits through planning agreements and development charges
- Promote Public Private Partnerships
- Support Community-based development initiatives
- Support Cross-Border projects.

The County Development Plan makes it clear that in individual area plans, land will be identified for employment purposes and in particular will be safeguarded for the establishment of quality sites for high technology, manufacturing, research and/or prestige offices.

The LECP Themes below and their underpinning objectives and actions all complement the core thrusts of the County Development Plan. If a review of the County Development Plan is carried out at any time during the lifetime of the LECP, then the LECP will in turn be reviewed to ensure its ongoing complementarity with the County Development Plan.

Signing Off the LECP

The LECP has been signed off by Leitrim County Council as being consistent with the objectives and core strategy of the Leitrim County Development Plan 2015-2021. It has also been signed off by the Council’s Economic and Enterprise Strategic Policy Committee (in terms of the Community Elements being consistent with the Economic Elements) and by the LCDC (in terms of the Economic Elements being consistent with the Community Elements). The various statements involved are attached as Appendix III.
3. County Profile and Analyses

The Leitrim County Profile

A separate County Profile was prepared to inform and provide an evidence base for the development of both the Economic and the Community elements of the Plan. Because of its size and scale it sits as a stand-alone document which accompanies the LECP and is available on the LCDC page of the Local Authority website www.leitrimcoco.ie. Its key findings (the sources of which are all referenced in the Profile document) are summarised below.

Leitrim: The ‘Lie of the Land’
Leitrim: The Place and Its Story

- Leitrim is Ireland’s seventh smallest County by area and enjoys a strategic geographic location within Ireland, bordered by Counties Sligo, Roscommon, Longford and Cavan and sharing a 29km land border with Fermanagh in NI
- It has significant areas of marginal land
- North Leitrim is largely upland and has large areas of public forests
- South Leitrim is more low-lying
- High quality water, trees/forests and uplands provide the County with outstanding natural assets
- The County enjoys a strategic geographic location within Ireland, including its 29km land border with NI
- Leitrim is a place of established history, culture and tradition which continue to make a rich contribution to daily living in the County
- The County also enjoys a strong industrial archaeology
- Crucially, Leitrim is now a place of growing population after a decline set in place by the Great Famine: it fell from 155,297 in 1841 to 25,799 in 2002 but has since risen dramatically to 31,798 in 2011.

Leitrim: The People

- Leitrim’s population is growing, and on a consistent basis across the County: it increased by almost 10% to 31,798 between 2006 and 2011 and is projected to grow by a further 8% by 2022
- Leitrim is a rural County with very low population densities but rural population growth has contributed to the County’s overall growth
- Most 2006-2011 growth has been urban-based, i.e. Dromod (+106%), Leitrim Village (+88%), Dromahair (+49%), Kinlough (+47%), Drumshanbo (+29%), Carrick on Shannon (+28%), Carrigallen (+27%), Manorhamilton (+15%) and Ballinamore (+10%).
- The County’s population is healthy demographically with 23% of its total population aged Under 15 compared with the national average of 21%
- It also has significant numbers of older people – and particularly of older rural men - living alone: older, retired people can have higher disposable incomes
- Leitrim’s 15-64 age group, the ‘economically productive’ age group, is however proportionately small
- High numbers of people go into Third Level education but have to leave the County to do so
- Significant in-migration has been experienced, particularly from the UK and Poland
- Women are increasingly economically active in Leitrim
- The County has a significant Traveller population who face many social and economic difficulties.

Leitrim: What People Do

- Leitrim has a strong private sector economy which is dominated by micro-businesses but which also includes a number of major employers
- Entrepreneurship is strong with Leitrim’s self-employed income per head being higher than the rest of the country, even during the 2007-2011 crisis years
- Levels of home working are low and 70% of jobs are in Carrick on Shannon, Manorhamilton, Ballinamore, Mohill, Dromahair and Kinlough
- In 2011 of Leitrim’s 8,042 (fixed location) jobs, 5,548 (69%) were held by people living in Leitrim and 2,494 (31%) by people commuting into Leitrim
- Meanwhile 40% of Leitrim people in work (3,771) commuted out of the County: 70% of these people live in rural Leitrim
- Sligo, Longford, Cavan, Roscommon and Donegal dominate Leitrim’s inward and outward commuting
- Foreign Direct Investment (FDI) is important, accounting for 11.5% of jobs in 2011 compared with just under 8% in the State. The Leitrim figure has subsequently dropped sharply whilst the State has started to recover
• More of Leitrim’s outbound commuters are aged 20-44 and have higher levels of educational attainment than the State averages
• In 2011 disposable incomes per household in Leitrim were 5-10% below the State average
• In 2011, 48% of over 15s in Leitrim were at work, compared with 50% for the State overall. Other returns included (State figures in brackets) 12.2% (11.7%) were unemployed or looking for first job, 9.2% (11.3%) were students, 9.4% (9.4%) were looking after home/family, 15.7% (12.7%) were retired and 4.9% (4.4%) were unable to work due to permanent sickness or disability
• Some 6,650 people are engaged in farming, almost all on their own family farm
• The past decade has seen a very dramatic increase in public sector jobs, which provide a vital anchor to the local economy
• Health and social care is now the County’s biggest sectoral employer and therefore makes a very significant contribution to the local economy
• Construction businesses remain significant numerically but many construction people are now out of work
• Long-term unemployment is a growing issue.

Leitrim: Education and Training
• Leitrim is ‘joint top’ within Ireland in terms of the numbers of students attending Third Level in 2012/2013
• However Third Level educational attainment overall is relatively low in Leitrim due to (a) many members of its older population never having progressed beyond Primary and (b) many of those people who had to leave Leitrim for Third Level education not subsequently returning. In 2011, the low educational attainment level in Leitrim was 24% compared to just under 21% for the State.
• Leitrim has significantly lower numbers of people in the Higher Professional category at 5.5% compared to the State at 18.6%. The proportion in the Employers and Managers category meanwhile is significantly higher in Leitrim at 26.2% compared to the State average of 15.4%
• Leitrim also has a higher proportion of people in the Semi-Skilled and Skilled socio-economic categories than the State overall while numbers in the Manual Skilled and Unskilled categories were broadly similar to the State averages.

Leitrim: The Community and Its Services
• Leitrim is a County of housing owner-occupiers, half of whom are mortgage-free
• One-house-in-three is vacant
• Culture, arts and sports are important parts of local life
• Nearly nine people out of every ten believe their health status is Good/Very Good
• The County experiences significant mental health-related issues
• Recorded crime rates in Leitrim are well below the national averages
• Significant numbers of people provide unpaid care to others in Leitrim
• The County’s educational performance is close to the national average but significant numbers of people did not go beyond Primary education (though this is increasingly, but not solely, a ‘legacy issue’)
• A structured hierarchy of settlements is in place.

Leitrim: Retailing Trends
• Sales in retail have fallen sharply, declining by 30% since their peak in 2008: the largest declines have been in furniture and lighting (-55%), motor trades (-50%), hardware (-39%) and electrical goods (-38%)
• Online retailing is becoming more popular and is creating significant challenges for local retailers: meanwhile niche, alternative or indigenous products unique to the Irish market can also prove desirable on the global market
Farmers markets, like those in Carrick-on-Shannon and Manorhamilton offer high quality local products as alternatives to those on the supermarket shelf.

With rising vacancy rates, there has been an increase in ‘Pop-up’ shops.

Households in Leitrim spend an estimated €9.04m per week on retail commodities: this does not include what they spend outside Leitrim nor what visitors to Leitrim spend in the County.

The estimated expenditure breakdown re major commodities in 2010 was: Transport 31%, Housing 18%, Food 16% and Miscellaneous Goods 14%.

Planning Applications for retail overall have fallen and most retail development proposals relate to change of use of existing retail premises to retail-related services such as restaurants, cafes and betting shops and to residential uses.

Most retail-related Planning Applications are submitted for Carrick-on-Shannon, Manorhamilton, Mohill and Ballinamore.

Leitrim: The Infrastructure

Leitrim is traversed by three main arterial routes, the N4 (Dublin/Sligo), N16 (Sligo/Enniskillen) and N15 (Sligo/Donegal) and has 56km of National Primary Routes and 336km of regional and local roads.

Upgrades to the N4 (Carrick-on-Shannon to Dromod, including the Carrick-on-Shannon by-pass) and N16 (Glenfarne to Manorhamilton, including the Manorhamilton by-pass) routes have been identified within the County Development Plan 2015-2021.

The Plan also prioritises the R280, running along the back-bone of the County and connecting the N4 and N16 routes, for upgrading to National Secondary Route standard.

The railway line from Dublin to Sligo runs along the Southwest boundary of the County: stations at Carrick-on-Shannon and Dromod provide 72 connections per week.

Three airports serve the majority of Leitrim business, Knock/Ireland West (50 minutes distant), Dublin (2 hours) and Belfast (3 hours).

The Shannon-Erne waterway runs from the North East of the County to the South West, with Carrick-on-Shannon its ‘navigational capital’.

There is limited public transport and community transport is now carried out through the Regional Transport Units.

Community transport (delivered by Local Link Sligo/Leitrim/Roscommon) connects 36 different locations within and beyond Leitrim via 80 weekly services carrying some 30,000 passengers pa.

Broadband is available for high speed heavy use industry through the Metropolitan Area Networks (MANS) in Carrick-on-Shannon and Manorhamilton: whilst Broadband is available in most parts of the County there are major issues in terms of its type, speed and quality.

There is a Water and Waste Water Management infrastructure capacity to meet the needs of significant new investment into the main centres in the County.

Investment via the North and South Leitrim Regional Water Supply Schemes, Water Conservation Stages 1, 2 and 3, the Kinlough/Tullaghan Water Supply Scheme and the waste water treatment plants for Carrick-on-Shannon, Ballinamore, Carrigallen, Dromod, Drumshanbo, Leitrim Village, Manorhamilton and Mohill have been identified within the County Development Plan 2015-2021.

Leitrim’s housing stock increased by nearly 19% between 2006 and 2011 to 18,128 units. The percentage increase was broadly in line with the Border Region (nearly 17%) but significantly above the State average of nearly 13%.
Review of Plans, Strategies and Analyses

Reflecting the Departmental guidance, some 50 related plans, strategies and analyses at the national, regional and Leitrim levels were reviewed to also inform the planning process. The findings of these reviews are summarised below:

National
- Leitrim is grouped within the Weak and Remote areas of Ireland as defined by the National Spatial Strategy but is also recognised for its natural resources
- National economic recovery is progressing and remains the over-riding national policy agenda item
- The current local development reform process offers significant opportunities to improve local development performance
- Local authorities have had and will increasingly have major roles and remits in taking forward economic recovery and growth
- Ireland faces significant opportunities in terms of Foreign Direct Investment, the development of its ‘green-based’ economy and its agri/fisheries sectors
- Ireland’s current development agenda has to meet the needs of the present but without compromising the ability of future generations to meet their own needs
- Significant investment is planned in social housing building (35,000 new homes by 2020) and rental supports
- Major investment is also required in Ireland’s water and waste treatment infrastructure
- Significant improvements in broadband quality and coverage are essential for Ireland’s economic and social development
- Rural Ireland requires its own dedicated policy focus if it is to work to best effect
- Social inclusion is most effectively achieved by involving and working with target groups/communities and by improving service integration and joined-up working between agencies and sectors
- Health and well-being are issues across all stages of the life cycle and need to be looked at and responded to in holistic ways
- Children and young people will shape the country’s future and their issues should be addressed as early as possible in the life-cycle and by involving children and young people and by improving service integration and joined-up working between agencies and across the sector
- Further education and training are to be more accessible, more related to needs, more effective and better-integrated
- Corporate Social Responsibility is a key driver of effective business performance
- Issues to be addressed for Travellers and Roma include Education, Accommodation, Health Care, Employment, Participation, Conflict Management, Media and Access and Accessibility
- Government aims to achieve significant increases in the use of spoken Irish.

Regional
- Leitrim is frequently appraised and planned for on a regional basis
- However not all those regions are co-terminous
- Depopulation, peripherality, an ageing population and low/diminishing local services are seen to be generic regional as well as Leitrim issues
- A Leitrim County population of 35,700 by 2022 is being targeted
- Urban growth and prosperity are seen as central to the region’s future
- There are very significant daily flows of people across County boundaries within the region, for both economic and social purposes.

Leitrim-Specific
- Leitrim is ‘well planned-for’ across a series of sectors and activities but many planned activities rely on external funding
- The County has a good track record of programme delivery
• Depopulation, peripherality, an ageing population and low/diminishing local services are seen to be generic Leitrim issues (but also shared across the region)
• The County’s natural heritage is universally seen as a key asset, with its man-made heritage perhaps less so
• Job creation, tourism (where the aim is to double its volume and value by 2021), rural development, community development and the energising of Carrick-on-Shannon tend to underpin the development strategies proposed for the County and its people
• The County’s urban and village infrastructure will remain central to its growth and development and to its retailing performance
• The County enjoys a good social and community infrastructure.

Leitrim’s Cross-Border Dimensions
The County Profile which accompanies the LECP highlights Leitrim’s strategic position within the island of Ireland and the fact that it shares an 18 mile/29 km border with NI (the Fermanagh and Omagh Council area). Leitrim’s neighbouring Counties, Cavan and Donegal, equally share substantial borders with NI. The N16 route, which links Sligo and the west of Ireland with Belfast (via the A4 and M1 in NI) also runs across North Leitrim.

Leitrim enjoys significant economic, social and cultural connections with NI. Many of these are historic and traditional but others are more recent, reflecting modern opportunities for joint-working, sharing and achieving economies of scale. Consistent EU support over more than four decades has created and sustained many of these connections and this has been accelerated by the new dynamics created by the end of the NI conflict and the 1998 ‘Good Friday’ Agreement.

Ongoing opportunities for cross-border collaboration and development exist in the areas of agriculture, business, education, energy, health and care, infrastructure, leisure, regeneration, regional planning, telecommunications, tourism, transportation and utilities.

The Leitrim PESTLE Analysis
Departmental Guidance requires LECPs to include a PESTLE (Political, Economic, Social, Technological, Legal and Environmental) Analysis. The Leitrim PESTLE is compiled from the findings of the County Profile, the review of other plans and strategies and the consultation, focus-group and workshop feedback obtained through the various LECP planning processes. It is set out as follows:

Political
• National policies, e.g. the overarching priorities emerging from the Action Plan for Jobs and the need to reflect the thrust and content of the plans and strategies reviewed as part of the LECP planning process
• Expanded role of Local Government/Regional Assembly in economic and spatial planning
• EU policies across the economic, environmental and social sectors
• Growing regulation generally
• External ‘austerity influences’ on Ireland
• New expanded developmental role of local government
• Role and impact of Municipal Districts
• General Election by spring 2016
• Geo-politics, e.g. the impact of events in Russia and the Middle East on the availability and cost of fossil fuels.

Economic
• Global economic trends, e.g. commodity prices’ impact on Leitrim farm produce
• Rising costs of energy, transport and education
• Significance of Foreign Direct Investment (FDI) within Leitrim
• ‘Austerity budgets’ within Ireland
• Likely reductions in EU grant aid
• Below-state-average incomes in Leitrim
• Levels of personal debt
• Limited availability of credit
• Importance of supports such as LEADER
• Importance of government support, purchasing of services and/or subventions for most social enterprises
• The potential of social enterprises
• Growing significance of the internet in business ... subject to its local availability
• Decline in home-based retailing in Leitrim
• Out-migration/loss of Leitrim graduates.

Social
• Growing population
• Growing diversity of Ireland and Leitrim and resultant variety in languages, cultures and beliefs
• Weakening of traditional social/kinship structures, patterns, norms and beliefs
• An increasingly well-educated population in the County
• Increasing interest in personal and community well-being
• Increasing awareness of the impact of lifestyle
• Ageing population with more people living longer
• Leitrim people’s habit of ‘going away’ (for education and work) on both daily and more long term basis
• People and communities ‘damaged’ by the economic collapse
• Growing personal and community interest in environmental issues
• Leitrim remaining largely rural yet increasingly urbanised County.

Technological
• Huge capacity of Broadband/ICT to tackle the ‘tyranny of distance’
• Historic and current restricted Broadband and mobile telephony coverage across Leitrim now being addressed via new technologies and Government initiatives
• Emerging E-business opportunities on foot of high speed broadband provision
• Growing capacity to harvest ‘green energies’
• Increasing sophistication of health care leading to more centralised delivery.

Legal
• Increasing legislative burdens on business, groups and activities
• Growing ‘rights-based’ approaches
• Changing ‘ownership’ of personal debt within the County.

Environmental
• Leitrim’s rich legacy of natural and heritage assets
• Growing use of those, e.g. via The Blueway and the SLNCR Greenway
• Climate change and its economic, social, community and political implications
• Specific climate-related flood risk
• Moves towards alternative energy sources/diminishing fossil fuels
• Fracking issue.
The Leitrim SWOT Analysis

Departmental Guidance similarly requires LECPs to include a SWOT Analysis. The Leitrim SWOT is compiled on this basis:

- **Strengths**: things/issues internal to Leitrim and which can be managed or at least influenced from within the County

- **Opportunities**: things/issues external to Leitrim and which cannot be managed/influenced from within the County but which the County must respond to

- **Weaknesses**: things/issues internal to Leitrim and which can be managed or at least influenced from within the County

- **Threats**: things/issues external to Leitrim and which cannot be managed/influenced from within the County but which the County must respond to

The County’s SWOT grid developed from the PESTLE analysis, the findings of the County Profile, the review of other plans and strategies and the consultation, focus-group and workshop feedback is as follows:

### The Leitrim SWOT Grid

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growing and diverse population</td>
<td>Small ‘critical mass’ of population</td>
</tr>
<tr>
<td>Robust child/youth population: large cohort of Under 16s</td>
<td>Lower-than-average 15-64 cohort (the economically productive age groups)</td>
</tr>
<tr>
<td>Strong birth rates and strong in-migration</td>
<td>Ongoing emigration (especially youth) and out-bound commuting (especially from rural Leitrim)</td>
</tr>
<tr>
<td>Strong entrepreneurial spirit and culture of self-employment</td>
<td>Poorer roads/transport within the County</td>
</tr>
<tr>
<td>Central, strategic location in the North-West of Ireland</td>
<td>Low density populations making service delivery difficult</td>
</tr>
<tr>
<td>Strong intra-regional flows of people and business</td>
<td>Large proportions of people living alone</td>
</tr>
<tr>
<td>Network of attractive towns and villages</td>
<td>Some Town and village centres struggling</td>
</tr>
<tr>
<td>Community transport/social car schemes</td>
<td>Poor quality land</td>
</tr>
<tr>
<td>Relatively new housing stock</td>
<td>Low manufacturing/industry base</td>
</tr>
<tr>
<td>Strong community groups/structures</td>
<td>Below national average economic output</td>
</tr>
<tr>
<td>Low levels of crime</td>
<td>High dependency ratios (% of Under 15s and Over 65s)</td>
</tr>
<tr>
<td>Strong attachment-to-place</td>
<td>No Third Level education facility in the County</td>
</tr>
<tr>
<td>Strong sports presence</td>
<td>High rates of mental illness and high suicide/self-harm rates</td>
</tr>
<tr>
<td>Natural beauty and outstanding environment</td>
<td>Unemployment/underemployment</td>
</tr>
<tr>
<td>‘Broad and deep’ archaeology</td>
<td>Ageing farm-owning population</td>
</tr>
<tr>
<td>Links into national road and rail networks/links</td>
<td>Significant housing vacancy rate</td>
</tr>
<tr>
<td>Strong presence of public sector jobs</td>
<td>Lack of supported housing</td>
</tr>
<tr>
<td>Strong music/art/creative/cultural sector</td>
<td>Poor Broadband and mobile coverage in many areas</td>
</tr>
<tr>
<td>Family farms providing a strong underpinning for rural areas and communities</td>
<td>High proportion of Over 65 year-olds</td>
</tr>
<tr>
<td>Presence of large private businesses</td>
<td>High levels of commuting out of rural Leitrim</td>
</tr>
<tr>
<td>Shannon/Erne link</td>
<td>Below-average disposable incomes</td>
</tr>
<tr>
<td>Above-average flows into Third Level</td>
<td>Local retailing in decline</td>
</tr>
<tr>
<td>Above-average FDI (Foreign Direct Investment) jobs</td>
<td>Initiatives/projects such as the Food Hub, Organic Centre, the Dock Arts Centre etc</td>
</tr>
</tbody>
</table>
### OPPORTUNITIES

- Central strategic location in North-West of Ireland
- Promotion of Leitrim within its regional context
- Growing indigenous industry jobs e.g. in medical devices and ICT
- Tourism especially Eco-tourism
- County’s significant water, forest and hill/mountain resources
- Existing community infrastructure
- Renewable energy possibilities
- New opportunities to enhance Broadband coverage
- Strong creative industries base
- Rich cultural heritage
- Attractive place for in-migrants
- Capitalise on forest assets
- More joined-up working within and beyond the County, including cross-border working
- Potential new uses for empty buildings
- Higher percentages of retired people with disposable incomes
- Home-working
- E-learning and Third Level outreach
- Leitrim Diaspora
- Ireland West Airport
- EU funding possibilities such as Interreg, LIFE, Peace IV, Northern Periphery and Atlantic Programme
- Links with Higher Education Institutes

### THREATS

- Ongoing public service retraction (e.g. Post Offices, Garda)
- Ongoing reductions in public spending and investment
- Declining rural transport provision
- Leitrim/its people a low priority for central government
- Groups overburdened by bureaucracy/red-tape
- Global economic factors
- Loss of major employer(s)
- Reliance on ‘seasonal-and-low-wage’ tourism
- Reducing EU rural development and ‘small farm’ support
- Growing scarcity/cost of fossil fuels
- Growing cost of Third level education
- Third Level education elsewhere draining Leitrim of young people
- Failure to meet broadband and mobile coverage deficits
4. The Format of the Leitrim LECP
4. The Format of the Leitrim LECP

Introduction
The format of the Leitrim LECP reflects the underpinning legislation as well as DECLG Guidance. The Plan has been drawn together and will be taken forward as an integrated whole but with strong internal Economic and Community elements. A common approach has therefore been taken in terms of the layout of those Economic and Community elements. That approach is summarised below.

Core Working Principles
A number of core principles underpinned the development of the LECP and will equally apply to its implementation. Those principles are:

- **Equality:** people, groups and communities will be treated equally regardless of background and spatial equity for and within Leitrim will be sought
- **Evidence-based:** using good analysis and well-founded consultation to inform all decisions and following this up with robust monitoring of activities and results
- **Openness:** the LECP planning, decision-making and implementation process will be clear, transparent and open to/inclusive of all
- **Outcomes:** the persistent focus will be on the achievement of good outcomes/results for Leitrim and its people
- **Sharing:** participants in the LECP process will work in partnership with the process and with each other, sharing and communicating knowledge, experience, learning and resources as appropriate
- **Sustainability:** decisions taken now will be guided by the need to avoid compromising the future social, economic and/or environmental well-being of Leitrim in the future.

LECP Themes
A number of strategic Themes have emerged as follows:

**Leading Leitrim**

<table>
<thead>
<tr>
<th>Theme</th>
<th>Which is About ...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leading Leitrim</td>
<td>• Creating and working to a vision for the County</td>
</tr>
<tr>
<td></td>
<td>• ‘Making the Leitrim case’</td>
</tr>
<tr>
<td></td>
<td>• Improving the County’s visibility</td>
</tr>
<tr>
<td></td>
<td>• Securing implementation of the locational or place-specific aspects of relevant national, regional and county level planning frameworks and strategies</td>
</tr>
<tr>
<td></td>
<td>• Improving the level and quality of community identity, solidarity and civic participation</td>
</tr>
</tbody>
</table>
### Economic Themes

<table>
<thead>
<tr>
<th>Theme</th>
<th>Which is About ...</th>
</tr>
</thead>
<tbody>
<tr>
<td>E1: Leitrim and its Region</td>
<td>• Building a strong regional focus</td>
</tr>
<tr>
<td></td>
<td>• Capitalising on existing links and flows between Counties</td>
</tr>
<tr>
<td></td>
<td>• Creating critical masses</td>
</tr>
<tr>
<td></td>
<td>• Collaborative working</td>
</tr>
<tr>
<td></td>
<td>• Addressing common, shared problems</td>
</tr>
<tr>
<td>E2: Job Creation and Business Growth</td>
<td>• Providing the necessary sites and spaces</td>
</tr>
<tr>
<td></td>
<td>• Developing infrastructure</td>
</tr>
<tr>
<td></td>
<td>• Attracting investment</td>
</tr>
<tr>
<td></td>
<td>• Stimulating local, indigenous success</td>
</tr>
<tr>
<td></td>
<td>• Marketing Leitrim</td>
</tr>
<tr>
<td></td>
<td>• Identifying and meeting training needs</td>
</tr>
<tr>
<td></td>
<td>• Building on local, indigenous success</td>
</tr>
<tr>
<td></td>
<td>• Focusing on growth sectors and industries</td>
</tr>
<tr>
<td></td>
<td>• Developing Leitrim’s evening and night time economy</td>
</tr>
<tr>
<td></td>
<td>• Focusing on ‘new economy’ and ‘knowledge-based’ industries</td>
</tr>
<tr>
<td>E3: Towns and Villages</td>
<td>• Improving town and village centre footfall</td>
</tr>
<tr>
<td></td>
<td>• Addressing dereliction and vacant premises</td>
</tr>
<tr>
<td></td>
<td>• Responding to declining retailing</td>
</tr>
<tr>
<td></td>
<td>• Creating town and village centre variety</td>
</tr>
<tr>
<td></td>
<td>• Improving public realm to stimulate place-related activities</td>
</tr>
<tr>
<td>E4: Sectoral Economic Development</td>
<td>• Developing renewable energies and energy efficiencies</td>
</tr>
<tr>
<td></td>
<td>• Improving ‘value-added’ within agri-food</td>
</tr>
<tr>
<td></td>
<td>• Improving marketing, promotion and selling</td>
</tr>
<tr>
<td></td>
<td>• Developing specialist, skilled staff</td>
</tr>
<tr>
<td></td>
<td>• Improving access to and within Leitrim</td>
</tr>
<tr>
<td></td>
<td>• Making best use of the Leitrim Diaspora</td>
</tr>
<tr>
<td></td>
<td>• Rolling forward Leitrim’s creative sector</td>
</tr>
<tr>
<td></td>
<td>• Building and marketing the tourism product</td>
</tr>
<tr>
<td>E5: Women in Business</td>
<td>• Supporting women in business</td>
</tr>
<tr>
<td></td>
<td>• Supporting women to enter business</td>
</tr>
</tbody>
</table>

### Community Themes

<table>
<thead>
<tr>
<th>Theme</th>
<th>Which is About ...</th>
</tr>
</thead>
<tbody>
<tr>
<td>C1: Living and Well-Being</td>
<td>• Taking a broad view of well-being</td>
</tr>
<tr>
<td></td>
<td>• Improving and sustaining physical and mental health</td>
</tr>
<tr>
<td></td>
<td>• Being innovative re service delivery</td>
</tr>
<tr>
<td></td>
<td>• Making and keeping Leitrim a safe place</td>
</tr>
<tr>
<td></td>
<td>• Maintaining and building community infrastructure</td>
</tr>
<tr>
<td></td>
<td>• The County’s precious physical environment: protecting and enhancing it, through resource-efficiency measures and applying the principles of sustainable development</td>
</tr>
<tr>
<td></td>
<td>• Human and cultural heritage</td>
</tr>
<tr>
<td></td>
<td>• Mobility and accessibility, especially in/of rural areas</td>
</tr>
</tbody>
</table>
C2: Learning and Training
• Effective development and use of the local workforce, including improved skills and educational opportunities
• Life-long learning
• Primary, Secondary and Third Level education
• Training for people of all abilities and backgrounds

C3: Working and Growing
• Maximising economic activity, performance and opportunity
• Improving community prosperity and quality of life
• Increased levels and quality of income and employment
• Job creation and maintenance
• Social enterprises
• Public services
• Pluri-activity

C4: Inclusion
• Maximising the attractiveness of key locations as places to live, visit, work or transact business
• Communities and their development
• Anti-poverty
• Peace-building
• Community cohesion
• Reducing social exclusion and disadvantage in the community

Each Theme is presented along with a Context/Rationale summarising the key issues involved there.

LECP Goals
The Themes are then followed by a series of Goals, again under the Theme headings:

Strategic Goal
• Leitrim, a County that’s recognised, admired and sustainable

Economic Goals
• A County maximizing opportunities to promote economic development and build on its indigenous spirit of entrepreneurship
• A County that’s an attractive, innovative location for growth in and investment from different sectors
• A County where the travel, transport, utilities, communications and ICT infrastructure meet current and future needs
• A County of vibrant town and village centres which are attractive to visit and shop in
• An exemplar County for addressing and responding to climate change
• A vibrant rural economy driven by value-added agriculture and food
• A County building on the positivity of existing companies to sell itself as a prime business location
• A County with a vibrant creative sector driven by practitioners, activities and opportunities of the highest calibre
• A County renowned as an authentic, friendly tourist destination.
• A County with a vibrant women in business sector which encourages more women to consider business as a career option

Community Goals
• A sustainable, clean and attractive County which values and harnesses its heritage, environment and people
• A County with a strong, mixed and sustainable economy based on its strengths, entrepreneurial spirit and well-trained, well-educated and well-skilled people who are ready and fit for work and social involvement
• A County that’s welcoming and comfortable as a place to live in, to work in and to visit
LECP Objectives

As set out in the Departmental Guidance, a series of Objectives have been identified, again under the Strategic, Economic and Social headings:

Strategic Objectives (SOs)
SO 1:
Have a clearly-understood, standout and positive identity for County Leitrim

SO 2:
Achieve an ongoing, balanced population growth across the County

SO 3:
Avail of EU, national and regional development advice and supports

Sustainable Economic Development Objectives (SEDOs)
SEDO 1:
Leitrim will be a visionary leader in a region which is innovative and competitive, with a high quality environment, first class infrastructure and a quality of life that is among the highest in the world

SEDO 2:
Facilitate and encourage existing and new businesses to sustain and grow their business so that new sustainable jobs are created across a variety of sectors within the County and region, thereby increasing the availability of quality and diverse employment for residents and inbound commuters

SEDO 3:
Support and facilitate the development and maintenance of an infrastructure across Leitrim which will meet current and projected economic, social, community and sustainability needs

SEDO 4:
Strengthen the fabric of our towns and villages by developing strong ‘place-related’ economic activities and support for community development initiatives, all building on an area’s particular strengths

SEDO 5:
Enhance the potential for economic development in individual sectors based on the Leitrim’s physical, social, environmental and cultural character and quality

SEDO 5A:
Enhance the potential for economic development in the Energy and Green Economy sector so that Leitrim will be an exemplar county for addressing Climate Change

SEDO 5B:
Enhance the potential for economic development in the Agriculture and Food sector by developing a vibrant rural economy driven by value-added agriculture and small food business

SEDO 5C:
Enhance the potential for economic development in the Services, Manufacturing and ICT Sectors by building on the positivity of existing companies to sell Leitrim as a prime business location

SEDO 5D:
Enhance the potential for economic development in the Creative, Arts and Culture Sector by raising awareness of the culturally rich and artistically vibrant offering and services in Leitrim

SEDO 5E:
Enhance the potential for economic development in the Tourism Sector by ensuring a united cohesive approach by the tourism trade and agencies in the county
SEDO 6:
Enhance the role played by Leitrim Business Women in the economic development of the County

Sustainable Community Objectives (SCOs)

SCO1:
Maintain Leitrim as a safe and attractive place to live in, work in and to visit

SCO2:
Support initiatives to tackle climate change

SCO3:
Sustain and develop the County’s robust ‘community activity-related’ infrastructure, experience, knowledge and know-how, including improving transport and mobility options for people and communities

SCO4:
Create a culture of lifelong learning and continue to improve the County’s educational performance levels

SCO5:
Improve the job prospects of target groups by upskilling people to meet the needs of existing and growth sectors and by sustaining and developing social enterprises in these roles

SCO6:
Improve the opportunities for and capacity of target groups and communities to take part in economic and civic society, including progressing peace-building in Leitrim

The Leitrim LECP Logical Model

Finally, the LECP’s Goals, Objectives, Targets and Results/Actions are set out according to this logical model:
**Key Implementers/Enablers**

One or more key ‘implementers/enablers’ is identified for each Result/Action. These are neither prescriptive nor comprehensive at this stage but are included to give a sense of the organisations and programmes which the LCDC will need to harness to implement the Plan. The abbreviations used for these are:

- BNaM: Bord na Mona
- CCC: County Childcare Committee
- COC: Chamber of Commerce
- CFRAM: Catchment Flood Risk Assessment and Management
- C&YPSC: Children and Young People Services Committee
- DAFM: Department of Agriculture, Food and the Marine
- DCENR: Department of Communications, Energy and Natural Resources
- DES: Department of Education and Skills
- DECLG: Department of Environment, Community and Local Government
- DJE: Department of Justice and Equality
- DJEI: Department of Jobs, Enterprise and Innovation
- DSP: Department for Social Protection
- DoT: Department of the Taoiseach
- EI: Enterprise Ireland
- ETB: Education and Training Board
- Failte: Failte Ireland
- GEBs: Green Economy Businesses
- HAs: Housing Associations
- HEIs/ITs: Institutes of Technology (in Leitrim’s case primarily Sligo, Athlone, Galway/Mayo and Dundalk)
- HSE: Health Service Executive
- ICBAN: Irish Central Border Area Network
- IDA: Industrial Development Agency
- IFI: International Fund for Ireland
- IG: INTERREG
- IW/UE: Irish Water/Usce Éireann
- JPC: Joint Policing Committee
- LAFA: Leitrim Age Friendly Alliance
- LCC: Leitrim County Council
- LCCC: Leitrim County Childcare Committee
- LCDP: Leitrim County Development Plan
- LDC: Leitrim Development Company
- LDH: Leitrim Design House
- LEO: Local Enterprise Office
- LPP: Leitrim Peace Partnership
- LRF: Leitrim Recreation Forum
- LREG: Leitrim Renewable Energy Group
- LSP: Leitrim Sports Partnership
- LTGA: Leitrim Tourism Growth Alliance
- NLAs: Neighbouring Local Authorities
- NLN: National Learning Network
Appendix II gives a sense of how a number of these key implementers/enablers already contribute to the well-being and development of Leitrim.

Finally, in line with Government Guidance (Source: Draft DELG Guidelines, November 2014), each proposed Action is time-bound as follows:

- Ongoing: Actions that should be implemented throughout the duration of the Plan
- Short: Years 1-2 of the LECP
- Medium: Years 3-4 of the LECP
- Long: Years 5-6 of the LECP
5. Leading Leitrim
Leitrim Local Economic and Community Plan 42
5. Leading Leitrim

Leading Leitrim: A Strategic, Overarching Theme

This overarching Theme, Leading Leitrim, was identified as necessary to maintain a strategic focus and help tie the Economic and Community Elements of the LECP together. The Theme is developed below, using the same logical sequence model as will be used elsewhere in the LECP.

Strategic Theme 1: Leading Leitrim

Context/Rationale

Leitrim is currently enjoying a significant population growth that is projected to continue over the LECP plan period. It is important that the County’s growth is ‘balanced’ – in social, economic, environmental and geographic terms. Leitrim remains Ireland’s smallest County in population terms and will hold this position for the foreseeable future. As a consequence it suffers from not having the profile nor the economies of scale that a larger critical mass would bring.

Many major agencies work at levels above the County level and therefore don’t/can’t plan on a County basis. This is often very necessary to make strategic progress and to reflect the fact that there is very strong economic and social interaction between Leitrim and its surrounding Counties on a daily basis. There is nonetheless an ongoing risk that by being treated as part of larger regions, Leitrim can get subsumed and marginalised.

Leitrim’s smaller scale also means its resources are limited and it’s therefore vital that as a County it ‘punches above its weight’. Civic society in the County needs to be geared up to help with this work.

The tradition of ‘leaving Leitrim’ has created a substantial Leitrim diaspora that can now be turned to the County’s advantage.
## Strategically Steering Leitrim

<table>
<thead>
<tr>
<th>Objective</th>
<th>Target</th>
<th>Action</th>
<th>Enabler</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>SO1: Have a clearly-understood, standout and positive identity for County Leitrim</td>
<td>T1: A Leitrim brand that’s recognised and understood</td>
<td>A1: Develop and promote an all-inclusive brand for Leitrim</td>
<td>LCC, RDP</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td>T2: A branded identity for each Tier 1 and 2A town in the County</td>
<td>A2: Assign at least one attribute of the County’s brand to each of its main towns and villages</td>
<td>LCC, RDP</td>
<td>Medium</td>
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<td></td>
<td></td>
<td>A3: Promote Ballinamore and Manorhamilton as the core urban drivers of their Municipal Districts</td>
<td>LCC, RDP</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>T3: Carrick-on-Shannon be recognised as a strategic driver of growth in the region within the National Planning Framework (replacement National Spatial Strategy) when prepared</td>
<td>A4: Promote Carrick-on-Shannon as a regional urban centre</td>
<td>LCC, RDP, SCP, EI, IDA</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>T4: Two Leitrim diaspora-related events pa delivered within or outside the County</td>
<td>A5: Develop integrated Leitrim and regional diaspora-focused initiatives across the business, sport, community, cultural and arts sectors</td>
<td>LCC, IG, LEO, LSP, RDP, USEFE</td>
<td>Ongoing</td>
</tr>
<tr>
<td>SO2: Achieve an ongoing, balanced population growth across the County</td>
<td>T5: A Leitrim population of 35,000+ by 2022</td>
<td>All Actions in the LECP</td>
<td>NWRA, All partners</td>
<td>Ongoing</td>
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<td>T6: Increased numbers in the County’s 15-44 age group</td>
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<tr>
<td>SO3: Avail of EU, national and regional development advice and supports</td>
<td>T7: Successful delivery of Blueway and Greenway projects</td>
<td>A6: Work closely with the Northern and Western Regional Assembly, ICBAN and others to secure funding</td>
<td>NWRA, ICBAN, WI, DECLG, Fáilte</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
6. The Economic Elements of the LECP
6. The Economic Elements of the LECP

Introduction

The preparation of a Local Economic and Community Plan (LECP) is a two-pronged process with the Local Authority charged with preparing and adopting the Economic Element of the Plan. The rationale for increased involvement in economic development by local government is based on the economic impact of its functions generally, its links with enterprise, its local knowledge and leadership and the economic initiatives already undertaken by many local authorities. Added to this are the local development and enterprise functions transferred from the previous County Enterprise Boards into the new Local Enterprise Offices (LEO), the broader Economic Development Units of the Local Authority.

The economic functions advocated in Putting People First (the 2012 policy paper setting out the changing role of local government in Ireland) included:

- Regional spatial and economic strategies to which other agencies must contribute and adhere
- A stronger and more explicit direct role for local authorities in promoting economic development
- Ensuring that all Local Authorities focus their general functions and services proactively towards supporting enterprise and economic development
- Leading and mobilising economic development locally in conjunction with relevant agencies

Drawing up local economic development plans in conjunction with the overall County Development Plan.

The Economic Development Role of Leitrim County Council

Councils have always played a key role in facilitating economic development through the provision of infrastructure for residents and businesses. This has ranged across road maintenance and improvement, streetscape improvements, water and waste management infrastructure, housing and regulatory roles in areas such as planning. The role of the Council in infrastructure provision to meet the needs of existing and potential new investment remains critically important. Whilst water services and national roads are now under the auspices of bodies such as Irish Water and the National Roads Authority, the Council remains involved in both sectors and is the key local agent in contact with these bodies.

With the establishment of the County Development Boards (CDBs) in 2000, the role of the Local Authority in economic development broadened significantly into the area of “softer” supports. The Leitrim CDB Economic Development Working Group brought together both local and regional actors who influenced economic development in Leitrim and the region generally. This group included the Local Authority, Enterprise Ireland, IDA Ireland, Fáilte Ireland, Teagasc, County Enterprise Board (now the LEO), FÁS (now Solas) as well as Leitrim Development Company and, in later years, the Department of Social Welfare.

A range of initiatives impacting on economic development were organized jointly through two or more of these agencies as a means of adding value to the services provided by each on their own. A sample of the initiatives undertaken by the Local Authority in partnership with other agencies over the last six years is outlined in Appendix II under the various objectives and actions envisaged by the DECLG Guidelines for the new plan.

The Economic Elements of the Leitrim LECP

Each Sustainable Economic Development Objective (SEDO) is worked through in turn below using the Goal-Objective-Target-Result/Action sequence. Enablers are also identified and a Timescale (Short, Medium or Long) attached to each Action.
ECONOMIC THEME 1: LEITRIM AND ITS REGION

Context/Rationale

Leitrim is part of a vibrant region which already benefits from collaboration and networking between both businesses and agencies. It is also a region whose citizens flow regularly and in large numbers between Counties for work, leisure and retail opportunities. At the same time it is a region whose ‘member Counties’ share many common socio-economic characteristics, both positive and negative. The region is made stronger by collaborative working and projects such as the Upper Shannon Erne Future Economy initiative and Harnessing Natural Resources show what can be achieved by a strong region working together whilst retaining its own local identities.

There are both needs and opportunities to maximise the opportunities of linking with neighbouring Counties and Northern Ireland in regional and cross-border initiatives. Many major infrastructural projects, including roads and transportation, can best be taken forward on a regional rather than a local level.

SEDO 1:
Leitrim will be a visionary leader in a region which is innovative and competitive, with a high quality environment, first class infrastructure and a quality of life that is among the highest in the world

Objective
SEDO 1: Leitrim will be a visionary leader in a region which is innovative and competitive, with a high quality environment, first class infrastructure and a quality of life that is among the highest in the world

Goal
A County maximizing opportunities to promote economic development and build on its indigenous spirit of entrepreneurship

Target
T1: Increase of 1,500 jobs by 2021 in Leitrim and for Leitrim residents working in the region*
T2: Strong regional businesses providing employment to Leitrim residents

* LECP job targets are:
- 1,500 jobs (excluding Tourism jobs) for people living in Leitrim, these jobs located both within and beyond Leitrim
- 1,000 jobs (excluding Tourism jobs) located within Leitrim
**ECONOMIC THEME 2: JOB CREATION AND BUSINESS GROWTH**

**Context/Rationale**

LECPs are a key means of rolling out government’s Action Plan for Jobs. Job creation has always been and remains a priority for Leitrim, both to prevent the traditional haemorrhaging of population and to secure the best quality of life for those living and working in the County.

A key aim of the LECP is to make best use of the Council’s traditional and new economic development powers and possibilities and integrate to best effect its own role and those of enterprise support agencies and existing businesses. There are needs to profile potential opportunities, work with potential investors and to create the right environment for investment to happen.

The LECP prioritises sustainable jobs, be they created in or by existing or new enterprises. Sustainable jobs are jobs which, variously:

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<table>
<thead>
<tr>
<th>SEDO 1</th>
<th>Target</th>
<th>Action</th>
<th>Enabler</th>
<th>Time</th>
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</thead>
<tbody>
<tr>
<td>Leitrim will be a visionary leader in a region which is innovative and competitive, with a high quality environment, first class infrastructure and a quality of life that is among the highest in the world</td>
<td>T1: Increase of 1,500 jobs by 2021 in Leitrim and for Leitrim residents working in the region</td>
<td>A1: Promote competitiveness and a favourable business environment (including reducing the cost of doing business), emphasising quality services and infrastructure</td>
<td>LCC, DECLG, DCENR, Interreg, USEFE, NLAs</td>
<td>Short - Long</td>
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<td></td>
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<td>A2: Ensure implementation of the Leitrim-specific aspects of the forthcoming Action Plan for Jobs for the Border Region</td>
<td>DJEI, LCC, LEO, EI, ETB, Teagasc, LDC, HEIs</td>
<td>Short - Med</td>
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<td>A3: Work on regional basis to increase flights to and from Ireland West Airport to reflect the needs of business travellers</td>
<td>LCC, NLAs, IDA, EI</td>
<td>Short - Med</td>
</tr>
<tr>
<td></td>
<td>T2: Strong regional businesses providing employment to Leitrim residents</td>
<td>A4: Actively engage with regional initiatives such as the Upper Shannon Erne Future Economy Initiative (USEFE), which provides a networking opportunity and collaboration opportunities for business across Leitrim, Roscommon, Cavan and Longford and other regional initiatives</td>
<td>LCC, ESB, BnaM, NLAs, regional businesses</td>
<td>Short - Med</td>
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<tr>
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<td>A5: Develop innovative ways of maintaining the link between college students and their home areas through college placements, R&amp;D placements with local business and other initiatives</td>
<td>LCC, Local Colleges</td>
<td>Short - Med</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A6: Identify all opportunities for Leitrim and residents of Leitrim to access job creation opportunities whilst living in their chosen part of Leitrim</td>
<td>LCC, USEFE, NLAs</td>
<td>Short - Med</td>
</tr>
</tbody>
</table>
• Are not just seasonal
• Reflect emerging and growing markets such as ‘green’ technologies, renewable energy, health care and the care needs of older people
• Sit within self-supporting industry clusters
• Reflect local work traditions and levels of expertise/know-how
• Go beyond ‘entry level’, i.e. can offer progression to those interested
• Can accommodate job holders’ other needs such as home or caring responsibilities
• Are accessible to people

Support for existing enterprises is absolutely central to the development of Leitrim’s economic potential. With a number of local businesses having expanded their operations in the last 12-18 months and with future plans in place in the ICT, Energy and Medical Device sectors in particular, support for business growth has to be, and is being, prioritized by the LECP. Other areas such as the evening and night time economy are particularly important in certain parts of the County as key drivers of the local economy and in creating new jobs. SEDO 2 here looks at the macro-level supports required whilst individual sectors are looked at in greater detail as sub-sets A, B, C, D and E of SEDO 5 below.

SEDO 2:
Facilitate and encourage existing and new businesses to sustain and grow their business so that new sustainable jobs are created across a variety of sectors within the County and region, thereby increasing the availability of quality and diverse employment for residents and inbound commuters

* LECP job targets are:
• 1,500 jobs (excluding Tourism jobs) for people living in Leitrim, these jobs located both within and beyond Leitrim
• 1,000 jobs (excluding Tourism jobs) located within Leitrim
<table>
<thead>
<tr>
<th>SEDO 2</th>
<th>Target</th>
<th>Action</th>
<th>Enabler</th>
<th>Time</th>
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<tbody>
<tr>
<td>Facilitate and encourage existing and new businesses to sustain and grow their business so that new sustainable jobs are created across a variety of sectors within the County and region, thereby increasing the availability of quality and diverse employment for residents and inbound commuters</td>
<td>T1: Increase of 1,000 jobs by 2021 across new and existing businesses</td>
<td>A1: Promote competitiveness and a favourable business environment (including reducing the cost of doing business), emphasising quality services and infrastructure</td>
<td>LCC, DECLG, DCEENR, Interreg</td>
<td>Short - Long</td>
</tr>
<tr>
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<td></td>
<td>A2: Help raise the profile of the County as a quality location for living and working in and promote existing sectors that are successfully operating in the county e.g. DVDs by sector, strong <a href="http://www.leitrim.ie">www.leitrim.ie</a> site which is innovatively marketed, social media and on-line marketing</td>
<td>LCC, TBGs, RDP, Leitrim Diaspora</td>
<td>Short - Med</td>
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<td></td>
<td>A3: Implement the Manorhamilton REDZ (Regional Economic Development Zone) project</td>
<td>LCC, DoT, DAFM, DECLG</td>
<td>Short</td>
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<td></td>
<td>A4: Support initiatives which further enhance the quality of life available in Leitrim through support for the arts, sport and recreation and the heritage potential of the County</td>
<td>LCC, Dock Arts Centre, LSP, LTGA, LDC</td>
<td>Short - Long</td>
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<td></td>
<td>A5: Look at ‘Third Age-related’ opportunities which harness the potential of Leitrim with its older population and its popularity and potential as a relocation area</td>
<td>LCC, LAFA, PPN, Third Level Research Facilities</td>
<td>Short – Med</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A6: Examine establishing a Start-Up/Angel Investor fund for businesses locating in County Leitrim</td>
<td>LCC</td>
<td>Short - Med</td>
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<td>A7: Proactively engage with Third Level institutions in the region to promote opportunities for education delivery within Leitrim which will make it more attractive to live and work in the County</td>
<td>LCC, IT Sligo, AIT, NUIG, South West College</td>
<td>Short - Med</td>
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<td>A8: Identify the training needs of existing businesses through on-line surveys and self-employed fora events which allow training programmes to be tailored to local needs and also arrange briefings on public procurement with local businesses</td>
<td>LCC, LEO, TLIs, RDP, SICAP, Community Centres, Solas, DSP, LDC</td>
<td>Short - Med</td>
</tr>
</tbody>
</table>
ECONOMIC THEME 3: INFRASTRUCTURE

Context/Rationale
As a largely rural and dispersed County, Leitrim’s infrastructure – travel, transport, energy, built fabric and ICT - is crucial to its social and economic well-being. The County is linked into the national road and rail networks but these primarily affect its extreme southern and the northern areas. North/south road connectivity within Leitrim thus persists as an issue. The County is also differentiated by being traversed by the Erne/Shannon Waterway, a powerful part of Ireland’s tourism and leisure infrastructure.

The County’s water/wastewater infrastructure is good and plans are in place for upgrades/extensions as required. The electricity network is fit-for-purpose and lobbying is proceeding to bring a gas supply to the County.

Telecommunications – largely facilitated by broadband and mobile phone coverage – are now a central driver of economic, social, community and personal life. Leitrim faces ongoing deficits in these areas which impact on all aspects of life for the communities involved.

Renewable energy will become more and more important to Leitrim and the region and this is dealt with as a specific sub-sector in the LECP.

SEDO 3:
Support and facilitate the development and maintenance of an infrastructure across Leitrim which will meet current and projected economic, social, community and sustainability needs
<table>
<thead>
<tr>
<th>SEDO 3</th>
<th>Target</th>
<th>Action</th>
<th>Enabler</th>
<th>Time</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Support and facilitate the development and maintenance of an infrastructure across Leitrim which will meet current and projected economic, social, community and sustainability needs</td>
<td>T1: Monitor infrastructure needs and feed into regional and national policy and activities to meet the infrastructure needs of the County</td>
<td>A1: Maintain and develop a range of transport options to facilitate access between the main towns in the County</td>
<td>TCU</td>
</tr>
<tr>
<td></td>
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<td>A2: Support and facilitate planned upgrades to the N4, N16 and R280 routes</td>
<td>LCC, TII</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>A3: Support and facilitate planned investments in water and waste water schemes across the County</td>
<td>LCC, IW/UE</td>
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<td>A4: Support and facilitate initiatives to bring a natural gas supply to Leitrim</td>
<td>LCC, LEO</td>
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<td>A5: Seek to upgrade and provide high speed broadband to existing Enterprise Centres to increase the quality of workspace available for SMEs</td>
<td>LCC, LEO, RDP, Interreg</td>
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<td>A6: Harness the potential of the Carrick Campus facility as a top class turnkey solution for a variety of sectors</td>
<td>LCC, IDA, EI, Local Business, Leitrim Diaspora</td>
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<td>A7: Prepare and have ready a “sites development matrix” showing available infrastructure and services on all sites identified for economic development in the County</td>
<td>LCC, DECLG, DCENR, DJE, IDA</td>
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<td>A8: Ensure there is an inventory of all workspaces and properties in the County for enterprises of all types and ensure there is sufficient land zoned for economic development</td>
<td>LCC, LEO, Estate Agents, TBGs, IDA</td>
</tr>
</tbody>
</table>
ECONOMIC THEME 4: TOWNS AND VILLAGES

Context/Rationale

It is important that opportunities are (a) identified and (b) taken to strengthen the fabric of smaller towns and villages by developing strong ‘place-related’ economic activities and supporting community development initiatives to build on an area’s particular strengths. Many of the actions here were identified directly by businesses in the different towns who are intimately aware of the needs of their towns and villages. The issues which emerged were:

- Fall-off in community activity has meant the loss of certain festivals which affects numbers coming into the town centres
- Towns are not capitalising enough on nearby attractions such as Lough Rynn Castle, Glencar Waterfall and Parkes Castle: towns need to be accessible to their surrounding catchment areas and have good local linkages between car parks, public transport stops and the various attractions in the town centre
- Shop-front dereliction is a problem in parts of the towns
- More events for children will help bring parents into the town/village centres
- Town centres tend to have too many of one type of shop whilst being lacking in others: there is a need for greater variety and/or new retailing to maintain the viability of many towns and villages
- Town/village centres need to be attractive places, i.e. safe, environmentally friendly with good design and distinctive identity and image: co-ordinated town centre management is a way of achieving this
- Some towns lack a business group thus reducing joined up business thinking
- Not all towns have web presence and branding of their town e.g. logo

SEDO 4:
Strengthen the fabric of our towns and villages by developing strong ‘place-related’ economic activities and support for community development initiatives, all building on an area’s particular strengths

Goal
A County of vibrant town and village centres which are attractive to visit and shop in

Target
T1: Each town with an active Business Group and a regularly updated web presence
T2: Each town known for a specific theme and linked to local attractions
T3: 20 shops availing of Town Centre Incentive and/or Improvement Schemes by 2020

Objective
SEDO 4:
Strengthen the fabric of our towns and villages by developing strong ‘place-related’ economic activities and supporting community development initiatives to build on an area’s particular strengths
<table>
<thead>
<tr>
<th>SEDO 4</th>
<th>Targets</th>
<th>Action</th>
<th>Enabler</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengthen the fabric of our towns and villages by developing strong ‘place-related’ economic activities and supporting community development initiatives to build on an area’s particular strengths</td>
<td>T1: Each town with an active Business Group with regularly updated web presence</td>
<td>A1: Ensure there is an active Town Business Group (TBG) in each Tier 1 and Tier 2A town to engage with and develop opportunities to enhance, promote and market their towns</td>
<td>LCC, LEO</td>
<td>Short - Med</td>
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<td>A2: Develop linkages between the town centres and attractions nearby which they are best known for and associated with in order to increase footfall and income generation</td>
<td>LCC, DTST, RDP.</td>
<td>Med - Long</td>
</tr>
<tr>
<td>T2: Each town known for a specific theme and linked to local attractions</td>
<td>A3: Maintain and develop a range of transport options to facilitate access between the main towns in the County</td>
<td>TCU</td>
<td>Med</td>
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<td>A4: Provide supporting infrastructure and develop the public realm e.g. structured outdoor areas/focal points in each town where events can be held which will bolster town centre and local footfall</td>
<td>LCC, RDP, TBGs</td>
<td>Short - Med</td>
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<td></td>
<td>A5: Identify strategic sites in town centres to enhance their development potential</td>
<td>LCC, LEO</td>
<td>Short - Med</td>
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<td>A6: Develop a project whereby artists can be based in vacant premises at nominal rent</td>
<td>LCC, TBGs, Local Business</td>
<td>Short - Med</td>
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<td>A7: Arrange tailored marketing and sales training for town centre businesses</td>
<td>LEO</td>
<td>Short - Med</td>
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<td>A8: Develop unique signage scheme for towns incorporating parking availability and highlighting unique aspects of the town</td>
<td>LCC, TBGs, RDP</td>
<td>Short – Long</td>
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<td>A9: Facilitate the development of an app for the Tier 1 and 2A towns in the County</td>
<td>TBGs, LCC, HEIs/ITs, RDP</td>
<td>Short – Med</td>
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<td>A10: Maintain the County town’s Purple Flag Status for its evening and night time economy</td>
<td>LCC, Town Businesses, Garda, COC</td>
<td>Short</td>
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</tr>
<tr>
<td>T3:20 shops availing of Town Centre Incentive and/or Improvement Schemes by 2020</td>
<td>A11: Develop a Town Centre Incentive scheme to encourage new business into Leitrim’s town and village centres and to revitalise unused premises</td>
<td>LCC, RDP, LEO, LDC, TBGs</td>
<td>Short - Med</td>
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<td>A12: Develop a Shop Front Scheme to promote development and regeneration in town centres</td>
<td>LCC, RDP</td>
<td>Med</td>
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<td>A13: Ensure adequate off-street parking in main towns</td>
<td>LCC</td>
<td>Med - Long</td>
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ECONOMIC THEME 5: SECTORAL ECONOMIC DEVELOPMENT

Context/Rationale
A number of niche areas or sectors have been identified which merit specific, focussed attention in Leitrim. These involve a combination of building on existing/historic strengths, addressing existing/historic weaknesses and seizing new economic opportunities. The sectors include:

- Energy supply and the Green Economy
- Agriculture and food
- Services, manufacturing and ICT
- Creative, arts and culture
- Tourism

SEDO 5: Enhance the potential for economic development in individual sectors based on the Leitrim’s physical, social, environmental and cultural character and quality

SEDO 5 is broken down by into five equally-weighted/prioritized sectors as follows:

A: Energy Supply and the Green Economy

Context/Rationale
Focus groups carried out with people in the energy and green economy sectors in the County identified the following issues and potential solutions:

- Access and transport impact on ability to carry out forestry thinning, especially in the smaller, privately-owned forests, thus impacting on final clear fell
- High regional heat tariffs (RTIs) in Northern Ireland may impact on supply in Republic of Ireland and distort cross border markets but they also offer an opportunity to export into this market, particularly for North Leitrim.
- There is a need to have exemplar projects in the County to help increase expertise and to build demand for renewable technologies
- Economies of scale impact on the testing of bio-energy crops such as willow for markets in the West and in the Midlands.
- Potential markets exist within the region for biomass, for example supplying into the nearby electricity supply station in Lanesboro
- Significant training has been carried out re installing renewable technologies

SEDO 5 (A): Enhance the potential for economic development in the Energy and Green Economy sector so that Leitrim will be an exemplar County for addressing Climate Change

Goal
An exemplar County for addressing and responding to climate change

Objectives
SEDO 5A: Enhance the potential for economic development in the Energy and Green Economy sector so that Leitrim will be an exemplar county for Climate Change

Target
T1: An active, innovative renewable energy group in place
T2: 3 public buildings using renewable technology for heating by 2020
T3: Energy supply/infrastructure to meet any inward investment opportunities
<table>
<thead>
<tr>
<th>SEDO 5 (A)</th>
<th>Target</th>
<th>Action</th>
<th>Enabler</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance the potential for economic development in the Energy and Green Economy sector so that Leitrim will be an exemplar county for addressing Climate Change</td>
<td></td>
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</tr>
</tbody>
</table>

| T1: An active, innovative renewable energy group in place | A1: Develop a multi-agency group to oversee the development of renewable energy in Leitrim | LCC, LEO, LDC, SEAI, Teagasc, PPN, GEBs, HEIs/ITs, WDC, LREG | Short - Med |

| T2: 3 public buildings using renewable technology for heating by 2020 | A2: Convert a number of Local Authority buildings as renewable energy exemplars | LCC, SEAI, DECLG, LREG | Long |

| A3: Educate school children, business and community on benefits of renewable technologies | LEO, LDC, SEAI, Teagasc, PPN, LREG | Short - Long |

| A4: Investigate and implement new models of extraction of timber from small forest holdings | LEO, GEBs, LCC, LREG | Short - Med |

| T3: Energy supply/infrastructure to meet any inward investment opportunities |

| A5: Encourage the development and diffusion of innovative energy efficiency models among public as well as private sector employers in the county | LCC, LEO, LDC, SEAI, Teagasc, GEBs | Med-Long |

| A6: Support opportunities for enterprise development and expansion of innovative companies involved in developing and supporting eco-construction | LEO, RDP | Short - Med |

| A7: Facilitate greater knowledge sharing on biomass potential through the USEFE initiative | LCC, USEFE, BNM, ESB, GEBs, LREG | Short - Med |

| A8: Develop training programmes to meet the needs of the growth in renewable energy | LEO, LDC, SEAI, Teagasc, GEBs | Short - Med |

| A9: Work closely with the Forestry Industry Transport Group to secure the more efficient extraction of timber | LCC, LREG | Ongoing |
B: Agriculture and Food

Context/Rationale
The focus groups carried out under this heading saw the following issues and potential solutions emerge:

• Lack of co-ordinated marketing amongst food producers
• Poor broadband quality, particularly in rural areas, impacts on food business and farming which tend to be rurally based
• Delivery issues for short shelf-life products for sale to Dublin and East coast markets: these also impact on food waste
• Lack of one stop shop for food regulation
• BRC accreditation is now needed but is expensive to achieve
• Packaging and labelling is a skill in itself needed to ensure proper marketing
• Smaller, fragmented farms and ageing profile of farmers
• Low prices for primary production products e.g. hill lamb which could be seen as a niche product

SEDO 5 (B): Enhance the potential for economic development in the Agriculture and Food sector by developing a vibrant rural economy driven by value-added agriculture and small food business

Goal
A vibrant rural economy driven by value-added agriculture and food

Objective
SEDO 5B: Enhance the potential for economic development in the Agriculture and Food sector by developing a vibrant rural economy driven by value-added agriculture and small food business

Targets
T1: 10 new food businesses established by 2021
T2: 8 new alternative farm enterprises in place by 2021
<table>
<thead>
<tr>
<th>SEDO 5 (B)</th>
<th>Target</th>
<th>Action</th>
<th>Enabler</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance the potential for economic development in the Agriculture and Food sector by developing a vibrant rural economy driven by value-added agriculture and small food business</td>
<td>T1: 10 new food businesses established by 2021</td>
<td>A1: Build on the green image of Leitrim and the success of food sector assets which are unique to Leitrim through further expansion to meet growing needs such as the Food Hub and Organic Centre</td>
<td>RDP, Interreg, LEO, LCC, Private sector</td>
<td>Medium-Long</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A2: Develop model of mentoring for food producers to assist with issues around transport, equipment, training etc impacting on small food businesses</td>
<td>USEFE, LCC, LEO, EI, An Bord Bia, Food Producers</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td>T2: 8 new alternative farm enterprises in place by 2021</td>
<td>A3: Develop a Leitrim/Regional food website to assist with regulations, group marketing etc.</td>
<td>USEFE, LCC, LEO, EI, An Bord Bia, Food Producers</td>
<td>Short -Medium</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A4: Develop further food showcases, marketing and meet the buyer opportunities both within the County and at major national events</td>
<td>USEFE, LCC, LEO, EI, An Bord Bia, Food Producers</td>
<td>Short -Medium</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A5: Maximise the potential synergies between tourism, crafts and food sector particularly along the Blueway</td>
<td>USEFE, LCC, LEO, EI, An Bord Bia, Food Producers, Failte, WI</td>
<td>Medium -Long</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A6: Assist the restaurant trade in promoting the ‘30km Menu’ initiative which could be expanded to the USEFE County Towns</td>
<td>USEFE, LCC, LEO, EI, An Bord Bia, Food Producers, Restaurants</td>
<td>Short -Medium</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A7: Engage with Bord Bia through the Food Academy and Boxty Initiative to assist food businesses to grow and develop</td>
<td>LEO, Food Businesses, Bord Bia</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>A8: Promote the County as part of the EU Nourish Healthy Regions Initiative</td>
<td>Food Hub, LCC, USEFE, Food Producers, Restaurants</td>
<td>Short -Medium</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A9: Develop and promote initiatives to support agricultural businesses e.g. Farmer markets, support to meet regulatory requirements, Organic farming</td>
<td>LEO, LCC, RDP, DSW</td>
<td>Short -Medium</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A10: Highlight and support potential farm diversification initiatives e.g. added value food, energy etc</td>
<td>Teagasc, LEO, RDP,</td>
<td>Medium -Long</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A11: Recruit farmers for business development programmes using local farmer leaders</td>
<td>Teagasc</td>
<td>Short – Long</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A12: Assist organic producers and other specialised food producers in developing and promoting organic produce and specialised food from the county e.g. hill lamb.</td>
<td>Teagasc, RDP, LEO</td>
<td>Short -Medium</td>
</tr>
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<td></td>
<td></td>
<td>A13. Maintain role in drainage of River Basin Districts and protection of Water Courses</td>
<td>LCC</td>
<td>Short -Long</td>
</tr>
</tbody>
</table>
C: Services, Manufacturing and ICT

Context/Rationale

The issues and potential solutions for this section were developed in conjunction with a broad spectrum of local businesses in ICT, Medical Devices, Wood Industry, Financial Services and Machinery and Quarrying. The issues raised and points made included:

- Lack of certain specialised skilled staff e.g. specialised toolmakers, process engineers, experienced software programmers
- Airport access from Ireland West does not suit business meetings in UK requiring a same day return
- Rail, road and air access remain critical in attracting investment
- Problems with broadband speed outside of towns is a particular challenge for businesses doing work in different time zones
- Quality of internal road network North – South within the County, ie the R280
- Carrick-on-Shannon By-Pass could be a threat to the town’s retail sector
- Access to venture capital is more difficult outside of Dublin
- Local training e.g. in apprenticeships, sales and marketing
- Regulations
- Leitrim has a good image for quality of life and is attractive as a location to live in but it needs to increase the number of businesses setting up: this is difficult when competing with places with Gateway and Hub status
- Leitrim has a very large diaspora dispersed across the globe: many of these have left to go to college and not returned
- Businesses don’t work to County boundaries and neither do people shop or work to such boundaries: this means a regional approach can maximize potential and Leitrim’s central location in the West and North West should be used to its advantage

SEDO 5 (C): Enhance the potential for economic development in the Services, Manufacturing and ICT Sectors by building on the positivity of existing companies to sell Leitrim as a prime business location

Goal

A County building on the positivity of existing companies to sell itself as a prime business location

Objective

SEDO 5C: Enhance the potential for economic development in the Services, Manufacturing and ICT Sectors by building on the positivity of existing companies to sell Leitrim as a prime business location

Target

T1: 5 new services and manufacturing businesses employing 20 plus people established by 2021
T2: Leitrim known for specific sub sectors e.g. Business Process Outsourcing, Knowledge Process Outsourcing and Medical Devices
T3: Quarterly contact with Diaspora Database across the Globe
<table>
<thead>
<tr>
<th>SEDO 5 (C)</th>
<th>Targets</th>
<th>Actions</th>
<th>Enabler</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance the potential for economic development in the Services, Manufacturing and ICT Sectors by building on the positivity of existing companies to sell Leitrim as a prime business location</td>
<td>T1. 5 new services and manufacturing businesses employing 20+ people by 2021</td>
<td>A1: Identify priority sub-sectors within services and manufacturing most likely to move to the County or expand existing operations</td>
<td>LCC, LEO</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A2: Promote the Carrick Campus facility as a top class location for investment</td>
<td>LCC, LEO</td>
<td>Short – Medium</td>
</tr>
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<td></td>
<td></td>
<td>A3: Develop a range of property solutions such as expanded Hive Innovation Centre in North Leitrim</td>
<td>LCC, LEO, EI, IDA, RDP, Intereg</td>
<td>Medium - Long</td>
</tr>
<tr>
<td>T2: Leitrim known for specific sub-sectors e.g. Business Process Outsourcing, Knowledge Process Outsourcing and Medical Devices</td>
<td>T2: Leitrim known for specific sub-sectors e.g. Business Process Outsourcing, Knowledge Process Outsourcing and Medical Devices</td>
<td>A4: Encourage ready-to-go space to facilitate potential investment</td>
<td>LCC, LEO, EI</td>
<td>Short - Medium</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A5. Work with business community in Carrick-on-Shannon and Manorhamilton to increase numbers connected to the MAN</td>
<td>LCC, LEO, Town Business Groups</td>
<td>Short - Medium</td>
</tr>
<tr>
<td></td>
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<td>A6. Promote unique “Business/Agency Welcoming Team Model” for new start-ups</td>
<td>LCC, High Level Advisory Group</td>
<td>Short - Medium</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A7. Build linkages to local colleges to increase knowledge transfer and develop Leitrim as a step down incubation facility</td>
<td>LCC, LEO, AIT, IT Sligo, NUIG, South West College</td>
<td>Short – Medium</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A8. Develop a shared sales and marketing services for manufacturing and services businesses in Leitrim</td>
<td>LEO, LCC, HIVE</td>
<td>Medium - Long</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A9. Develop further the partnerships with organizations such as Connect Ireland, the GAA and other networks in order to connect with Leitrim Diaspora using <a href="http://www.leitrim.ie">www.leitrim.ie</a> in conjunction with USEFE Initiative</td>
<td>LCC, USEFE</td>
<td>Short - Medium</td>
</tr>
<tr>
<td>T3: Quarterly contact with Diaspora Database across the Globe</td>
<td>T3: Quarterly contact with Diaspora Database across the Globe</td>
<td>A10. Build up a profile of the skills base of Leitrim Diaspora and regional diaspora</td>
<td>LCC, LEO, USEFE</td>
<td>Short – Long</td>
</tr>
</tbody>
</table>
D: Creative, Arts and Culture Sector

Context/Rationale

A number of different focus groups were held with different sub-sectors of the Creative, Arts and Culture sectors. These were held to reflect (a) the vigour of the sector within Leitrim and (b) distinctiveness within the sector. The issues and potential solutions emerging are detailed below:

- Insufficient opportunities and supports to develop new work
- Insufficient opportunities to present new work nationally and internationally
- Insufficient opportunities to engage in formal and informal Continuing Professional Development
- Reluctance on behalf of the public generally to value or pay for art/music/performance etc
- Lack of appreciation of the positive impacts of the creative sector, socially, culturally and economically.
- Insufficient opportunities to network internationally

SEDO 5 (D): Enhance the potential for economic development in the Creative, Arts and Culture Sector by raising awareness of the culturally-rich and artistically-vibrant offering and services provided in/by Leitrim

Goal

A County with a vibrant creative sector driven by practitioners, activities and opportunities of the highest calibre

Objective

SEDO 5D: Enhance the potential for economic development in the Creative, Arts and Culture Sector by raising awareness of the culturally rich and artistically vibrant offering and services in Leitrim

Target

T1: Development of one annual event of international importance
T2: 1,000 FTE people employed in the creative sector in Leitrim
<table>
<thead>
<tr>
<th>SEDO 5 (D)</th>
<th>Target</th>
<th>Action</th>
<th>Enabler</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance the potential for economic development in the Creative, Arts and Culture Sector by raising awareness of the culturally rich and artistically vibrant offering and services in Leitrim</td>
<td>T1: Development of one annual event of international importance</td>
<td>A1: Encourage a variety of earning opportunities for creative sector practitioners such as working with schools/community groups and developing other collaborations</td>
<td>LCC, LEO, Schools, Town Business Groups, DSP</td>
<td>Short - Medium</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A2: Create networking opportunities and strategies for information sharing at a local, regional, national and international level</td>
<td>LCC, LEO, USEFE, WDC</td>
<td>Long</td>
</tr>
<tr>
<td></td>
<td>T2: 1,000 FTE people employed in the creative sector in Leitrim</td>
<td>A3: Develop a flexible ad-hoc training platform to meet the needs of a diverse community</td>
<td>LCC, LEO, DSP, SICAP, LDC</td>
<td>Medium-Long</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A4: Create opportunities for international artists to work in Leitrim</td>
<td>LCC, LEO, RDP, WDC</td>
<td>Short - Medium</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A5: Develop local, regional, national and international publicity strategies for the creative sector</td>
<td>LCC, LEO, USEFE, WDC</td>
<td>Short - Medium</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A6: Develop a film festival in Leitrim of national/international appeal and use it as part of a platform to promote Leitrim as a destination for filming and to support filmmakers based in Leitrim</td>
<td>LCC, LEO, Film Businesses, Arts Council</td>
<td>Short - Medium</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A7: Ensure the development and promotion of digital content arts/design/creative materials in Leitrim</td>
<td>LEO, LCC</td>
<td>Short - Medium</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A8: Examine the possibility of developing a creative “hive” model in the North of the County</td>
<td>LEO, LCC, EI</td>
<td>Short - Long</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A9: Build on the success of the Harnessing Creativity initiative linking businesses and artists</td>
<td>LEO, USEFE</td>
<td>Short – Medium</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A10: Promote the availability of investment funds to support the creative sector e.g. WDC, Leitrim Enterprise Fund, Microfinance Ireland</td>
<td>LEO, WDC</td>
<td>Short - Medium</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A11: Develop links and encourage the development of other rural based Creative Sector training platforms in Europe with a view to creating a Europe-wide Creative Sector training and professional development network</td>
<td>LCC, LEO, Arts Council, EU</td>
<td>Medium - Long</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A12: Utilise existing vacant property and promote the availability of pop-up shops for use at festivals and events to help promote the creative sector</td>
<td>LCC, RDP</td>
<td>Short - Medium</td>
</tr>
</tbody>
</table>
E: Tourism

Context/Rationale
Tourism is one of the County’s most important sectors and currently supports in the region of 1,200 jobs. It has the potential to play a pivotal role in the economic development of the Leitrim. The LECP’s tourism section is based on “A Growth Strategy for Tourism in Leitrim 2015 – 2021, produced by the Leitrim Tourism Growth Alliance (LGTA).

SEDOS (E): Enhance the potential for economic development in the Tourism Sector by ensuring a united cohesive approach by the tourism trade and tourism agencies in the County.

Goal
A County renowned as an authentic, friendly tourist destination.

Objective
SEDOS 5E: Enhance the potential for economic development in the Tourism Sector by ensuring a united cohesive approach by the tourism trade and tourism agencies in the County.

Target
T1: Double the numbers of tourist visitors by 2021 to 296,000
T2: Increase Tourism revenue to €70m pa by 2021
T3: Double the number of jobs supported by the tourism sector in the County by 2021 to 2,400
<table>
<thead>
<tr>
<th>SEDO 5 (E)</th>
<th>Target</th>
<th>Action</th>
<th>Enabler</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance the potential for economic development in the Tourism Sector by ensuring a united cohesive approach by the tourism trade and agencies in the county</td>
<td>T1: Double the numbers of tourist visitors by 2021 to 296,000</td>
<td>A1: Develop a clear focus on market segments that have the best fit with Leitrim</td>
<td>Leitrim Tourism, Trade, LTGA, Stakeholders etc</td>
<td>Short - Medium</td>
</tr>
<tr>
<td></td>
<td>T2: Increase Tourism revenue to €70m pa by 2021</td>
<td>A2: Identify infrastructure requirements for key selling points, including building a strategic alliance with Ireland West airport to include signage for Leitrim at and around the airport</td>
<td>LCC, Leitrim Tourism, LTGA, Trade, LRF, Stakeholders</td>
<td>Medium-Long</td>
</tr>
<tr>
<td></td>
<td>T3: Double the number of jobs supported by the tourism sector in the County by 2021 to 2,400</td>
<td>A3: Develop experiences around key selling points and products with market leading potential: lake-lands, Blueway, Greenway, SAI NT, cruising, landscape, northern glens, angling, Wild Atlantic Way, eco-tourism, land and water activities, culture, festivals and diaspora-related activities, heritage and arts, Kingfisher Trail and geo-tourism</td>
<td>Leitrim Tourism, Trade, LTGA, LRF, Stakeholders</td>
<td>Long</td>
</tr>
<tr>
<td></td>
<td>(All as per the Leitrim Tourism Strategy 2015-2021)</td>
<td>A4: Develop a systematic programme of communications and sharing of information</td>
<td>Leitrim Tourism, Trade, LTGA, Stakeholders</td>
<td>Short - Medium</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A5: Make it easier for customers to buy through cross-platform marketing communications</td>
<td>Leitrim Tourism, Trade, LTGA, Stakeholders</td>
<td>Short - Medium</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A6: Build on the tourism potential offered by the Wild Atlantic Way e.g. promoting Leitrim’s coastline, River Drowse, Fowley’s Falls, Lough Melvin etc</td>
<td>Leitrim Tourism, Trade, LTGA, Stakeholders</td>
<td>Short - Medium</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A7: Carry out a feasibility study to identify strategic accommodation needs and type required to match the tourism experiences being developed around key selling points</td>
<td>LCC, RDP, Leitrim Tourism</td>
<td>Short - Medium</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A8: Bring unused housing stock in rural areas back into productive use in rural areas e.g. for tourist accommodation</td>
<td>RDP, LCC, LDC</td>
<td>Short - Medium</td>
</tr>
</tbody>
</table>
ECONOMIC THEME 6: WOMEN IN BUSINESS

Context/Rationale

In Leitrim as elsewhere women are more likely than men to migrate away for work and, if they remain at home, are less likely to be economically active. Among the other issues identified here have been:

- No Business Women’s Network in place such as those that exist in some neighbouring counties
- Women have to be all things in their businesses as there are shared sales or marketing systems in place
- Many women have strong family or care commitments to balance with their business lives

SEDO 6:
Enhance the role played by Leitrim Business Women in the economic development of the County

Goal
A County with a vibrant women - in - business sector which encourages more women to consider business as a career option

Objective
SEDO 6: Enhance the role played by Leitrim Business Women in the economic development of the County

Target
T1: Active working Business Women’s Network in Leitrim
T2: 15 new businesses headed by women established
T3: Two events organised annually at County and/or regional level for business women in Leitrim
<table>
<thead>
<tr>
<th>SEDO 6</th>
<th>Target</th>
<th>Action</th>
<th>Enabler</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance the role played by Leitrim Business Women in the economic development of the County</td>
<td>T1: Active working Business Women’s Network in Leitrim</td>
<td>A1. Establish a Business Women in Leitrim Network through use of social media.</td>
<td>WIBL, LCC</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td>T2: 20 new businesses headed by women established</td>
<td>A2. Two events held annually for Leitrim Business Women (which may be linked into the wider region)</td>
<td>LCC, LEO, USEFE, WIBL, NLWG</td>
<td>Short - Med</td>
</tr>
<tr>
<td></td>
<td>T3: At least two events organised at County and/or regional level for business women in Leitrim annually</td>
<td>A3. Identify the main obstacles to women setting up their own business in Leitrim</td>
<td>LCC, LEO, USEFE, WIBL, SICAP</td>
<td>Short - Med</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A4. Look at how obstacles can be removed/mitigated</td>
<td>LCC, LEO, USEFE, WIBL, SICAP</td>
<td>Short - Med</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A5. Showcase successful business women in Leitrim via <a href="http://www.leitrim.ie">www.leitrim.ie</a> and regional and national outlets</td>
<td>LCC, LEO, USEFE, WIBL</td>
<td>Short – Med</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A6. Provide specific training for the business needs of this sector</td>
<td>LEO, RDP, USEFE, SICAP</td>
<td>Short – Med</td>
</tr>
</tbody>
</table>
7. The LECP Community Element
GOAL FOR PEACE
7. The LECP Community Element

Background and Rationale
Departmental Guidance (Source: DECLG Guidelines, January 2015, Part 3) sets out how the Community elements of the LECP should focus on relevant social and economic issues which can be addressed at a community level, which can involve community engagement or participation and which address the specific needs of communities. The underpinning aims are to:

- Promote and mainstream equality (addressing a number of horizontal priorities such as Sustainability, Equality, Poverty, Rurality, Age and Disability)
- Develop and implement sustainable objectives
- Maximise returns from available resources and reduce duplication
- Ensure meaningful participation by communities in the planning process and consultation and engagement with communities generally
- Utilise community development principles in the LECP development process specifically and the work of LCDCs generally
- Set the local context for mainstream funding programmes such as local development/social inclusion programmes, community services programmes, etc.

The Plan is to put forward Actions to address identified areas of priority and have regard to:

- Equality
- Sustainability
- Maximising resources
- Meaningful participation, consultation and engagement
- Community development principles
- Setting a local context for mainstream funding programmes

The Leitrim LCDC used this Guidance to shape both its planning process and the content of the LECP’s underpinning County Profile. This has ensured:

- The Community elements of the LECP accurately reflect Government Guidance
- Local communities and key stakeholders have been consulted
- The Plan’s content is evidence-based
A Life-Cycle Approach

The idea has been to plan for Leitrim and its people on the basis of an integrated life-cycle model. The intended outcomes are that more people are born here and stay here, enjoying a lifestyle that’s positive, secure, prosperous and inclusive right throughout the life cycle.

The Plan is of necessity based on a robust assessment of Leitrim’s needs, gaps and deficits. Allied to that however is a firm appreciation of the County’s many consistent strengths and assets, including its community and social structures. The Plan stakeholders bring a total commitment to the County, strong track records to date in achievement/delivery and a firm belief that more can and will be done to secure a strong and positive future.

The Community Elements of the Leitrim LECP

Each Sustainable Community Objective (SCO) is also worked through in turn below using the Goal-Objective-Target-Result/Action sequence. Enablers are also identified and a Timescale (Short, Medium or Long) attached to each Action.

COMMUNITY THEME 1: LIVING AND WELL-BEING

Context/Rationale

Leitrim’s rurality and largely-dispersed population are seen as ‘positives’ rather than ‘negatives’ in that they sustain a particular community spirit, preserve a number of cultural traditions and provide a stewardship for many of Leitrim’s assets. They do however present particular challenges in terms of service delivery. With personal lifestyle now accepted as a major determinant of health and well-being, the isolation, loneliness and marginalisation experienced by the County’s significant numbers of people living alone in turn underpin a number of mental health issues. These include suicide and self-harm.

The growing acceptance that health and well-being are shaped by a number of determinants means that increasingly the focus is shifting from ‘cure’ to ‘prevention.’ The model which the LCEP subscribes to is the now-standard one set out below:
Many of Leitrim’s current groups, organisations and activities play major roles here and have the potential to contribute much more.

The County’s reported crime figures are low but there is a growing fear of crime locally, accentuated by the closure of Garda stations.

The ageing population will generate growing care needs, regardless of whether they live independently or in supported provision. Although health and social care is now the County’s largest employment sector, Leitrim has no ‘in-County’ acute hospital/tertiary care provision and patients/users have to travel significant distances elsewhere. Childcare provision across the County is also under increasing pressure.

Leitrim enjoys very strong heritage asserts, both natural – water, forests and hills/mountains - and man-made. It also has well-rooted communities and a very strong attachment-to-place. Running parallel with this is a vigorous local culture-and-arts sector which is multi-focused and multi-layered. A significant critical mass now exists in the County with, for example, creative industries providing just over one job in every twenty-five in Leitrim. Sport is also important across the County with a thriving organisational infrastructure and high levels of participation but simultaneously with an under-provision of facilities.

There is a strong, committed and tried-and-tested community infrastructure (including many good buildings/facilities) in place. At the same time many of Leitrim’s smaller towns and villages are experiencing issues related to the ongoing closures/removal of Garda, Post Offices, schools and shops. The County also includes high housing vacancy rates.

Leitrim’s geography and low population densities mean that many people/communities face transport/accessibility issues. Broadband and ICT can tackle the ‘tyranny of distance’ and simultaneously help reduce the generation of ‘greenhouse gases’. Modern technological options need to be taken up to address recent and current gaps in provision.

Finally, climate change will continue to have an impact on life, life-styles and well-being in Leitrim. Steps need to be taken to reduce energy use generally, to increase the supply and use of energy from renewable sources and to ensure the County’s infrastructure is fit-for-purpose (ie resilient) in the face of more extreme weather patterns and consequences such as flooding.
SCO1: Maintain Leitrim as a safe, healthy and attractive place for all age groups to live in, work in and to visit

**Goal**
Leitrim, a safe, sustainable, clean and attractive County which values, respects and harnesses its heritage, environment and people

**Objectives**
SCO 1: Maintain Leitrim as a safe and attractive place for all age groups to live in, work in and to visit

**Target**
T1: Reported crime levels kept below the national averages
T2: Zero road traffic deaths

<table>
<thead>
<tr>
<th>Objective</th>
<th>Target</th>
<th>Action</th>
<th>Enabler</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCO 1: Maintain Leitrim as a safe and attractive place for all age groups to live in, work in and to visit</td>
<td>T1: Reported violent crime, burglary and criminal damage levels kept below the national averages</td>
<td>A1: Work to ensure ongoing personal and community safety through community alert/safety schemes</td>
<td>Garda, Community Groups, JPC</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td>T2: Zero road traffic deaths</td>
<td>A2: Ensure children and families are educated re Safe Care</td>
<td>TUSLA, Garda, LSP, Youth Services, C&amp;YPSC</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>T3: Purple Flag status retained annually in the County Town</td>
<td>A3: Maintain the County town’s Purple Flag status and share its learning with other Leitrim towns and villages</td>
<td>LCC, Garda, COC, Town Businesses</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A4: Develop and implement a broadly-based Road Safety Plan for the County</td>
<td>LCC, Garda, RSA</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A5: Develop and support initiatives which maintain and harness Leitrim’s heritage, habitat, environmental, water and air quality, cultural and arts assets</td>
<td>LCC, RDP</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A6: Promote Leitrim’s unique beauty, habitats, heritage and environment so as to maximise opportunities for learning and enjoyment</td>
<td>LCC, RDP</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
SCO2: Support initiatives to tackle and adapt to climate change

Goal
Leitrim, a safe, sustainable, clean and attractive County which values, respects and harnesses its heritage, environment and people

Objectives
SCO 2: Support initiatives to tackle and adapt to climate change

<table>
<thead>
<tr>
<th>Objective</th>
<th>Target</th>
<th>Action</th>
<th>Enabler</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCO2: Support initiatives to tackle and adapt to climate change</td>
<td>T1: 5 new community-led energy projects in place</td>
<td>A1: Build on existing successful models resecuring local community benefit from alternative energy projects</td>
<td>RDP, PPN, Community Groups</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>T2: 3 community water-based eco-projects in place by 2021</td>
<td>A2: Roll out the learning from the ‘Mohill Green Town’ initiative across the County</td>
<td>RDP, SEAI, LCC, LEO</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A3: Ensure that proposed energy projects are benchmarked against best practice, are consistent with the County’s Tourism and Recreation Strategy, protect and respect Leitrim’s unique habitat, culture, environment and landscape as well as those communities impacted on by the projects and that ‘new’ renewables projects don’t merely displace existing renewables projects</td>
<td>All</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>T3: New infrastructure developments addressing/reflecting flood prevention and extreme weather issues</td>
<td>A4: Ensure physical planning and all new infrastructure and built fabric developments reflect and respect changing weather patterns and their consequences such as storms and flooding</td>
<td>LCC, CFRAM</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
SCO3: Sustain and develop the County’s robust ‘community activity-related’ infrastructure, experience, knowledge and know-how, including improving the transport and mobility options for people and communities

**Goal**
Leitrim, a place where good personal lifestyles underpin positive physical and mental health and well-being

**Objectives**
SCO 3: Sustain and develop the County’s robust ‘community activity-related’ infrastructure, experience, knowledge and know-how, including improving transport and mobility options for people and communities

**Target**
T1: Audit completed of community buildings available to deliver multi-level well-being and inclusion services
T2: Increased participation in sport and physical activity
T3: People’s self-assessed health status matching national averages
T4: Reduced anxiety and depression admissions to hospital
T5: New regional sports and physical activity campus in place in Carrick-on-Shannon
T6: County-wide coverage by community transport services
<table>
<thead>
<tr>
<th>Objective</th>
<th>Target</th>
<th>Action</th>
<th>Enabler</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCO 3: Sustain and develop the County’s robust ‘community activity-related’ infrastructure, experience, knowledge and know-how, including improving transport and mobility options for people and communities</td>
<td>T1: Audit completed of community buildings available to deliver multi-level well-being and inclusion services</td>
<td>A1: Carry out the audit of community buildings</td>
<td>SICAP, RDP, LDC</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td>T2: Increased participation in sport, recreation and physical and social/community activities</td>
<td>A2: Identify locations requiring additional community facilities and/or increased social interaction and other service provision</td>
<td>LDC, SICAP, PPN</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>T3: People’s self-assessed health status matching national averages</td>
<td>A3: Progress the development of Library and arts facilities across the County</td>
<td>LCC (Library Service and Arts Office), Arts Council, Library Council of Ireland</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>T4: Reduced anxiety and depression admissions to hospital</td>
<td>A4: Develop participation opportunities and support groups to develop facilities for a range of sport, physical, social and recreation opportunities</td>
<td>LSP, RDP, SCG, LDC, LRF, PPN,</td>
<td>Ongoing – Long</td>
</tr>
<tr>
<td></td>
<td>T5: New regional sports and physical activity campus in place in Carrick-on-Shannon</td>
<td>A5: Develop housing and support models across the Municipal Districts to help vulnerable people (older people and those with disabilities and chronic health/well-being conditions) live independently and safely</td>
<td>HSE, LCC HAs</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A6: Build on existing successful models re promoting positive physical and mental well-being in areas/communities affected by isolation and rurality</td>
<td>HSE, LSP LDC, PPN</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A7: Promote mental health and wellbeing and work towards preventing suicide by developing a County suicide prevention plan ‘Connecting for Life Leitrim’ in line with the national strategy on suicide prevention.</td>
<td>HSE</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A8: Develop befriending initiatives to support carers and vulnerable groups</td>
<td>SICAP, LDC, HSE</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A9: Extend outreach provision of health and well-being services</td>
<td>HSE</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A10: Support the provision of affordable child care</td>
<td>LCCC LDC, PPN</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td>T6: County-wide coverage by community transport services</td>
<td>A11: Maintain and develop a range of community transport options, eg direct provision, contracted provision, car-sharing and voluntary driver schemes</td>
<td>TCU</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A12: Maintain and develop linkages to national transport and car-sharing schemes to access services, particularly health services</td>
<td>TCU</td>
<td>Medium</td>
</tr>
</tbody>
</table>
COMMUNITY THEME 2: LEARNING AND TRAINING

Context/Rationale

Leitrim produces a well-educated population but one that is often seen as ‘educated to leave’. With no Third Level facility located within the County and limited local delivery of further education and training, people have to leave Leitrim to access these opportunities. Broadband difficulties meanwhile limit many people’s options in the areas of distance or e-learning.

In terms of educational achievement Leitrim performs very close to the national averages but literacy and numeracy issues persist and are not just limited to older age groups whose formal education had ended early.

The education sector’s physical infrastructure is an important part of the County’s fabric and is a resource that could be used in new and additional ways to help deliver life-long learning.

Economic changes – for example a major decline in the construction industry – mean many people require re-training and up-skilling. One of the EU 2020 targets (see Section 2 above of the LECP) is to have at least 40% of 30-34 year olds completing Third Level education. The Educational Attainment Thematic Report 2011 identified that people aged 25-to-64 with at best a Primary Education only have an unemployment rate of 24% whilst those of their peers with a Tertiary Education have an unemployment rate of only 7%.

The latest Skills Bulletin from the Expert Group on Future Skills Needs (July 2013), indicates shortages in a number of areas, particularly biopharma, pharma-chem scientists, professional and technical precision engineers, ICT software developers, project managers, security experts, business and finance professionals, some healthcare professionals and specialist sales and customer service staff in online and contact centres. These profiled shortages need to be met through education and training opportunities for those in the education sector and through labour activation programmes for those who are unemployed.

The work of the Regional Skills Fora, to be led by the Department of Education and Skills, will be vital in continuing to decide priorities and inform work here.

SCO 4: Create a culture of lifelong learning and continue to improve the County’s educational performance levels
<table>
<thead>
<tr>
<th>Objective</th>
<th>Target</th>
<th>Action</th>
<th>Enabler</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCO 4: Create a culture of lifelong learning and continue to improve the County’s educational performance levels</td>
<td>T1: Sustainable Demand/Supply balance in place re Early Years Education and Care provision</td>
<td>A1: Sustain existing provision and meet identified gaps in Early Years Education and Care provision</td>
<td>LCCC</td>
<td>Ongoing</td>
</tr>
<tr>
<td>T2: Increased ‘in-County’ provision of Third Level courses</td>
<td></td>
<td>A2: Support Third Level Colleges and institutions to deliver significant outreach within Leitrim through the provision of local marketing and facilities</td>
<td>ETB, LEO, LCC, The Dock, LDH, HEIs/ITs</td>
<td>Short - Medium</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A3: Use existing educational provision/infrastructure to develop and deliver life-long learning</td>
<td>ETB, Teagasc, LCC (Library Service and Arts Office), Dock, LEO</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A4: Scope an integrated Leitrim Community Education Centre to support the needs of all learners from early school leavers through to Third Level</td>
<td>ETB, RDP, LEO</td>
<td>Short</td>
</tr>
<tr>
<td>T3: Second and Third Level educational performances exceeding the national averages</td>
<td>A5: Implement initiatives which encourage people of all abilities to continue their education and learning past Second Level</td>
<td>ETB, SICAP, LDC</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>A6: Identify gaps in and opportunities for education and learning for people with special needs in Leitrim</td>
<td>ETB, NLN, SICAP, LDC</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A7: Support initiatives which encourage pupils of all abilities to continue their education</td>
<td>ETB, SICAP, LDC</td>
<td>Short</td>
</tr>
</tbody>
</table>
COMMUNITY THEME 3: WORKING AND GROWING

Context/Rationale

Leitrim is a place of economic variety with strong public, private and community sectors. Economic activity rates however lag slightly behind the national averages whilst economic output lags considerably behind. The County has a strong entrepreneurial spirit and whilst it is largely a place of micro-businesses it is also home to a number of major private sector employers.

Many people however have to leave Leitrim for work, on both a daily and more long-term basis.

The public sector has grown significantly in the past decade and health/social care is now a very significant source of jobs, particularly for women.

Farming remains important – as both an economic activity and a social/community anchor - but it is restricted by local land quality and underemployment is a growing issue in this sector. Farming however does instil an entrepreneurial culture in people and communities and can provide a business and work-readiness grounding for people interested in taking up new work and business opportunities.

Overall unemployment levels continue to fall but remain significant and the labour force participation rate is slightly below the national average.

The County is home to a vibrant and growing creative industries sector.

The various parts of the community sector generate large amounts of social, physical and economic capital, the vast majority of which is not supported by the public purse in cash terms.
SCO5: Improve the job prospects of target groups by upskilling people to meet the needs of existing and growth sectors and by sustaining and developing social enterprises in these roles.

Goal
Leitrim, a County with a strong, mixed and sustainable economy based on its strengths, entrepreneurial spirit and well-trained, well-educated and well-skilled people who are ready and fit for work and social involvement.

Objectives
SCO 5: Improve the job prospects of target groups* by upskilling people to meet the needs of existing and growth sectors and by sustaining and developing social enterprises** in these roles.

Target
T1: 23 people progressing to F/T, P/T or self-employment within six months of receipt of a Goal 3 employment support.
T2: Reduced numbers on the Live Register.
T3: Increased Labour Force Participation Rate.
T4: Social enterprises created and sustained.

* Key target groups are seen to include: People with disabilities, older people, women, young people, people living alone, Travellers/Roma, people with low educational attainment, people out of work or under-employed, ‘New Leitrim’ people and communities and marginalised people and communities. These target groups reflect those identified in Departmental LECP Guidance, the Social Inclusion and Community Activation Programme (SICAP) and the National Action Plan for Social Inclusion 2007-16.

** A social enterprise is deemed to be a non-profit-taking, volunteer-based and driven body, working to a business model within a clear and transparent governance framework and set of rules, with a robust user involvement and which reinvests any financial surpluses in its core business activities.

The Actions required to achieve these are added in below:
<table>
<thead>
<tr>
<th>Objective</th>
<th>Target</th>
<th>Action</th>
<th>Enabler</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCO 5: Improve the job prospects of target groups by upskilling people to meet the needs of existing and growth sectors and by sustaining and developing social enterprises in these roles</td>
<td>T1: 23 people progressing to F/T, P/T or self-employment within six months of receipt of a SICAP Goal 3 employment support</td>
<td>A1: Support farm families, small-holders and others to identify and develop income generation options on and off the farm</td>
<td>RDP, LDC SICAP, Teagasc</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td>T2: Reduced numbers on the Live Register</td>
<td>A2: Support job activation initiatives which help ‘job-excluded’ people to return to, enter and/or stay in work</td>
<td>Gateway TUS, RSS, Social Employment</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A3: Support training and skills development for existing and growth sectors</td>
<td>LEO, RDP SICAP, LDC</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A4: Develop innovative ways of linking Second Level students with employers and cultural/sporting organisations</td>
<td>ETB, DES, SICAP, IFI</td>
<td>Short</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A5: Develop supports for people with disabilities and/or mental health issues</td>
<td>NLN, SICAP, Response NW</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>T3: Appropriately skilled labour pool in place</td>
<td>A6: Skills deficits identified annually via LEO Employers Audit</td>
<td>LEO</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A7: Support staged build-ups to people’s entry and/or return to work, from whatever position they are in</td>
<td>DSP, SICAP LDC</td>
<td>Short</td>
</tr>
<tr>
<td>T4: Social enterprises created and sustained</td>
<td>A8: Support the development of a wide range of social enterprises to:  - Sustain and anchor communities  - Provide and ‘activate for’ jobs</td>
<td>RDP, SICAP, LDC</td>
<td>Short</td>
<td></td>
</tr>
</tbody>
</table>
COMMUNITY THEME 4: INCLUSIVE AND WELCOMING

Context/Rationale

Leitrim’s geography and its deficits in terms of some core public services such as acute health care and Third Level education, as well as people’s difficulties in accessing education, work and social opportunities, all combine to heighten the risk of social exclusion. Social exclusion is about those things – usually a combination of a lack of money, barriers (both physical and attitudinal) and low levels of knowledge/information – which prevent people and communities from engaging in ‘mainstream’ life.

A particular concern in Leitrim is the large number of people living alone. The past, current and ongoing importance of locally-developed and locally-delivered social and community activities in addressing this issue cannot be over-stated.

Low incomes are another concern as are the difficulties many people have with literacy and numeracy – which are increasingly important in terms of people’s ability to participate to best advantage in modern day living.

Leitrim is also a County of social and cultural variety, whose diverse needs cannot be met by ‘one-size-fits-all’ solutions. It is important that inter-culturalism, equality and diversity are promoted in all settings across the County – work, community, schools/education/training, public services, culture/arts/leisure and in the public realm.

SCO6:

Improve the opportunities for and capacity of target groups and communities to take part in economic and civic society, including progressing peace-building in Leitrim

Goal
Leitrim, a County that’s welcoming and comfortable as a place to live in, to work in and to visit

Objectives
SCO 6: Improve the opportunities for and capacity of target groups* and communities to take part in economic and civic society, including progressing peace-building in Leitrim

Target
T1: Increased capacity within target groups
T2: Increased community participation in planning and decision-making
T3: All new buildings and events, programmes and activities ‘access-proofed’
T4: Leitrim PEACE IV programme successfully delivered

* Key target groups are seen to include: People with disabilities, older people, women, young people, people living alone, Travellers/Roma, people with low educational attainment, people out of work or under-employed,
‘New Leitrim’ people and communities and marginalised people and communities. These target groups reflect those identified in Departmental Community Plan Guidance, the Social Inclusion and Community Activation Programme (SICAP) and the National Action Plan for Social Inclusion 2007-16.

The Actions required to achieve these are set out below:

<table>
<thead>
<tr>
<th>Objective</th>
<th>Target</th>
<th>Action</th>
<th>Enabler</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCO 6: Improve the opportunities for and capacity of target groups and communities to take part in economic and civic society, including progressing peace-building in Leitrim</td>
<td>T1: Increased capacity within target groups</td>
<td>A1: Support existing structures and networks which address exclusion</td>
<td>RDP, LDC, SICAP, PPN</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A2: Support new capacity-building initiatives</td>
<td>RDP, LDC, SICAP, PPN, LCC</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A3: Improve access to supports for all target groups and particularly for children and parents</td>
<td>TUSLA, SICAP, RDP, HSE, LCC, PPN</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A4: Implement a facilitated community arts programme to address barriers faced by communities to participate in the arts</td>
<td>LCC, SICAP, LDC</td>
<td>Ongoing</td>
</tr>
<tr>
<td>T2: Increased community participation in planning and decision-making</td>
<td>A5: Promote, through community development approaches, the participation of all in public and community planning and decision-making processes</td>
<td>LCC, SICAP PPN LDC</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>T3: All new buildings and events, programmes and activities ‘access-proofed’</td>
<td>A6: Address barriers faced by target groups/communities in accessing social, economic, educational and cultural activities</td>
<td>LCC, RDP, SICAP, LDC, PPN</td>
<td>Short</td>
<td></td>
</tr>
<tr>
<td>T4: Leitrim PEACE IV programme successfully delivered</td>
<td>A7: Develop and support peace-building initiatives, for example activities within communities, schools and faiths</td>
<td>LPP</td>
<td>Ongoing</td>
<td></td>
</tr>
</tbody>
</table>
## 8. Implementation Issues

### The 'Leitrim Dash-Board': Strategic Indicators and Targets

A number of indicators and targets have been extracted from the Plan to form a high level ‘dash-board’ which will show at-a-glance how Leitrim as a County is performing. They are set out below:

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline</th>
<th>Target</th>
<th>Data Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>County population of 31,798 in 2011</td>
<td>A County population of over 35,000 by 2022</td>
<td>CSO</td>
</tr>
<tr>
<td></td>
<td>38% of population aged 15-44 in 2011</td>
<td>42% aged 15-44 by 2021 (national average was 44% in 2011)</td>
<td>CSO</td>
</tr>
<tr>
<td>Health and well-being</td>
<td>87% believed their health to be Good or Very Good in 2011</td>
<td>National average (which was 88% in 2011) reached or bettered by 2021</td>
<td>CSO</td>
</tr>
<tr>
<td>Community Activity</td>
<td></td>
<td>30 groups engaged in SICAP activity</td>
<td>SICAP</td>
</tr>
<tr>
<td></td>
<td>At least 10 community festivals in place in 2015</td>
<td>10 community festivals continuing for at least three years</td>
<td>LCC</td>
</tr>
<tr>
<td></td>
<td>1,000 participants in LSP Women in Sport programmes 2010-14</td>
<td>1,100 participants in LSP Women in Sport programmes 2014-17</td>
<td>LSP</td>
</tr>
<tr>
<td></td>
<td>6 Post-Primary Schools and 684 participants in the Girls Active Programme</td>
<td>6 Schools pa and 750 participants over 4 years</td>
<td>LSP</td>
</tr>
<tr>
<td>Arts, Culture and Creativity</td>
<td>4.4% of working population employed in the Creative Sector (619 FTE)</td>
<td>1,000 FTE employed in the Creative Sector</td>
<td>Creative Frame</td>
</tr>
<tr>
<td></td>
<td>73 arts-related professional development workshops/events</td>
<td>150 professional development workshops/events</td>
<td>LCC</td>
</tr>
<tr>
<td></td>
<td>No recurring international arts-related events</td>
<td>1 recurring event of international significance</td>
<td>Arts Office</td>
</tr>
<tr>
<td></td>
<td>2 international artists supported to work in Leitrim</td>
<td>10 international artists supported to work in Leitrim</td>
<td>LCC</td>
</tr>
<tr>
<td></td>
<td>16 supported Creative Sector workspaces in Leitrim</td>
<td>40 supported Creative Sector workspaces in Leitrim</td>
<td>LCC</td>
</tr>
<tr>
<td>Domain</td>
<td>Indicator</td>
<td>Goal</td>
<td>Implementor</td>
</tr>
<tr>
<td>-----------------------</td>
<td>---------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------</td>
<td>-------------</td>
</tr>
<tr>
<td>Community safety</td>
<td>Recorded violent crime rate of 308 per 100,000 population in 2012</td>
<td>Held at 75% or below of the national rate (which was 404 per 100,000 in 2012)</td>
<td>Garda</td>
</tr>
<tr>
<td></td>
<td>Recorded burglary rate of 408 per 100,000 population in 2012-13</td>
<td>Held at 65% or below of the national rate (which was 613 per 100,000 in 2012-13)</td>
<td>Garda</td>
</tr>
<tr>
<td></td>
<td>No of Public Order Offences in the County town between 11.00pm and 5.00am: 2011= 110, 2012=78, 2013=86, 2014=84</td>
<td>Ongoing reduction in numbers</td>
<td>Garda</td>
</tr>
<tr>
<td></td>
<td>Zero road traffic deaths in 2012; 2 in 2013</td>
<td>Secure and maintain zero road traffic deaths</td>
<td>Garda</td>
</tr>
<tr>
<td></td>
<td>N/A</td>
<td>'Purple Flag' status maintained for Carrick-on-Shannon</td>
<td>LCC</td>
</tr>
<tr>
<td>Education and training</td>
<td>18% of population in 2011 had not progressed beyond Primary Education level</td>
<td>National average (which was 15% in 2011) reached or exceeded by 2021</td>
<td>CSO</td>
</tr>
<tr>
<td></td>
<td>20% of the Over 15 population in 2011 whose education had ceased had attained a Third Level qualification</td>
<td>National average (which was 25% in 2011) reached or exceeded by 2021</td>
<td>CSO</td>
</tr>
<tr>
<td>Working</td>
<td>Labour Force Participation rate of 60% in 2011</td>
<td>National rate (which was 62% in 2011) equalled or bettered by 2021</td>
<td>CSO</td>
</tr>
<tr>
<td></td>
<td>2,989 people on the Live Register in May 2014</td>
<td>Numbers reduced</td>
<td>CSO</td>
</tr>
<tr>
<td></td>
<td>8,042 jobs in the County in 2011</td>
<td>1,500 new jobs created by 2021</td>
<td>CSO</td>
</tr>
<tr>
<td></td>
<td>N/A</td>
<td>20 new businesses headed by women in place by 2021</td>
<td>LEO</td>
</tr>
<tr>
<td>Tourism</td>
<td>144,000 visitors pa currently</td>
<td>Visitor numbers doubled to 296,000 pa by 2021</td>
<td>LTGA</td>
</tr>
<tr>
<td>Business Growth</td>
<td>N/A</td>
<td>10 new food businesses and five new service/manufacturing businesses employing &gt;20 people in place by 2021</td>
<td>LEO</td>
</tr>
<tr>
<td>Towns and Villages</td>
<td>N/A</td>
<td>20 shops availing of Town Centre Incentive Schemes by 2020</td>
<td>LCC</td>
</tr>
<tr>
<td>Climate Change</td>
<td>1,363 homes improved via Warmer Homes scheme between 2006 and 2014</td>
<td>Energy efficiency of 150 homes improved pa</td>
<td>LDC</td>
</tr>
<tr>
<td></td>
<td>Three public buildings heated from renewable sources</td>
<td>Three additional public buildings heated from renewable sources by 2021</td>
<td>LCC</td>
</tr>
<tr>
<td>Inclusion</td>
<td>162 community groups/organisations registered with Leitrim Public Participation Network (PPN) in 2015</td>
<td>40% increase in the number of groups registered with the PPN</td>
<td>PPN</td>
</tr>
</tbody>
</table>
An Integrated Approach to Implementation

Whilst the LECP is made up from Economic and Community elements it is essential that analysis, thinking, planning and, sometimes, delivery are shared across the two strands. The Table below shows the strategic connectivity between Strategic Economic Development Objectives (SEDOs) and Sustainable Community Objectives (SCOs), i.e. the shaded areas show where there is a particular commonality of purpose between SEDOs and SCOs:

<table>
<thead>
<tr>
<th>SEDOs*</th>
<th>SCOs*</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>1</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
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<tr>
<td>3</td>
<td></td>
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<tr>
<td>4</td>
<td></td>
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<tr>
<td>5A</td>
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<td>5B</td>
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<td>5C</td>
<td></td>
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<tr>
<td>5D</td>
<td></td>
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<tr>
<td>5E</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td></td>
</tr>
</tbody>
</table>

* SEDO 1: Leitrim a visionary leader in an innovative, competitive region with high quality environment, first class infrastructure and an exceptional quality of life
SEDO 2: Facilitate creation of new sustainable jobs across a variety of sectors in existing and new businesses
SEDO 3: Facilitate infrastructure improvements
SEDO 4: Strengthen the fabric of our towns and villages
SEDO 5: Enhance the potential for economic development in individual sectors
SEDO 6: Enhance the role played by Leitrim Business Women

SCO1: Maintain Leitrim as a safe and attractive place to live in, work in and to visit
SCO2: Support initiatives to tackle climate change
SCO3: Sustain and develop the County’s robust ‘community activity-related’ infrastructure, experience, knowledge and know-how
SCO4: Create a culture of lifelong learning
SCO5: Improve the job prospects of target groups, including through upskilling
SCO6: Improve the opportunities for and capacity of target groups and communities to take part in economic and civic society
Implementing the Themes

The key implementers by Theme are likely to be:

## Strategic Theme

<table>
<thead>
<tr>
<th>Key Implementers</th>
</tr>
</thead>
<tbody>
<tr>
<td>S1: Leading Leitrim</td>
</tr>
</tbody>
</table>

## Economic Theme

<table>
<thead>
<tr>
<th>Key Implementers</th>
</tr>
</thead>
<tbody>
<tr>
<td>E1: Leitrim and its Region</td>
</tr>
<tr>
<td>E2: Job Creation and Business Growth</td>
</tr>
<tr>
<td>E3: Infrastructure</td>
</tr>
<tr>
<td>E4: Towns and Villages</td>
</tr>
<tr>
<td>E5: Sectoral Economic Development</td>
</tr>
<tr>
<td>E6: Women in Business</td>
</tr>
</tbody>
</table>

## Community Theme

<table>
<thead>
<tr>
<th>Key Implementers</th>
</tr>
</thead>
<tbody>
<tr>
<td>C1: Living and Well-Being</td>
</tr>
<tr>
<td>C2: Learning and Training</td>
</tr>
<tr>
<td>C3: Working and Growing</td>
</tr>
<tr>
<td>C4: Inclusion</td>
</tr>
</tbody>
</table>
Implementing the Plan

The Leitrim LECP set out above is at a high level and will act as a broad framework to guide plans for economic and community development in the County from different sources and agencies as outlined in the Local Government Reform Act, 2014.

Annual Action Plans will be required to set out the detail of the LECP implementation. These will be developed by Leitrim County Council for the Economic elements and by the Leitrim LCDC for the Community elements of the Plan.

Leitrim County Council will implement, or arrange for the implementation of the Economic elements of the Plan. It will co-ordinate, manage and oversee overall implementation here as well as any projects or programmes prepared to support or advance the implementation of the LECP’s Economic elements. The Council will prepare, review and update as appropriate an annual implementation strategy. It will monitor and review this strategy on an ongoing basis, assessing performance against the Targets set against the Sustainable Economic Development Objectives (SEDOs) listed in the LECP. If the Council considers it appropriate, it will revise the Actions and underpinning strategies set to achieve the Plan’s SEDOs.

The Council will also undertake a review of the Economic elements of the Plan at least once within six calendar years from it was made or last amended.

Sectoral Groups will also be established to address various sector headings within the Economic elements of the Plan. These Groups will be drawn from the relevant businesses in each sector with an interest in progressing the actions they identified in the focus groups: they will also include relevant agency personnel who will lead the development of the Group and organise meetings to ensure the Annual Action Plans are developed, implemented and monitored.

The Annual Action Plans will be developed based on a project management approach using a Work Breakdown Structure which will identify:

- The High Level Deliverables to be achieved
- The Tasks required to achieve it
- The Resource responsible for completing the task
- The Timeframe for the task to be achieved

The LCDC will simultaneously monitor and review on an ongoing basis the implementation of the Community elements of the LECP. This will include looking at performance against the Targets set in the Community elements of the Plan. If the LCDC considers it appropriate, it will revise the Actions and underpinning strategies set to achieve the Plan’s Sustainable Community Objectives (SCOs).

The LCDC will also co-ordinate, manage and oversee the implementation of appropriate local and community development programmes devised to implement the core thrusts of the LECP.

In line with the legislation, the LCDC will submit an annual report to Leitrim County Council. The Council in turn will include in its own Annual Report an assessment in relation to the implementation and, where appropriate, review of the LECP.
The LECP Target Groups

The Plan target groups (as identified in the County Profile and also as set out under Community Theme 3 above) are addressed by the various Economic and Community Themes as follows:

### Target Group Beneficiaries: Economic Elements

<table>
<thead>
<tr>
<th>Target Groups</th>
<th>Economic Themes* Addressing the Target Groups</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>T1</td>
</tr>
<tr>
<td>Migrants</td>
<td></td>
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<tr>
<td>Lone parents</td>
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<tr>
<td>People living alone</td>
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<tr>
<td>Unemployed people</td>
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<tr>
<td>Under-employed people</td>
<td></td>
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<tr>
<td>Women</td>
<td></td>
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<tr>
<td>Children and young people</td>
<td></td>
</tr>
<tr>
<td>People with disabilities</td>
<td></td>
</tr>
<tr>
<td>Low educational attainment</td>
<td></td>
</tr>
<tr>
<td>Literacy/numeracy issues</td>
<td></td>
</tr>
<tr>
<td>Travellers</td>
<td></td>
</tr>
<tr>
<td>Marginalised areas</td>
<td></td>
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<tr>
<td>Low income farm households</td>
<td></td>
</tr>
</tbody>
</table>


### Target Group Beneficiaries: Community Elements

<table>
<thead>
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<th>Community Themes* Addressing the Target Groups</th>
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<td>People with low educational attainment</td>
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<tr>
<td>People with literacy/numeracy issues</td>
<td></td>
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<tr>
<td>Travellers</td>
<td></td>
</tr>
<tr>
<td>Marginalised areas</td>
<td></td>
</tr>
<tr>
<td>Low income farm households</td>
<td></td>
</tr>
</tbody>
</table>

* T1: Living and Well-Being, T2: Learning and Training, T3: Working and Growing, T4: Inclusion
Proofing

Proofing of the LECP is essential in terms of ensuring it matches up with and helps deliver a number of legislative and best practice requirements. Proofing against the County Development Plan is part of the LECP process and has been signed off before the LECP was finally adopted. Proofing is about assessing the impact of something on a group, place or community. The basic proofing of the LECP to date is set out below.

<table>
<thead>
<tr>
<th>'Proofing Area'</th>
<th>How the LECP Impacts on/Addresses It</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Equality</strong></td>
<td>All LECP planning/consultation events were publically advertised and held in venues around the County that were open and accessible to all. Equality issues were assessed and, as far as possible quantified, within the County Profile which underpins the LECP. All relevant plans and strategies were also appraised as part of informing the LECP planning process. Sector and representative groups were engaged with and LCDC members brought their own knowledge and insights to bear on the process. The LECP in turn targets issues right across the ‘nine grounds’. The draft LECP was proofed and signed off by the Council’s three Municipal Districts. The LCDC’s Social Inclusion and Equality Sub-Committee will ensure that equality-related issues are kept to the forefront as the LECP is rolled out.</td>
</tr>
<tr>
<td><strong>Inclusion and Anti-Poverty</strong></td>
<td>In addition to its responsibilities re the ‘nine grounds’ the LCDC identified a number of key target groups, including older people, women, young people, people living alone, Travellers/Roma, people with low educational attainment, people out of work or under-employed, ‘New Leitrim’ people and communities and marginalised people and communities. These target groups reflect those identified in Departmental LECP Guidance, the Social Inclusion and Community Activation Programme (SICAP) and the National Action Plan for Social Inclusion 2007-16. The LECP addresses social exclusion and poverty across a number of fronts and in a number of ways. The LCDC’s Social Inclusion and Equality Sub-Committee will ensure that inclusion and poverty-related issues are kept to the forefront as the LECP is rolled out.</td>
</tr>
<tr>
<td><strong>Sustainability</strong></td>
<td>The LECP’s core task is to help make Leitrim more sustainable by strengthening communities (and the individual capacities of people within communities), building local economies and increasing people’s awareness/understanding, use and care of the County’s heritage assets, both natural and man-made.</td>
</tr>
<tr>
<td><strong>Rural</strong></td>
<td>The County Profile which underpins the LECP clearly identifies Leitrim as an essentially rural County and highlights its associated strong community structures, issues re access to/availability of services, employment difficulties and the pressures on people to move elsewhere to work and/or live. A core role of the LECP is to successfully address those issues. The draft LECP was proofed and signed off by the Council’s three Municipal Districts.</td>
</tr>
<tr>
<td><strong>Strategic Fit</strong></td>
<td>The LCDC and LECP initiatives, through Leitrim County Council, are about energising the successful delivery of stated government priorities, contributing to ‘joined-up’ working and avoiding duplication. The appraisal of almost 50 relevant plans and strategies as part of the LECP planning process ensured a robust strategic fit as did the hosting of a series of planning focus groups involving key stakeholder agencies. The LECP has been signed off by Leitrim County Council as being consistent with the objectives and core strategy of the Leitrim County Development Plan 2015-2021 (see Appendix III).</td>
</tr>
</tbody>
</table>
### Appendix I

**The Contributions of Key Implementers/Enablers**

<table>
<thead>
<tr>
<th>Implementer/Enabler</th>
<th>Contribution to Leitrim</th>
</tr>
</thead>
</table>
| An Bord Bia                               | • Promoting sales of Irish food and horticulture at home and abroad  
• Certification of Irish food products  |
| Arts Council                              | Supporting the development of the arts in Ireland by:  
• Providing financial assistance  
• Offering advice and information on the arts to Government and others  
• Publishing research and information as an advocate for the arts and artists  
• Undertaking projects to promote and develop the arts, often in partnership with others |
| Bord na Mona                              | • Waste management  
• Biomass  
• Property/land ownership  
• Power generation and fuels |
| Breiffni Family Resource Centre           | • Pre-school, crèche, after-school, Mums/Babies and community play  
• Services/supports for women, older people, lone parents, people with disabilities, residents groups, migrants and people with addictions  
• Allotment, IT/ICT, shop and composting projects  
• Youth café |
| Chamber of Commerce                      | • Business promotion, lobbying, services and information  
• Community support |
| Catchment Flood Risk Assessment and Management | • Flood hazard mapping, risk assessment and management |
| Children and Young People Services Committee | • County-level joint planning and co-ordination of activity  
• Ensuring children, young people and their families receive improved and accessible services |
| Department of Agriculture, Food and the Marine | • Agriculture and agri-food  
• Animal health and welfare  
• Farmers’ payments  
• Food safety  
• Forestry  
• Rural environment |
| Department of Communications, Energy and Natural Resources | • Telecommunications, broadband, broadcasting, digital technologies and postal services  
• Policies concerning Ireland’s oil, gas, peat, electricity and renewable energy supply  
• Inland fisheries, geological resources and oil and gas reserves |
| Department of Education and Skills        | • Education and training |
| Department of Justice and Equality        | • Courts policy/legal services  
• Crime and policing  
• Prisons  
• Equality, immigration and integration |
| Department of Jobs, Enterprise and Innovation | • Research and innovation  
• Trade and investment  
• Jobs, workplace and skills issues and supports  
• Business and sectoral issues and SME support  
• EU/Internal Market and Competition |
| Department for Social Protection | • Benefits, advice and supports for:  
  o Jobseekers/unemployed  
  o Employers/self-employed  
  o Children and families  
  o Retired and older people  
  o People who are ill, disabled and/or bereaved  
• Employment and community employment services  
• Social inclusion |
| Department of the Taoiseach | • Programme for Government  
• Economic, International and Northern Ireland Affairs  
• Social Policy and Public Service Reform  
• European Union |
| Enterprise Ireland | • Development and growth of Irish enterprises in world markets  
• Supporting sustainable economic growth, regional development and secure employment |
| Education and Training Board | • Adult education  
• Grants and scholarships  
• Second Level education  
• Vocational training  
• Youth work |
| Failte | • Tourism development via marketing, training, product development and research/statistics supports |
| Foroige | • Capacity building/personal development, including programmes in entrepreneurship, citizenship and leadership  
• Youth cafes/Clubs, diversion and mentoring |
| Housing Associations | • Provision and management of social housing for rent |
| HEIs/ITs | • Providing a range of Higher Education courses, training and qualifications |
| HSE (Health Service Executive) | • Child, family and older people’s services  
• Dental services  
• Disability services  
• Community/domiciliary services  
• GPs  
• Mental health  
• Primary and secondary care and therapies  
• Public health and health promotion  
• Social inclusion |
| ICBAN | • Lead partner for the INTERREG IVA Programme in the IrishCentral Border Region  
• Strategic development and leadership in the Region |
<p>| IDA | • Achieving Foreign Direct Investment (FDI) in Ireland |
| IFI (International Fund for Ireland) | • Supporting initiatives which tackle the underlying causes of sectarianism and violence and build reconciliation between people and within and between communities throughout the island of Ireland |
| <strong>INTERREG</strong> | A financing instrument of European regional development aimed at intensifying institutional cooperation across borders between regions located on European Union’s internal and external borders, and regions within transnational areas |
| <strong>Irish Water/UisceÉireann</strong> | National water utility responsible for providing water services throughout Ireland. |
| <strong>Irish Wheelchair Association</strong> | Services for people with limited mobility |
| <strong>Joint Policing Committee</strong> | Forum to discuss local crime and security issues |
| <strong>Advice to Garda and County Council</strong> |
| <strong>Leitrim Age-Friendly Alliance</strong> | Inter-agency working to promote older people’s health and well-being |
| <strong>Leitrim Association of People with Disabilities</strong> | Enhanced home care for Over 65s |
| | Training Courses |
| | Social and support groups |
| | Accessible venue for meetings and events |
| | Personal assistant services |
| <strong>Leitrim County Childcare Committee</strong> | Child-care |
| | Parent/parenting support |
| | Pre-school, Early Years and after-school |
| | Summer schemes |
| <strong>Leitrim County Council</strong> | Arts |
| | Civic leadership |
| | Community and Economic development |
| | Fire/emergency |
| | Housing |
| | LEO |
| | PEACE programme |
| | Planning and building regulations |
| | Policing/safety |
| | Roads |
| | Sports Partnership and play provision |
| | Tourism |
| | Veterinary |
| | Waste management and environment |
| | Water |
| <strong>Leitrim Design House</strong> | Supporting the development and success of designer/makers and artists working in the creative sector |
| | Showcase and retail space provision |
| | Training, workshops and networking |
| <strong>Leitrim Development Company</strong> | Child care |
| | Community development and support, eg Warm Homes |
| | Enterprise support |
| | Jobs Club |
| | Rural development (including LEADER and Social Scheme) |
| | Traveller programmes/supports |
| | Unemployment programmes/supports, eg Tús |
| | Youth supports |
| <strong>Leitrim PEACE Partnership</strong> | Development and delivery of EU PEACE programmes in/beyond Leitrim |
| <strong>Leitrim Sports Partnership</strong> | Inter-agency focus on increasing the numbers involved in sport and physical activity |
| <strong>Leitrim Recreation Forum</strong> | Coordinating interest groups to develop a roadmap for the future development of recreation in Leitrim |</p>
<table>
<thead>
<tr>
<th>Organization</th>
<th>Services Provided</th>
</tr>
</thead>
</table>
| Leitrim Tourism Growth Alliance    | • Leitrim tourism stakeholder networking  
• Oversight of Leitrim Tourism Growth Strategy                                      |
| Local Enterprise Office (LEO)      | • Support, advice, training, mentoring, signposting and information for micro-business (under 10 employees) |
| MABS (Money Advice and Budgeting Service) | • Personal and family financial advice, guidance and mentoring                       |
| Mohill Family Resource Centre      | • Counselling service, separation/bereavement support and Art therapy  
• Parent/Toddler Groups  
• Youth Club/Youth Cafe  
• Spaces for voluntary/community activities  
• Family support  
• Outreach                                                      |
| National Learning Network          | • Work-related skills and training  
• Employer placements  
• Social and personal skills development                                |
| North Connaught Youth Services     | • Exchanges  
• Health/well-being/personal development  
• Information  
• Play schemes  
• Youth diversion and support  
• (800 Leitrim 7-18 year-olds pa)                                        |
| North Leitrim Men’s Group          | • Skills development and personal/community supports to single rural men aged 35-65 |
| North Leitrim Women’s Centre       | • information, education, healthcare screening and social networking.  
Holistic provision of information, education, training, healthcare screening, well-being services and social networking for and by women |
| Northern and Western Regional assembly | • Coordinating regional planning across Counties Leitrim, Cavan,  
Donegal, Galway, Mayo Monaghan, Roscommon and Slig                                      |
| Public Participation Network       | • Community representation and participation in Council’s decision-making  
• Proofing of policies and plans                                                |
| Rural Development Programme        | • Knowledge transfer  
• Bio-energy  
• Agricultural modernisation  
• Traditional farm buildings  
• Environmental enhancement  
• Organic farming  
• Innovation and collaboration                                                   |
<p>| REDZ (Rural Economic Development Zone) | • Rural development initiative focussing on building on the relationships between towns and their rural hinterlands |
| Road Safety Authority              | • Increasing awareness of road safety and promoting safer driving                 |
| SEAI (Sustainable Energy Authority Ireland) | • National energy authority tasked with playing a leading role in transforming Ireland into a society based on sustainable energy structures, technologies and practices |</p>
<table>
<thead>
<tr>
<th>Organisation</th>
<th>Description</th>
</tr>
</thead>
</table>
| SOLAS                            | • Funding, planning and co-ordinating training and further education programmes across Ireland  
                              | • Provision of programmes to jobseekers and other learners to deliver integrated pathways to work |
| St Ciaran’s, Carrick-on-Shannon   | • Day care                                                               
                              | • (Primary) Health services                                                 
                              | • Pre-school                                                               
                              | • (All for people with an intellectual disability)                          |
| SICAP (Social Inclusion and Community Activation Programme 2015 – 2017) | • Support/resource disadvantaged communities/target groups to help identify and address social exclusion.  
                              | • Engage/support educationally disadvantaged individuals/target groups to participate in and progress through life-long learning opportunities  
                              | • Support long-term unemployed/target groups/unemployed young people to improve work readiness and access employment/self-employment/social entrepreneurship |
| Teagasc                          | Support for science-based innovation in the agri-food sector and broader bio-economy via:  
                              | • Research                                                                
                              | • Advice                                                                  
                              | • Training and education                                                  |
| Transport Co-Ordination Unit     | • Provision and coordination of rural community transport                  |
| Transport Infrastructure Ireland | • Development and operation of the national roads network and light rail infrastructure throughout Ireland |
| TUSLA                            | TUSLA, the Child and Family Agency, the dedicated State agency responsible for improving wellbeing and outcomes for children through child protection, early intervention and family support services |
| USEFE (Upper Shannon Erne Future Economy Project) | Joint initiative between Bord Na Mona, the ESB and Cavan, Leitrim, Longford and Roscommon County Councils to show how business-led regional development can lead to economic growth and job creation. USEFE is involved with a number of different sectors:  
                              | • Food                                                                     
                              | • Forestry & Energy                                                        
                              | • Tourism                                                                 
                              | • Creative                                                                
                              | • Manufacturing                                                           
                              | • Pharma/Healthcare                                                        
                              | • Diaspora                                                                |
| Western Development Commission   | • Promoting the strategic economic and social development of the Western Region, ie Leitrim, Donegal, Sligo, Roscommon, Mayo, Galway and Clare |
| Women in Business in Leitrim     | • Social Media Network is in place sharing information                     |
| Waterways Ireland                | • One of the six North/South Implementation Bodies established under the British Irish Agreement in 1999  
                              | • Responsible for the management, maintenance, development and restoration of inland navigable waterways (including the Erne System, the Shannon-Erne Waterway and the Shannon Navigation) principally for recreational purposes |
Appendix II:

Sample of Local Authority Partnership Projects

Listed and described below are a number of Local Authority Partnership projects in Economic Development carried out in the past six years under the headings for likely Objectives and Actions as set out in DECLG Guidance, January 2015.

Objective 1: Attracting substantial investment and new enterprise

Action 1.1: Promotion of competitiveness and a favourable business environment, including regulation and efficient public services

Leitrim One Call to Success
The Leitrim – One call to Success initiative provides a single number, email address and website where people who wanted to know more about training, services for people who are recently unemployed or people wishing to set up a new business could see at a glance what was offered by the key providers in Leitrim. This also involved a referral service so that an agency receiving a call which was more appropriate to another agency would refer this and capture the information on a shared enquiries system. As part of this process, costs comparison on key business costs was also prepared giving outline costs on rent/purchase of business premises, hospitality and printing costs etc.

National Campaign on Commercial Rural Renewal Incentive Scheme (CRRS)
Leitrim, as the only county fully included in the CRRS which provided significant additional reliefs for businesses setting up in the County. A specific information sheet with calculations of relief for different businesses was prepared as well as a list of properties with available relief. This was followed up a national radio add campaign and national newspaper and Business and Finance magazine editorials and adds which raised the profile of business premises available.

Action 1.2: Development of strong ‘place-related’ economic activities

Leitrim – A New Life
In 2007, Leitrim County Council organized a national expo and seminar in Croke Park, Dublin under the branding of Leitrim – A New Life. This involved having 40 plus exhibitors ranging from support agencies to businesses in the County showcasing what the economic and tourism offering was in Leitrim. A strong focus of this initiative was to encourage relocation of people and business from the more heavily congested East coast back to Leitrim through highlighting the opportunities for jobs, investment and quality of life.

Coinciding with this, a national PR campaign was run which included articles in the Irish Times, Irish independent, Irish Examiner, Daily and Sunday Mirror, Metro and Business and Finance. Which showcased initiatives taking place in Leitrim, businesses successfully operating here and people who had moved to the county for work and family life.

In 2008, 3 DVDs on Leitrim – Quality of Life, Business in Leitrim and an overall dvd on business and quality of life were compiled as well as brochures on the county as a whole and the 6 main towns under the Peace Programme.

Ambassadors’ Visit to Leitrim
A total of 14 countries were represented on the Ambassador's Itinerary of Leitrim which was a unique initiative to highlight to ambassadors from a range of countries what was on offer outside of the capital city, with many of the embassies voicing the view that this was the first time they had been invited to an area outside of Dublin. The itinerary included visits to various businesses in different sectors as well as tourist attractions leading to the
building up of links between businesses and staff in the embassies to develop trade opportunities and highlight the area as a location for enterprise.

**Action 1.3: Attracting substantial investment and new enterprise**

**Promotion of the County**
The Local Authority has been very active in promoting the county through a range of initiatives including:
- National PR campaigns
- National Expo and Seminars
- Link with Leitrim Diaspora through Dublin – Based events
- DVD and brochures.

**Diaspora Events**
Leitrim County Council formed a partnership with Connect Ireland through the Diaspora group of the Upper Shannon Erne Future Economy Initiative. One of the key actions here was to facilitate the linkage of the four local authorities of Leitrim, Cavan, Roscommon and Longford with the four GAA County Committees under the banner of Play Your Part – which involved reaching out to connections of GAA clubs across the region.

**Objective 2: Sustaining/expanding existing enterprise**

**Action 2.1: Using “mainstream” local authority functions to help underpin economic activity generally**

**Training on Procurement for Local Business**
Figures provided by DECLG indicate that local government accounts for €6.3 billion between capital (€1.9 billion) and current (€4.4 billion) expenditure in the economy in 2013. In order to support local business to access public contracts, two procurement seminars have been held in the last 3 years with local business including the most recent one in 2015 through the LEO.

**Advice on Planning**
The local authority also encourage pre-planning meetings with potential business or existing businesses considering relocation or expansion in order to ensure an efficient planning process. The planning Department has also participated in Training and Education events organized by the Local Authority in conjunction with other local agencies.

**Action 2.2: Measures, including those emerging from the report of the Commission for the Economic Development of Rural Areas (CEDRA), to address rural issues**

**First Point of Contact**
One of the recommendations of the CEDRA report is that co-ordination of enterprise support should rest with one service provider. Three years ago Leitrim County Council, in conjunction with the Economic Development Working Group, established the Leitrim – One Call to Success initiative which as detailed earlier provided one point of contact for enterprise support queries. Leitrim County Council has now established the LEO within its main offices so as to allow one central point of contact for all business enquiries from both existing and new business.

**LCDC**
Leitrim was one of ten pilot areas for the establishment of the Local, Community Development Committees and was one of the first counties to begin the process of public consultation with communities in the formulation of the Local, Economic and Community Plan.
Objective 3: Improving the quality and diversity of employment

Action 3.1: Co-ordinated local support for economic development agencies

Economic Development Group
The Economic Development Working Group of the County Development Board operated as a forum for ensuring strong interaction and collaboration between local economic development agencies and ensured the delivery of a range of projects e.g. the Leitrim Third Level initiative.

Leitrim Third Level
The Leitrim Third Level initiative involved the delivery of various third level courses from colleges such as Athlone IT, NUI Maynooth, IT Blanchardstown, South West College and UCC in the council offices. Support for branding and set up was provided by Enterprise Ireland and on-going marketing support came from the County Enterprise Board and Leitrim County Council. Approximately 400 people studied a range of courses through this initiative from MBA to Diploma in Food Science, Accountancy Technician and Certificate in Front Line Management as well as more leisure related courses. Surveys were carried out with local employers to identify the type of courses required and this was accessed through collaboration with a range of colleges.

Action 3.2: Identifying and addressing possible risks to local employment

Education and Training Expo
Three Education and Training Expos were organized by Leitrim County Council in conjunction with the ETB (previously VEC) and Dept. of Social Welfare. These events involved offering people who were unemployed, part-time employed or those concerned with the need to upskill to meet with all local education providers and colleges under one roof. In addition to the Expo, seminars ran alongside it covering CV and interview skills, business start-up and motivational speakers as well as stands from support agencies.

Self-Employed Fora
Three Self-Employed Fora were organized to provide a support mechanism to small business who make up a significant portion of employers in Leitrim. This included speakers on relevant topics as well as ensuring the presence of various enterprise support agencies and was run with the assistance of the Economic Development Working Group.

Action 3.3: Measures related to labour market activation

Leitrim County Council is directly involved in labour market activation programmes including Community Employment Schemes, Gateway and Jobsbridge as well as working with colleges to provide placement opportunities.
Objective 5: Strengthening the economic fabric of smaller towns/villages

Action 5.1: Enhancement of the area’s physical, social, environmental, or cultural character and quality

Development of Tourism and Cultural Assets
A range of tourism assets have been developed by Leitrim County Council over the last number of years including car parking and access improvements at Glencar Waterfalls, the development of a multi-purpose recreational facility in Drumshanbo, the development of Farnaght Limekiln, walking and cycling routes.

The development of the Dock Arts Centre was one of the most significant cultural projects in the county for many years and in addition to this, artists’ studios have recently been developed in Drumshanbo. Also, through the Arts section of the Local Authority, support has been given to assist in the development of a Community Art Gallery in Ballinamore as well as support for the Sculpture Centre in Manorhamilton and the Cornmill in Carrigallen – all of which add to the enhancement of the quality of life offering in the county.

The development of the boardwalk and cycling lanes in Carrick on Shannon have added to the local attributes which are of benefit both to the resident and visitor and have increased the profile of the county for people travelling on the main Dublin-Sligo Route.

Playgrounds and Sports facilities
Leitrim has the highest number of playgrounds per capita in Ireland as a result of the direct work of Leitrim County Council in securing funding to ensure the county is best served with such facilities for young families.

In terms of sports facilities, astro-turf pitches have been developed in Mohill and Kinlough as well as provision of lighting for the tennis courts in Carrick on Shannon. One of the most significant sports projects has been the development of Lough Rinn Rowing Centre in Mohill which will be used by rowing clubs across the island of Ireland bring additional revenue into the county.

Action 5.2: Economic development measures within the community/local development programmes

Floral Pride and Entente Florale
The Floral Pride competition was set up to provide an incentive for towns and villages to help improve the appearance of their areas and involved both workshops and prize money for villages and towns. In addition, both Dromod and Carrick on Shannon were national nominees in the prestigious European Entente Florale Competition which involved significant infrastructural works as well as support in preparing for adjudication and marketing their involvement in the competition.

Community Grants
Grants for festivals and events have been provided to various projects in the different towns and villages ranging from music to art to sports related events in order to stimulate local areas to promote their area and encourage tourism.
Objective 6: Community/local development programmes and micro-enterprise support

Action 6.1: Measures to attract national and EU investment in the delivery of the strategy

EU Funding
Leitrim County Council has been heavily involved in sourcing funding from both Interreg and Peace to build on the assets of the county to deliver a more attractive region for investment and quality of life. Many of the projects mentioned earlier have been provided with the assistance of EU funding including: the multi-purpose recreational facility, FarnaghtLimeKlin, promotional DVDs and brochures for economic development as well as artists' studios and walking routes.

Action 6.2: Support for micro-enterprises locally

LEO
The LEO acts as a first point of contact in stimulating micro enterprise activity by providing information and advice, mentoring and financial support.

Business Website
The Leitrim portal site www.leitrim.ie offers an opportunity for businesses to access information on a range of supports as well as details of local amenities, schools etc. It also includes the Leitrim business directory and showcases different businesses operating in the county.

Objective 7: Aspects of relevant national, regional, sub-regional and city/county level plans and strategies

Action 7.1: Support for shifts towards low-carbon and climate resilient economic activity

Refit of local authority housing and energy awareness open days were organized in Mohill through a joint collaboration between the Environment Dept. of Leitrim County Council and the LEO.
Appendix III

A: Statement of Consistency with the Objectives and Core Strategy of the Leitrim County Development Plan 2015-2021

Statement of Consistency of the LECP with the Objectives and Core Strategy of the Leitrim County Development Plan 2015 – 2021 as approved at each of 3 Municipal District Meetings.

Agenda Item
To consider the Leitrim Local Economic & Community Plan 2015-2021 in relation to consistency with the Core Strategy and objectives of the Leitrim County Development Plan 2015-2021. Following said consideration, to adopt a statement in that regard to be submitted to Leitrim County Council in accordance with the requirements of Section 66C (2)(b) and 66C (3)(b) of the Local Government Reform Act 2014.

Assessment
The Draft Local Economic and Community Plan (draft LECP) was jointly prepared by Leitrim County Council and Leitrim Local Community & Development Committee (LCDC). The draft LECP was placed on public display from June 30th 2015 until 17th August 2015.

It consists of a

It is a requirement under the provisions of the Local Government Reform Act 2014 (Section 66B refers) that the LECP is consistent with the Core Strategy and the objectives of the County Development Plan.

The purpose of the Core Strategy of a County Development Plan is to

"Articulate a medium to long term quantitatively based strategy for the spatial development of the area of the planning authority, and in so doing, to demonstrate that the development plan and its objectives are consistent with national and regional policy objectives as set out in the National Spatial Strategy and the Regional Planning Guidelines" (p. 2, DoECLG Guidance Note on Core Strategies [November 2010]).

This medium- to long-term strategy for the spatial development of County Leitrim sets out, amongst other things, the amount of land proposed to be zoned for residential and mixed-use purposes in the County Development Plan. It provides a high-level summary description of the key statistics and priorities underpinning this Development Plan. The Core Strategy section of the Plan provides the transparent evidence-based rationale, which is the basis for the Development Plan.

The function of the Core Strategy is to:

i. identify the amount, location and phasing of development for the plan period;
ii. demonstrate how future development supports public transport/existing services;
iii. ensure that needs and priorities of existing zoned/serviced land and new zonings for the area are assessed on a plan-led basis; and
iv. provide the framework for deciding on the scale, phasing and location of new development, having regard to existing services and planned investment over the coming years.

It includes information on:
i. population targets / objectives;

ii. quantification of requirements for zoning of lands for residential and/or a mix of residential and other uses; and

iii. The existing and proposed, future distribution of population within the County plan area, within a defined settlement hierarchy.

It is considered that the Economic Goals and Community Goals are consistent with the Core Strategy and Development Objectives of the Leitrim County Development Plan 2015-2021. Similarly, it is considered that the Sustainable Economic Development Objectives (SEDOs) and Sustainable Community Objectives (SCOs) are consistent with the Core Strategy and objectives of the Leitrim County Development Plan 2015-2021.

The projected population of the county by 2021 is 35,277 persons. This population target is reflected in Target T4 of the LECP whereby a population target of 32,500+ is sought by 2022. The LECP is more specific in relation to identifying targets for employment creation whereas the County Development Plan seeks to ensure that there are sufficient lands identified in appropriate locations to facilitate the enterprise and employment needs of the County. It is considered that both strategies are mutually supportive in this regard. The targets and specific actions included for each SEDO and SCO are considered to be more detailed and specific than the majority of the development objectives contained in the County Development Plan.

Carrick on Shannon is identified in the Core Strategy as a Tier 1 town. The Regional Planning Guidelines identified Carrick on Shannon as a regionally important town. The LECP seeks to secure a regional status for the County Town with Target T3 seeking that Carrick on Shannon be designated as a ‘Hub’ (or similar) within the National Spatial Strategy (or similar). The achievement of Target T3 goes significantly further than the aspirations of the Core Strategy and the Strategic Goals of the County Development Plan such as would render it inconsistent with the Core Strategy and Objectives of the County Development Plan. It is considered that target T3 be amended to read “Carrick-on-Shannon be recognised as a strategic driver of growth in the region within the National Planning Framework (replacement National Spatial Strategy) when prepared”.

The adopted LECP shall reflect that the County Development Plan 2015-2021 was adopted 12th January 2015 and all references to the Draft Development Plan shall be corrected throughout the document.

Conclusion

Subject to Target T3 being amended to read “Carrick-on-Shannon be recognised as a strategic driver of growth in the region within the National Planning Framework (replacement National Spatial Strategy) when prepared”, I am satisfied that the draft Leitrim Local Economic & Community Plan 2015-2021 is consistent with the Core Strategy and objectives of the Leitrim County Development Plan 2015-2021.

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Senior Planner,
Leitrim County Council.
B: Economic and Enterprise SPC Statement on Community Element of LECP and Its Consistency with the Economic Element of the LECP

Leitrim County Council’s Economic and Enterprise SPC have reviewed and suggested amendments at during the process of formulating the Local Economic and Community plan (LECP) which have been taken into account for the final draft of the Local Economic and Community Plan.

Leitrim County Council’s Economic and Enterprise SPC having received the final draft of the LECP and taken into account the economic elements of the Plan, considered the proposed community elements as prepared by the Leitrim Community Development Committee (LCDC), and are satisfied that the intent and purpose of the community objectives are consistent with the economic objectives resulting in a consistent combined LECP.

C: LCDC Statement on Economic Element of LECP and Its Consistency with the Community Element of the LECP

Leitrim Community Development Committee (LCDC), have reviewed and suggested amendments at various stages in the process of formulating the Local Economic and Community plan (LECP) which have been taken into account for the final draft of the Local Economic and Community Plan.

The LCDC having received the final draft of the LECP and taken into account the community elements of the Plan, considered the proposed economic objectives as prepared by the Council’s Economic and Enterprise SPC, and are satisfied that the intent and purpose of the economic elements are consistent with the community objectives resulting in a consistent combined LECP.