

Cork City Council's

# LOCAL ECONOMIC AND COMMUNITY PLAN

2023-2029

# Background Document



**LET'S PLAN  
TOGETHER**



Comhairle Cathrach Chorcaí  
Cork City Council



We are Cork.



## Contents

1. Introduction .....	3
Guiding Values .....	3
Advisory Group .....	5
2. Timeline.....	6
3. Review of Outgoing Plan- Pure Cork.....	9
5. Socio-economic Analysis and Statement.....	12
Socio-Economic Summary.....	12
6. SWOT Analysis.....	13
7. Draft High-Level Goals and Objectives.....	15
8. Next Steps- Public Consultation.....	18

## 1. Introduction

Cork City Council is commencing the process of creating a new six-year Local Economic and Community Plan (LECP) for Cork City to help guide the growth and development of our city's communities, voluntary sector, economic stakeholders and citizens as a whole. This plan builds on the work and priorities identified in the first LECP 'Pure Cork: An Action Plan for the City' which covered the years between 2016-2021.

The LECP is the primary mechanism at local level to transfer relevant actions arising from EU, national, regional and local strategies and policies to a Cork City context. The LECP is developed and implemented in partnership between Cork City Council and other economic and community stakeholders and therefore, provides an enabling framework that supports collaborative working between the economic and community sectors and across all stakeholders to the communities themselves. It therefore helps to bring community and economic stakeholders together, to strategically align and work towards shared goals in a collaborative way.

The LECP was first introduced in 2015 and seen as an important departure from centralised strategic planning, giving a greater role to Local Authorities in local community and economic development. The LECP contains both a Community Plan which addresses social issues primarily and issues of social inclusion and an Economic Plan which addresses issues of economic development, employment and enterprise.

Economic development and local and community development, while distinct functions which involve some different challenges, approaches and skills, are mutually supportive in building sustainable communities with strong local economies. There are many areas of common interest and action that make our city spaces more vibrant and welcoming for all Cork residents and in doing so, attract footfall for the various businesses and eateries in the city.

The process of developing this plan is centred around providing ample opportunities for contributions and responses from communities and people across the city. It is the intention of the City Council to establish what the key issues and opportunities are and what matters most to the people of Cork City.

### Guiding Values

We will follow the below values outlined in Cork City Council's Corporate Plan as well as those outlined in the recently published 'Values and Principles for Collaboration and Partnership working with the community and voluntary sector'<sup>1</sup>.

*"They will form the bedrock of **engagement and collaboration** going forward.....These Values and Principles will support **consultation, inclusion and participation of communities, particularly disadvantaged communities, in public policy and decision-making at all levels and forms a foundation for collective approaches to local and national issues.**"*

Minister Joe O'Brien.

---

<sup>1</sup> [gov.ie](http://www.gov.ie) - Values and Principles for Collaboration and Partnership ([www.gov.ie](http://www.gov.ie))

# Values



Fig. 1: Values from the Principles for Collaboration and Partnership

## Our Values





Public Good	Trust & Integrity	Respect	People Centric Approach	Responsibility	Innovation
We provide high quality services and address peoples' needs in a manner that is both inclusive and equitable.	We act honestly, openly and fairly in all our dealings.	We treat all people equally with due regard for their needs and rights.	We engage with people in a fair, courteous and timely manner. We strive for continuous improvement.	We are accountable and transparent and act responsibly in our dealings and decision making.	We continually seek progressive and creative approaches in the services we deliver.
					

Fig. 2: Values from Cork City Council's Corporate Plan

### Advisory Group

The LECP Advisory Group is representative of the stakeholders with direct responsibility for the delivery of the next Local Economic and Community Plan in Cork City. Provision for the convening of the Advisory Group is contained in the Department of Rural and Community Development's 'Guidelines on Local Economic and Community Plans'.

*The Advisory Steering Group will focus on practical arrangements for the smooth preparation of an integrated Plan, from determining its scope through to final adoption. In addition, the group should have a role in supporting the Implementation Plan process to ensure that these plans are integrated and in line with the High-Level Goals and Sustainable Objectives outlined in the framework LECP.*

### Membership:

- Chair, Local Community Development Committee (LCDC)
- Chair, Community Culture and Placemaking Strategic Policy Committee (SPC)
- Chair, Strategic and Economic Development Strategic Policy Committee (SPC)
- Cork City Council's Community Culture and Placemaking Director of Service
- Cork City Council's Strategic Planning and Economic Development Director of Service
- Sectoral experts representing the four pillars of sustainable development, Environment, Culture and Economy.

Role and responsibilities:

- To advise and assist on the development of the **Socio-Economic statement** setting out the **draft High-Level Goals and Objectives**.
- The arrangement and management of an **inclusive consultation** process for the development of the economic elements of the framework LECP.
- Taking account of the need to **reduce duplication** and unnecessary overlap and to **maximise** the use of available **resources**.
- The **integration** of both the **economic and community** elements into a single, coherent Framework LECP.
- Ensuring clarity as to **where responsibility rests** for leading/coordinating for each action.

## 2. Timeline

As outlined in Fig. 3 below, there are 6 stages overall in the development and implementation of the LECP. Stage one is now complete and we are currently undertaking Stage Two, the Public Consultation stage.

Council committees responsible for the development and sign-off of the LECP:

- LECP Advisory Group
- Local Community Development Committee (LCDC)
- Community, Culture and Placemaking Strategic Policy Committee (SPC)
- Strategic Planning and Economic Development Strategic Policy Committee (SPC)

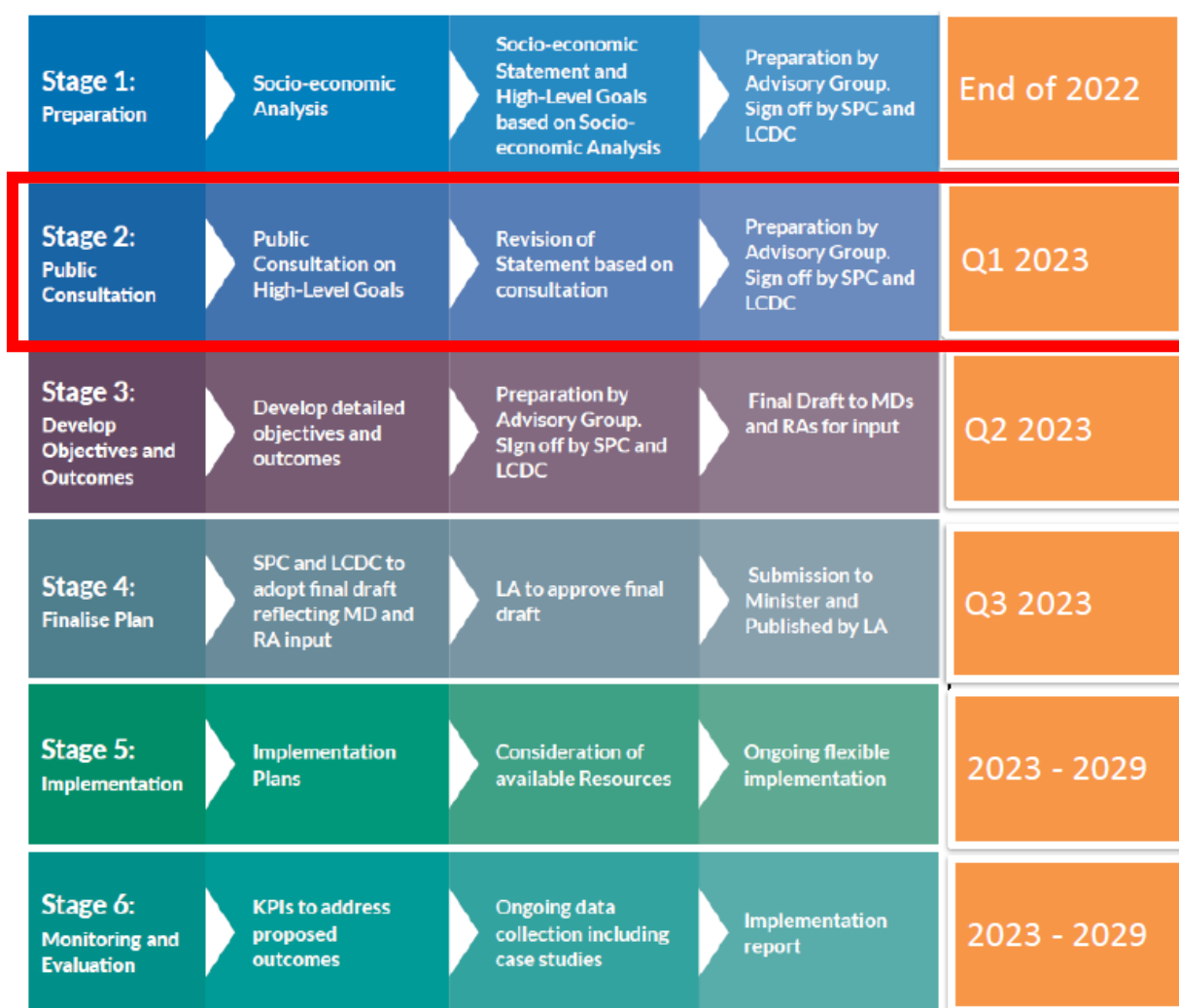


Fig. 3- LECP stages of development and Implementation as outlined in the government guidelines<sup>2</sup>

### Stage One: Preparation – COMPLETED January 2023

The following were completed as part of stage one and are viewable on the public consultation platform and the LECP page of the Cork City Council website.

- Socio-Economic Statement: this includes details of the review of the outgoing LECP
- Draft High-Level Goals and Objectives
- UCC Policy Review

### Stage Two: Public Consultation – 13<sup>th</sup> March to 26<sup>th</sup> May 2023

This stage will see us carry out extensive and inclusive citizen and community engagement. Inclusive consultation ensures the barriers that often prevent someone from participating in a consultation process are removed and a variety of opportunities to engage in a consultation process are provided. A Consultation Report will be published at the end of stage two to summarise the input and feedback we received during the public consultation phase.

<sup>2</sup> [gov.ie - Ministers Humphreys and O’Brien launch ‘Local Economic and Community Plans Guidelines 2021’ \(www.gov.ie\)](https://www.gov.ie/en/publications-and-resources/publication/ministers-humphreys-and-obrien-launch-local-economic-and-community-plans-guidelines-2021/)

We will be following as much as possible the newly published 'Guide for Inclusive Community Engagement in Local Planning and Decision Making (February 2023)<sup>3</sup>.

Public participation is vital for decision-making and has proven to produce better policies, strengthen democracy and build trust<sup>4</sup>. Also, research shows that decisions are more likely to be implemented effectively and efficiently if the decision-making process is open, honest and accountable<sup>5</sup>.

### **Public Sector Equality and Human Rights Duty<sup>6</sup>**

All public bodies in Ireland have a legal responsibility to promote equality, prevent discrimination and protect the human rights of their employees, customers, service users and everyone affected by their policies and plans. This is known as the Public Sector Equality and Human Rights Duty. It recommends that a consultative approach helps to deepen the evidence base available to the public body, for effectively putting the Public Sector Duty in place.

### **Stage 3 & 4: Develop Objectives and Outcomes, Finalise Plan**

Following on from stage two, we will draft the final plan which will include **a higher-level framework document and a separate implementation plan**. This will be the first of three, 2-year action plans for the 6-year lifetime of the plan. The final adoption of the plan will take place in the fourth stage, in the third quarter of 2023 after which the actions will be implemented, monitored, and evaluated continuously to 2029.

### **Stage 5 & 6: Implementation, Monitoring and Evaluation**

Once the new LECP is published, it will be implemented over the course of six years. Continuous monitoring and evaluation will be undertaken. We will engage with stakeholders at the end of each two-year implementation plan to gather feedback and input into the next.

---

<sup>3</sup> A Guide for Inclusive Community Engagement in Local Planning and Decision Making (February 2023), Co-produced by the Department of Rural and Community Development with Pobal, Community Work Ireland and the Irish Local Development Network. [gov.ie - A Guide for Inclusive Community Engagement in Local Planning and Decision Making \(www.gov.ie\)](http://www.gov.ie)

<sup>4</sup> OECD Innovative Citizen Participation and New Democratic Institutions, 2020: [Innovative Citizen Participation and New Democratic Institutions: Catching the Deliberative Wave | en | OECD](#)

<sup>5</sup> Working Group Report on Citizen Engagement with Local Government, Department of the Environment, Community & Local Government February 2014

<sup>6</sup> The Public Sector Duty is contained in Section 42 of the Irish Human Rights and Equality Commission Act 2014. For more information, go to: [IHREC-Tool-for-a-Consultative-Approach.pdf](#)



### 3. Review of Outgoing Plan- Pure Cork

The outgoing LECP 2016-2021 entitled 'Pure Cork- An Action Plan for the City' was the first plan of its kind and so it was important that a comprehensive review was undertaken to help identify the learnings to be brought forward to improve upon the development and implementation of the new plan. A traffic light review showed how 87% (206 actions), of all actions were completed 10% (24 actions) commenced by behind schedule and only 3% (7 actions) were not started. This demonstrated a very high success rate however, it also highlighted that the majority of these actions were completed after the first two years of the plan. Therefore, the new plan would need to consider a way of evaluating actions regularly to enable new actions to be added over the lifetime of the plan.

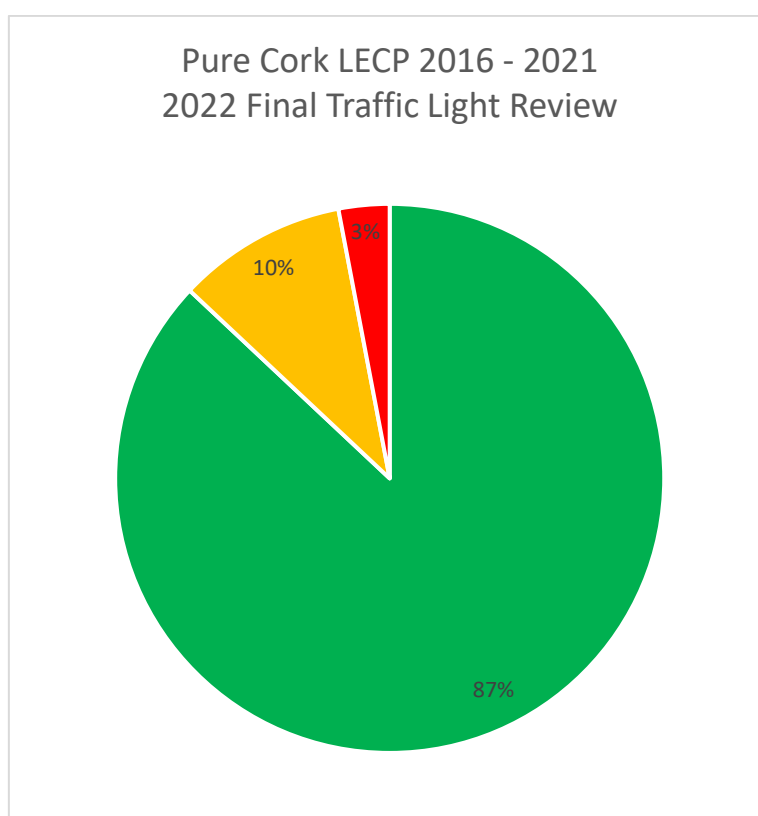


Fig. 4- Piechart showing the results of a traffic light assessment of actions from the LECP 2016-2021 (Green: Completed, Orange: Ongoing but behind schedule, Red: Not yet started)

As well as the traffic light review, an in-person review workshop took place in October 2022 with the Local Community Development Committee (LCDC) to facilitate a more qualitative review. This helped us draw together the below list positive outcomes of 'Pure Cork' as well as the challenges and areas that could be improved in the next plan.

#### Positive Outcomes:

- Very high rate of actions completed
- Helped stakeholders to strategically align, have shared objectives and actions and collaborate
- Mutually supportive economic + community actions
- Helped NGOs secure funding

- Action-driven
- Cross referencing of cross-sectoral actions into one plan
- Positive shift towards evidence based (EB) culture and local authority strategic planning

Learnings for new LECP development:

- Too many High-Level Goals and Objectives made it difficult to evaluate and monitor
- Separate streams for economic & community elements- need integrated approach
- Action compiled from other plans, not strategic
- Actions completed too early on and new actions not added over the lifetime of the plan
- Actions not SMART, did not have KPIs
- Not enough guidance from government departments on implementation, review and monitoring

A graphic harvest was done on the discussions of the day as featured below.



# Group Discussion

65+

Was Pure Cork important for your organisation?

**Cork as a City of Firsts**

CELEBRATE SUCCESS

Feeling Invested

Brings people in

Be an ally for the achievement of the LECP.

Feeling of Ownership ???

Acronyms LECP? LECP? LECP?

The agencies that should be working on it...

Impact of LECP on my life

LECP what's that?

The General public don't know about it...

the right message?

**PURE CORK?**

Challenges

- economic growth
- climate change
- social inclusion
- placemaking

link work to **SDGs**

(((CORK))) **Placemaking**

Charity Regulator?

Community Calendar

Funding info & deadlines

What worked?

Find the right people to engage with Youth

Repeat the gen

Young people have no problem getting

Remove Barriers to participation

Get on young!

There is a process for engaging young people

Policy Making

Seldom Heard young people

Think differently

More Economics

Check in! Quick Glance!

Does this fit in to the LECP?

Accountability

Scoring & Feedback on Grants

a flexible plan that can evolve

New LECP plan

Accessible language

User-friendly

booklet

how do we get people to pick it up and keep looking at it!

we would like Safer injecting facilities in Cork City

AMBITION

They couldn't believe it!

Be BRAVE Tackle difficult issues

18-

Comhairle Cathrach Chorcaí  
Cork City Council

LCDC  
Developing our communities  
Cúrsaí na hEithne Nádúrtha  
Local Community Development Committee

We are Cork.

Cork City Local Economic and Community Plan (LECP)  
2016 - 2021

**Pure Cork**  
An Action Plan For The City

# The Next Plan

65+

Looking Forward

What a City! what an amazing place!

Bring it to life!

86 Policies!

Lots of New Policies

The Truth is... no one's gonna read it!

Stakeholder buy-in!

Evidence-based

UN Policy What's Cork doing?

Pride is what we need!

More Economic actions

More than Consultation, Partnership, Collaboration

Agility Framework

Meet every 2 years!

Review of Policy Landscape

City Labs

Quadruple Helix

6 Goals

Bus Connects... Communication Safe buses

New LECP Guidelines

LECP Advisory Group

18-

Comhairle Cathrach Chorcaí  
Cork City Council

LCDC  
Developing our communities  
Cúrsaí na hEithne Nádúrtha  
Local Community Development Committee

We are Cork.

Cork City Local Economic and Community Plan (LECP)  
2016 - 2021

**Pure Cork**  
An Action Plan For The City



## 5. Socio-economic Analysis and Statement

A socio economic analysis and statement has been prepared to provide the evidence base that will assist in the development of the LECP. You can access this on the CiviQ platform and on the LECP page of the website ([www.corkcity.ie/LECP](http://www.corkcity.ie/LECP)). It outlines the population, demographic, education, deprivation, diversity, health, housing, transport, economic and employment character of Cork City and helps to identify the needs of the population. This profile is largely based on data from the Census 2016 local area data and has been supplemented by more recent datasets where available such as the preliminary Census 2022 data, the CSO Quarterly National Household Survey, the Healthy Ireland Annual Report and others. When the local area data from Census 2022 is released, the Socio-Economic Analysis will be updated and the LECP goals, objectives and actions reviewed. Here is a short summary of the findings.

### Socio-Economic Summary

- According to the 2022 census<sup>7</sup>, the population of Cork City is almost 222,333 and is projected to grow by around 50-60% by 2040<sup>8</sup>
- The Cork region contributes 19% to the national economic output in terms of Gross Domestic Product (GDP). In The Financial Times, Cork is ranked 2nd small city in Europe for economic potential
- Cork is home to significant national level health, educational and cultural institutions serving the southern region of Ireland. These include Cork University Hospital (CUH), University College, Cork (UCC), Munster Technological University (MTU), and the Crawford Gallery to name a few.
- Cork City boasts a strong heritage, with well-loved local heritage and cultural amenities such as the English Market, Shandon, the Cork Opera House, the Everyman Theatre, the Triskel Arts Centre, Elizabeth Fort, the Cork City Museum, the Glucksman Gallery, Ballincollig Powder Mills and the internationally iconic Blarney Castle. The streetscape and the channels of the River Lee provide Corkonians and visitors alike with a unique experience.
- Access to Cork is continuously improving. Cork is home to the fastest growing airport in Ireland. Investment is being rolled out to improve public transport, walking, cycling, road and rail access. The National Transport Authority recently adopted a €3.5 billion twenty-year transport plan for Cork.
- Cork is recognised by the World Health Organisation as a Healthy City.
- Cork City is one of the first globally to receive the United Nations Educational, Scientific and Cultural Organisation (UNESCO) Learning City award.
- The majority of Cork City's population and settlements located in the city's suburbs (67.3%). The southside suburbs are home to the largest percentage of the population (43.6%) followed by the northside suburbs (23%), the four urban towns of Ballincollig, Blarney, Glanmire and Tower (16%), and lastly the city centre (12%). With a high percentage of the population living in the suburbs, 63% of the population use a private car to get to and from work while only 9% use public transport.<sup>9</sup>
- The analysis also showed that 16.7% of Cork City's population is living in the "RAPID" areas (areas designated as disadvantaged)<sup>10</sup> of Churchfield/Gurranebraher, Fair Hill, Farranree/Farranferris and Knocknaheeny and Mahon. The communities living in these areas have the lowest levels of income,

---

<sup>7</sup> CSO Census 2022

<sup>8</sup> Project Ireland 2040

<sup>9</sup> CSO Census 2016

<sup>10</sup> [Revitalising Areas through Planning Investment and Development \(RAPID\) - Cork City Council](#)

highest levels of single-parent households, highest levels of disability, lowest levels of education and poorest health outcomes. While there are considerable levels of high-paying job opportunities in the RAPID areas which account for 13.9% of all jobs in the city, most of these jobs are taken up by people not living in the area. Knocknaheeny and Mahon have the highest level of inward flow of workers where large quantities of people travelling to these areas daily from across the city to work for various large indigenous and multinational firms operating in these areas.<sup>11</sup>

- Cork City's population is ageing with a dependency ratio presently in line with the state average. The majority of Cork City's population aged 65 and over are living in the southside suburbs of Ballinlough, Ballintemple, Bishopstown and Wilton and towns Ballincollig, Blarney and Glanmire.<sup>12</sup>
- Cork City has a high level of one-parent households, with some areas having twice the national average. It also has a lower percentage of husband, wife and children households with the average number of persons per household being 2.63 people.<sup>13</sup>
- Cork City's population is diverse with 15.4% of the population being classified as "non-Irish" the majority of which are living in the city centre. 0.5% of Cork City's population is classified as white Irish traveller.<sup>14</sup>
- In 2016, 18.01% of the population had a disability which is higher than the national average of 17.7%. This rate has been rising in Cork from 12.5% in 2006.<sup>15</sup>

For a full outline of the Socio-Economic analysis of Cork city, please refer to the Socio-Economic Statement available in the 'Materials' section of the CiviQ platform and on the Cork City Council website [www.corkcity.ie/lecp](http://www.corkcity.ie/lecp).

## 6. SWOT Analysis

Based on the findings of the Socio-Economic Analysis, a SWOT analysis was carried out to identify strengths, weaknesses, opportunities and threats related to Cork city. This provides guidance as to the key areas where the LECP should focus and the additional services and facilities which may be required.

---

<sup>11</sup> CSO Census 2016

<sup>12</sup> CSO Census 2016

<sup>13</sup> CSO Census 2016

<sup>14</sup> CSO Census 2016

<sup>15</sup> CSO Census 2016

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Population is increasing and Cork City is the fastest growing city in Ireland.</li> <li>• Strong economy with employment opportunities across various sectors.</li> <li>• Strong record in attracting and retaining Foreign Direct Investment.</li> <li>• Cork City is the second largest fluent English-speaking city in the European Union.</li> <li>• Excellent business networks/organisations which support new business ventures and inward investing companies.</li> <li>• Significant supports for entrepreneurs at all stages.</li> <li>• International airport serving major British and European locations.</li> <li>• Home to two major universities which cater to more than 38,000 students each year.</li> <li>• High Quality of Life</li> <li>• A learning, WHO Healthy and Age Friendly City.</li> <li>• A diverse City benefitting from the presence of strong multinational communities.</li> <li>• Low levels of Deprivation</li> <li>• Strong community and voluntary sector</li> <li>• Strong record of inter-agency works to help minorities.</li> <li>• UNESCO Learning City</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Skills shortage in certain sectors</li> <li>• 10.6% people in Cork City have no formal education.</li> <li>• Continued concentration of deprivation in Cork City's RAPID areas.</li> <li>• Lack of public transport options compared to other European cities.</li> <li>• Cork City's citizens are over reliant on the private car as their primary mode of transport negatively the city's campaign to tackle climate change.</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Redevelopment of the Cork City Docks is progressing and upon completion will provide extensive employment and housing opportunities.</li> <li>• Cork City can become one of Europe's most sustainable and climate friendly city thanks to its participation in the EU Missions Climate Neutral and SMART Cities Programme</li> <li>• Create linkages between Cork City's indigenous enterprise and Cork City's multinational base to benefit Cork City's indigenous base and further embed multinationals in Cork City's economy</li> <li>• Potential to develop a local green economy through offshore windfarms and tidal energy due to Cork City's proximity to the sea.</li> <li>• Unlock the value of the social economy to deliver both social and economic benefits.</li> <li>• Further develop Cork City's tourism sector to create economic and employment opportunities.</li> <li>• The strength of Cork City Centre as a the key commercial hub of the region.</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Climate Change causing rising sea levels and biodiversity loss.</li> <li>• Energy crisis will potentially cause disruption for citizens and businesses.</li> <li>• Cost of living increases, energy crisis and war in Ukraine will disproportionality impact Cork City's vulnerable citizens and negatively impact businesses.</li> <li>• A lack of diversification among the Cork city's FDI base, terms of sector, could expose the local economy to risks related to macroeconomic trends in trade and investment and to policy changes in partner countries</li> <li>• Lack of Housing supply which is hindering social, cultural and economic growth.</li> </ul>

## 7. Draft High-Level Goals and Objectives

### Vision

The LECP shares the vision set out in the new Cork City Development Plan (2022-2028): -

“.. Cork City to take its place as a world class city, driving local and regional growth, embracing diversity and inclusiveness and growing as a resilient, healthy, age-friendly and sustainable compact city with placemaking, communities and quality of life at its heart.”

### Draft High-Level Goals

The LECP Advisory Group have drafted a set of High-Level goals and objectives which will seek to realise the above vision and continue the excellent progress which has been made by the city over the past decade but also address the current issues facing the city. These draft high-level goals and objectives will be brought out to public consultation and therefore may change as a result. They are broad enough to stay relevant over the 6-year lifetime of the plan and capable of reacting to future challenges and capitalising on future opportunities and actions.

When deciding the goals and objectives, the Advisory Group considered the findings of the socio-economic analysis, the review of the outgoing plan as well as a policy review commissioned by Cork City Council and carried out by Cork University Business School. This comprehensive policy review assessed relevant local, regional, national, and global policies and strategies in order to identify policy gaps and recommend high-level goals to be considered in the new LECP. Overall, a total of 86 policies were deemed relevant to the LECP, 47 related to community and social policy and 39 related to economic and environmental policy.

These are the 6 draft High-Level Goals agreed and approved by the LECP Advisory group:

1. A city valuing **health and wellbeing**.
2. A city built on **partnership, inclusion, and equality**.
3. A city of **learning and culture**.
4. A city driving **economic and enterprise development**.
5. A city of **safe, accessible, and resilient** neighbourhoods and communities.
6. A city leading on **sustainability and climate action**.

# LECP 2023-2029 draft high level goals.



Fig. 4: The LECP 2023-2029 draft High-Level Goals.

## Draft objectives

A number of sustainable objectives have been drafted for each of the High-Level Goals (see table below). These goals and objectives will be achieved by a multitude of actions carried out in collaboration with stakeholders over the lifetime of the plan. The benefit of having shared goals and objectives is that they help to bring stakeholders together to strategically align and join forces to make effective and real change in our city.

### Sustainable Community and Economic Objectives

High-Level Goal	<b>A city valuing health and wellbeing.</b>
Objectives	1. To ensure Cork is a healthy city that connects to improve the health and wellbeing of all its people at all ages, reduces health inequalities and recognises the need for a holistic approach to health and wellbeing.



	<ol style="list-style-type: none"> <li>2. Create a responsive and resilient city by building strong interconnected and sustainable local health systems that can respond to local needs and threats to public health.</li> <li>3. Promote cross-sectoral working to achieve better health outcomes for the city through integrated health planning which addresses the social determinants of health and promotes health in all policies.</li> <li>4. Promote community development and participatory approaches to addressing health challenges that generate models of, evidence based, best practice.</li> <li>5. To support the HSE led enhancement and restructuring of health services in Cork city to ensure access to quality health care for all.</li> <li>6. To create spaces and places for health using a community placemaking approach.</li> </ol>
High-Level Goal	<b>A city built on partnership, inclusion, and equality.</b>
Objectives	<ol style="list-style-type: none"> <li>1. Empower people and communities, increasing their capacity to become vital, creative and active participants and engaged communities.</li> <li>2. Continue to strengthen the partnership model of working in collaboration with relevant stakeholders and communities to support sustainable approaches to policy and programme development and implementation.</li> <li>3. Prioritising the needs of communities experiencing exclusion.</li> <li>4. Demonstrate a commitment to human rights, equality, integration and anti-discrimination, paying particular attention to the responsibilities under the Public Sector Equality and Human Rights Duty.</li> <li>5. Strive to develop and implement national policies, strategies and indicators relevant to inclusion, integration and equality at a local level.</li> </ol>
High-Level Goal	<b>A city of learning and culture.</b>
Objectives	<ol style="list-style-type: none"> <li>1. Sustain the development of Cork as a UNESCO Learning City, using Education and Lifelong Learning approaches to support the delivery of all UN Sustainable Development Goals.</li> <li>2. Sustain and grow Learning City partnership structures and networks that involve all stakeholders in lifelong learning: Formal, non-formal, and informal.</li> <li>3. To empower and enable people of all ages, interests and abilities to participate in and enjoy lifelong learning, the arts and creativity.</li> <li>4. To sustain and develop initiatives to remove barriers to participation in lifelong learning and cultural activities for marginalised and underrepresented groups.</li> <li>5. To optimise and extend arts and cultural infrastructure in the city.</li> <li>6. To animate our city centre, communities and neighbourhoods through art, learning and cultural events, and creative placemaking.</li> <li>7. To advance the potential of Cork's arts, culture and creative industries, and Learning and Education Services to contribute to economic growth.</li> </ol>

High-Level Goal	<b>A city driving economic and enterprise development.</b>
Objectives	<ol style="list-style-type: none"> <li>1. Invest in and develop Cork City’s communications, transport, and enterprise infrastructure to support economic growth.</li> <li>2. Support Cork City’s innovative ecosystem to develop new ideas, concepts, products and processes to contribute to sustainable economic growth.</li> <li>3. Continue to work with other key enterprise stakeholders to create an enterprise-friendly ecosystem that supports Cork City’s entrepreneurs, SMEs, and social enterprises through all stages of development.</li> <li>4. Continue to work with key city stakeholders to attract and retain Foreign Direct Investment in Cork City</li> <li>5. Develop and expand Cork City’s tourism industry to support jobs and economic opportunities.</li> <li>6. Develop the skills base in Cork City to ensure there is an adequate supply of skills available to support economic and enterprise growth.</li> </ol>
High-Level Goal	<b>A city of safe, accessible, and resilient neighbourhoods and communities.</b>
Objectives	<ol style="list-style-type: none"> <li>1. Develop and support the structures and partnerships which underpin safety and wellbeing in our city.</li> <li>2. A Placemaking approach will be taken to programme, policy and planning in Cork City Council.</li> <li>3. Promote local actions for built and natural heritage.</li> <li>4. Promote partnership approaches to accessibility and services.</li> <li>5. Support and champion the resilience of community organisations and structures.</li> </ol>
High-Level Goal	<b>A city leading on sustainability and climate action.</b>
Objectives	<ol style="list-style-type: none"> <li>1. Ensure our city and infrastructure is resilient and adaptive to a changing climate.</li> <li>2. Increase energy efficiency and increase the proportion of energy from renewable sources.</li> <li>3. Encourage modal shift to sustainable travel through walking, cycling and public transport.</li> <li>4. Manage waste sustainably by reducing, reusing, recycling and recovering waste while moving to a circular economy.</li> <li>5. Establish environmentally friendly systems that encourage biodiversity.</li> </ol>

## 8. Next Steps- Public Consultation

We want your thoughts and ideas on how we can grow in a way that is sustainable, inclusive and helps to address the big challenges we face, building our resilience so we can thrive into the future.

We want this plan to be developed and rolled out in partnership with communities, with community needs at its heart. With a shared vision and collaborative actions, we can all work together to create happy and healthy neighbourhoods and communities.

Let's plan together to make our city the best it can possibly be!

The public consultation will be open for a 10 week period from **9 a.m. on Monday 13th March 2023** until **5pm on Friday the 26<sup>th</sup> May 2023**.

Here are the ways you can 'Have Your Say':

- Complete the Public 'Have Your Say' survey (link on the website: [www.corkcity.ie/lecp](http://www.corkcity.ie/lecp) )
- Attend one of our engagement events (see details on the website: [www.corkcity.ie/lecp](http://www.corkcity.ie/lecp) )
- Send in a written submission (see details below)

**Written Submissions:**

Cork City Council welcomes submissions on the new Local Economic and Community Plan (LECP) 2023-2029 via the following links:

- Using the **online submission portal**:  
[Public Consultation on the new Local Economic and Community Plan 2023-2029 | Cork City Council's Online Consultation Portal](#) or
- By email to [community@corkcity.ie](mailto:community@corkcity.ie) or
- By **posting** your submission to:

Community Team, Community, Culture and Placemaking Directorate, Cork City Council, Anglesea Street, City Hall, Cork, T12 T997.

Should you have any queries please email us on: [community@corkcity.ie](mailto:community@corkcity.ie) or call the Community Team on 0214 924000.

For more info, please visit: [www.corkcity.ie/LECP](http://www.corkcity.ie/LECP)

# Thank you



## LET'S PLAN TOGETHER