



Comhairle Cathrach
& Contae Luimnigh
Limerick City
& County Council



Interim Review and Update of the Limerick 2030 Plan

Prepared for Limerick City and County
Council

12 March 2022



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This document is an initial draft report. Our final report and any other deliverables will take precedence over this document.

Introduction



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About this report

High-level approach

Review and Update the Limerick 2030 Plan

Primary research

Consult with key stakeholders involved in the Mid West economy to understand progress made since the preparation of the Limerick 2030 plan and to identify growth opportunities for the next decade.

Input from stakeholders and specialists integrated across all workstreams.

Secondary research

Review economic, social, and spatial trends locally and internationally to create a framework to update the Plan for the period to 2030 and beyond.

This analysis ensures that our research is informed by latest data and insights.

Delivery

Prepare an integrated economic and spatial plan that identifies growth potential, investment opportunities, and project scheduling.

Our plans and recommendations are clear, robust and include a range of targets.

Key sources

Direct consultations with key stakeholders, but not limited to:

- Enterprise Ireland
- IDA
- LDA
- LCCC
- Limerick 2030 DAC
- TUS
- MIC
- UL
- Innovate Limerick
- Community representatives



Research of third party papers and reports, including from:

- CSO
- Eurostat
- KPMG
- LCCC
- Department of Finance
- Revenue Commissioners
- EY
- Duedil
- Euromonitor



Conversations with a number of representatives of Limerick City and County Council, in particular with:

- Elected representatives
- Pat Daly
- Pat Fitzgerald
- Vincent Murray
- Maria Woods



Objectives from the Limerick 2030 Plan.

This draft report provides a Review and Update of the 2013 Limerick 2030 Plan.

Limerick City and County Council has appointed KPMG and OMP to undertake an economic and spatial review and update of the Limerick 2030, Economic and Spatial Plan.

Ultimately, this plan must recognise that a strong economy has a co-dependency on investment in affordable housing, efficient public transport, an attractive environment, vibrant communities as well as a focus on energy, healthcare, social services and education.

Limerick 2030: An Economic and Spatial Plan for Limerick – as published in 2013 - includes 5 economic objectives (1-5) and 8 spatial objectives (6-13).

- 1 Position Limerick as a competitive knowledge economy, known for its skill base excellence in high tech sectors
- 2 Develop an outstanding environment for starting and growing new businesses
- 3 Create the conditions for long-term economic growth
- 4 Create a vibrant City Centre Economy with a new mix of economic uses and a strong education presence
- 5 Maximise the local employment impact from development / regeneration
- 6 To establish a 21st Century City Centre economy capable of competing with other European cities and leading the wider City, Metropolitan Area and City Region economy
- 7 To reposition the City Centre as the premier regional shopping destination
- 8 To establish a unique tourism offer that takes full advantage of the City Centre's special heritage and environmental characteristics
- 9 To make the City Centre once again a desirable place to live by improving the quality of the housing offer in the City Centre
- 10 To create a high quality and safe urban environment attractive to investors, employers, residents and tourists which generates a sense of pride in the City
- 11 To build upon the City Centre's rich historic character by fully capturing this rich heritage, protecting and enhancing it where appropriate and complementing it with world class design for any new development
- 12 To create quality strategic gateways to the City Centre, thereby making it a welcoming experience for visitors
- 13 To attract and retain young people by providing learning opportunities through the cooperation of the University of Limerick, Limerick Institute of Technology (now TUS) and Mary Immaculate College, in providing teaching and residential accommodation in the heart of the City Centre

Executive summary

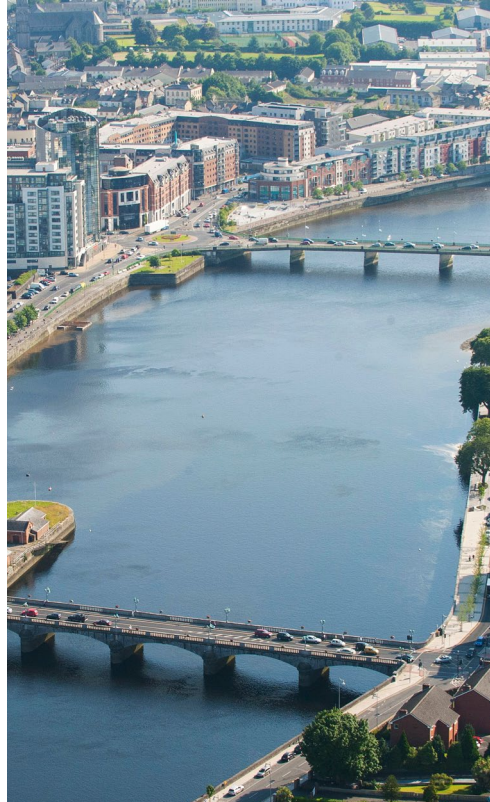


Overview

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The Limerick 2030 plan is an economic and spatial framework for the redevelopment and growth of Limerick City Centre that was published in 2013.

This review and update analyses the progress of the plan over the last seven years and updates the plan with new targets and recommendations to take the city and county to 2030.



Since the publication of the Limerick 2030 Plan in 2013, Ireland has emerged from a period of economic crisis, becoming the fastest growing economy in Europe in each year from 2017-2019. While the COVID-19 crisis has created new challenges, Ireland was the only EU country to post positive growth in 2020 and 2021. In addition to the wider shifting economic context, this interim review and update to the 2030 Plan also occurs within the context of a new legislative and policy landscape. Since 2013, the National Development Plan 2021-2030 (NDP); the National Planning Framework 2040 (NPF); and the Regional Spatial and Economic Strategy (RSES) for the Southern Region (among others) have been published and now guide and structure the future development of the country and region. At a local level, this review also forms part of and aligns with the Draft Limerick Development Plan 2022-2028.

The original 2030 Plan is structured around three core elements – (1) an Economic Strategy identifying how Limerick needs to be positioned in order to best take advantage of economic opportunities; (2) a Spatial Plan focussed on revitalising and redeveloping Limerick City Centre and (3) a Marketing Plan. To achieve its broad aims, it includes 5 economic objectives and 8 spatial objectives (as alluded to in the Introduction section). The Plan also outlines 7 transformational projects, as follows:

1. 'World Class' Waterfront – a renaissance of Limerick's entire Waterfront
2. The 'Limerick Cultural Centre' – an iconic destination building on the Waterfront
3. 'Great streets' – a transformation of the City's three main streets – O'Connell Street, Catherine Street and Henry Street
4. A new City Square/Plaza – to define the focal point or 'heart' of the City Centre
5. A City Centre higher education campus - the creation of a multi-versity combining facilities from Limerick Institute of Technology (now TUS), University of Limerick and Mary Immaculate College in the heart of the City Centre
6. Renewal of the Georgian Quarter – a concentrated programme to restore the Georgian part of the City to its former glory; and
7. Colbert Station renewal – a new public transport interchange and enhanced station environment.

This updated plan builds on the original Limerick 2030 objectives and project ambitions. The focus of this document is to complement the original plan's emphasis on transformational sites and projects, as well as capturing emerging projects and opportunity areas. These include: Cleeves site, Colbert Quarter, Georgian Core, Project Opera, Arthurs Quay, UL City Centre campus, Debenham's/Penny's Quarter, City Side Docklands, Clare Street, Revenue Commissioners' building, business parks in Newcastle West and Kilmallock This strategy also provides a wider thematic enabling and supporting framework to support the original Plan's baseline ambitions.

Progress to Date

Progress to Date

Since the Limerick 2030 plan was implemented, Limerick has experienced strong economic and employment growth. An increase in FDI investment has been observed, with a number of key successes. Limerick is particularly strong in life sciences and pharmaceutical sector, as well as the ICT sector. These sectors will lead economic growth globally in the 2020s, meaning Limerick is well positioned to grow. An uplift is required in many respects for Limerick to reach its full potential and to become a more attractive and liveable city.



Since the launch of the Limerick 2030 Plan, Limerick's and the Mid-West's economy has gone through a number of phases, mirroring national trends. There has been a steady stream of new jobs created in Limerick across a broad range of industries: a total of ~20,300 new jobs have been announced across full time, retail and construction jobs in Limerick between 2013 and 2020. In the first three months of 2021, 860 new jobs were announced, including roles in major employers (such as Bon Secours, UPMC, Regeneron, Transact Campus, 4Site, Screwfix, AMCS, Takumi, and Kneat) highlighting a degree of resilience in Limerick's economy during this more difficult period. Overall, ~50% of Limerick's population were employed as of 2016 (the last Census period). Yet, Limerick City is home to the areas with the lowest employment rates in the County. Indeed, the city also accounted for 8 out of the 10 EDs with the highest unemployment rates in the State in April 2016.

As of 2016, nearly 50% of the total population of Limerick lives in the city and its suburbs, accounting for 2% of the country's total population. Yet, at the same time, Limerick City Centre has a very low population compared to the suburbs (with some areas suffering population decline between 2011 and 2016), indicating a level of sprawl. The Limerick 2030 Plan outlines the importance of the city growing and consolidating its population in order to realise the goals set out in the plan, with an appropriate critical mass being an important influence on the feasibility and achievability of the Limerick 2030 vision. This is also acknowledged by the NPF and RSES, with the NPF including a target of half (50%) of future population and employment growth to be focused in the existing five cities and their suburbs. Furthermore, 30% of all new homes targeted in settlements other than the five Cities and their suburbs are to be within their existing built-up footprint. For Limerick, compact growth (both in the city centre and across the county's towns and villages) is thus a key priority to 2030. The city centre and its environs have opportunities to significantly increase population over the next 8 years. Housing delivery is central to this. A diverse offer of quality homes attracts and retains talent, and is vital to enabling the city centre and the region's wider economic growth.

Section 1 of this document provides a more specific overview of progress across the spatial and economic objectives. In particular, it reflects on the overall success in advancing the economic objectives of the 2030 Plan since 2013 while also acknowledging that further focus is required on the spatial objectives in order to ensure the achievement of a more populated, attractive and liveable city centre to 2030 and beyond. The city and county's key Strengths, Constraints, Opportunities, and Threats (SCOT) are identified. In Q1 2021, Limerick City and County Council was approved for €116 million funding through the Urban Regeneration and Development Fund (URDF) for the 'World Class Waterfront' project and the 'Liveable Limerick City Centre Initiative'. Moreover, it also emphasises the opportunity afforded by the new Technological University of the Shannon (through work by a consortium of LIT and AIT).

Review of the Spatial Plan

Review of the Spatial Plan

While strong progress has been made at advancing many of the opportunity sites identified in the Limerick 2030 Plan, key design considerations have been identified to maximise the spatial strategy's effectiveness in balancing opportunities for growth across the urban area.

This aim is best enabled by revising the spatial strategy to describe the intensification of key economic centres across the city to transform them into mixed-use local centres with a critical mass of residential occupation that support the core City Centre. This larger network retains the primacy of the City Centre while providing a framework within which several key opportunity sites with the potential for transformational projects are identified



The Limerick 2030 Plan published in 2013 identifies a series of opportunity sites whose development, along with a programme of public realm improvements, would together revitalise and redevelop Limerick City Centre by delivering 7 transformational projects across a series of development zones. Individually, the opportunity sites identified will act as anchors for development across the City Centre. Together, they share the ambition of creating a city that will attract new inward business investment and encourage the formation of new local businesses, providing high quality, flexible spaces to meet accommodation requirements.

This update and review is required to respond to the changes that have already taken place in the city while also being cognisant of the new planning policy context of the NPF, RSES and the Draft Plan. Overall, this update is informed by a clear overarching aim – *to consolidate the Wild Atlantic Way Gateway City identity and ensure that growth is managed in a way that not only avoids sprawl but instead strengthens the sense of a coherent urban area* – articulated in Section 3.

The most successful international cities demonstrate four clear trends relevant to the transformation of Limerick City: (1) Supporting active urban life through a compact city model of higher densities and mixed use to develop critical mass; (2) Incrementally implementing a framework with a clear vision that provides business as usual stability and community investment; (3) Managing the city's Identity by means of housing choice, economic strategy and spatial integration, and (4) Investing in well-being through connected streets, connected spaces and connected neighbourhoods.

With substantial projects now advancing at Cleeves Riverside Quarter, Colbert Station and the Opera Site; two key design considerations for a revised spatial plan are identified to better enact the aims of the Economic Framework:

1. **Enabling the Plan:** To support the vision of active urban life in a compact city as envisaged by the Draft Plan, the Limerick 2030 Spatial Plan must function as a guide to enabling the city to maintain a 'business as usual' function while significant transformations are enacted.
2. **Expanding the Plan:** To ensure that the Limerick 2030 Plan is consistent with the Draft Plan, the extents of the spatial plan needs to be expanded to consider the wider Limerick City Metropolitan Area and Environs, including Annacotty and Mungret.

Whereas the existing Limerick 2030 Plan is concerned with catalysing opportunity within the core City Centre area, this revised strategy places the large transformational projects within a wider framework for catalysing opportunities across the urban area.

Overall Economic Growth

Economic growth

There are no forecasts available on regional levels for likely economic outcomes over the coming years. This hinders the development of regional economic strategies.

Overall, Limerick's economy can outperform national economic growth with the right policies. LCCC and other stakeholders can target average economic growth of 4% and employment growth of 4%-5% over the period to 2030.



Following the impact of the pandemic on the Irish economy in 2020 and the first half of 2021, the Department of Finance (DoF, October 2021) is projecting that GDP and the domestic economy will grow by 15.6% and 5.2% respectively in 2021, and by 5.0% and 6.5% in 2022. Over the period to 2025, the annual average growth rate would be more than 4%. Growth projected for the next five years will be driven mainly by a healthy trade balance through net exports (68% of total growth) and by strong levels of personal consumption (17% of total growth).

Risks relating to these growth projections are predominantly exogenous, such as if the world economy faces another downturn. As Section 6 highlights, in comparative terms, it is likely that Ireland will outperform many other advanced economies until the middle of this decade. Likely growth is not known for the period 2025-2030, however typically the long-term average growth rate is 2.0%-2.5%.

In June 2021, the Government released its National Economic Recovery Plan focused on a number of pillars, including supporting returning to work, enterprise resilience and productivity, and investing in infrastructure. While the additional contribution of these initiatives to economic output has not been released, it is possible that growth will outperform the Government's own latest forecasts.

Recent data on the labour market and workforce in Limerick City and County is lacking. Census 2016 data indicated that approximately 77,000 people were in employment on Census day. Since 2016, ~12,000 additional jobs have been created. The pandemic has resulted in a fall off in employment in 2020 and into 2021. Some jobs will not be recovered, while many will. It is estimated that employment in the City and County is ~85,000 as of mid-2021.

Over the period to 2030, there is potential for up to 30,000 jobs to be created in the city and its environs and up to 12,500 jobs could be created in the county – in total, this would reflect growth of approximately 40% over the period 2021-2030. To achieve this growth, a number of drivers are required:

- Return of Limerick natives to the city/county
- Greater retention of graduates relative to the baseline
- In-migration of new migrants from Ireland and elsewhere
- Entry of an additional number of existing residents into the labour market.

Framework to update Limerick 2030

Developing the Framework and Strategic Vision

The overall approach to reviewing and updating the Limerick 2030 Plan has been the use of a new framework approach.

This approach includes the development of a revised Vision for Limerick, nine core project concepts, a number of strategic interventions and their interdependencies, a refined list of opportunities and a detailed implementation plan.

Further information on the framework and strategic initiatives is in section 4 and 5.

This review and update of the Limerick 2030 Plan includes a phased framework:

1. **Creating a Vision and Key Themes:** geographic, demographic and thematic priorities, detailed economic and spatial analyses, and in-depth stakeholder consultation, contributed to a revised overarching vision for Limerick:

“By 2030, Limerick will become a green city region on the Shannon Estuary connected through people and places. This will be achieved through engagement, innovation, resilient urban development and self-sustaining rural communities”

To realise this vision, four thematic areas of ambition have been defined to reflect the unique selling points of Limerick City and County and to advance key opportunity areas. These are: **A Green Region; Embracing the River Shannon; Resilient Connected and Inclusive Communities; and A Sustainable, Innovative and Competitive Economy**

2. **Developing Project Concepts:** On the basis of step 1, 9 core project concepts are defined to ensure the achievement of the overarching vision and ambitions. These concepts guide and structure updated objectives for the plan as well as to identify strategic interventions required. The concepts are: **Quality Housing for a Growing Population; The City as Neighbourhoods; Enhancing Liveability; Embrace and Grow Economic Strengths; Growing the Green Economy; Grow Culture and Identity; Prepare People for the Future; and Reanimate the Waterfront**
3. **Identifying Strategic Interventions:** Under each of the project concepts, a number of strategic interventions are proposed. These represent both macro (i.e. county or city wide) and micro level (i.e. localised) interventions with varying timeframes for delivery (from short to long term)
4. **Assessing Interdependencies:** This step assesses the range of interventions identified against the key thematic areas of the overall vision for 2030. This provides an evaluation of the extent of overlap across the thematic areas and thus their potential for an extended ‘reach’ or greater level of impact across the Plan period.
5. **Refining Opportunities:** In order to analyse the potential prioritisation of interventions and projects identified, each has been reviewed in terms of their potential level of impact (on a scale of low-high) and the ease by which these interventions can be implemented (on a scale of easy-difficult)
6. **Developing an Implementation Plan:** Using the above approach, an overall implementation plan for the respective interventions is outlined.

Updated Spatial Strategy

Updated Spatial Strategy

The spatial strategy expresses the Economic Framework by identifying a city of connected neighbourhoods that gathers character areas of the city and environs, including Mungret and Annacotty, into four functional areas linked through sustainable travel routes. Within the neighbourhoods, opportunities are focused into economic centres, aligning place-based intensification in the appropriate locations with city-level investment in movement infrastructure in the creation of a 10-minute city network.

The location of opportunity sites and the general organisation of the strategy is consistent with the land use zoning provisions of the Draft Plan.



The spatial strategy springs from the strategic vision of the Draft Plan, at the core of which are cohesive and sustainable communities where our cultural, natural and built environment is protected. More generally, it aims to express spatially key moves of the economic framework as it relates to growth opportunities.

Broadly, the spatial strategy retains the primacy of the city centre and describes the intensification of the key economic centres across the neighbourhoods into mixed-use local centres with a critical mass of residential occupation, strengthening the links between these centres through investment in placemaking. This larger network acts as the framework within which several key opportunity sites with the potential for transformational projects are identified.

Within the City Centre and across the urban area, residential population growth is enabled and accommodated. The spatial strategy envisages a city of connected neighbourhoods, each of which embodies principles of the 10-minute city as described by the Draft Plan. These connected neighbourhoods have the aim of spatially balancing opportunity across the urban area, complementary to and supporting population growth in the city centre. Priority for development is still afforded the City Centre – it is the major draw of talent and driver of innovation, the cultural and economic engine whose success enables the development of these other local centres.

Growth opportunities are organized along patterns of active travel and public transport movements most closely associated with the sustainable transport aims of the Draft Plan, and most critical to the development of self-sustaining communities. Connecting the neighbourhoods along these preferred movement corridors allows growth to preserve legible transitions between component areas of distinct character within and across the neighbourhoods, rooting growth is how the city is lived in and used, and offer choice to new and existing residents.

The spatial strategy identifies new development opportunities across the connected neighbourhoods that reflect a mix of larger scale transformational projects and smaller scale public realm interventions to demonstrate the range of development opportunities resulting from the spatial integration of the provisions of the Draft Plan and their expression through the Economic Framework. The Spatial Strategy is outlined in Section 3 and the individual opportunity sites are considered in more detail in Section 5.

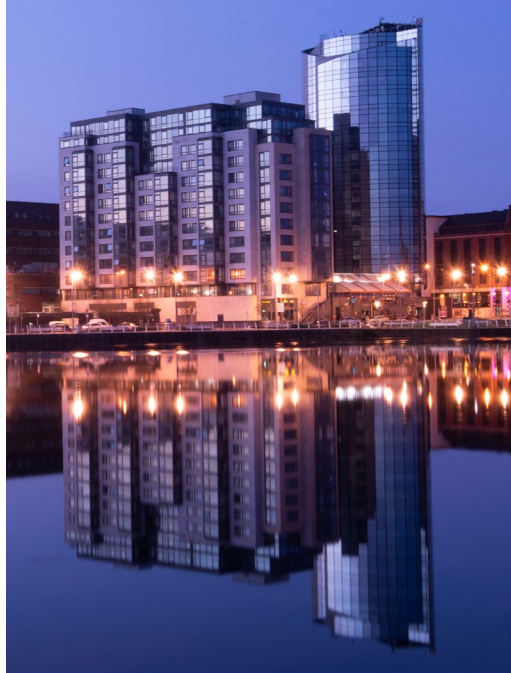
Growth Opportunities

Growth Opportunities

The original Plan set out a number of growth opportunities that Limerick could explore and advance over the course of the Plan to 2030. Many have been successful (see progress to date).

Several recommendations are made to complement the existing focus and to take advantage of trends that have emerged since 2013 and future developments anticipated by 2030.

Economic growth in the 2020s will be led by 1) the green economy 2) ICT 3) life sciences. These can be prioritised, but not at the expense of other sectors.



Section 4 reflects on a number of growth opportunity areas including: the creative sector, the green economy, the mobility sector, data centres, Industry 4.0, ICT, life sciences/pharma, and financial services. Multiple recommendations are made to support economic growth in Limerick and the wider region. Summary headline information includes:

- The transition to the green economy is the greatest economic opportunity for all regions globally. Emerging plans are in place to take advantage of this. To achieve success, it may be necessary to further develop the digital basin concept, including an incubation space in the Docklands for green and digitally focused firms, exploring potential at Foynes for assembly, and attracting data centres that are powered by green energy
- The Mid West region has become a key player in life sciences and MedTech in recent years, complementing other strong sector clusters in Cork and Galway and reflecting a spine of innovation in the sector across the western coast – employment in Limerick is ~5,000. Limerick can aim to secure at least 1 new SFI research centre for Limerick and become a first mover region in gene editing
- Over the period to 2030, further opportunities in ICT can be built upon, especially as technology is increasingly permeating other sectors, such as life sciences, pharma, MedTech, agri-tech. The Council and other stakeholders should link ICT start-ups with available first floor space in the city and connect regional agri-food players with ICT players
- As industries such as ICT and Life Sciences grow, financial and other professional services in Limerick will grow in tandem. Financial services' potential growth highlights the need for high quality office space and an expanded residential offering within Limerick city centre
- Shannon has strengths in mobility, with growth arising in Limerick city's environs. Drones will be widespread by 2025 and autonomous vehicles will have advanced by 2030. These are huge opportunities, and Limerick City and County can be part of the growing ecosystem to complement other mobility-focused skills base at Shannon Airport to meet future needs within Limerick County and become the leading local authority in Ireland in AVs/air mobility
- Culture must be viewed as an economic enabler, and this is under-developed in the region and the city. There is a need to establish a Working Group to grow the creative sector, develop a cultural centre / creative hub in the City Centre and ensure cultural facilities are available in towns.

Further information is provided in section 4.

Implementation and Monitoring

Implementation and Monitoring

In order for this updated Limerick 2030 Plan to be a success, a clear implementation schedule and monitoring and implementation framework is required. This is developed later in this report, with steps, milestones, and datapoints required to track progress.



As the original Limerick 2030 Plan is entering into a key implementation stage during which developments of scale will begin to be delivered (including at Colbert Station; Cleeves Riverside Quarter and the Georgian Quarter), the updated Plan needs to work across both the plan-making and placemaking activities. To this end, with the first catalysing iteration of opportunity sites within the city centre being implemented, the revised plan identifies a series a new opportunity sites and identifies potential connections between them to the work progressed to date – building new opportunity from the transformations of the current plan.

With a clear vision in place, stability in the implementation phase is critical to ensuring the initial aims are carried through. Placemaking activities often move to the smaller scale initiatives in this ‘meanwhile’ period – community well being is invested in through the early delivery of public spaces and facilities or the development of temporary projects that point the way to the final shape of the city once the construction has finished; quick wins in improving streets and connecting neighbourhoods are sought to avoid public or political fatigue that results from the upheaval of large scale change – serving the purpose of managing the experience of city life as quality of life improvements are being made. As such, this review and update of the Plan purposely seeks to identify macro and micro level strategic interventions with short, medium and longer term outlooks.

Section 6 provides a high level picture of these key recommendations (as shaped by the concepts and strategic interventions) and an implementation pathway. Specifically, this includes a schedule of initiatives and related ‘owners’ or associated stakeholders responsible for their delivery over the plan period and beyond.

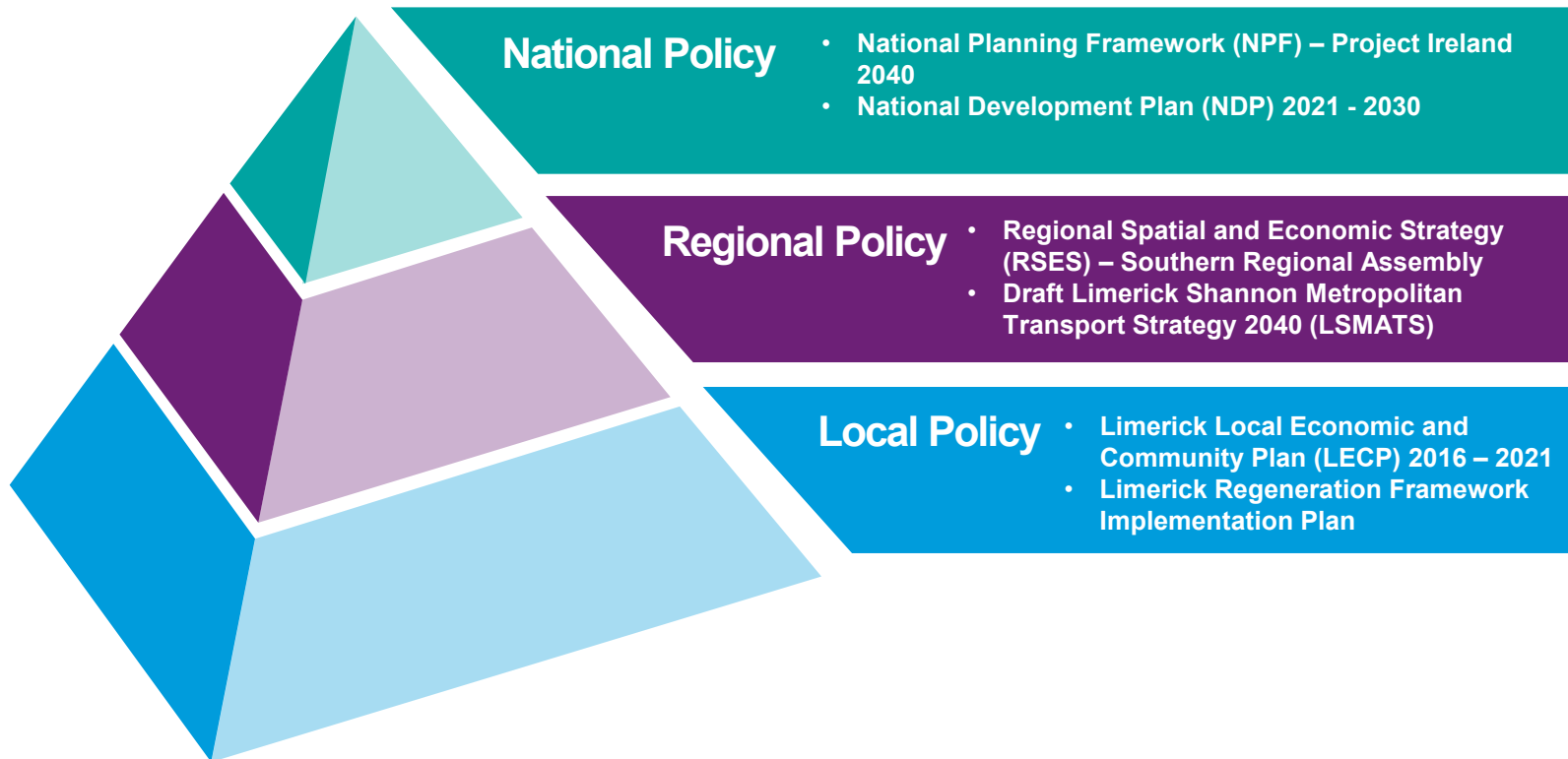
Section 7 details the monitoring and evaluation approach for the revised Limerick 2030 Plan, including a detailed Monitoring and Evaluation (M&E) Framework. These components are key activities for any learning organisation which aims progressively to improve its performance. They allow for systematic learning from past and current activities - "what works/what doesn't work" and "why". This is critical to learn from mistakes/poor outcomes and ensure that good practices are replicated in the future. It sets out a framework for enhancing the generation of good quality monitoring and evaluation, which will be integrated into Limerick City and County Council decision-making and delivered within a robust and proportionate governance framework. This is to provide greater accountability and a stronger evidence base for future decision making and communication activities.



1. Scene Setting

Policy Context

Since the launch of Limerick 2030, a number of major national, regional and local policy documents have emerged.



Overview of policy context

This review and update document seeks to align with and support wider existing and emerging policy objectives.

National	Regional	Local	EU
National Planning Framework (NPF): Project Ireland 2040 National Development Plan (NDP) 2021-2030	Regional Spatial and Economic Strategy (RSES) – Southern Regional Assembly	Draft Limerick Development Plan 2022-2028 Limerick Economic and Community Plan (LECP) 2016-2021 Limerick Regeneration Framework Implementation Plan	Urban Agenda for the EU

The Plan will be informed by the national, regional, local and EU policy context

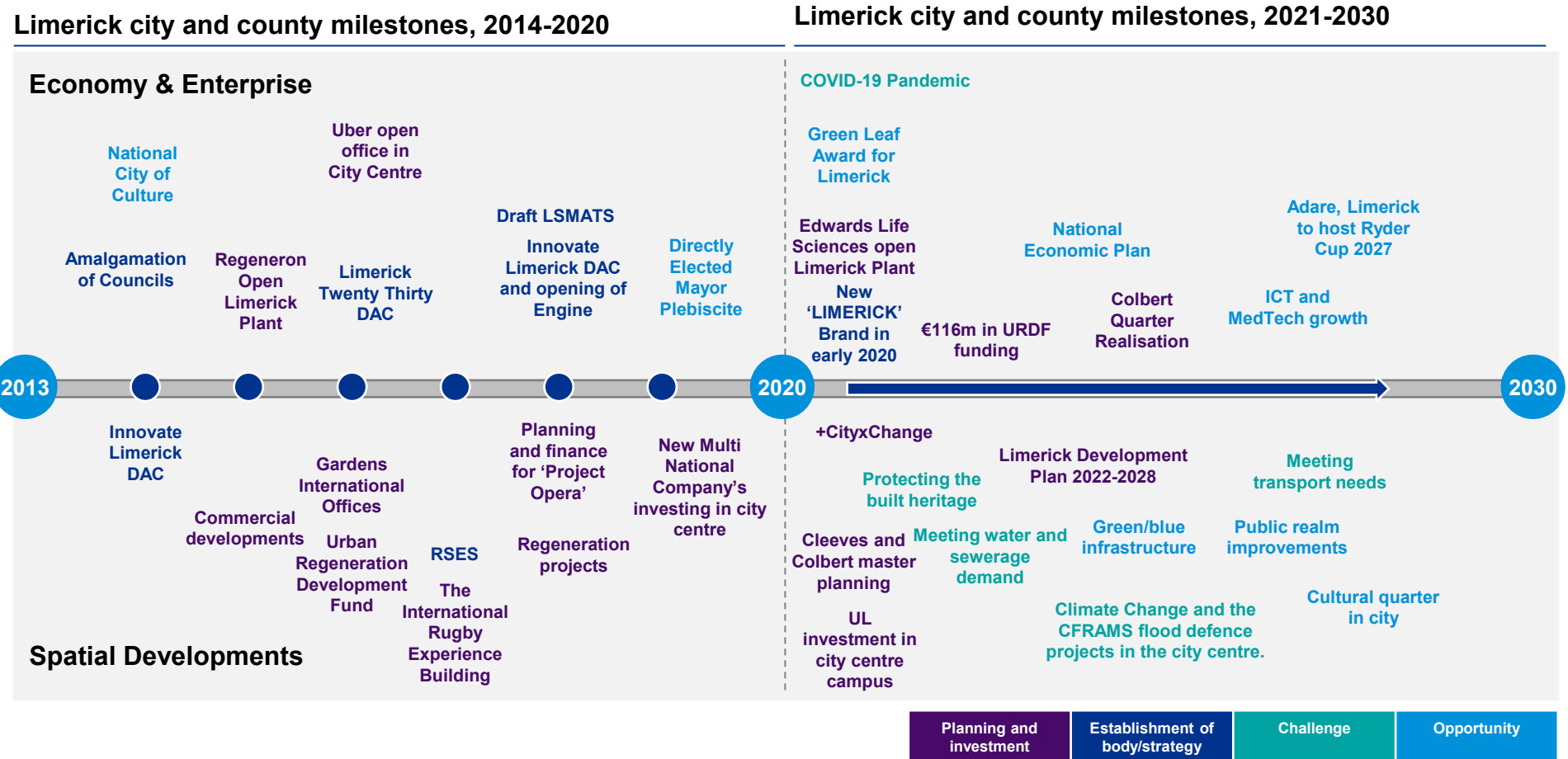
Updated Limerick 2030: Economic & Spatial Plan

The Plan will support objectives across a number of existing and emerging strategies

National Planning Framework (NPF): Project Ireland 2040	Regional Spatial and Economic Strategy (RSES)	Draft Limerick Development Plan 2022-2028, future MASP's, future LECP, future LAP's	Urban Agenda for the EU
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Recent and future milestones

Since 2014, the city has experienced considerable growth and successes. Current challenges arising from the pandemic can be overcome as Limerick grows over the period to 2030.



1. Scene Setting

Progress to date

Progress has been made across a number of the targets set in the original Limerick 2030 Plan. Some uplift is required on a number of targets.

	Progress clearly evident	Some progress made	Requires uplift
Target	Status		
Potential to create 12,000 new jobs in the Limerick area: Efforts made by LCCC and partner agencies (EI, IDA) to develop of the region to attract and to create additional employment.	Green: Progress clearly evident		
Create high value jobs in order to close the €403m gap in economic performance: Significant new job creation in Tech, Financial Service, Pharma, Medical Devices, Manufacturing.	Amber: Some progress made		
Potential for approx. 5,000 new jobs for Limerick City Centre: 3,200 job announcements for the city centre across Tech, Hospitality – food & drink, Accommodation, Retail, Professional Services	Amber: Some progress made		
High value jobs in key sectors and located at the Opera Site, the Waterfront and the Cleeves Site: Planning and development of a range of mixed use sites to accommodate public and private organisations (Garden International – Nordic Aviation), (Opera – Revenue Commissioners), (Cleeves – In development), (Howleys Quay – Tech & Professional Services), (ENGINE – WP Engine & Transact Campus)	Amber: Some progress made		
Drive value in established sectors: ICT, Advanced Manufacturing, Logistics, High Value Food & Drink: Major expansions of existing facilities since 2014 (Northern Trust, Regeneron, J&J Vision Care, Croom Precision Medical, Wyeth Nutrition, Bosch, General Motors, etc)	Green: Progress clearly evident		
Capture bigger share of growth sectors: Life Sciences, Business and Professional Services, Tourism, Sport & Leisure: Since 2014, new announcements in Life Sciences (Serosep, Edwards LifeSciences, Legato etc); Business & Professional Services (Fundrock, AxiomSL); Tourism (Adare Manor, extensions to 5 city centre hotels)	Amber: Some progress made		
Secure investment in emerging sectors: Low Carbon Sector: Emerging companies/research in low carbon energy initiatives. Development of concept of a Green Digital Basin and signing of MOU with other local authorities	Amber: Some progress made		

Progress to date

Progress has been made across a number of the targets set in the original Limerick 2030 Plan. Some uplift is required on a number of targets.

Target	Status
<p>New enterprise growth: Cultural, Creative and Digital Media: Troy Studios, Apple TV, NBC, local/national productions active in this space. Major investment to be announced. Support services to main suppliers growing</p>	<p>Amber: Some progress made</p>
<p>Wider reinvigoration of the City Centre from renovations, new development, increased activity, footfall: Rugby Experience, Georgian District Renovations, Engine Hub & Digital Innovation Centre, Office Development in Upper Catherine Street, Major Retailers (Aldi & Lidl), UBER Building, Catherine Street, UL / TUS / MIC City Centre Investments, New retail & hospitality investment in city centre, SFPC – Dock Development Plan, Gas Works Site Rehabilitation, O’Connell Street Remodelling, No 1 Bishops Quay.</p>	<p>Red: Requires uplift</p>
<p>Expanding the residential offer: There are currently 11,000 new homes planned for the city and 4,000 new homes planned for the county by 2030. In the period August 2020 – February 2021, €250 million invested in residential developments</p>	<p>Amber: Some progress made</p>
<p>Reposition the City Centre as the premier regional shopping destination: As the 2030 plan states, this ambition can only be achieved by radically improving the shopping experience in the prime shopping area – in the vicinity of Brown Thomas, Debenhams / Penneys, Arthur’s Quay Shopping Centre and Cruises Street. This will be aided by URDF funding for a number of projects, including the O’Connell Street Redevelopment and the world class waterfront.</p>	<p>Amber: Some progress made</p>
<p>To create quality strategic gateways to the City Centre, thereby making it a welcoming experience for visitors: The 'poor quality of arrival from key gateways' is acknowledged in the 2030 Plan. There remains a need to enhance the public realm – particularly between key activity centres (e.g between the railway station and the city centre; between the new transformational projects; and between suburban neighbourhoods / regeneration areas and the city centre)</p>	<p>Red: Requires uplift</p>

Progress to date

Progress has been made across a number of the targets set in the original Limerick 2030 Plan. Some uplift is required on a number of targets.

Target	Progress clearly evident	Some progress made	Requires uplift
<p>To establish a unique tourism offer that takes full advantage of the City Centre’s special heritage and environmental characteristics: Rugby Experience (and building on Munster Rugby and Thomond Park role); potential for further development of Green and Blue Infrastructure including the reanimation of the river front and the development / enhancement of Greenways. Cultural offering and night-time economy currently weaker than potential – steps required to attract footfall and visitors to the City Centre – while complementing polycentric city concepts</p>			<p>Red: Requires uplift</p>
<p>A ‘World Class’ Waterfront – a renaissance of Limerick’s entire Waterfront: The Cleeves Riverside Quarter (circa 10 acres), Arthurs Quay (circa 4 acres) and Bishops Quay projects represent key opportunities in this respect, serving to provide mixed-use developments of scale.</p>		<p>Amber: Some progress made</p>	
<p>The ‘Limerick Cultural Centre’ – an iconic destination building on the Waterfront: Limerick has a notable gap in cultural offerings within the City Centre. The development of a UL city centre campus has the potential to open up opportunities in this respect. However, the focus should not be on a singular offering</p>		<p>Amber: Some progress made</p>	
<p>‘Great streets’ – a transformation of the City’s three main streets – O’Connell Street, Catherine Street and Henry Street: Work on the €9.1m revitalisation of O’Connell Street will proceed in 2021 (having been halted by Covid restrictions). The project covers the area between the junctions with Denmark Street/ Arthur’s Quay and Cecil Street/ Lower Cecil Street</p>		<p>Amber: Some progress made</p>	
<p>A new City Square/Plaza – to define the focal point or ‘heart’ of the City Centre: A number of new city squares / plazas are proposed as part of the series of transformational projects across the city (including at Colbert Station). Existing space at Arthur’s Quay, Pery Square, John’s Square.</p>		<p>Amber: Some progress made</p>	
<p>Renewal of the Georgian Quarter – a concentrated programme to restore the Georgian part of the City to its former glory: Two demonstration projects will help create a model for transforming buildings in Limerick’s Georgian Quarter into modern living spaces – serve as a roadmap for new residential living in the city’s historic Georgian core. +CityxChange is a pivotal project to the renewal of the Georgian Quarter.</p>		<p>Amber: Some progress made</p>	

1. Scene Setting

Progress to date

Progress has been made across a number of the targets set in the original Limerick 2030 Plan. Some uplift is required on a number of targets.

Target	Status
<p>A City Centre higher education campus - the creation of a multi-versity combining facilities from Limerick Institute of Technology (now TUS), University of Limerick and Mary Immaculate College in the heart of the City Centre: The University of Limerick (UL) is committed to establishing a vibrant collaborative campus in the heart of Limerick City. This is to be located on the former Dunnes Stores site which is on the banks of the River Shannon.</p>	<p>Amber: Some progress made</p>
<p>Colbert Station renewal – a new public transport interchange and enhanced station environment.: A Strategic Framework Plan is currently being prepared. The mixed use development, will have an “emphasis on providing a mix of accommodation for people of all ages, incomes, and all walks of life”</p>	<p>Amber: Some progress made</p>
<p>The original Limerick 2030 Plan stated that 'It is essential that a coordinated effort is made to market and rebrand Limerick'. The current image and branding was referred to as 'fragmented': Limerick has launched a new brand aimed at promoting the city nationally and globally as a destination for inward investment, industry, tourism, education, the arts and culture, education and for people to live and work in. "Limerick: Atlantic Edge, European Embrace" is the new brand aimed at internationalising the city, developed by M&C Saatchi</p>	<p>Green: Progress clearly evident</p>

Reviewing Limerick's position in 2021

Limerick City and County have a range of strengths and opportunities, and face constraints and threats.

Limerick City and County – Strengths, Constraints, Opportunities, Threats

Strengths

S

- Strong FDI base in ICT and Life Sciences (MedTech/Pharma), the two sectors that will lead global economic growth in the 2020s
- Three higher level institutions within the City Centre and suburbs, providing learning, training, R & D, and innovation opportunities
- City and County the key regional gateway hub to the Wild Atlantic Way, with enviable location along the Shannon Estuary
- Large amount of high quality land available to develop in City and environs for residential, commercial, retail uses
- Strong population growth anticipated in City and County over period to 2030, contributing to higher aggregate consumer demand.

Constraints

C

- Changing nature of retail may dampen footfall demand for traditional retail, requiring a more experiential offer
- Relatively higher levels of unemployment in city and its environs, with a number of unemployment blackspots
- Water and sewerage network capacity in county towns to accommodate additional housing
- Increased propensity for workers to work from home, where available, mitigating footfall in city and environs.

Opportunities

O

- Realisation of transformational projects in city and environs by 2030
- Potential for culture and the night-time economy as a generator of economic and social activity
- Capability to increase population and development density in existing built up areas
- Adare to host the Ryder Cup 2027, with strong spillover potential
- Preparation of the Limerick Shannon Metropolitan Area Transport Strategy (LSMATS)
- The establishment of a dedicated 'Active Travel' team within Limerick City and County Council
- Political change through election of Directly Elected Mayor

Threats

T

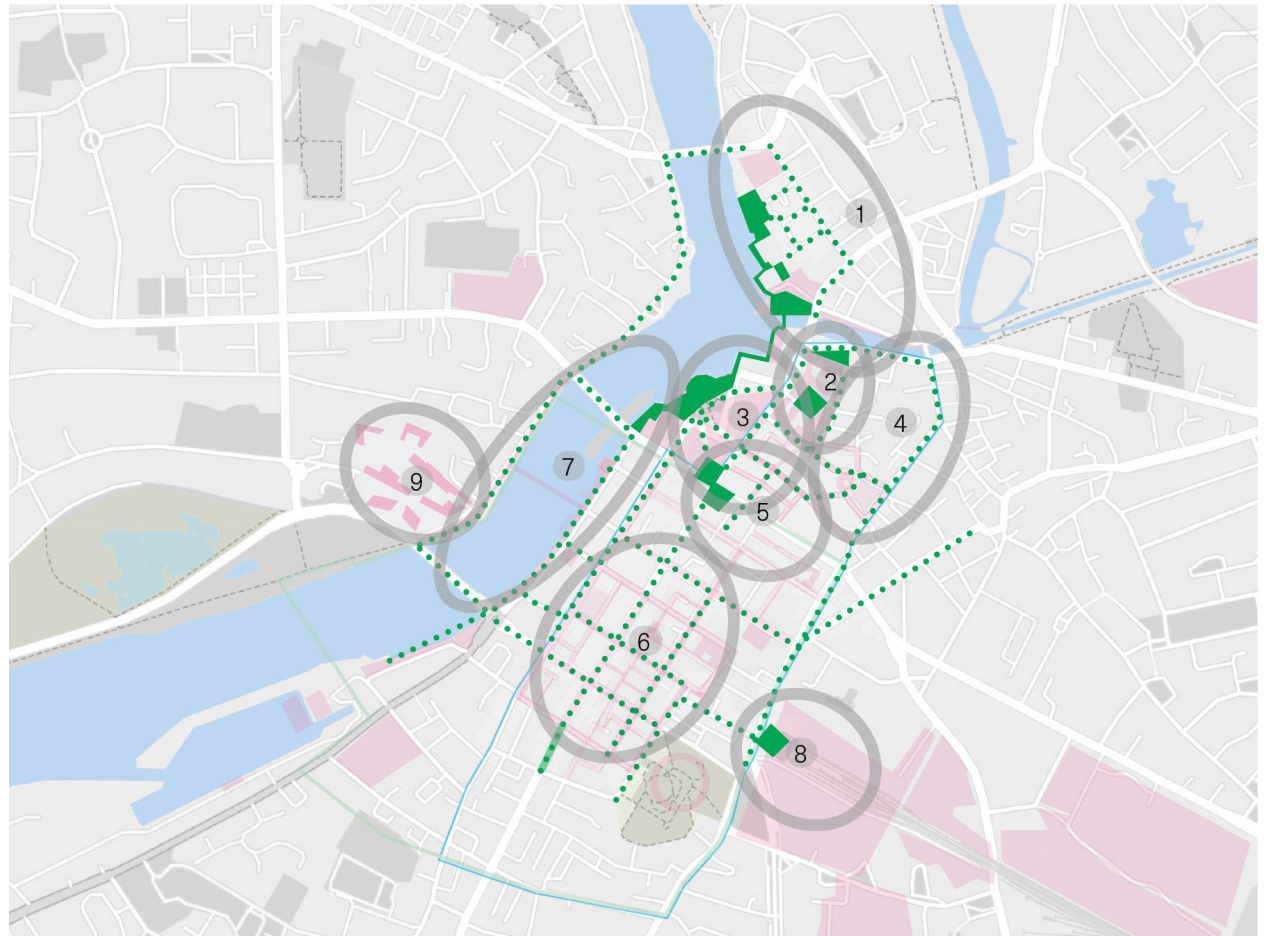
- Threat that changes to international corporate tax reduce Ireland's competitiveness at attracting FDI
- Housing supply in city and county are insufficient to meet existing and future demand, potentially acting as a barrier to growth
- Risk that economic recovery does not materialise as expected nationally or that growth in Mid West is relatively lower
- Climate change outturn deteriorates in 2020s, requiring faster and deeper adaptation and mitigation measures
- Covid-19 pandemic does not dissipate, with new emerging variants dampening growth until mid 2020s.

Review of the Spatial Plan




The Development Zones

As an implementation tool, the Plan sets out City Centre Development Zones which reflect on the implication of implementing opportunity site proposals zonally, with fully integrated approaches to development, public realm and movement across districts within the City Centre. It is explicitly stated that the organisation of these development zones is spatial rather than reflecting priorities between zones. In so far as the function of the Limerick 2030 Plan is to act as a catalyst to transformation, the absence of priorities is appropriate; however, with development now in train, there is merit in considering a more comprehensive move within the plan to managing the cumulative impacts on the experience of the city centre – how quality of life is affected – of multiple large-scale construction projects at Cleeves Riverside Qtr; Colbert Station and the Opera Site occurring concurrently.

Progress of the Spatial Plan to date is most clearly assessed by considering each of the Development Zones in turn.



Limerick 2030 City Centre Development Zones

- | | | | | |
|---|--------------------------------------|-------------------|-------------------------|------------------------------|
|  | Limerick 2030 Public Realm Proposals | 1. King's Island | 4. Irish Town | 7. Limerick Quays |
|  | Limerick 2030 Street Improvements | 2. The Opera Site | 5. Cruises Street | 8. Eastern Gateway (Colbert) |
|  | Limerick 2030 Development Zones | 3. Arthur's Quay | 6. The Georgian Quarter | 9. Cleeves Riverside Quarter |

1. Scene Setting

The Development Zones: For each Development Zone identified, the Limerick 2030 Plan sets out implementation tables with expected delivery partners and the local authority's role for key Renovation, Development and Public Realm projects, which are assessed hereafter:

Kings Island	Project	Delivery Partners	City Role and Delivery Requirements
Renovation	Local Court City Hall Circuit Court	Courts Service City and County Council Courts Service	Planning Funding Planning
Development	Nicholas Street Site Castle Street Site Medi Park Site	Dev Partner Dev Partner Dev Partner	Planning Planning Planning
Public Realm	Potato Market Courts Forecourt Enhanced Riverwalk Riverfront North Bridge Street Nicholas Street Local Streets	City and County Councils City and County Councils City and County Councils City and County Councils City and County Councils City and County Councils City and County Councils	Design, Fundraising Design, Funding Design, Funding Design, Funding Design, Funding Design, Fundraising Design, Funding Design, Funding

Opera Centre	Project	Delivery Partners	City Role and Delivery Requirements
Renovation	Granary Upper Patrick Street	Dev Partner Dev Partner	Planning Planning, Heritage flexibility
Development	Main Site	Dev Partner	Planning, Assembly, Disposal
Public Realm	Interior 'Quad' Bank Place Square Mid Block ped. link Ellen Street Patrick Street Michael Street	Dev Partner City and County Councils Dev Partner City and County Councils City and County Councils City and County Councils	Design Requirements Design Requirements Design Requirements Design, Funding Design, Funding Design, Funding

Arthur's Quay	Project	Delivery Partners	City Role and Delivery Requirements
Renovation	Penneys / Debenhams	Owner	Planning, Incentive Regime
Development	Arthur's Quay Quarter	City and County Councils Dev Partner	Planning, Land, Assembly, Incentives, Disposal
Public Realm	Patrick St. Streetscape Arthurs Quay Streetscape Ellen Street link City Square New Arthur's Quay Park Enhanced Riverwalk Sarsfield Park Hunt Museum Riverfront	City and County Councils City and County Councils City and County Councils City and County Councils City and County Councils City and County Councils City and County Councils City and County Councils	Design, Funding Design, Funding Design, Funding Design, Funding Design, Funding Design, Funding Design, Funding Design Requirements, Fundraising
Transport	Street realignment Traffic re-circulation	City and County Councils City and County Councils	Design, Funding Design, Funding

Cruises Street	Project	Delivery Partners	City Role and Delivery Requirements
Renovation	Retail Blocks ground Retail Blocks upper Residential Blocks	Owner Owner Owner	Planning, Incentive regime Planning, Incentive regime Planning, Incentive regime
Public Realm	Internal renovation O'Connell Street streetscape	City and County Council City and County Council	Design, Funding Design, Funding

Georgian Quarter	Project	Delivery Partners	City Role and Delivery Requirements
Renovation	Target Block Renovation	Owners	Planning, Incentive regime, Heritage flexibility
	Digital Media, Arts, Film Centre		
Public Realm	O'Connell Street Catherine Street Pery Square Glentworth Street	City and County Council City and County Council City and County Council City and County Council	Design, Funding Design, Funding Design, Funding Design, Funding

Limerick Quays	Project	Delivery Partners	City Role and Delivery Requirements
Development	New visitor destination Bishops Quay	City and County Councils, Shannon Development, Faité Ireland Existing owner, Development Partner	Planning, Land, Assembly, Programme, Design, Fundraising Planning, Incentive regime
Public Realm	Riverfront Park Enhanced Riverwalk Henry St. streetscape Enhanced Riverwalk Cecil Street streetscape Mill Street streetscape	City and County Councils, Shannon Development, Faité Ireland City and County Councils City and County Councils City and County Councils	Design, Funding Design, Funding Design, Funding Design, Funding

Eastern Gateway	Project	Delivery Partners	City Role and Delivery Requirements
Development	Station north Hyde Road	CIE, Owners Owners	Planning, Incentive regime Planning, Incentive regime
Public Realm	Colbert Station forecourt Davis Street streetscape Parnell Street streetscape John's Square	CIE City and County Councils City and County Councils City and County Councils	Design, Fundraising Design, Funding Design, Funding Design, Funding

Urban Science and Tech Park	Project	Delivery Partners	City Role and Delivery Requirements
Development	Riverfront Site North Site	Owners, Dev Partner Owners, Dev Partner	Planning, Incentive Regime Planning, Incentive Regime

Progress to date (Development zones)

Progress has been made across a number of the developments zones set in the original Limerick 2030 Plan. Some uplift is required on a number of targets.

	Progress clearly evident	Some progress made	Requires uplift
Target	Status		
Kings Island development zone: URDF funding will contribute generally to planning for public realm components and evidence that current planning is considering greenways to improve the physical expression of the Island’s perimeter and surviving historical elements, but no significant delivery of development.			Red: Requires Uplift
The Opera Site: The development of Bank Place as a public space could have been offered as a ‘meanwhile’ use through competition to introduce new uses as the block closes.	Green: Progress clearly evident		
Arthurs quay: Some progress has been made with the Great Streets redevelopment of O’Connell street underway and URDF funding secured for the diversion of the road and waterfront at Arthur’s Quay.		Amber: Some progress made	
Irishtown: There is a case for considering Irishtown as being a potential focus for development post-Colbert Station redevelopment and concurrent to the World Class Waterfront.			Red: Requires Uplift
Cruises Street: Some progress is made by virtue of the URDF funding for the Great Streets project.		Amber: Some progress made	
Georgian Quarter: Some progress is made by virtue of planning work and public realm proposals such as Newtown Park.		Amber: Some progress made	
Limerick Quays: Some progress has been made but scope of the public realm enhancement can be expanded to cover the North Quays and extend back into Henry street and the city centre.		Amber: Some progress made	
Eastern Gateway (Colbert Station Quarter): The LDA’s Framework is now very advanced for the Colbert area and as such will represent a blueprint for how a significant area of Limerick City Centre (60h+) will be developed over the next c.10 years.	Green: Progress clearly evident		
Cleeves riverside quarter (Master planning of site to determine appropriate future use ongoing): The rejuvenation and reuse of the Cleeves site represents an exemplar of compact brownfield residential and mixed use redevelopment at scale within the inner city.	Green: Progress clearly evident		



2. Framework

A framework for updating the 2030 Plan

A clear and consistent framework has been used to update the 2030 Plan.

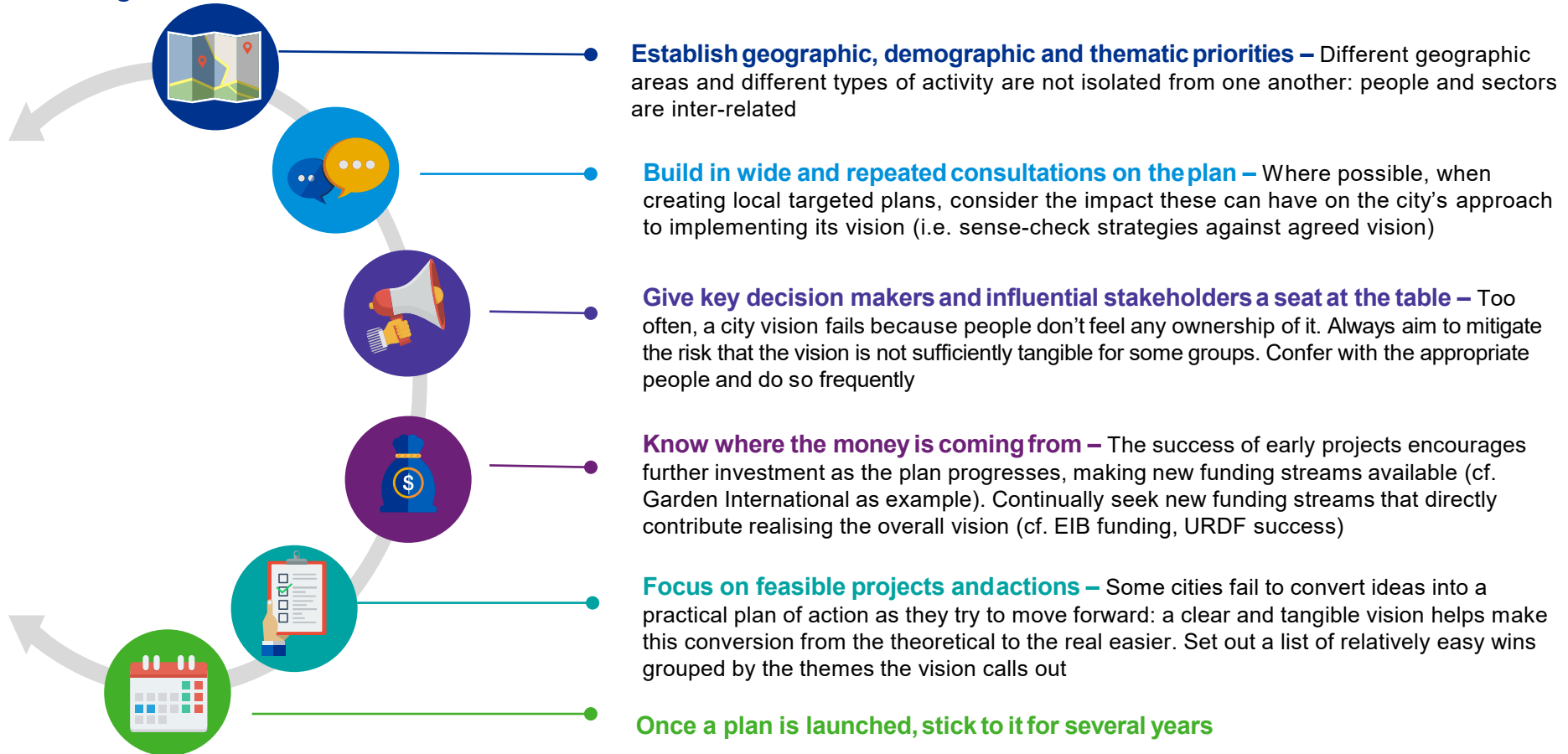
Overall Framework



Step 1 – creating a vision

There are a number of key principles that guide the development of an overall vision.

Creating a vision



Source: KPMG, *The Future of Cities* (2016)

Step 1 – creating a vision (contd.)

Applying the vision framework, a revised vision for Limerick has been developed.



Limerick – A Green City Region on the Waterfront

By 2030, Limerick will become a green city region on the Shannon Estuary connected through people and places. This will be achieved through engagement, innovation, and resilient urban development and self-sustaining rural communities



1. A Green Region

Limerick will develop as an environmentally sustainable and carbon neutral economy - a pioneer in sustainable growth. This will be underpinned by the promotion of active mobility for all, creating an attractive and distinctive place to live, work and visit.



2. Embracing the River Shannon

Limerick will provide room for people to enjoy the River Shannon/Estuary. The animation of the waterfront will increase public access and create new recreational opportunities for residents and visitors.



3. Resilient, Connected and Inclusive Communities

The future development of Limerick will make it easier to live sustainably and be well prepared for the future, increasing opportunities for movement and connectivity between communities.



4. Sustainable, Innovative and Competitive Economy

The Limerick region will be an inclusive, self-sustaining economy built on growth and innovation and which maximises its competitive edge. This will enhance local enterprises, attract international investment in a manner which guarantees quality of life.

Step 2: Concepts and interventions

A Quality housing for a growing population

The National Planning Framework (NPF) has set ambitious growth targets to enable the four cities of Cork, Limerick, Galway and Waterford to each grow by at least 50% to 2040 and to enhance their significant potential to become cities of scale. The plan identifies Limerick as the largest urban centre in Ireland's Mid – West region and sets out targets for housing and commercial growth in the city, with an additional 47,000-56,000 people proposed for Limerick City and Suburbs by 2040. In keeping with the vision of compact smart growth, 50% of new city housing will be within the existing Limerick City and Suburbs footprint. In addition, The Limerick Shannon Metropolitan Area Strategic Plan (MASP) provides a sub-regional planning framework within the RSES for Limerick City and its surrounding urban hinterland in Counties Limerick and Clare, including the town of Shannon. Within Limerick City, the established city centre and suburbs are identified as having capacity for growth while preserving their existing functions. The development of additional housing stock within Limerick City Centre will be achieved by (i) developing high-density housing at strategic locations, (ii) upgrading, modernising and densifying areas containing social housing stock, (iii) the development of underutilised landbanks, (iv) reducing city centre vacancy by encouraging mixed use development to include residential development. There are currently 11,000 new homes planned for the city and 4,000 new homes planned for the county by 2028.

- **Enabling and accommodating population growth in the city centre:** The significant population growth envisaged for Limerick over the coming two decades will be a key lever in stimulating economic growth and ensuring the success of the Limerick 2030 Plan. The population of the city centre and outer city areas declined between 2011 and 2016, while the population of the city's suburban areas of the Southern Environs and Castletroy, increased by 5.4% and 6.4%. Thus, emphasis on infill development and regeneration in the inner core and city areas in particular will be critical. As part of this, high quality apartment development will also be important to avoid a continuation of the outward expansion of cities and larger urban areas.
- **Ensuring consolidated growth across town centres:** The NPF also envisages the delivery of 'at least 30% of all new homes that are targeted in settlements other than the five cities within their existing built up footprints'. The key town of Newcastle West shall play a critical role in underpinning the RSES and ensuring a consolidated spread of growth beyond the cities to the sub-regional level. It is envisaged that its population will grow from 6,619 in 2016 to 8,607 people by 2028. Such growth across town centres requires parallel investment in supporting physical and social infrastructure in order to ensure that there are no associated constraints to achieving these targets.

Summary Interventions:

- Enhanced focus on infill development and regeneration to ensure compact urban development in the city centre
- Greater focus on apartment delivery to reduce sprawl
- Consolidated development across town centres to achieve 30% of growth within existing built-up footprints
- Increase the provision of social housing stock in mixed communities
- Focus on ensuring that homes are affordable for buyers and renters

Step 2: Concepts and interventions

B The City as Neighbourhoods

The revised vision for Limerick is configured as one for a city region comprising of a sequenced of linked neighbourhoods each establishing a legible route at various scales (active travel/ walking) between the estuary and the region via the city centre. As part of this, an overarching objective is to improve urban legibility and wayfinding at a time of transformational change in the city. Indeed, there is a need to promote and direct physical connectivity between new major development sites while also serving to reanimate key streets. In this way, the plan seeks to address the spatial implications of the significant change being effected in multiple areas of the city (including, for example, Gardens International, Project Opera; and Colbert Quarter). To achieve this, a number of proposed interventions can be pursued:

- **The identification of key public realm connections (or ‘hinge points’)** between the neighbourhoods establishes the priorities for public realm investment and locates the likely future opportunity sites. Please see Section 5 for further detail.
- **Implementation of Public Realm Strategy across the City, Towns and Villages:** The full implementation of the forthcoming Public Realm Strategy for the city and region will be key in ensuring an integrated and holistic approach to the enhancement, management, use and development of the public domain in collaboration with all relevant stakeholders.
- **Potential for public arts programme to reinforce sense of identity across neighbourhoods:** Enhancing urban legibility requires more than directional signage. It is also about creating a consistent visual language and sense of place. For example, public arts programmes (spanning sculpture, street furniture; lighting, street art for example) can be used to promote localised sense of identity. ‘Waterford Walls’ is one such example of a successful public arts programme which now serves as a large scale open air gallery connected to an annual festival. Such an intervention in Limerick must be heavily informed by and involve local communities (including local artists).
- **‘10 minute’ neighbourhoods:** A ‘10 minute’ neighbourhood concept should be employed and tested in order to reduce car dependency and promote sustainability. This concept must be extended to the county, through improved public transport services and active mobility options to/from the city and connected neighbourhoods within the city and environs.

Summary Interventions:

- Identification of hinge points for public realm improvements
- Implementation of the forthcoming Public Realm Strategy
- Development of a community led Public Arts Programme
- Identification of neighbourhood opportunities and destinations
- Promotion of 10 minute neighbourhoods and a polycentric urban model

Step 2: Concepts and interventions

C Enhancing liveability

Liveability describes the various components which shape quality of life for all inhabitants of cities, regions and communities including their physical and mental well-being. In seeking to foster well-being, Limerick must be positioned as a city and county for all ages and backgrounds through the promotion of vibrant, healthy, safe and active communities. A key element of this is the advancement of consolidated urban development and associated reduction of sprawl and car dependency. Walkable, accessible neighbourhoods with attractive open spaces increase opportunities for social interaction and enhance overall vibrancy. Similarly, liveability is also dependent on good placemaking and creating and enabling key footfall magnets or attractors. In achieving this, a number of interventions can be pursued:

- **Equity based measures to support active travel and reduce congestion** so that people of any age will feel safe and confident enough to walk or cycle to work, school, college and other activities are critical (including supporting initiatives such as Limerick's 'school cycle bus'). Continued investment in pedestrian and cycle facilities, and projects such as 'Limerick Laneways Project' is necessary. Local facilities, shops and services should be convenient and accessible through these networks, in alignment with the '10 minute' neighbourhood concept. As part of this, Limerick should commit to becoming the **first Irish UNICEF-designated child friendly city.**
- **Investment in public transport to enhance connectivity between neighbourhoods:** The strategic sites in Limerick City are estimated to accommodate approximately 7,000 new jobs. Other key larger employment areas in the city and suburbs include Raheen (industrial estate, UHL, and retail) and Castletroy/Plassey (UL and technological park). Adding this scale of employment to the city centre could create pinch points; however LSMATS aims to enhance the frequency to all public transport stops within Limerick City and Suburbs and at most 30 minute connectivity to key regional towns.
- **A vibrant city centre:** Within the city centre, revitalisation of key streets is important for attracting and directing footfall. See Section 7 for further detail on spatial propositions in this regard.
- **Enhancing vitality across town centres:** The strategic roll out of a number of town centre digital and co-working hubs could support the vitality and viability of smaller high streets – providing a 'halfway house' between working from home and commuting to the office; and stimulating further local footfall and spend (cf. Objective Econ 026, Draft Limerick Development Plan 2022-28). This necessitates accelerated provision of high speed broadband across the region. Town Centres should also be part of regional, themed 'Culture Nights' to highlight and reinforce sense of place; while also showcasing potential interrelationships and opportunities for collaboration between different towns and villages.

Summary Interventions:

- Equity based approach to the promotion of active travel
- Pursuit of status as first Irish UNICEF-designated child friendly city.
- Further investment in public transport
- Reanimation of key streets to enhance vibrancy
- Roll out of co-working hubs in larger town centres
- Develop an ageing well strategy
- Proof policies' inclusivity of new communities
- Targeting Carbon Neutrality by 2050

Step 2: Concepts and interventions

D Embrace and grow economic strengths

Limerick must work to further embrace and grow its core economic strengths. As for all Irish cities, 2020 was a difficult year for Limerick and its wider region. Despite clear challenges arising from the pandemic, the city has also shown resilience – with 1,870 new jobs announced in the period March to December 2020. This resilience has also been evident in the period since the global downturn in 2007/8 and since the publication of the original 2030 Plan in 2014, as Ireland started to enter a period of recovery. Specifically, the city and county should pursue the following key sectoral opportunities (See section 8 for further detail):

- **The creative sector has grown strongly and has significant potential to grow further, with several key assets, including Limerick School of Art & Design.** A cultural centre in the City Centre may be transformative (See Concept Proposal F – ‘Grow Culture and Identity’). Creativity has become one of the most sought after soft skills paired with problem solving and critical reflection to drive innovation in a ‘post-industrial’ situation and particularly with the emergence of ‘Industry 4.0’ and the move towards ‘Society 5.0’.
- **The green economy is a major opportunity for the Mid West, and could enable a step change in growth** (See Concept Proposal E - Growing the green economy)
- Sector expertise at Shannon can be built upon to **advance the mobility and aviation sectors:** likely drones in the short/medium term, and autonomous vehicles and vertical take-off in the medium/long term, in the latter half of this decade.
- **Data centres** provide well-paid jobs during construction. This is a clear opportunity for the city and county. To attract data centre investment, the region must demonstrate varied experience and track record of delivering similar data centres by size, MW and level of complexity.
- **Industry 4.0** is a fundamental economic and social opportunity for the Mid West and **ICT, Financial Services and life sciences** will lead economic transformation in the 2020s. The Mid West is a well placed leader.
- **Limerick’s new designation as a Wild Atlantic Way Gateway City** will enable the city and county to leverage the opportunities the Wild Atlantic Way presents and grow leisure tourism to the region.
- **Limerick’s central location must be emphasised as a means of attracting FDI.**

Summary Interventions:

- Potential in the creative industries to be further expanded
- Growing the green economy to enable a step change
- Advance the mobility and aviation sectors
- Attract data centres
- Facilitate Industry 4.0
- Lead in ICT and life sciences
- Leverage opportunities associated with Wild Atlantic Way Gateway City designation

Step 2: Concepts and interventions

E

Growing the green economy

The Mid West region has the potential to become a Green Digital Region – a leader in the development and operation of offshore wind sector in Ireland, with Limerick an innovative leader in green digital economy, including as a test bed for global innovation. In achieving this, a number of interventions can be pursued:

- **Develop the offshore wind energy potential on the Atlantic by providing not just enough sustainable energy to power the region at present but also to allow the region to become an energy exporter.** To take advantage of the potential for offshore wind farms, Ireland requires a port that can accommodate construction and assembly of large wind turbines, and to support the installation of wind farms. Shannon-Foynes Port has identified this as a strategic opportunity and has available land and the deep water capability. The port could also explore the potential as a facility for processing, storing, and distributing hydrogen generated by offshore wind farms. If opportunities are to be realised, there will be a need to upgrade the road network from Limerick city to Foynes. At Foynes, upgrading existing facilities will be required.
- **The decommissioning of Moneypoint Power Station, and the development of Moneypoint One and Two,** associated with a major offshore wind farm off the coast of County Clare in partnership with Norwegian energy company Equinor. This development offers significant potential for Limerick and the wider region. The partnership with Equinor (formerly Statoil) will see the 1.4 gigawatt (GW) offshore wind farm use floating technology built in two phases at a cost of more than €2 billion, with the first due for completion by 2030. When completed, its output is expected to produce enough energy to power 1.5 million households.
- **The development of a research cluster in offshore renewables and marine energy,** with strong bases already in place at University Limerick, Technology University of the Shannon, and Munster Technology University, amongst others is explored. Additionally a Memorandum of Understanding between the three local authorities has been signed, with a plan to establish a DAC.
- **Additionally, there are opportunities to develop the City's Docklands as a marine research hub and as a location for an SME incubation space.** Similarly, the +CxC project offers opportunities to develop a skills base in retrofitting. Other considerations could include the development of a positive energy district, support for sustainable energy communities, and the creation of an appropriate investment fund.
- **Per previous page, data centres are an opportunity for the Mid West. The development of offshore wind farms off the west coast will supply the region with clean energy, justifying the development of data centres.**

Summary Interventions:

- Explore potential for the establishment of a marshalling port for floating off shore renewables at Shannon Foynes Port to facilitate the manufacturing and assembly of floating platforms, turbines and associated components.
- Examine the feasibility for the Port facility to process, store, and distribute hydrogen generated by offshore wind farms
- The development of a research cluster/hub in offshore renewables and marine energy

Step 2: Concepts and interventions

F Grow culture and Identity

The culture and heritage of Limerick, mix of residents, academic assets, investment community and physical cityscape all contribute to a city that cultivates and supports innovation. In seeking to advance and enhance the city's cultural offerings, the Limerick 2030 plan should focus on cultural vibrancy (in terms of the city's cultural infrastructure and participation in culture); the creative economy (understanding and growing the extent to which the cultural and creative sectors contribute to the economy); and the enabling environment (assets which can aid in attracting creative talent). In achieving this, a number of interventions can be pursued:

- **A new multi use, cultural venue housed within a landmark building within Limerick city centre:** There is a need, as identified in the bid by Limerick for European Capital of Culture 2020 and the underlying Culture Lab by IU in 2015, for high quality, purpose built spaces dedicated to the creating, staging and experiencing of performing and creative arts. A new 'Creative Makers Hub' developed as part of UL's city centre campus would offer a platform for performances and displays; a 'makers place' – a testbed and platform for creatives to network, to produce, to collaborate; and a permeable, flexible site for entertainment and experimentation. Similar interventions have been pursued both nationally and internationally, including Dortmund U – Centre for Art and Creativity; The Cable Factory, Helsinki; and Glór in Ennis.
- Similarly, a **Docklands Cultural or Innovation Quarter** could be developed in parallel with the centre. NDSM Werf (Amsterdam Noord) is a former shipyard in the Netherlands now serving as a multi-purpose area used for concerts, flea markets, artist studios, gallery space etc. In Limerick, this area could be envisaged as a 'cultural incubator zone'.
- **Growing Limerick's Creative Industries:** The Mid West's creative sector has strong potential to grow from the base that has emerged in the past several years. A Strategy to further support such growth is key. Dundee, Scotland, is a city particularly successful in this arena, achieving the status of a UNESCO Design City in 2014. The relatively small scale of Dundee has been credited as part of its success. As part of its 2017-2021 'Creative Industry Strategy includes actions such as 'Develop city-wide mentoring, internships and shared apprenticeship programmes. No Irish city is among the current list of 40 UNESCO Design Cities. Limerick should work towards being the first to achieve this accolade.
- **Spatial focus on distribution of city 'gateways' or 'welcome' points:** In line with proposals under the 'City as Neighbourhood' theme, sense of place must be promoted across the city. This is particularly important at key 'gateway' or 'welcome' points in the city, where 'landmark' developments or art installations can facilitate wayfinding. This will be developed in line with the forthcoming Limerick 'Wayfinding, Orientation and Interpretation Strategy'.

Summary Interventions:

- Regular Culture Night
- Development of a new multi use, cultural centre in the inner city
- Promotion of a new Docklands Cultural Quarter and 'Incubator Zone'
- Growing Limerick's Creative Industries
- Pursuit of UNESCO Design City status
- Support growth of experiential retail in city centre
- Enhancement of city 'gateway' or 'welcome' points
- Cruises Street as test case
- Expansion and enhancement of the Milk Market
- Development of a heritage trail
- Establishment of night-time economy leader

Step 2: Concepts and interventions

G Prepare people for the future

A resilient, inclusive and future-proofed Limerick is one in which all communities feel a sense of belonging and have equal access to opportunities. The city and county still record higher levels of deprivation overall than the national average. A key part of the 2030 plan must be to reduce these rates, not just through an increasing population of new residents but through the provision of quality housing in regeneration areas as well as further investment in social and health services. It is also about addressing skills gaps and preparing the population for a changing working environment through opportunities for life long learning and through the provision of new educational programmes and working facilities. In achieving this, a number of interventions can be pursued:

- **Ensuring adaptability to future working trends:** In January 2021 the Government published the National Remote Work Strategy. This Strategy recognises the impact of the COVID 19 pandemic in rapidly shifting patterns and practices of work across the globe and anticipates the longer term impact in a post COVID era. As part of this, it acknowledges the need to map and invest in a network of remote working hubs across Ireland. An adaptable Limerick must seek to adopt strategic approach to enterprise / co-working / community / digital hub planning. It should be informed by a detailed understanding of current and future intended occupancy of hubs; the varying purpose and objectives of different hub types; and the catchment areas for such facilities.
- **Enabling Smart Communities:** Opportunities for skills enhancement and digital inclusion across communities must be facilitated. For example, digital or community hubs could play a role in the roll out of digital literacy programmes for residents and SME businesses that have limited experience with digital devices and the internet. This could be part of an overarching 'Smart Communities' Programme across Limerick. A 'Digital Inclusion Strategy' is being prepared by LCCC and the implementation of this will play a huge part in enabling smart communities.
- **A funded social partnership with the council, local civic groups, and the county's third level institutions to provide multi-year outreach programmes within local primary and secondary schools** in marginalised communities to create expectations of progression to third level or entrepreneurship should be established.
- **Continued knowledge transfer between key stakeholders across sectors:** Encouraging greater links between educational institutions and local communities / businesses increases students interaction with the community and is an important lever for ensuring greater levels of graduate retention across the county. Apprenticeships can be a key driver of ensuring knowledge transfer occurs outside third level settings. Additionally, the agriculture sector in the county will need to be supported on its path to decarbonisation, led and supported by LCCC, Enterprise Ireland, and Teagasc.

Summary Interventions:

- Strategic roll-out of enterprise / digital / co-working hubs
- Promotion of a 'Smart Communities Strategy' in conjunction with a Digital Literacy Programme
- Multi-year outreach programmes within local primary and secondary schools in areas of disadvantage
- Continued collaboration across HEIs and industry across sectors
- Work with national bodies to develop a regional centre for apprenticeship studies

Step 2: Concepts and interventions

H Reanimate the waterfront

Under the revised vision for Limerick 2030, water and waterside activity will be at the centre of the visitor experience and key to cementing Limerick's role as a 'Wild Atlantic Way Gateway City'. The River Shannon, Ireland's longest river, flows through the city centre where it then enters the Shannon Estuary. The River is to serve as a key integrating or linking element between the city's open spaces and public plazas. Enhancing accessibility and encouraging movement along and on the water is central. To achieve this, a number of proposed interventions can be pursued:

- **Expanding and enhancing greenway development:** The river, offering a key 'linking' element within the city centre also offers the potential to link the wider region, with Limerick serving as a '*Wild Atlantic Way Gateway City*'. Continuous pedestrian and bicycle paths along the river should connect the city to its hinterland through further greenway expansion (as informed by the forthcoming Green and Blue Infrastructure Strategy), linked for example, to an extension of the city boardwalk. This re-animation should span Montpelier to Glin; facilitated through mechanisms including the extension of the greenway linking UL to Montpelier.
- **Maintain an attractive and clean waterfront:** If the waterfront is to become 'World Class' the Shannon and Abbey rivers need to be aesthetically pleasing. Ensuring litter or other refuse is removed from the rivers on a regular basis will elevate the waterways attractiveness and remove harmful materials from the waterways environment. Maintaining the waterways attractiveness will make them more appealing to water sports and water based activities.
- **The River as a public space:** The Harvey's Quay boardwalk has provided an important riverside public space which, if expanded, could offer greater possibilities for a new river based streetscape (and serving to support 'pop up' events such as Limerick Street Food on the boardwalk – launched in 2016). The flood defence scheme in Limerick should incorporate amenities accessible to the public to ensure the city remains connected to the river.
- **Water sports and activity centre:** Urban based swimming and water sports should be accommodated and promoted – and could be a feature of the annual Riverfest. In order to further develop facilities, consideration could be given to the development of public baths and shower facilities as part of a larger water sports activity centre. Vestre Fjorpark, in Aalborg, Denmark, opened in 2017, is an example of a multi functional recreational, learning and experience landscape incorporating an open air swimming area, a park, and a facility for kayaking, canoeing and windsurfing.
- **Connections using the river:** The Shannon Waterfront in the City Centre will be the meridian for all public realm connectivity to work outwards from here, to define connections across the City Centre, the adjacent neighbourhoods, the towns along the estuary and out to the Wild Atlantic Way.

Summary Interventions:

- Expanded Greenway development linking the city centre to the wider region: Limerick as a '*Wild Atlantic Gateway City*'
- Extension of city centre boardwalk
- Maintain an attractive and clean Waterfront
- Development of water sports activity centre
- Enhancement of opportunities for urban swimming
- Use the River as a focal point for connections across the city and region

Step 2: Concepts and interventions

1

Develop a sustainable city and county

As the world becomes increasingly urbanised, mechanisms to enhance sustainability and improve climate change preparedness are ever more pertinent. Such resilience building mechanisms, in turn, can make cities healthier, more attractive places to live and work. In seeking to develop as a 'Green City', Limerick must become a compact, highly connected city which embraces sustainable urban design; encourages energy efficiency and reduces its carbon emissions alongside communities. In achieving this, a number of interventions can be pursued:

- **Implementation of the forthcoming Limerick City and Environs Green and Blue Infrastructure:** This Strategy will directly inform the protection and enhancement of the city's GBI assets including important and vulnerable habitats, natural heritage, and green and blue spaces; promote the use of nature based solutions in developments as an alternative to traditional engineering systems; create strong multifunction linkages between GBI assets; and add increased value that improves the quality of life for all Limerick City residents, employees and visitors.
- **Expand urban greening in public areas:** This should involve the implementation and targeting of a range of measures including enhanced tree planting; permeable pavements, green roofs and walls; community gardens and allotments. Urban rewilding (through wildflower meadows etc) can also provide pollinators with new spaces to thrive.
- **Further development and enhancement of greenway development:** A strategic roll out of a series of 'flagship' greenways of regional importance across the county should inform and enable medium term planning for connected, local greenways. This includes a planned greenway extension from UL to Montpelier. Local greenways will offer important off-road routes for non-motorised transport, encouraging active travel, including e-bikes and e-scooters. This will generate more sustainable connectivity between towns and neighbourhoods. Further strategic 'flagship' greenways could also be considered: e.g. parallel to the Cork-Limerick roads project, should this be developed. A great example of an 'edge of earthworks' fast cycle route is between Arnhem and Nijmegen in the Netherlands. Such a connection would make cycling viable for a significant number of residents of county towns, as well as making tourism along the route.
- **Promoting active travel:** The European Commission estimates that road congestion costs 1% of the EU's GDP per year (around EUR 100 billion). Increasing the modal share of active transport is highly likely to reduce congestion – bicycles consume seven to ten times less space than cars while moving in urban areas, and eight to 50 times less space while parked. Dedicated cycle paths, separated from motorised traffic are linked to increased cycling levels. Connectivity and coverage of bike path networks are also important. A shift to community or neighbourhood scale urban planning – locating shops and facilities within walking distance of where people live – would make active transport far more likely. This requires Limerick to pursue a compact urban core and consolidated town centres.

Summary Interventions:

- Implementation of the Limerick GBI Strategy
- Expand urban greening
- Further development and enhancement of strategic and local Greenways
- Promoting active travel through enhanced permeability for walkers and cyclists and improved associated infrastructure
- Shift to community scale planning in alignment with the '10 minute' neighbourhood concept

Step 3: Assess Interdependencies

The range of interventions identified align with key themes stemming from the vision.

Project concepts	Interventions	Overall Themes			
		A River City	A Green Region	Resilient, Connected and Inclusive Communities	A Sustainable, Innovative and Competitive Economy
(A) Quality housing for a growing population	Increased Social and Affordable Housing			✓	✓
	Focus on infill development				✓
	Focus on apartment delivery				✓
	30% growth in existing footprint of towns				✓
	Development of underutilised landbanks				✓
(B) The City as Neighbourhoods	Identify and define city neighbourhoods	✓		✓	
	Pedestrianisation			✓	
	Public realm strategy	✓		✓	✓
	Public realm hinge points			✓	✓
(C) Enhancing liveability	Improve community engagement			✓	
	Pilot city and larger towns as testbed smart campuses				✓
	Develop meanwhile uses for ongoing sites			✓	✓

Step 3: Assess Interdependencies

The range of interventions identified align with key themes stemming from the vision.

Project concepts	Interventions	Overall Themes			
		A River City	A Green Region	Resilient, Connected and Inclusive Communities	A Sustainable, Innovative and Competitive Economy
(D) Embrace and grow economic strengths	Focus on expanding creative sector offer			✓	✓
	Support growth in mobility in Limerick Region				✓
	Life sciences and MedTech				✓
	Develop SME incubation spaces				✓
	Continue to support academic-industry collaboration			✓	✓
(E) Growing the green economy	Develop offshore wind energy potential		✓	✓	✓
	Invest in retro-fitting potential		✓	✓	✓
	Develop Foynes potential		✓	✓	✓
	Aim to achieve carbon neutrality by 2050		✓	✓	✓
(F) Grow culture and identify	Enhancement of the Milk Market			✓	✓
	Cultural Centre / Creative Makers Hub			✓	✓
	Monthly Culture Nights			✓	✓
	Develop Cruises St for outdoor dining & pop ups as illustrative case			✓	✓
	Develop a public arts programme			✓	✓

Step 3: Assess Interdependencies

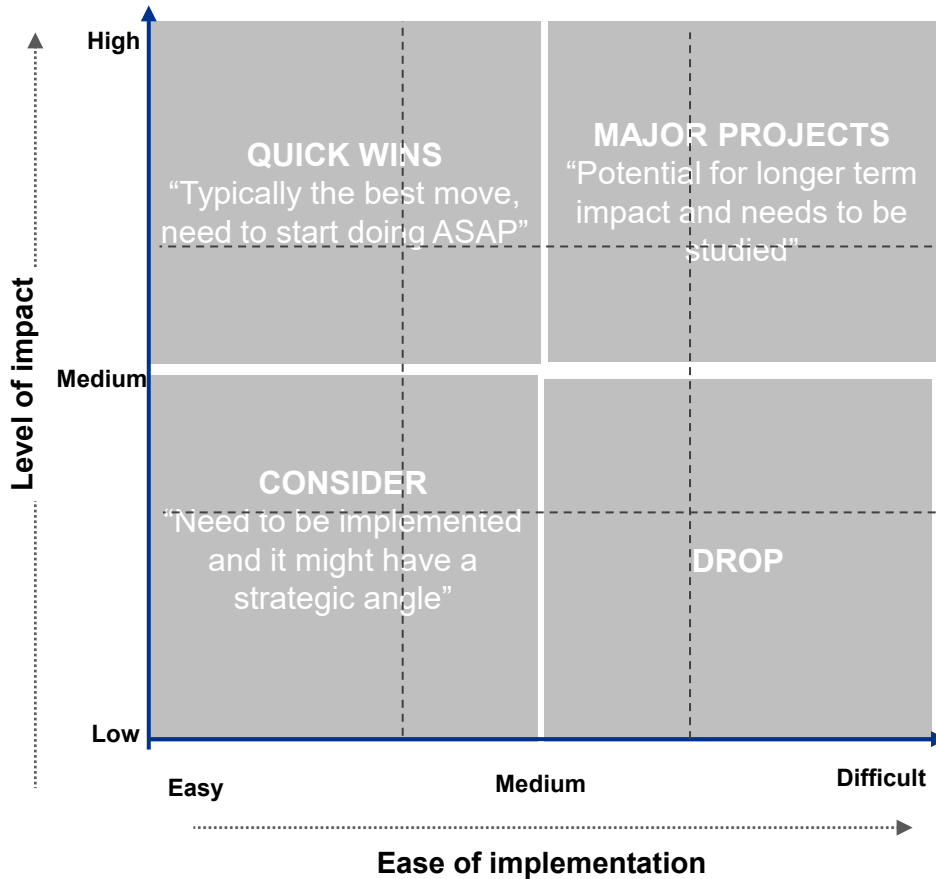
The range of interventions identified align with key themes stemming from the vision.

Project concepts	Interventions	Overall Themes			
		A River City	A Green Region	Resilient, Connected and Inclusive Communities	A Sustainable, Innovative and Competitive Economy
(G) Prepare people for the future	Community Digital Hubs			✓	✓
	Digital literacy plan			✓	✓
	City Centre and Town-based skills training			✓	✓
	Roll out of community hubs & co-working space			✓	✓
(H) Reanimate waterfront	Greenways	✓	✓	✓	✓
	Boardwalk Connections	✓	✓		
	Maintain an attractive, clean waterfront	✓	✓		
	Water-based amenities	✓		✓	
	River-based entertainment	✓			✓
	River as focal point for connections	✓		✓	
(I) Develop a sustainable city and county	Expand the City Centre decarbonisation zone		✓		✓
	Nature-based solutions		✓	✓	

Step 4: Refine Opportunities

All interventions have a certain level of impact and level of complexity to implement.

Approach to refining opportunities



Summary of approach

- In order to analyse the potential prioritisation of interventions and projects identified, each has been reviewed in terms of their potential level of impact (on a scale of low-high) and the ease by which these interventions can be implemented (on a scale of easy-difficult)
- This approach facilitates the categorisation of interventions into:
 - **Quick Wins:** interventions that can be advanced by key stakeholders with relative ease and which have a high impact
 - **Major projects:** projects that have a high level of impact but which require input and implementation from a relatively large number of stakeholders
 - **Consider:** projects that may be relatively easy to implement and which have a low impact, but which may have the potential to generate higher impacts in the future
 - **Drop:** projects that are difficult to implement and which have low impacts can be dropped.
- Using this approach, it is possible to develop implementation plans for the respective interventions (see section 6).



3. Spatial Strategy

Aims and Objectives of the Spatial Strategy

The spatial strategy supports policies and objectives of the Draft Plan.

Spatially organising the economic framework.

This section outlines the spatial strategy of the revised Limerick 2030 Plan. The spatial strategy has been developed through a process of layering spatial information derived from both the Draft Plan and the economic framework that includes:

- Limerick City Metropolitan Area neighbourhoods;
- movement networks including public transport corridors, the road hierarchy and active transport routes;
- the Green & Blue networks;
- the spatial gateways, strategic economic centres and future hub; and
- Strategic land uses.

Integrating the Draft Plan and Economic Framework layers in this manner results in the identification of the Opportunity Areas that are considered at a more detailed level in Section 5 below.

The spatial strategy springs from the strategic vision of the Draft Plan, at the core of which are cohesive and sustainable communities where our

cultural, natural and built environment is protected. It responds to two provisions of the Draft Plan in particular:

- **Policy S5 P3 Growing Level 1 - Limerick City Metropolitan Area, including Mungret and Annacotty, and**
- **Objective S5 06 Limerick City Metropolitan Area.**

More generally, it aims to express spatially key moves of the economic framework as it relates to growth opportunities, whether in the role cultural development can play in employment growth and the retention of graduates, the role of residential as an economic driver in itself, etc.

Broadly, the spatial strategy describes the intensification of the key economic centres across the neighbourhoods into mixed-use local centres with a critical mass of residential occupation, and strengthens the links between these centres through investment in placemaking. This larger network acts as the framework within which several key opportunity sites with the potential for transformational projects are identified.

Objectives of the Spatial Strategy

1. To establish a 21st Century City Centre economy capable of competing with other European cities.
2. To reposition the City Centre as the premier regional shopping destination;
3. To establish a unique tourism offer that takes full advantage of the City Centre's special characteristics;
4. To make the City Centre once again a desirable place to live by improving the quality of the housing offer
5. To create a high quality and safe urban environment which generates a sense of pride in the City;
6. To build upon the City Centre's rich historic character
7. To create quality strategic gateways to the City Centre, thereby making it a welcoming experience for visitors;
8. To attract and retain young people by providing learning opportunities in the City Centre.
9. To expand the provisions of the plan to encompass opportunities for transformation across the wider city and outlying urban areas.
10. To maintain by design 'business as usual' within the core City Centre area during the plan implementation period;

Developing a Revised Urban Structure

An expanded plan area to grow Limerick City Metropolitan Area including Mungret and Annacotty.

Connected Neighbourhoods.

Limerick's designation as a Wild Atlantic Way Gateway City reflects its geographical and cultural position in the West of Ireland, and its close proximity to the Wild Atlantic Way. The review of the Limerick 2030 Spatial Plan (Report No.2 Appendices: 3. Review of the Spatial Plan) led to two key design considerations for a revised plan:

1. Enabling the Plan: To support the vision of active urban life in a compact city as envisaged by the Draft Plan, the Limerick 2030 Spatial Plan must function as a guide to enabling the city to maintain a 'business as usual' function while significant transformations are enacted.

2. Expanding the Plan: To ensure that the Limerick 2030 Plan is consistent with the Draft Plan, the extents of the spatial plan needs to be expanded to consider the wider Limerick City Metropolitan Area and Environs, including Annacotty and Mungret.

Expanding the plan is intended to consolidate the Gateway City identity and ensure that growth is managed in a way that not only avoids sprawl but instead strengthens the sense of a coherent urban area—expanding the plan area in a manner that draws on 'the power of nearness' that comes from

concepts of the 10-minute city as described by the Draft Plan.

This 'city of short distances'—where locally-oriented mixed-uses provide for residents' needs within a series of connected neighbourhoods surrounding, and supporting, the core City Centre area—aligns with the Draft Plan concept of developing 'a series of neighbourhoods and vibrant towns and villages, which are compact, that can support a range of jobs, services and housing choice, not only provide the basis of strong economies and communities, but also support a greater range of sustainable modes of transport, both within and between settlements'.

This concept is in turn expressed by the economic framework as a configuration of Limerick as a city region comprised of a sequence of linked neighbourhoods, each establishing a legible route at various scales (active travel/ walking) between the estuary and the region via the city centre.

Within the Limerick City urban area, the spatial strategy envisages a city of connected neighbourhoods, each of which embodies principles of the 10-minute city. While the

development of this network of connected centres is by definition polycentric, this does not mean 'decentralising' or weakening the City Centre. Rather, the connected neighbourhoods have the aim of spatially balancing opportunity across the urban area in line with the aim of the economic strategy to enable and accommodate population growth in the city centre. The City Centre is still considered as the major draw of talent and driver of innovation—the cultural and economic engine whose success enables the choice to live in one of the other centres.

This model of connected neighbourhoods offers choice to residents within the urban area, so each neighbourhood maintains a strong local identity. The revised spatial strategy begins with the determination of the extents of the expansion of the plan beyond the city centre area. This requires the identification of the character areas within the expanded urban area that form the base layer of neighbourhoods on which the strategy rests.

With reference to the settlement hierarchy of the Draft Plan, the spatial strategy has been expanded to comprise the neighbourhoods outlined on Map 3.1 Neighbourhoods.

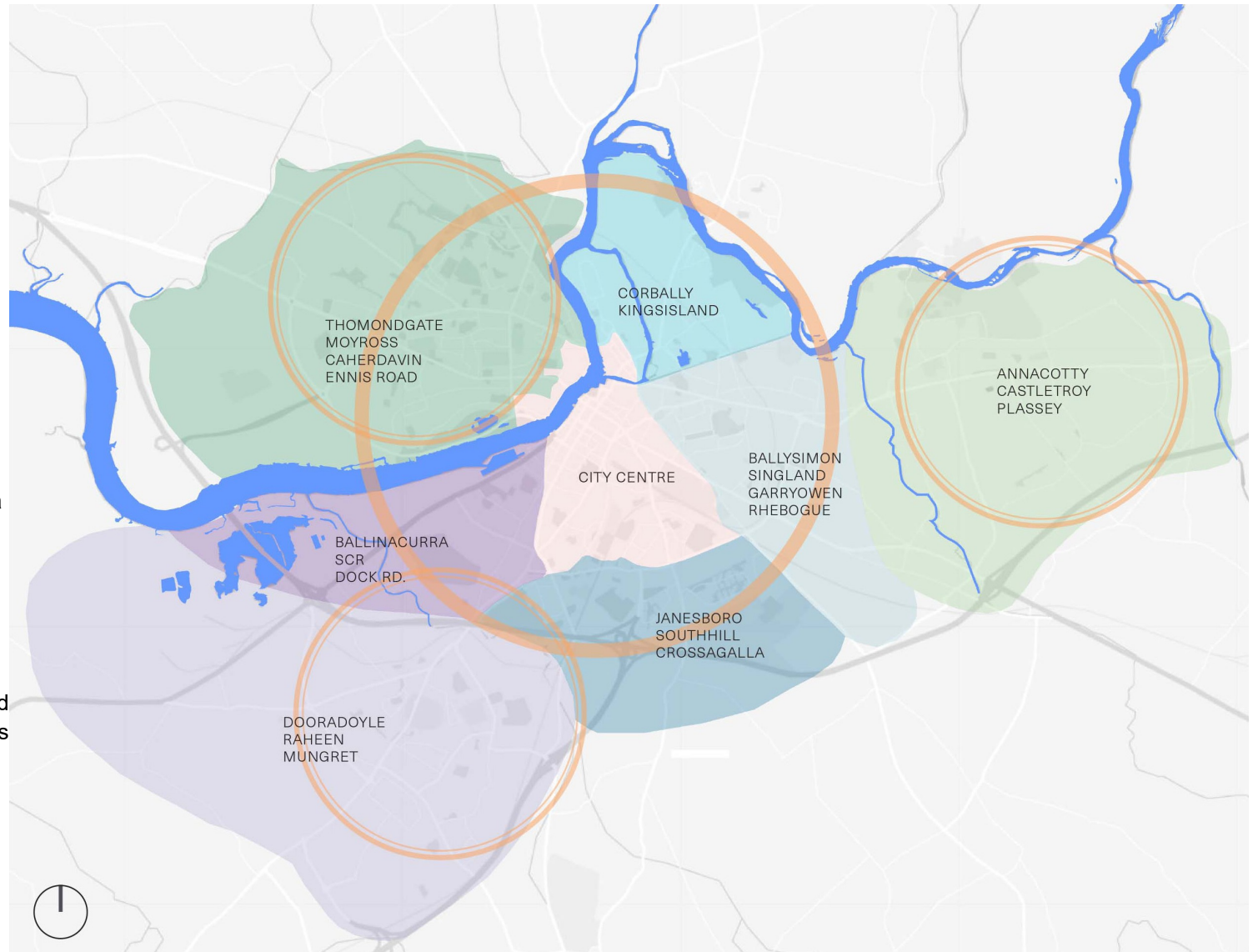
3. Spatial Strategy

Map 3.1 Neighbourhoods.

The strategy groups neighbourhoods together into the four functional spatial areas identified opposite.

The three smaller circles group existing character areas into 1.5km walking bands; the larger circle groups the city centre with its immediately contiguous environs into a larger 2.5km (25min) walking band.

This organisation reflects the importance of the city centre area as the driver of the economic framework. The aim is to identify interdependent areas within the city and those areas where neighbourhoods overlap in order to begin to identify where development opportunities would be best placed to further the aims of the Draft Plan.



LEGEND

c. 2.5 km radius / City Centre



c. 1.5 km radius / Suburb



Connecting the Neighbourhoods

Using how people get around to identify opportunities for growth.

Encouraging Active Travel.

Map 3.2.1 overlays the movement networks within the plan area onto the base of connected neighbourhoods. This identifies the key corridors by which people move around the city, the strength of existing or proposed connections between neighbourhoods, and those areas where investment in new connections has the potential to create new opportunities in line with the Draft Plan and the economic framework.

The Strategic Vision of the Draft Plan requires an integrated approach that aligns housing and public transport provision. This is enshrined in the Strategic Objectives directing a focus in particular on areas which are accessible by public and sustainable modes of transport; reducing car dependency and promoting and facilitating sustainable modes of transport; prioritising walking, cycling and public transport; and providing an appropriate level of road infrastructure, road capacity and traffic management, to support existing and future development.

The Employment Strategy provides for the expansion of employment through the designation highly accessible employment locations, directly aligning strategic employment locations with public transport corridors to retain and enhance the

important role of employment in Limerick City and Environs and the County's Town Centres.

The Economic Framework at Section 2 outlines concepts and actions to further the aims of the Draft Plan. Two sets of spatial movements are critical to the concepts and interventions of the Economic Framework relating to enhancing liveability:

- Map 3.2.2 extracts public transport movements consistent with the Draft LSMATS.
- Map 3.2.3 extracts the active travel network across the urban area. .

Both of these layers are essential to the development of 10-minute city concepts. The restrictions on movement during the Covid-19 pandemic have reinforced the importance of the local – not only in the provision of goods and services, but also as sociable spaces for health and wellbeing. The creation of complete neighbourhoods – whether as '15 Minute Cities', '20 Minute Neighbourhoods' or '10 Minute Towns' – means making walkable communities in which people can access most of their daily needs within a short trip whether by active means or a public transport ride.

What these concepts all have in common is the idea of the 'power of nearness'. The Economic Framework identifies the potential of this to act as a driver of growth, providing diverse housing and employment options. Of particular note in these movement layers to locate spatial opportunities are the 10 min and 15 min bus routes connecting Limerick's neighbourhoods.

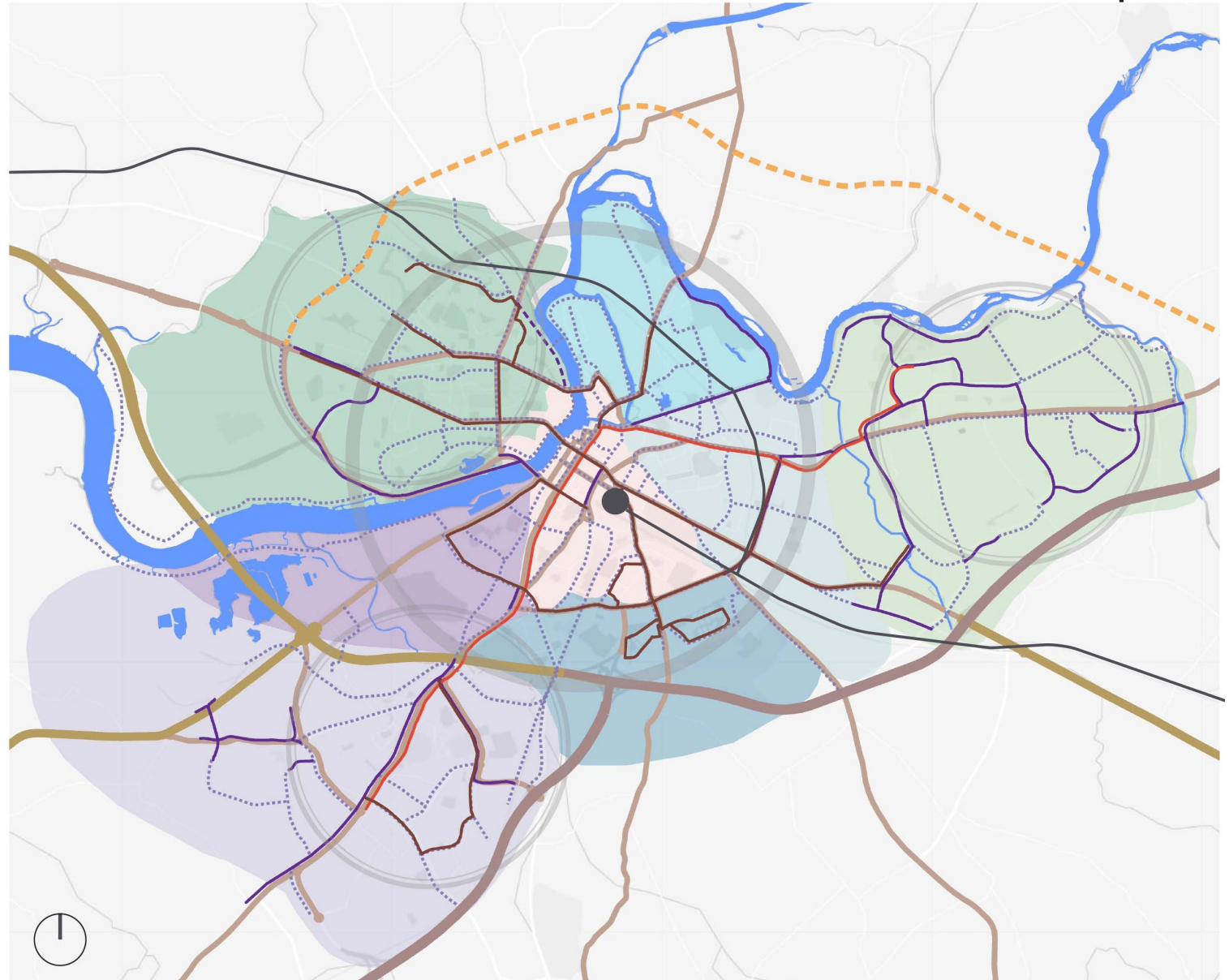
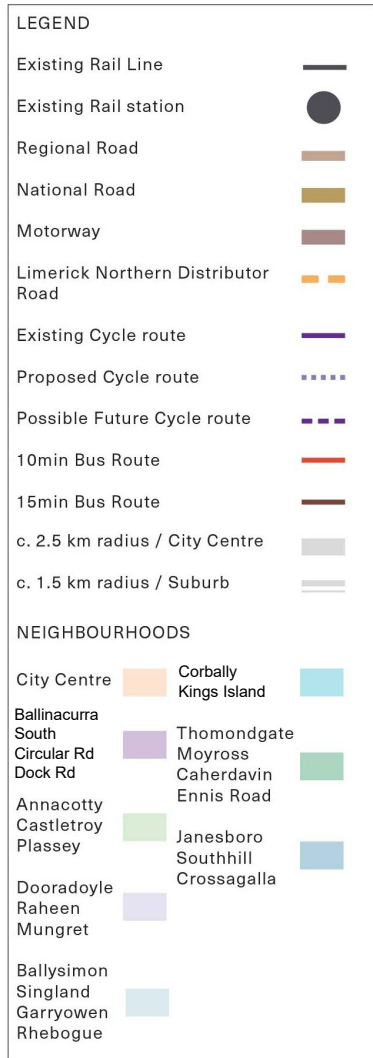
The future rail stations anticipated by the NDP 2021-2030 – whether on the existing or the disused rail line – should be considered as indicating areas for potential growth which may be locations for future intensification beyond the lifespan of this strategy.

The Economic Framework stresses the importance of feasible projects and actions. By focussing on those movements most closely associated with the sustainable transport aims of the Draft Plan, and most critical to the development of self-sustaining communities, the spatial strategy's vision of connected neighbourhoods is rooted in the reality of how people live, work and play in the city,

3. Spatial Strategy

Map 3.2.1

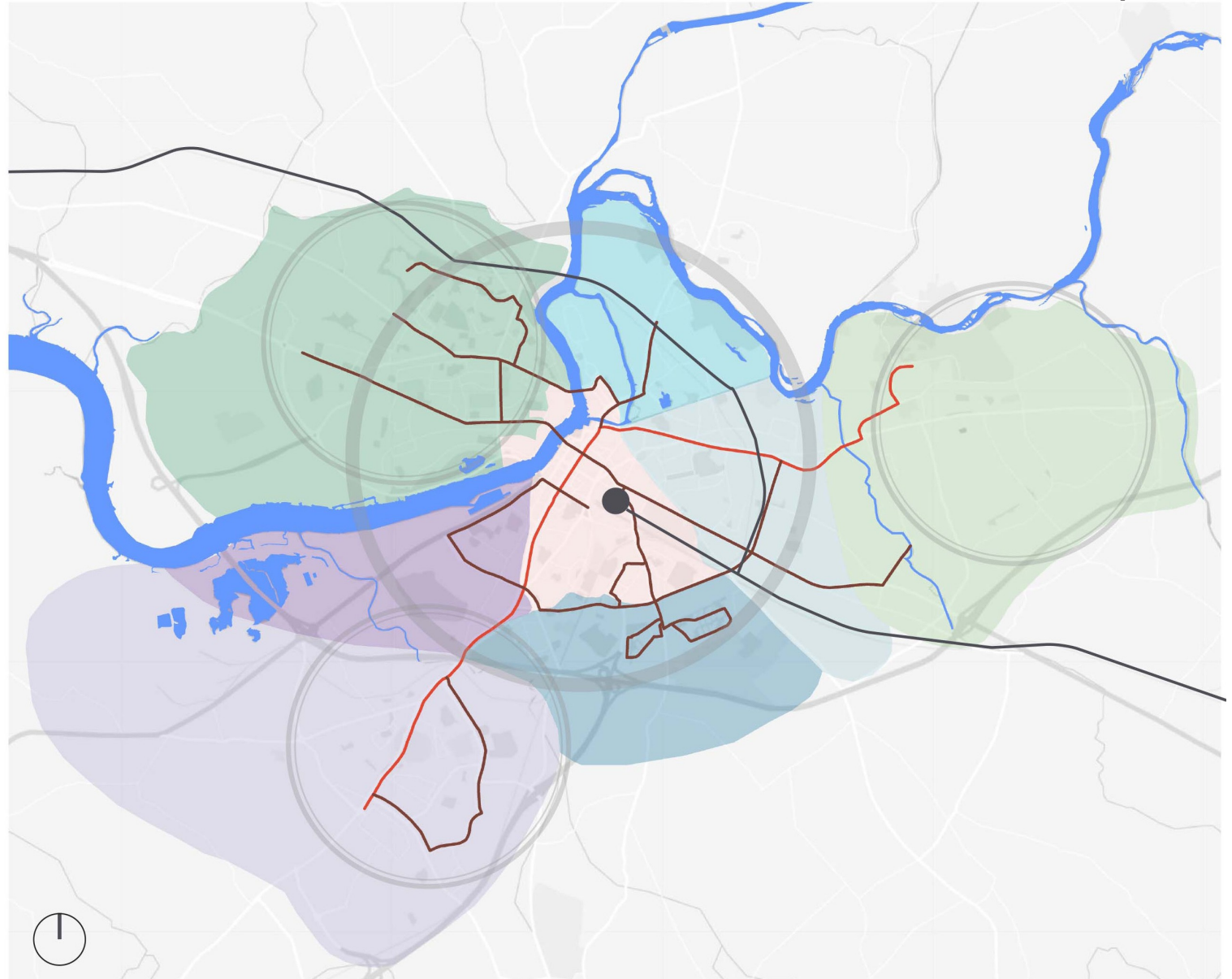
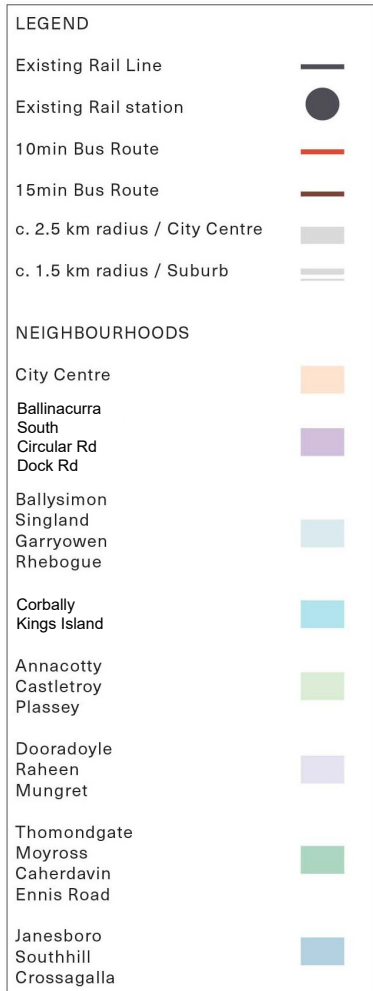
MOVEMENTS NETWORK



3. Spatial Strategy

PUBLIC TRANSPORT

Map 3.2.2



3. Spatial Strategy

Map 3.2.3

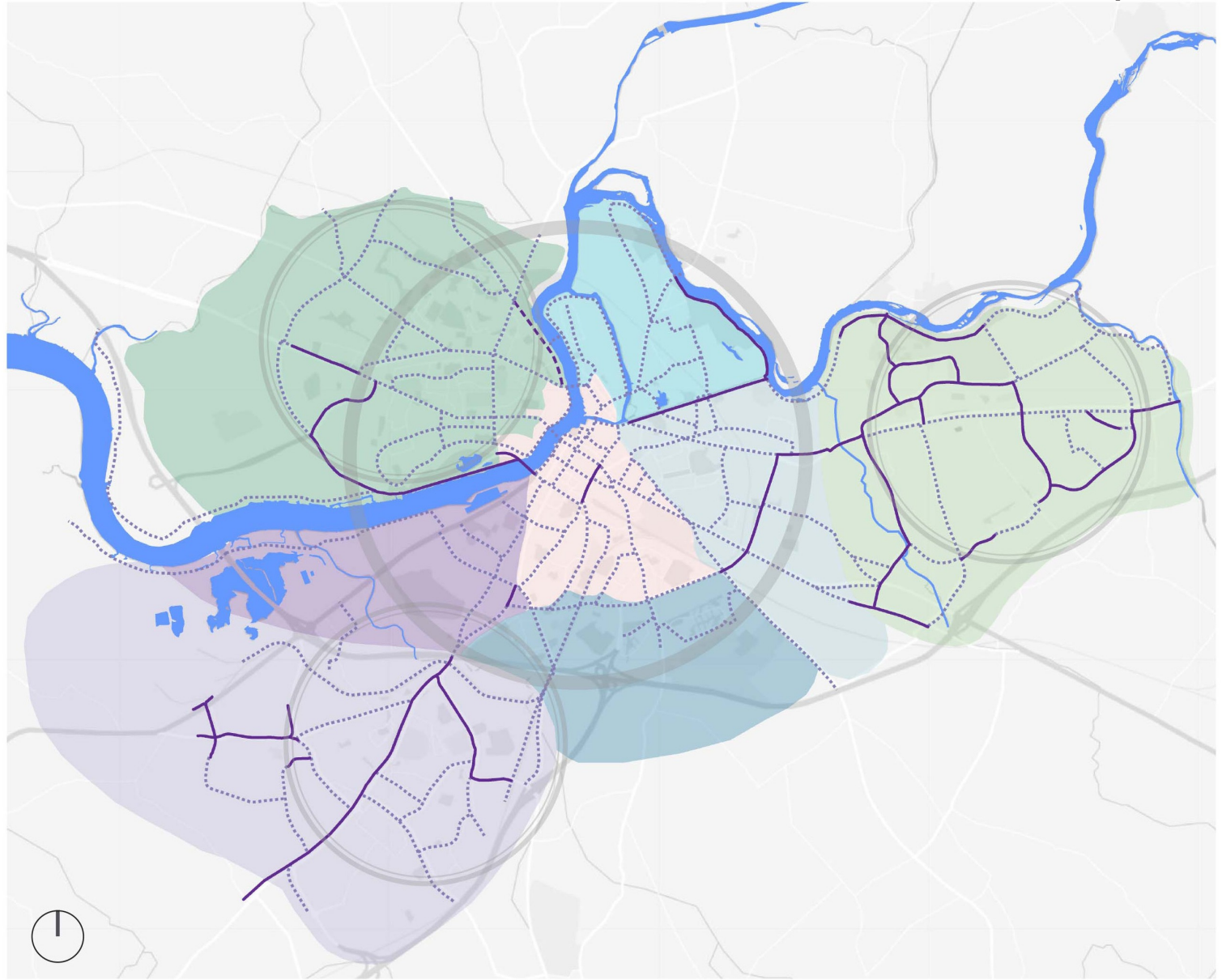
ACTIVE TRAVEL

LEGEND

- Existing Cycle route
- Proposed Cycle route
- Possible Future Cycle route
- c. 2.5 km radius / City Centre
- c. 1.5 km radius / Suburb

NEIGHBOURHOODS

- City Centre
- Ballinacurra
South
Circular Rd
Dock Rd
- Ballysimon
Singland
Garryowen
Rhebogue
- Corbally
Kings Island
- Annacotty
Castletroy
Plassey
- Dooradoyle
Raheen
Mungret
- Thomondgate
Moyross
Caherdavin
Ennis Road
- Janesboro
Southhill
Crossagalla



Developing a Sustainable City

Incorporating Limerick's special environmental characteristics.

Green and Blue Infrastructure.

The spatial organisation of the connected city along these preferred movement corridors and with reference to active travel permeability allows growth to preserve legible transitions between component areas of distinct character within the neighbourhoods and across neighbourhoods.

This maintains coherent spatial identities within the expanded urban area and allows the strategy to identify opportunities that will serve not only to improve liveability for current residents but also to make them more attractive to new residents

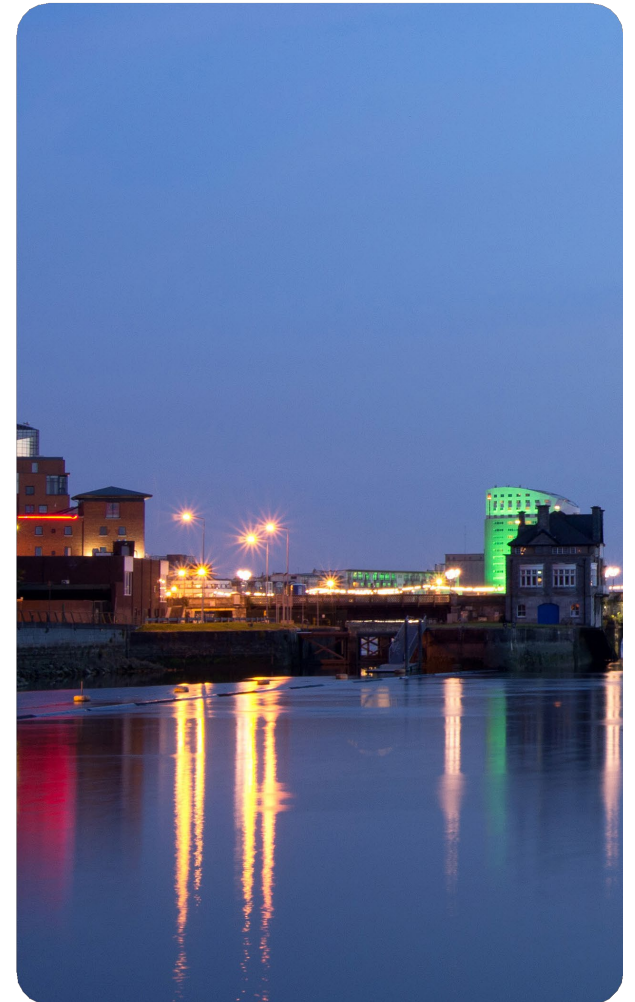
Map 3.3 builds on the movement network layers to identify the green and blue networks of the strategy area. The Economic Strategy has identified the role of GBI in the development of a sustainable city and county, and suggests a series of interventions and actions.

Incorporating this layer ensures that the spatial strategy takes full advantage of Limerick's special heritage and environmental characteristics, not only for the purposes of establishing a unique tourism offer but also to begin to align opportunities within the neighbourhoods with existing amenities.

The identity of a city is twofold: the big-ticket 'public' items that attract people; and, the more intimate 'private' aspects that retain people. Consistently successful cities for investment and living such as Vienna, Zurich and Amsterdam are cities that recognise that while city-scaled plans are needed to encourage investment, smaller scale placemaking is needed to keep it, and consequently link both strands of activity.

Limerick's compact growth should not only manage the identity of the core city area and its distinctive character – its iconic elements of waterfront and historic quarters – but should also add to the identity of the other urban quarters that do not have these iconic features but have their own local character. Identifying the GBI affords opportunities for growth to enable better connections to and use of local environmental assets as attractions and amenities at local and citywide level.

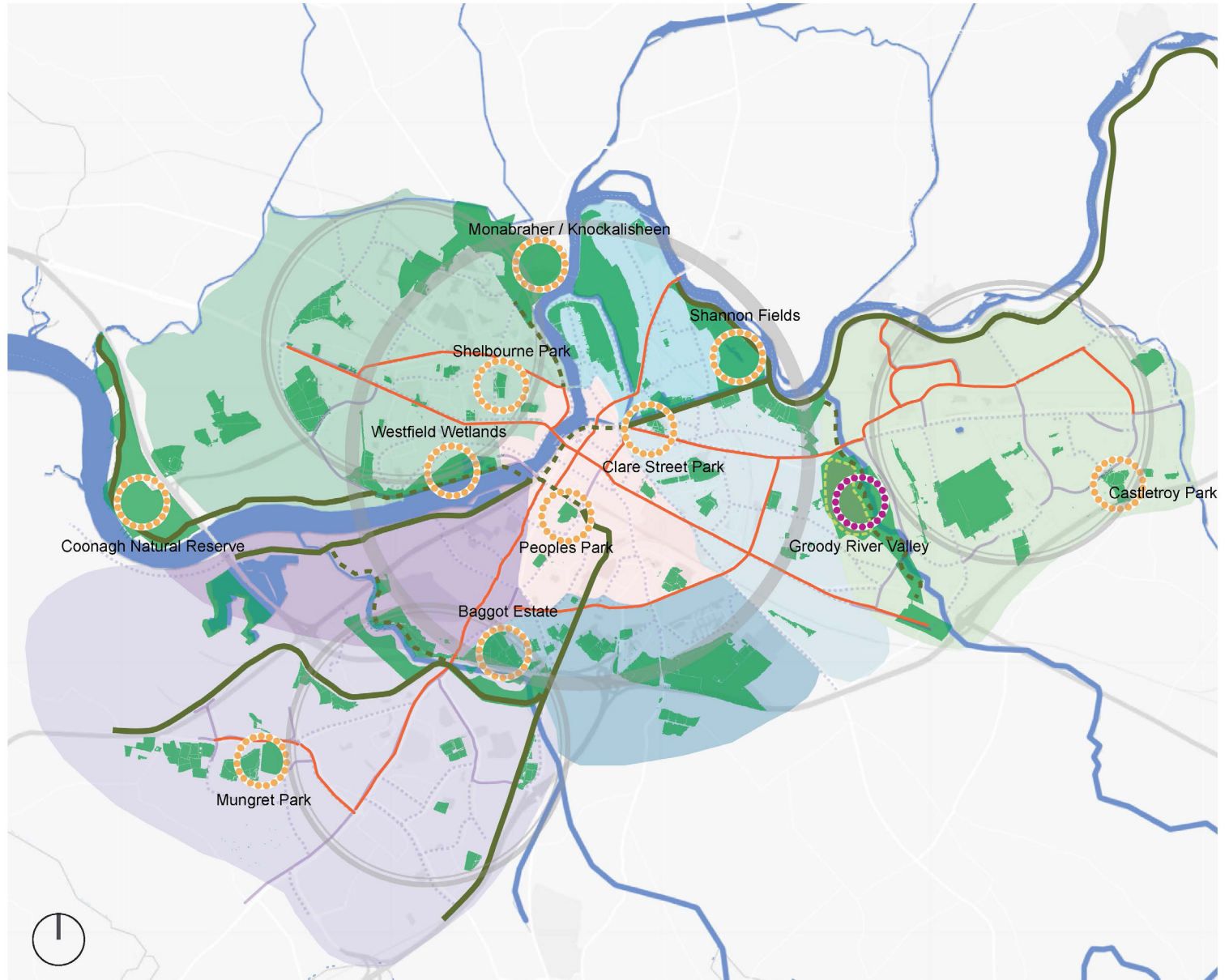
This network of spaces within the city should link to the wider connections to the towns and region along the Estuary and to the Wild Atlantic Way.



3. Spatial Strategy

Map 3.3

GREEN AND BLUE NETWORKS



(*Location subject to detailed study)

3. Spatial Strategy

Strategic Economic Centres

Developing local centres for current and future growth in the connected neighbourhoods.

Targeting Interventions and Actions.

Map 3.4 uses the previous movement and neighbourhood layers alongside the identification of physical gateways and locations of landmark buildings from the Limerick Building Height Study (LBHS) to place strategic economic centres and future development hubs in the context of the connected city neighbourhoods.

These hubs and centres are spatially dispersed across the connected neighbourhoods along key movement routes supporting the development of the overall strategic, economic and spatial visions – a consolidated city centre containing the core area and oriented to the waterfront, supported by three outlying urban neighbourhoods each of which is developing its own interconnected centres and opportunity areas at the local level.

Incorporating existing centres into this spatial strategy presents a context for growth that will strengthen and enliven them – development opportunities are employed not only to intensify their land uses but also to more strongly and clearly connect them to better serve nearby residential areas. Identifying within this context areas where even limited development is unlikely (such as Shannonfields) recognises that amenity functions

are of increasing importance as the urban populations grow and that spatial proposals need to consider new or improved access to them in line with the GBI layer of information.

The development of the hubs and centres moves the neighbourhoods individually – and the city collectively – toward a model of a city of short distances, recognising that while the City Centre can develop immediately according to principles of the 10-minute city; the surrounding neighbourhoods are likely to develop to a 20-minute neighbourhood model within the lifetime of the 2030 plan.

With investment focused in these locations and so reducing physical segregation within the urban core by development over time, the connected city is built incrementally. The actions and interventions of the Economic Plan with regard to enhancing liveability – and as expressed more fully in Section 5 below – aim to increase the attractiveness of these areas so that, over time, 20-minute neighbourhoods will become 10-minute neighbourhoods as patterns of development and investment build critical mass. With these layers defined, the spatial strategy can identify more specific opportunities across the neighbourhoods.



Retrofitting sociable high streets in Thornton Heath and Leyton, UK.



3. Spatial Strategy

Map 3.4

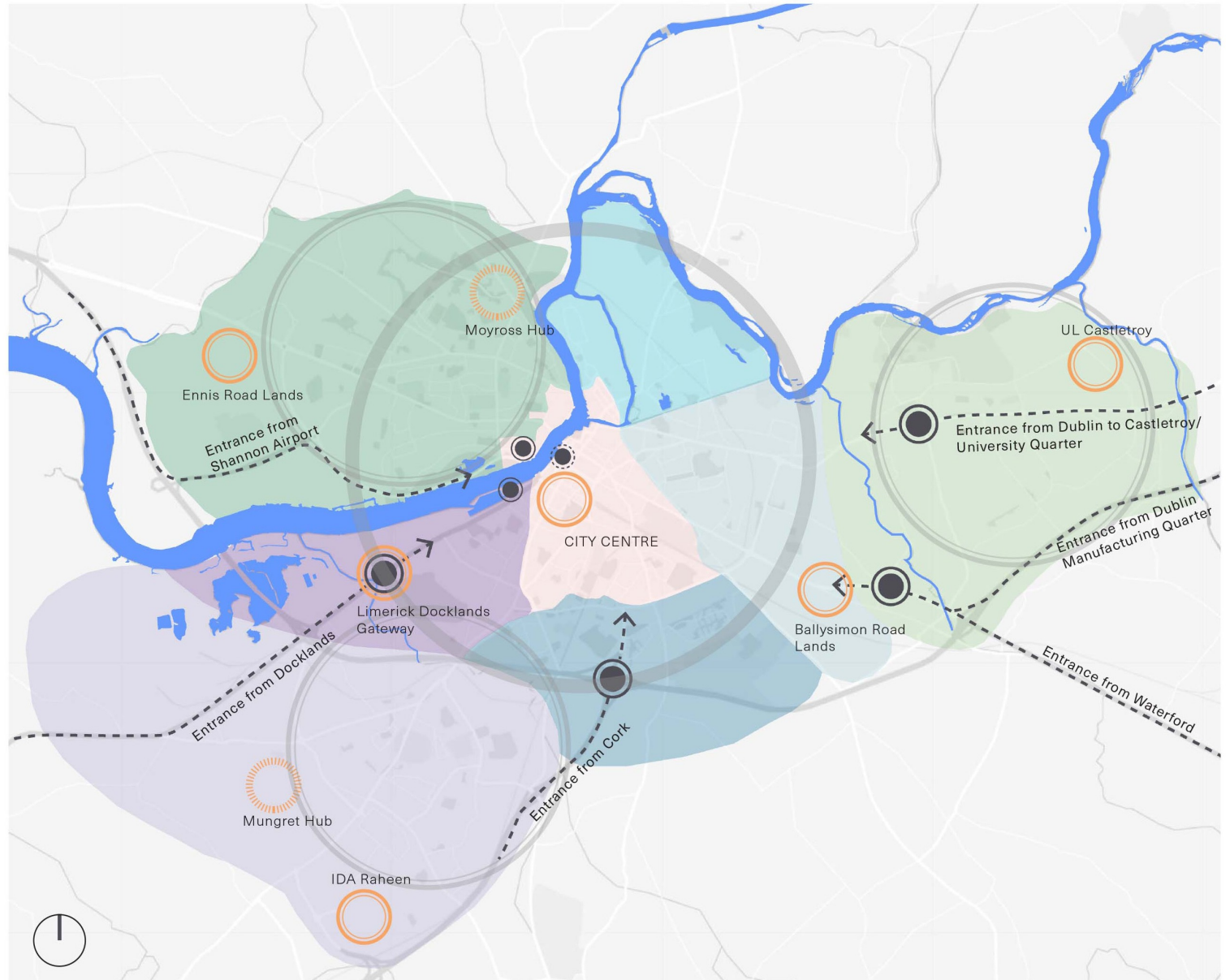
CENTRES/HUBS AT CONFLUENCE POINTS + LBHS GATEWAYS

LEGEND

- Gateway Building
- Gateway Building| Landmark Building
- Gateway Building| Landmark Building| City Landmark
- Strategic Economic Centres City
- Future Hubs
- c. 2.5 km radius / City Centre
- c. 1.5 km radius / Suburb

NEIGHBOURHOODS

- City Centre
- Ballinacurra South
Circular Rd
Dock Rd
- Ballysimon
Singland
Garryowen
Rhebogue
- Corbally
Kings Island
- Annacotty
Castletroy
Plassey
- Dooradoyle
Raheen
Mungret
- Thomondgate
Moyross
Caherdavin
Ennis Road
- Janesboro
Southhill
Crossagalla



Strategic Economic Centres

Regeneration Areas within the connected neighbourhoods.

Limerick Regeneration Framework Implementation Plan (LRFIP)

The neighbourhoods are to be understood as functional spatial areas that either group existing mixed-use centres and their associated residential areas together, or identify amenity destinations that can better serve the city if their connectedness is improved. In both cases, the aim is to spatially organise the urban area in a way that fosters more coherent use of land in the city.

The determination of the neighbourhoods purposefully incorporates the four designated regeneration areas in the city at Moyross; St. Mary's Park/ Kings Island; Ballinacurra Weston; and Southill. Development of these areas is guided by the Limerick Regeneration Framework Implementation Plan (LRFIP).

The vision of the LRFIP – for ‘safe and sustainable communities of opportunity.....physically connected and fully integrated with the social, economic and cultural life of Limerick’ – is consistent with the vision for Limerick 2030 of a polycentric city of interconnected neighbourhoods. Incorporation of the regeneration areas within the polycentric neighbourhoods is intended to complement ongoing regeneration efforts and provide potential for uplift by linking them to the wider transformation of the city.

REGENERATION AREAS AND DEVELOPMENT ZONES

- BW** BALLINACURRA WESTON
- C** CITY CENTRE DEVELOPMENT ZONES PER LIMERICK 2030
King's Island
The Opera Site
Arthur's Quay
Irish Town
Cruises Street
The Georgian Quarter
Limerick Quays
Eastern Gateway
Urban Science and Technology Park
- MP** ST. MARY'S PARK / KING'S ISLAND
- M** MOYROSS
- S** SOUTHILL

LEGEND	
Railway Line
Current Rail station	●
Regeneration Areas	■



Neighbourhoods and Opportunities

Identifying key opportunities within the spatial strategy.

Balancing opportunities for growth.

Map 3.5 uses the layering of spatial information in this section to identify new development opportunities across the connected neighbourhoods. These opportunities reflect a mix of larger scale transformational projects and smaller scale public realm interventions and demonstrate the range of development opportunities resulting from the spatial integration of the provisions of the Draft Plan and their expression through the Economic Framework.

The identification of opportunities within the neighbourhoods reconfigures the idea of the development zones of the 2013 Limerick 2030 Strategy. The 2013 plan set out City Centre Development Zones which reflected on the implication of implementing opportunity site proposals zonally, with fully integrated approaches to development, public realm and movement across districts within the City Centre. It was explicitly stated that the organisation of these development zones is spatial rather than reflecting priorities between zones.

In so far as the function of the Limerick 2030 Plan previously has been to act as a catalyst to transformation, the absence of priorities is appropriate; however, with transformational projects

now occurring at the Opera Site; Cleeves Riverside Quarter; and Colbert Station, this plan considers a more comprehensive move to the development zone model timely.

The advantage of this approach is its ability to identify at a larger scale projects or placemaking initiatives by which the linking of the neighbourhoods can be accelerated. The individual component plans for the neighbourhoods cumulatively identify priorities for interventions in the public realm and the movement strategy across the urban fabric to bring forward sequentially those interventions that will serve to connect multiple neighbourhoods, and where possible to bring forward those connections in advance of the completion of development proposals. In the outlying areas, proposals initially seek to foster connectedness between mono-use areas of the neighbourhood so they can function as a single mixed-use area, building in time to more complete local uses.

The individual opportunity sites are considered in more detail in Section 5 within its consideration of the relevant development zones. It is noted that the specific identification of opportunity sites in Map 3.5 and the relevant illustrations of Section 5 are

illustrative only and intended to signal the presence of growth opportunities consistent with the Draft Plan rather than provide detailed blueprints for their delivery. In line with the provisions of Section 2.5 of the Draft Plan it is anticipated that detailed proposals for the delivery of the opportunities in sustainable and planned manner will be progressed through the vehicle of an adopted statutory Local Area Plan (LAP) or local frameworks.

Maintaining 'Business as Usual'

The transformation of Limerick envisaged by the Draft Plan has the potential to become a 'big dig' – where the experience of the city centre over an extended period is of one large construction site. The plan proposes an active strategy of identifying opportunities for ongoing public realm improvement and the programming of spaces to ensure that the city centre maintains 'business as usual' during this period of change. To this end, consideration should be given to bringing permanent improvements forward as early as possible within transformational projects to maintain liveability, or the use of shorter term tactical urbanism interventions where it is not.

3. Spatial Strategy

Map 3.5

OPPORTUNITIES + DESTINATIONS

Housing Opportunities

- 1 Pa Healy Road Site
- 2 Annacotty Housing Lands
- 3 Hogan Place
- 4 Ballykeefe Site
- 5 Mungret Lands

Mixed-Use Opportunities

- 6 Cleeves Riverside Quarter
- 7 Colbert Quarter
- 8 Georgian Core
- 9 Moyross Consolidation
- 10 Parkway Valley Site
- 11 Towlerton Lands

Civic/Cultural/Commercial Opportunities

- 12 Arthurs Quay/ Opera / Merchants Quay
- 13 Thomond Park

Green Spaces + Amenities

- 14 Shannonfields
- 15 River Groody Valley
- 16 Westfield Wetlands
- 17 Green Areas adjacent to Moyross

Enterprise & Employment Lands

- 18 Limerick Docklands
- 19 Employment Lands Raheen
- 20 IDA Lands Castletroy

Educational Expansion

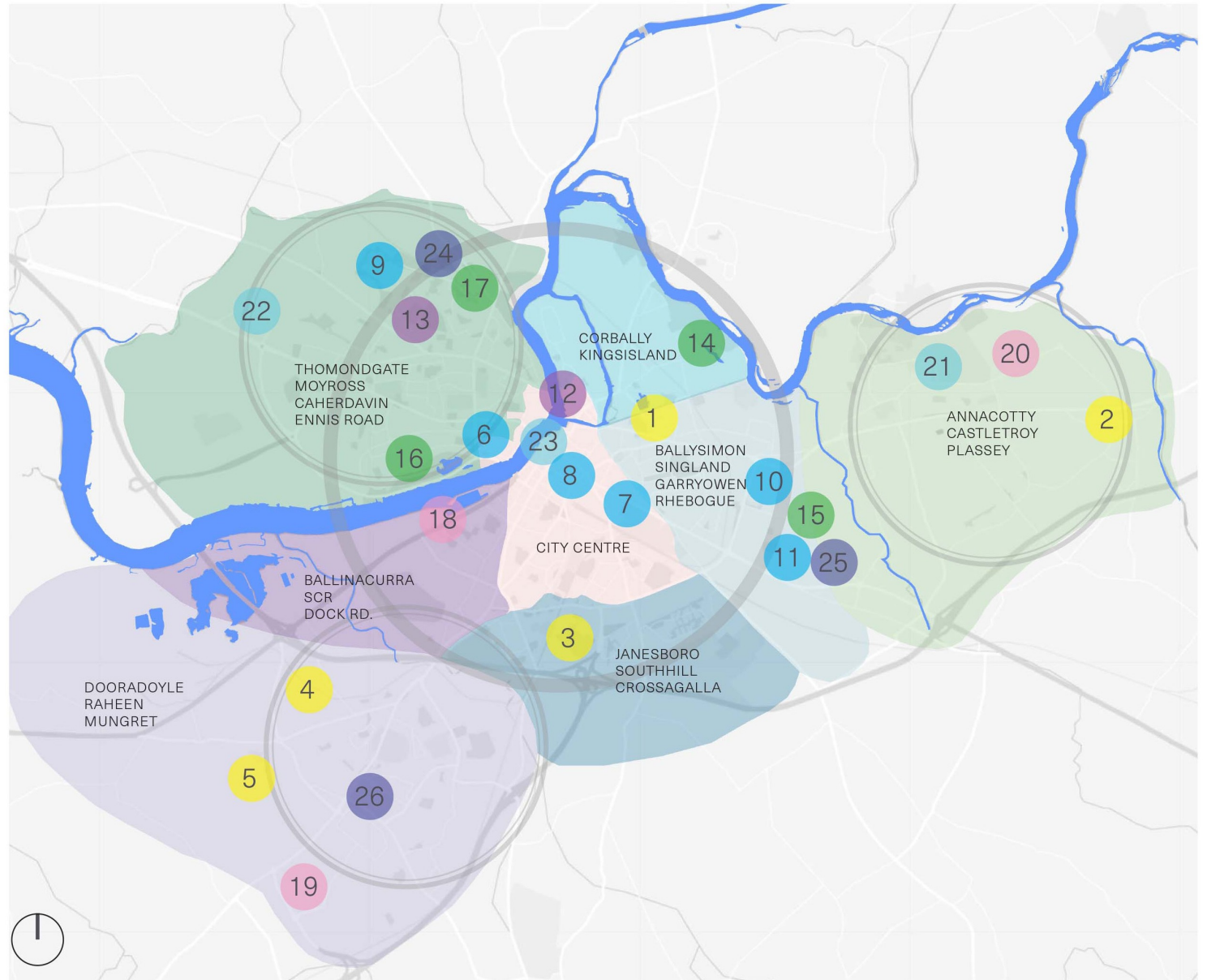
- 21 University of Limerick Castletroy
- 22 Coonagh/ Moylish Educational Lands
- 23 University of Limerick City Centre Site

Healthcare Developments

- 24 Proposed Private Hospital Moyross
- 25 Proposed Private Hospital Ballysimon
- 26 University Hospital Expansion

LEGEND

- c. 2.5 km radius / City Centre
- c. 1.5 km radius / Suburb



Neighbourhoods and Opportunities

Aligning with land use provisions of the Draft Plan.

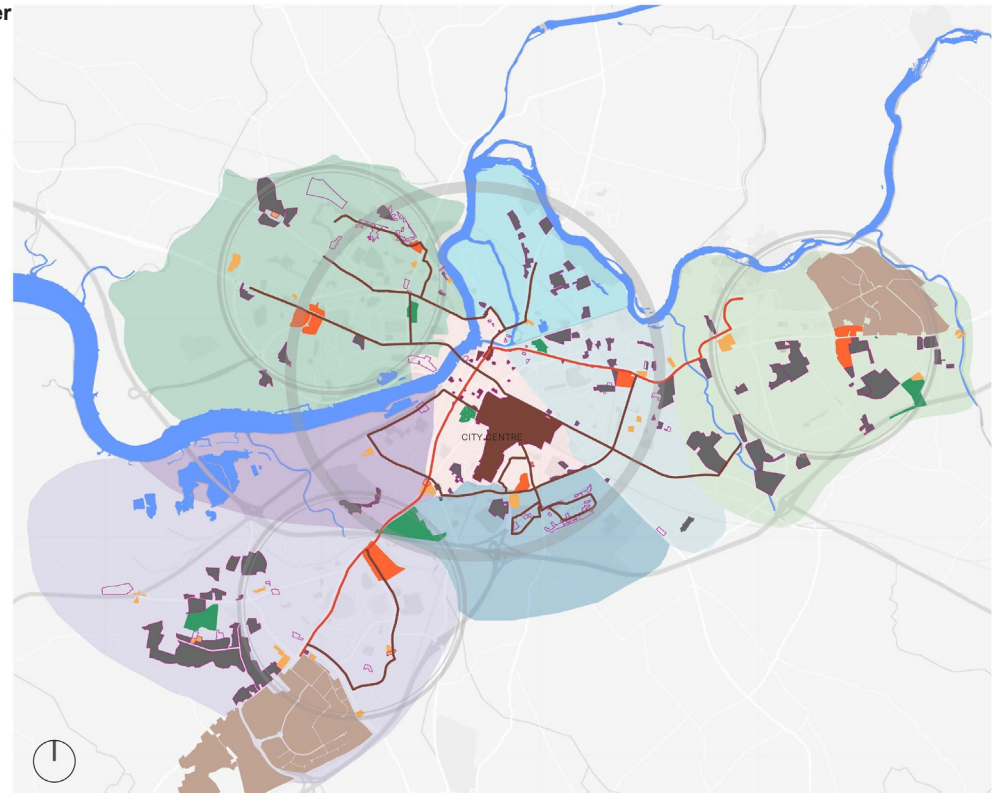
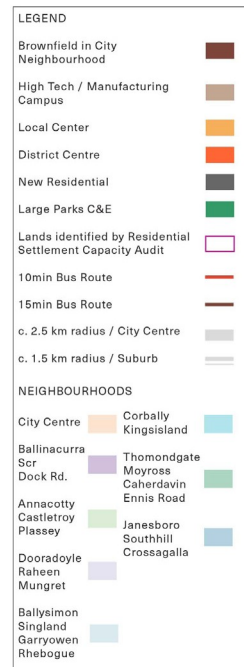
Coherency and Consistency.

The Strategic Vision of the Draft Plan ‘embraces inclusiveness and a high quality of life for all, through healthy place-making and social justice, including the ongoing development of the Regeneration Areas and disadvantaged communities. An integrated approach will align housing and public transport provision. Human and environment wellbeing including climate adaptation are at the core of the vision’.

The spatial strategy expresses the Economic Framework by identifying a city of connected neighbourhoods that gathers character areas of the city and environs, including Mungret and Annacotty, into four functional areas linked through sustainable travel routes. Within these neighbourhoods, opportunities are focused into economic centres, aligning place-based intensification in the appropriate locations with city-level investment in movement infrastructure in the creation of a 10-minute city network. This strategy acts as a framework housing several large opportunity sites of transformational scale.

The location of opportunity sites and the general organisation of the strategy is consistent with the land use zoning provisions of the Draft Plan.

Land-Use and Activity per the Draft Plan.



Connectivity

Connecting to the Estuary and the County.

Scaling the Spatial Strategy

Map 3.6 identifies countywide opportunities expressed by the Economic Framework.

The spatial strategy takes the Shannon Waterfront in the City Centre (within the current three bridges area) as it's meridian and proposes the organisation of all public realm interventions in relation to the river, with stages of public realm connectivity working outwards from here to define connections the river to the city centre neighbourhood, and from there to the outlying neighbourhoods.

The strategy's principles of connectivity are scalable to connect the city to the estuary and to the towns of the wider county by organising connections around active travel routes between the neighbourhoods and the towns of the estuary and the wider county.

This allows for a common theme for investing in countywide connectivity and in developing town plans across the county after the model of recent public realm plans for Askeaton and Bruff in which public realm plans deliver the respite areas, mixed-uses, and charging infrastructure to deliver countywide connectivity.

COUNTYWIDE OPPORTUNITIES



Newcastle West	
Distance from Limerick Centre	40km
2016-2028 population growth	1,988
Settlement population totals 2028	8,607
Settlement population growth 2016-2028 as % of 2016 base	30.04%



PROTECT
NATURAL &
BUILT
HERITAGE



VIBRANT
COMMUNITIES



EMPLOYMENT
OPPORTUNITIES



LOCAL
AMENITIES



STRONG
TRANSPORT
LINKS



SUSTAINABLE
DEVELOPMENT



















HOUSING

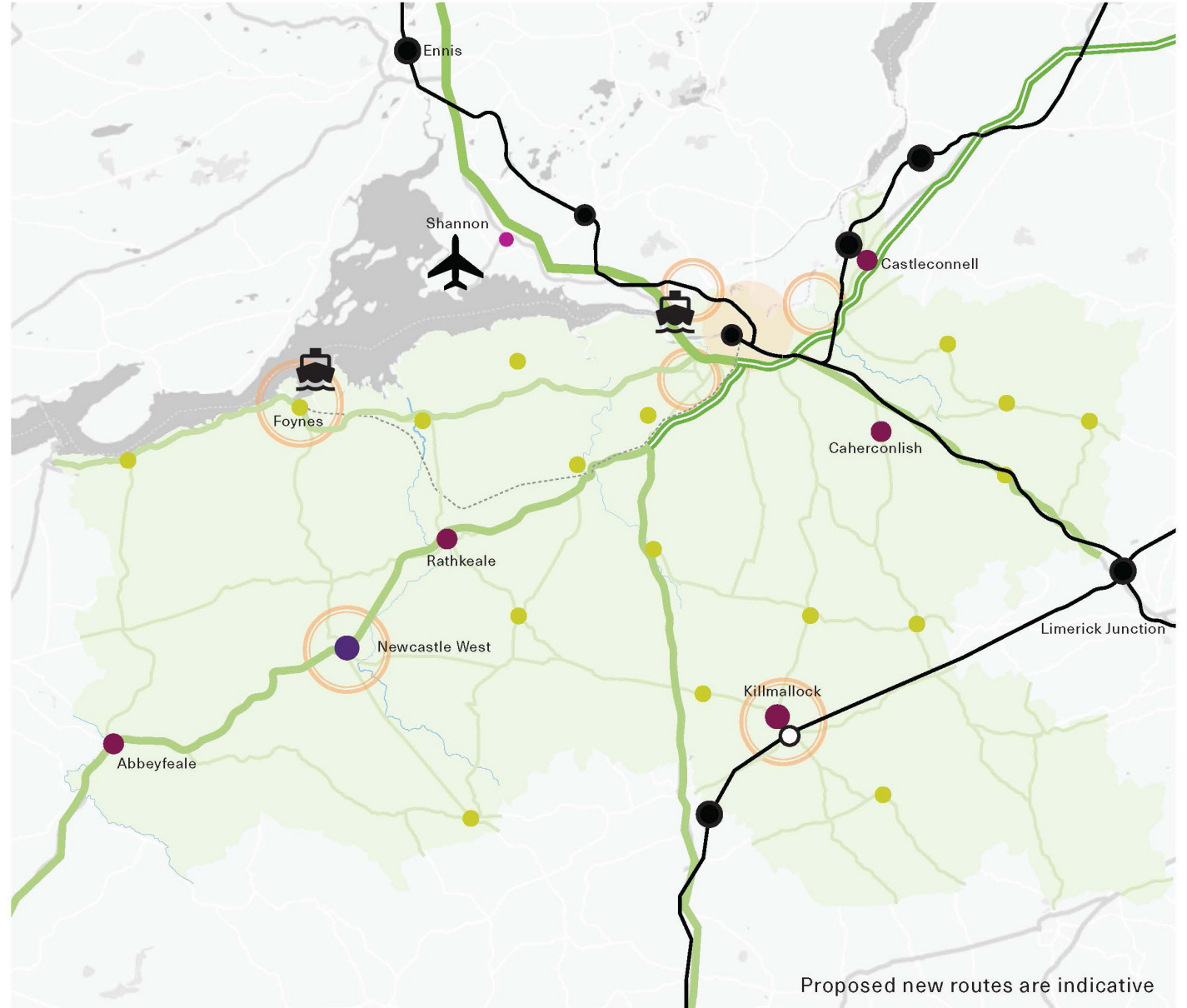
3. Spatial Strategy

COUNTYWIDE OPPORTUNITIES

Map 3.6

LEGEND

-  County Limerick opportunity sites for growth
-  Limerick city centre
-  Limerick County
-  Key Towns
-  Towns > 1,400 people
-  Large Villages > 500 people
-  Existing Rail-line
-  Disused Rail-Line
-  Existing train stations
-  Neighbouring towns (Outside Limerick)
-  Port
-  Airport
-  Motorway
-  National Primary
-  National Secondary
-  Regional



Proposed new routes are indicative

3. Spatial Strategy

The Shannon Waterfront

Treating the river as an iconic element.

A World-Class Waterfront.

Limerick has the advantage of iconic elements not only in its cultural historical built form, but also in the presence of the Shannon Waterfront and associated waterways.

The 'World Class Waterfront' is a key transformative project of Limerick 2030 and a central tenet of the compact growth initiatives for the city described by the Draft Plan. It is central to the development of a unique tourism offer as described by the Economic Framework. The project comprises three elements: the Riverside Infrastructural Works; Cleaves Riverside Quarter and the University of Limerick City Campus. As a transformational project, it has a close interdependency with proposals for Arthur's Quay and King's Island, and ultimately for proposals at Limerick Docklands.

The importance of the transformation of the waterfront to the attractiveness of the city is restated here. Iconic elements can attract people to a city, creating a strong tourism offer that contributes to the ongoing investment in the more intimate and intangible aspects of a place's culture that make visitors return.

A World Class Waterfront at Bilbao at a scale comparable to Limerick.



3. Spatial Strategy

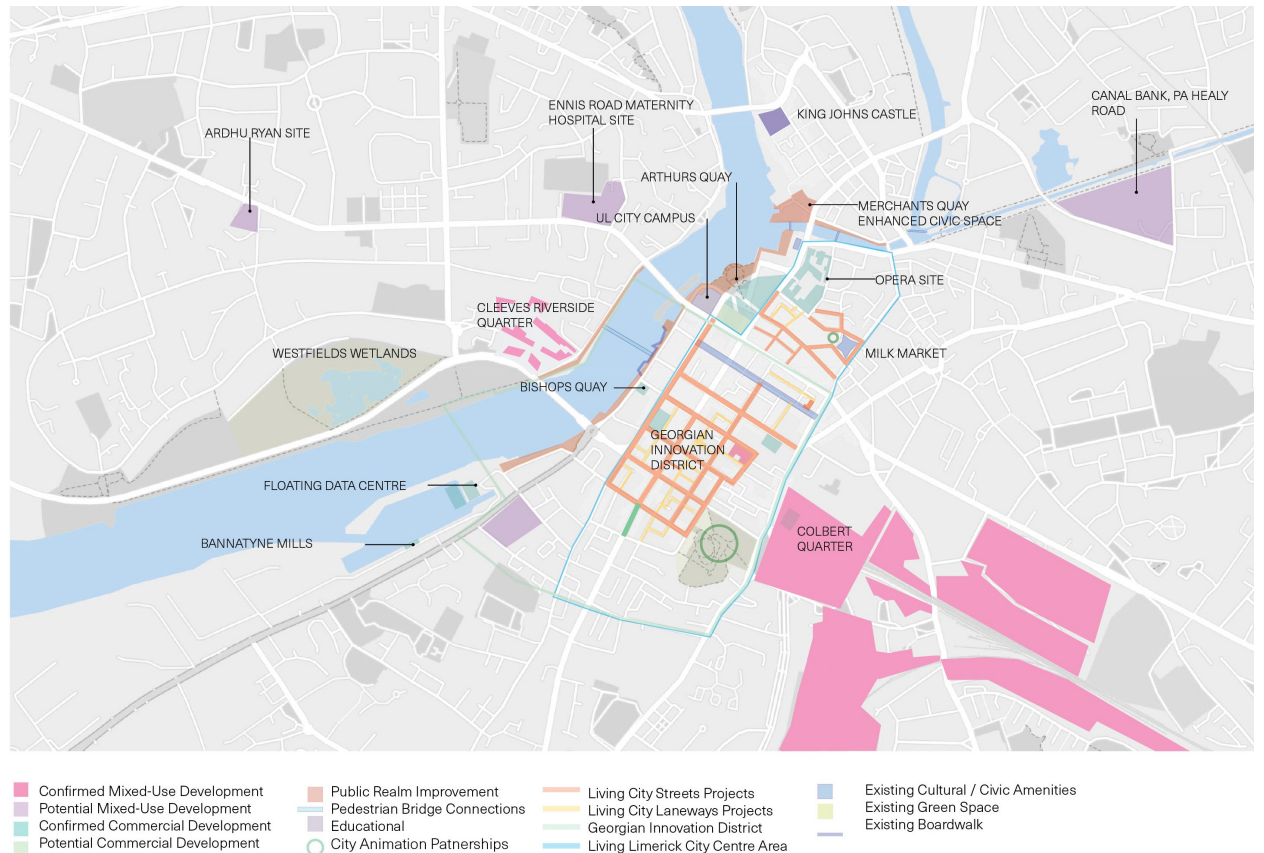
The City Centre

Identifying new opportunities in the core city centre area.

Creating the conditions for long-term economic growth.

Typically, supporting an active urban life requires an initial period of large scale regeneration dominated by longer term 'business as usual' activities of plan making. With a clear vision in place, stability in the implementation phase is critical to ensuring the initial aims are carried through. Placemaking activities often move to the smaller scale initiatives in this 'meanwhile' period serving the purpose of managing the experience of city life as quality of life improvements are being made.

As a plan entering into a key implementation stage during which developments of scale will begin to be delivered, Limerick 2030 needs to work across both the plan-making and placemaking activities. To this end, with the first catalysing iteration of opportunity sites within the city centre being implemented, the revised plan identifies a series a new opportunity sites and identifies potential connections between them to the work progressed to date – building new opportunity from the transformations of the current plan. The component development zones within the city centre and the new opportunity sites identified by the strategy are considered in Section 5 below.





4. Growth opportunities

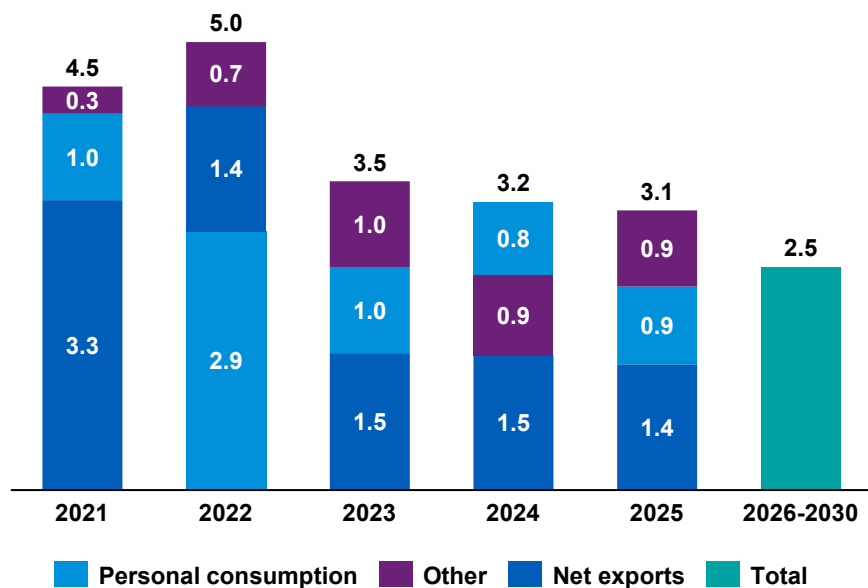
4. Growth opportunities

National economic outlook

Ireland's economy is projected to rebound well from the impact caused by the pandemic.

Projected national GDP growth, y-o-y%, 2021-2030

Average: 3.9% ('21-'25)



Key takeaways

- Following the impact of the pandemic on the Irish economy in 2020 and the first half of 2021, the Department of Finance (DoF, October 2021) is projecting that GDP and the domestic economy will grow by 15.6% and 5.2% respectively in 2021, and by 5.0% and 6.5% in 2022. Over the period to 2025, the annual average growth rate would be more than 4%
- Growth projected for the next five years will be driven mainly by a healthy trade balance through net exports (68% of total growth) and by strong levels of personal consumption (17% of total growth). Risks relating to these growth projections are predominantly exogenous, such as if the world economy faces another downturn
- In comparative terms, it is likely that Ireland will outperform many other advanced economies until the middle of this decade. Likely growth is not known for the period 2025-2030, however typically the long-term average growth rate is 2.0%-2.5% (2.5% cited in graph)
- Separating out the role of multinationals in Ireland's economic performance, the outturn for the domestic economy is likely to be slightly more muted
- In June 2021, the Government released its National Economic Recovery Plan focused on a number of pillars, including supporting returning to work, enterprise resilience and productivity, and investing in infrastructure. While the additional contribution of these initiatives to economic output has not been released, it is possible that growth will outperform the Governments own latest forecasts.

Recommendations: (1) Support Mid West exporters immediately (2) Support pent-up spending demand in the Mid West

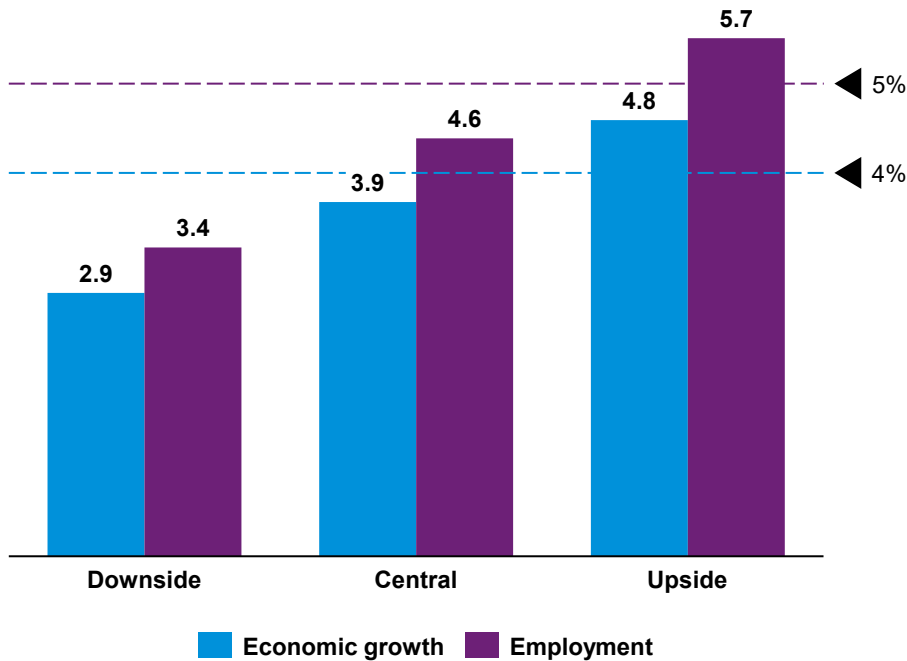
Sources: Department of Finance (SPU, April 2021), Government of Ireland (June 2021), KPMG analysis

Regional economic outlook

The Mid West region has strong potential to grow this decade, and is likely to outpace national growth.

Annual average growth rates under scenarios, 2022-2025

Key takeaways



Economic output

- There are no forecasts available on regional levels for likely economic outcomes. To develop this, the Department’s existing outlook has been adjusted:
 - Central scenario, the Mid West economy grows in line with the Department of Finance’s projections for the national economy, at a rate of 3.9% per annum (2021-2025) for the period to 2030
 - Downside scenario, growth in the Mid West would be 25% lower than the national growth rate in this scenario, at 2.9% p.a., and this would continue out to 2030
 - Upside scenario, the Mid West economy would grow by 25% greater than the national rate over the period, at 4.8% p.a.
- As shown, the outturn could vary across scenarios. Average economic growth of 4% would be marginally higher than the national growth for 2021-2025, and higher than likely growth for 2026-2030.

Employment

- DoF projects annual average growth of 4.6% for the period to 2025. This rate is shown in the Central scenario, with growth 25% lower and 25% higher in the downside and upside scenarios respectively. Limerick could target annual growth of 4%-5% over the period to 2025.

Recommendations: (1) Target annual economic growth of 4% (2) Target annual employment growth of 4%-5%

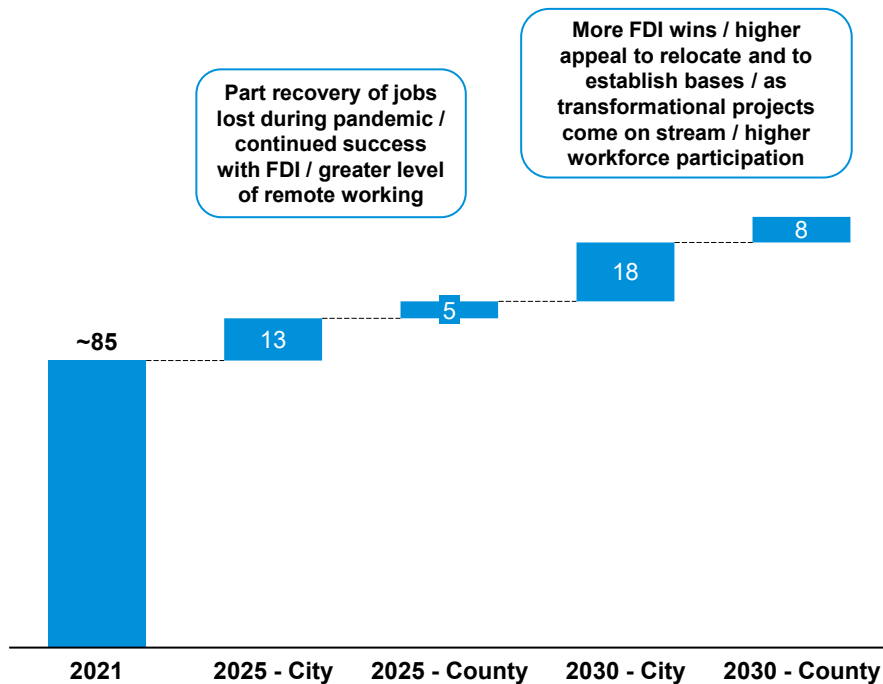
Sources: Department of Finance (SPU, April 2021), KPMG analysis

Potential job creation – Limerick

Employment in Limerick can grow strongly this decade. An ambitious target would be 42,500.

Potential job creation central scenario, 2021-2030

Target: additional ~42,500



Key takeaways

- Recent data on the labour market and workforce in Limerick City and County is lacking. Census 2016 data indicated that ~77,000 people were in employment on Census day. Since then, ~12,000 additional jobs were created in the period 2016-2020
- The pandemic resulted in a fall off in employment in 2020 and into 2021. Some jobs will not be recovered, while many will. We estimate that employment in the City and County is ~85,000 as of mid 2021
- Over the period to 2030, there is potential for up to 30,000 jobs to be created in the city and its environs and up to 12,500 jobs could be created in the county – in total, this would reflect growth of ~40% over the period 2021-2030
- To achieve this growth, a number of drivers are required:
 - Return of Limerick natives to the city/county
 - Greater retention of graduates relative to the baseline
 - In-migration of new migrants from Ireland and elsewhere
 - Entry of an additional number of residents into the labour market.
- Targets identified mirror Department of Finance projections for growth in employment across the national economy are more ambitious.

Recommendations: (1) Target job creation of up to 30,000 in city environs (2) Target job creation of ~12,500 in the county

Notes: Figures are rounded.
Sources: DBEI (2017), KPMG analysis

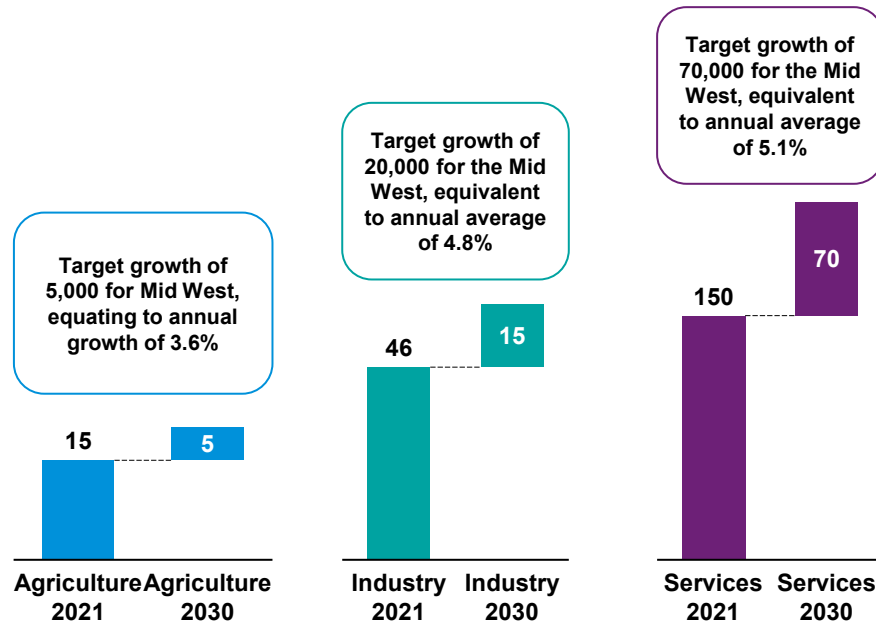
4. Growth opportunities

Potential job creation – Mid West

The Mid West region has strong potential to grow this decade and can outpace national growth.

Potential job creation central scenario, 2022-2030

Target: 95,000



Key takeaways

- Currently, 70% of employment in the Mid West is in the services sector, 20% in industry, and 10% in agriculture. As the economy evolves in the 2020s, these proportions are likely to change. Additional employment will be generated overall, with the highest value opportunities likely to be in services and in advanced manufacturing
- From consultations as part of the review and update of this plan, there is a view that tertiary education is a key driver of growth in the region, and a sense in the region that creating jobs in disadvantaged areas should be prioritised, in particular by Enterprise Ireland and the IDA
- If employment in the Mid West can grow in line with national forecasts to 2025 (4.6%) and modestly thereafter out to 2030 (3.0%), up to 95,000 additional jobs could be created – this would be ambitious
- At the same time, there is a ceiling to overall growth based on the baseline, capacity, and skills, amongst other factors – to achieve this employment growth, additional in-migration and higher levels of labour market participation would be required
- To analyse potential distributions of this employment, different growth rates have been applied to distinct sectors, based on historic trends and feedback from stakeholders.

Recommendations: (1) Target job creation of up to 95,000 (2) Target growth in specific high value sector in particular

Notes: Baseline growth used as a ceiling. Graphs may not be to scale.
Sources: KPMG analysis

Growing the creative sector

The creative sector has grown strongly and has significant potential to grow further.



Growing the creative sector

- Limerick's creative sector has strong potential to grow from the base that has emerged in the past several years, with demand likely highest amongst young people, both as workers in the sector and as consumers of its products
- In the film and creative sector, there has been a degree of spillover from Troy Studios to the Castletroy area (e.g. Odyssey). The requirement for staff of major projects to be paid additional wages for travel beyond 40 km of their home base presents an opportunity for Limerick. Continued attraction of staff from elsewhere can be prioritised. The sector can, and is likely to grow, with opportunities greatest in the South of the county. While film can be often temporal, the sector creates a steady stream of work opportunities for local workers
- At Thomond Park, the area's potential can be built upon. Plans to develop a multi-purpose arena may be actioned over the course of this Plan. The project is estimated to cost €35 million and would generate 200-300 jobs during construction. Realising the project may require public funding support
- In Dundee, a 30-year programme of cultural regeneration has transformed the city, with key projects realised including Dundee Rep Theatre, Dundee Contemporary Arts Centre, Victoria & Albert Dundee, Eden Scotland 2025 – Limerick can emulate these successes given similarity in city size, heritage, and ambition.



Implementation

- **Stakeholders:** to include LCCC, UL, TUS, Department Tourism, Culture, Arts, Gaeltacht, Sport and Media, Arts Council, Tourism Ireland, Culture Ireland, Irish Film Board, Hunt Museum, Heritage Ireland
- **Location:** build on the base at Troy Studios; create space in digital hubs in towns, provide opportunities to showcase talent in city centre and in town
- **Facilities:** Troy Studios, town digital hubs with dedicated space for cultural organisations and start ups
- **Funding and development:** Continued central Government funding, Arts Council
- **Emulate:** Dundee, Bilbao
- **Alignment with themes and concepts:** project aligns with overall branding of Limerick, aligns with theme of connected inclusive communities and an innovative economy, and align with a core concept: growing culture and identity
- **Economic returns:** each €1 million invested directly will generate:
 - €0.6-€0.8 million in indirect value-add to Limerick
 - Minimum of 10-15 local jobs.

Recommendations: (1) Establish Working Group to grow creative sector (2) focus on supporting spin off firms from Troy Studios

Developing a cultural hub

Economic spillovers from culture are strong. A cultural centre in the City Centre may be transformative.



Culture as a generator of activity

- Limerick has a strong cultural heritage spanning several decades and currently has several projects, programmes, and entities operating in the cultural sector including Ormeston House, Bell Table, EVA, Dance Limerick, and the Irish World Academy of Music and Dance, amongst others
- In general, most locations for cultural activity are located on the periphery of the city centre, and do not add significant footfall generation in the city centre
- The region has an opportunity to create and define its vision as an ambitious European city in the west of Ireland confident in its belief in its own imagination, creativity and innovation
- Proposals to develop a cultural centre and/or creative makers hub could result in a strong uplift in cultural capital and spillover job creation. Such a space would be multi-use, with modular seats/a modular stage, with space for public engagement
- Importantly, the Centre/Hub would be more than a performance space. The Hub will likely be located in the City Centre, with spatial linkages to Arthur's Quay, which has the potential to become a key area for entertainment and restaurants (see spatial analysis)
- Additionally, culture must be supported in the county. An audit of existing supply and potential demand is likely to identify gaps. Providing greater availability of cultural assets, in particular to young people, must be considered an economic investment.



Implementation

- **Stakeholders:** to include UL, Limerick City and County Council/ Limerick 2030, TUS, Limerick School of Art and Design, Mary Immaculate College, Limerick Chamber of Commerce; Enterprise Ireland; IDA; Department of Culture, Heritage and the Gaeltacht; the new Department of Further and Higher Education, Research Innovation and Science; Department of the Environment, Climate and Communications; Local Government
- **Location:** develop the cultural hub near the riverfront, at an existing vacant site, near a natural river elbow, spatial linkages to key areas
- **Facilities:** performance, multi-media, education and engagement, cultural business, hospitality, creative production
- **Funding and development:** depending on sources and quantum of funding the proposed development may need to be progressed through the Public Spending Code process
- **Emulate:** Dundee, Bilbao
- **Alignment with themes and concepts:** project aligns with overall branding of Limerick, aligns with theme of connected inclusive communities and an innovative economy, and align with a core concept: growing culture and identity
- **Economic returns:** each €1 million invested directly will generate:
 - €0.6-€0.8 million in indirect value-add for the regional economy
 - Minimum of 10-15 local jobs.

Recommendations: (1) Develop a cultural centre / creative hub in City Centre (2) Ensure cultural facilities are available in towns

Opportunities in the green economy

The green economy is a major opportunity for the Mid West, and could enable a step change in growth.



Opportunities in the green economy

- The Mid West region has the potential to become a Green Digital Basin: a leader in the development and operation of offshore wind sector in Ireland and an innovative leader in green digital economy, including as a test bed for global innovation. Limerick has a critical role to play in the development of this Green Digital Basin
- The catalyst for this development will be the decommissioning of Moneypoint, and the development of Moneypoint One and Two, which will require combined investment of over €5 billion. Moneypoint One could generate 3,500 jobs, while a typical rule of thumb for indirect jobs is 15,000 per GW
- In order for the region to succeed, the establishment of a DAC between the three local authorities could be a key first step, the road to Foynes will require improvement, and skills mapping will be vital
- The region can develop a research cluster in offshore renewables and marine energy, with strong bases already in place at UL, TUS, and MTU, amongst other. Additionally a Memorandum of Understanding between the three local authorities has been signed, with the intention to establish a DAC
- Additionally, there are opportunities to develop the City's Docklands as a marine research hub and as a location for an SME incubation space. These can be prioritised in the medium term. Additionally, the skills base being developed through the +CxC project can be leveraged to increase the level of retro-fitting being undertaken in the city and in the county.



Implementation

- **Stakeholders:** to include LCCC, Clare County Council, ESB, Eirgrid
- **Location:** significant direct growth will be in Clare, at Moneypoint, and off the coast, Foynes the key location in County Limerick, Docklands a key location in the City
- **Facilities:** establishment of a DAC between the three local authorities, the road to Foynes will require improvement, docks at Foynes will require upgrades, City Docklands incubation space
- **Funding and development:** central Government, local authorities, Enterprise Ireland, IDA, ESB, European Investment Bank
- **Private sector partners:** consider major players such as Energinet, Statkraft, Fred Olsen Renewables, Siemens, Vestas, GE Energy
- **Emulate:** Hull (UK), Dulles Technology Corridor (US)
- **Alignment with themes and concepts:** project aligns with overall theme of embracing the green economy
- **Economic returns:** each €1 million invested in wind energy directly will generate:
 - €0.2-€0.4 million in indirect value-add for the regional economy
 - Projections from the MREP suggest that development of offshore wind farms could generate 5,000 jobs initially, with potentially 30,000 jobs being created in the longer term, generating ~€525 million in tax revenue for the Exchequer.

Recommendations: (1) Develop the digital basin concept (2) develop an incubation space in the Docklands for digitally focused firms

Growing mobility sector – both land and air

Sector expertise at Shannon can be built upon to advance the mobility and aviation sectors.



Opportunities in aviation & air mobility

- The Mid West has developed a strong reputation in the mobility sector, with the emerging cluster, predominantly based out of Shannon, likely to grow out to 2030. The existing skills base in land mobility provides the region with an opportunity to grow its wider mobility offer: likely drones in the short/medium term, and autonomous vehicles and vertical take-off in the medium/long term, in the latter half of this decade
- Key strengths underpinning these opportunities are UL's expertise in aeronautical, composite material research, and batteries, as well as the Lero's expertise in electronic and computer engineering
- The nature of Limerick's manufacturing sites and its wider settlement pattern mean that drones will play a role sooner or later, and could represent significantly lower capex and faster results than upgrading of key roads – be a proactive Council welcoming early trials, with dedicated sites for vertistops, as a wider signal of being a place to do business
- LCCC could collaborate with companies developing new technologies to encourage innovative solutions to urban / local problems, including rural connectivity
- Air taxis able to seat several passengers are already test flying and will be operating commercially in multiple cities by the mid-2020s. Several cities, including Melbourne and Denver are proactively reaching out across the dozens of developers to be pioneer regions, with 'vertiports' and 'vertistops' being integrated into their development plans.



Implementation

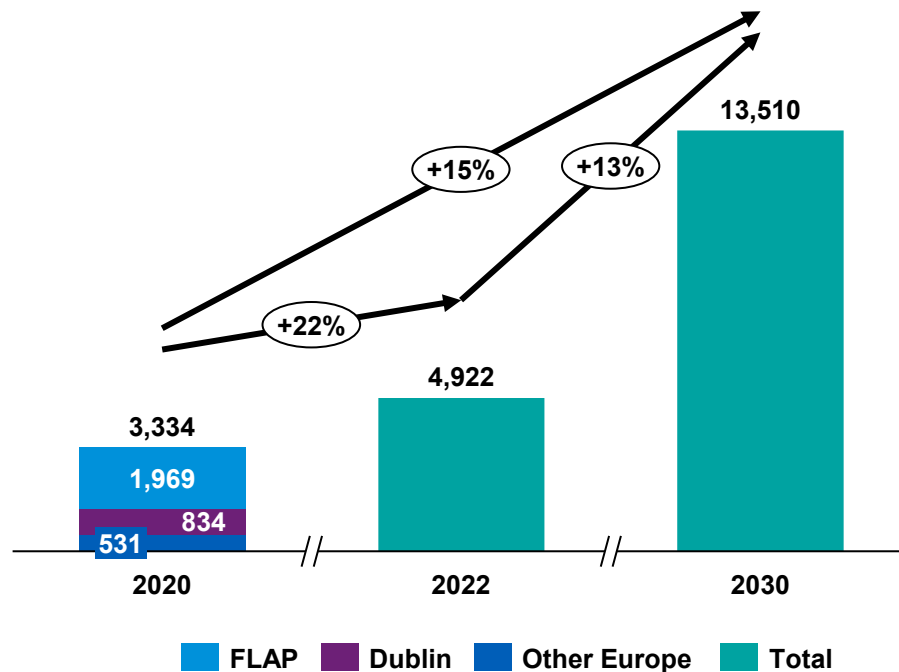
- **Stakeholders:** to include LCCC, Shannon Group, IAA, UL, Jaguar Land Rover, GM, Future Mobility, Cisco, Proviso, Digital Realty, Lero
- **Location:** Shannon for land, with potential for service suppliers based in Limerick City and County
- **Facilities:** continued development at Shannon, spatial considerations to trial autonomous vehicles; by 2030, there will be a need to have 'vertiports' and 'vertistops' in the city centre and wider hinterland
- **Funding and development:** public sector investment in education, private equity funding, MNCs
- **Private sector partners:** consider major players such as Uber Air, Volocopter, Wisk
- **Emulate:** several similar-sized cities in New Zealand trialling drones/air mobility; NZ focused on linking air mobility with rural areas; larger innovative cities include Melbourne, Singapore, Denver
- **Alignment with themes and concepts:** project aligns with overall concepts of preparing people for the future and developing an innovative economy
- **Economic returns:** short-term potential for 250-500 jobs at Shannon in next five years.

Recommendations: (1) build on skills based at Shannon to meet future needs (2) become the leader local authority in Ireland in AVs/air mobility

Attracting data centres to the region

Data centres provide well-paid jobs during construction. This is a clear opportunity for the sector.

Projected growth in data centres in Europe (MW)



Building a base to grow from

- Globally, data centres have emerged as key opportunities for countries and regions to generate high paying construction employment over a number of years. Research shows that multipliers of investment are strong: up to 13 jobs supported elsewhere in economy for each \$1 million spend on centre operations
- To attract data centre investment, Limerick and the Mid West region must demonstrate varied experience and track record of delivering similar data centres by size, Megawatt, and level of complexity
- Generally at least 1-3 credentials are now required, with the leading players having significant experience working with both hyperscale and co-location customers globally. Additionally, knowledge of local market and technical specifications, as well as relationships with supply chain participants / sub-contractors is valuable
- Many operators working with good contractors in one market are often interested in discussing opportunities with the same contractor in new markets. The ability to deliver projects on time and on budget, with realistic views of the timeframe for delivery at the outset are required, as well as a good safety record and ability to demonstrate full compliance with relevant codes is a prerequisite
- Planning permission has been granted for Shannon Foynes Port Company to develop the first floating data centre in Europe in Limerick's docklands (Nautilus), with potential opportunities for further investment. Entities such as GM are exploring this potential in the Mid West region, and in particular Limerick can leverage data centres as enablers of employment.

Recommendations: (1) Identify the gaps required to develop these opportunities (2) identify international players and engage with these firms.

Notes: FLAP refers to the Frankfurt, London, Amsterdam, and Paris metro areas
 Sources: CBRE, Europe Data Centres Reports (2019, Q1 2020, Q2 2020), DCAG-Mkt-Update-EMEA-Summer-2020, Host in Ireland Report, Q1 2020 and November 2020, Cushman & Wakefield 2020, European Secondary Markets, RTI International (2018)

Embracing industrial change

Industry 4.0 is a fundamental economic and social opportunity for Limerick.



Industry 4.0

- Industry 4.0 refers to the Fourth Industrial Revolution; the transformation of traditional manufacturing and industrial practices with Internet of Things (IoT)-driven technologies, augmented decision making and advanced automation / robotics. Many local employers cite Industry 4.0 and the need to improve productivity, but openly acknowledge they are very early in their own learning curve on the topic
- As such, the Council can pioneer regular hosting of relevant trade events / showcasing of relevant technologies, e.g. robotics specific to food hygiene or advanced manufacturing. This can be done in collaboration with private sector professional event players or centrally organised, and could be integrated with the business case for 1-2 new international quality hotels in the region. Consider directly incentivising investments in robotics in the region (e.g. matching x cents to each euro of company investment in the area up to an agreed ceiling per applicant)
- As flagged, drones and now air mobility are fast emerging areas, with flying air taxi prototypes already in use. Companies involved in its supply chain will benefit from the convergence across several digital trends, including AV, IoT, battery technology in a sector that will eventually rival both automotive and traditional aviation sectors
- Limerick has already made progress towards Industry 4.0 through CONFIRM at UL and the IDA's advance manufacturing facilities being constructed at the National Technology Park in Plassey. Confirm and Netmore Group are developing a 5G network for manufacturing that may provide local players with a competitive productivity edge.



Apprenticeships

- A common theme is that apprenticeships are insufficiently attractive or insufficiently marketed to employers and schools / parents. On a national level, a new apprenticeship scheme has been launched
- In the Mid West, key actions for stakeholders could include supportive messaging campaigns with all key education providers, but also additional direct funding to prioritised course areas, e.g. robotics engineering, food safety, life sciences, holistic aerospace design, advanced manufacturing
- The Council can play honest broker to encourage the promotion of apprenticeships in school settings. While this may be beyond the traditional remit of the Council, it is a good example of where the role for the Council may need to evolve to remain relevant
- Strong sense amongst stakeholders within the Mid West region that marginalised groups are not fully represented economically - key focus here to broaden opportunities for all citizens
- By 2030, Limerick should aim to be the host city to one of the main national centres for apprentice studies in Ireland and aim to increase participation in apprenticeships significantly.

Recommendations: (1) develop a plan for embracing Industry 4.0 this decade (2) make apprenticeships central to economic growth

Technology permeating all sectors

ICT will lead economic transformation in the 2020s. Limerick is a well placed leader.



Further ICT growth

- The ICT sector has been a strong sector in Limerick and in the Mid West for a number of decades – examples include Dell, GM, GE, etc
- Over the period to 2030, further opportunities can be built upon, especially as technology is increasingly permeating other sectors, such as life sciences, pharma, MedTech, agri-tech
- A number of firms are emerging as strong players in ICT – e.g. Techkrow (clinical trials), Redfair (enterprise resource management), Accuvio (sustainability reporting software), Action Point (managed IT services), Kemp (applications), Tango Telecom, Transact Campus
- There is generally an insufficient quantum of appropriate space in the city centre for ICT firms to grow. Potential actions to address this in the short term will include upgrading first floor space above shops, to utilise the vacant space better
- Further, there is a view that sourcing funding for development projects is a challenge, and in some cases that available space is too costly for smaller firms. The development of co-working space will be required to provide an adaptable offer to growing firms in the sector, building on existing space provided by 'The Engine'
- Limerick's relatively lower cost of living can be also highlighted as a means of attracting further ICT investment to the region.



Implementation

- **Stakeholders:** to include LCCC, UL, TUS, Dell, GM, GE, Techkrow, Redfair, Accuvio, Action Point, IDA, Letterkenny IT, Innovate Limerick
- **Locations:** Business parks in Limerick, Limerick Docklands, Limerick City Centre, Engine facility
- **Facilities:** National Technology Park, IDA's Advance Manufacturing Facility (currently under construction), ICT incubation hubs
- **Funding and development:** MNCs, IDA, Enterprise Ireland.
- **Private sector partners:** Consider major ICT players like Dell, GM, Teckrow etc.
- **Emulate:** Limerick could become the 'Silicon Valley' of Ireland, Limerick can compete with the ICT sector in Dublin
- **Alignment with themes and concepts:** Project aligns with the theme '*Embrace and grow economic strengths*'
- **Economic returns:** each €1 million invested by ICT firms will generate an additional:
 - €0.1-€0.3 million in indirect value-add for the local economy, in addition to the €1 million investment.

Recommendations: (1) Link ICT start-ups with available first floor space (2) Connect regional agri-food players with ICT players

Life sciences as a pillar of growth

Life sciences will lead economic transformation in the 2020s. Limerick is a well placed leader.

Life sciences, pharma, MedTech

- The Mid West region has become a key player in life sciences and MedTech in recent years, complementing other strong sector clusters in Cork and Galway and reflecting a spine of innovation in the sector across the western coast – employment in Limerick is ~5,000
- Key players to have emerged and/or invested in the region include Regeneron, Boston Scientific, Janssen, Edwards Lifesciences, Johnson & Johnson. To date, there has been relatively modest success at developing spin-off firms from larger players. However, the presence of these players also increased demand for hotel accommodation in their vicinity to accommodate visitors
- The IDA has ambitious targets for the life sciences, pharma, and MedTech to grow nationally and in the Mid West
- At an academic level, UL and TUS are well connected with the sector regionally, and provide health-related programmes as part of their core curricula
- The most significant opportunities this decade are in connected and personalised healthcare and in gene editing, no other region in Ireland has progressed these growth areas significantly; the Mid West can be the leader, bringing together expertise across life sciences and ICT.



Implementation

- **Stakeholders:** LCCC, UL, TUS, EI, IDA
- **Locations:** Raheen, Castletroy, closer connections with Galway (cf. European biovalley)
- **Facilities:** National Technology Park, IDA's Advance Manufacturing Facility (currently under construction).
- **Funding and development:** IDA, Enterprise Ireland, MNCs
- **Private sector partners:** Consider major players in life sciences, pharma, MedTech – Regeneron, Boston Scientific, Janssen, Edwards Lifesciences, Cook Medical, Johnson & Johnson – Vision Care, Stryker, Teleflex, Wyeth, Aerogen
- **Emulate:** BioValley (Basel, Baden-Wurttemberg, Alsace), Flandersbio, Medicon Valley (Copenhagen/Skane)
- **Alignment with themes are concepts:** Project aligns with the theme '*Embrace and grow economic strengths*'
- **Economic returns:** each €1 million invested by life sciences, pharmaceutical, and/or MedTech players in existing or new facilities directly would generate:
 - up to €0.5 million in indirect value add for the regional economy.

Recommendations: (1) Secure at least 1 new Science Foundation Ireland research centre for Limerick (2) Become a first mover region in gene editing

Financial services

Financial services is a growing sector with strong potential and good opportunities for Limerick.



Financial Services

- The Financial Services sector in Limerick has grown over the lifetime of the Limerick 2030 Plan. One notable employer, Northern Trust, announced 700 jobs in total, while 54 Legal, Accounting & Business jobs were announced in Q1 2021
- The region's higher education institutions produce a significant number of graduates of commerce, financial, and economic courses. Many of these do not remain in the region, instead relocating to Dublin or elsewhere
- As industries such as ICT and Life Sciences grow, financial and other professional services in Limerick will grow in tandem. Financial services' potential growth highlights the need for high quality office space and an expanded residential offering within Limerick city centre
- Trends in financial services this decade will include 'Hyper-Personalisation', greater digital transformation, fintech collaboration, AI, and a focus on the user experience. China's Ant Group is a regional Asian leader: expect European financial players to replicate Ant Group's focus and offer in the coming years
- Remote working trends could enable many financial services professionals to live in County Limerick and to work for firms based elsewhere.



Implementation

- **Stakeholders:** to include LCCC, IDA, Enterprise Ireland
- **Location:** Limerick City Centre, Docklands
- **Facilities:** Additional increased amounts of city centre office space and residential offering is needed to accommodate this growing sector. Remote working hubs will also play a part in accommodating this sector.
- **Funding and development:** Enterprise Ireland, IDA
- **Private sector partners:** Major Financial Services firms, explore potential for second landings with industry groups (e.g. Financial Services Ireland, Irish Funds)
- **Alignment with themes are concepts:** Project aligns with the theme '*Embrace and grow economic strengths*'.

Recommendations: (1) Focus on office space delivery to accommodate growth (2) Grow city centre residential offering in tandem with office delivery



5. Spatial Opportunities

5. Spatial Opportunities

This section outlines the revised proposals of the Limerick 2030 Spatial Plan across the wider city area, beginning with the city centre neighbourhood proposals and continuing to describe proposals for the outlying urban neighbourhoods and suggestions for development briefs, with opportunities extending to the County Town of Newcastle West and into other towns on the model of existing town plans for Askeaton and Bruff.

The focus on multiple opportunities within the City Centre area reflects the importance of the City Centre as the principal destination within the polycentric urban structure of the spatial plan.

A Local Area Plan for Newcastle West will be prepared within a year of adoption of the Limerick City and County Development Plan, outlining how it could accommodate significant population growth and how the town can better collaborate and connect with other towns in the county and be served and serve the urban area Limerick city.

In considering the City Centre as a single development area reinforces the existing compact urban fabric and shows how opportunity sites, that might appear removed from the centre, are actually highly accessible. As such, the wider urban area can be reimagined as a walkable network of neighbourhoods, radiating out from the Shannon Waterfront, each incorporating a variety of co-located services and facilities.



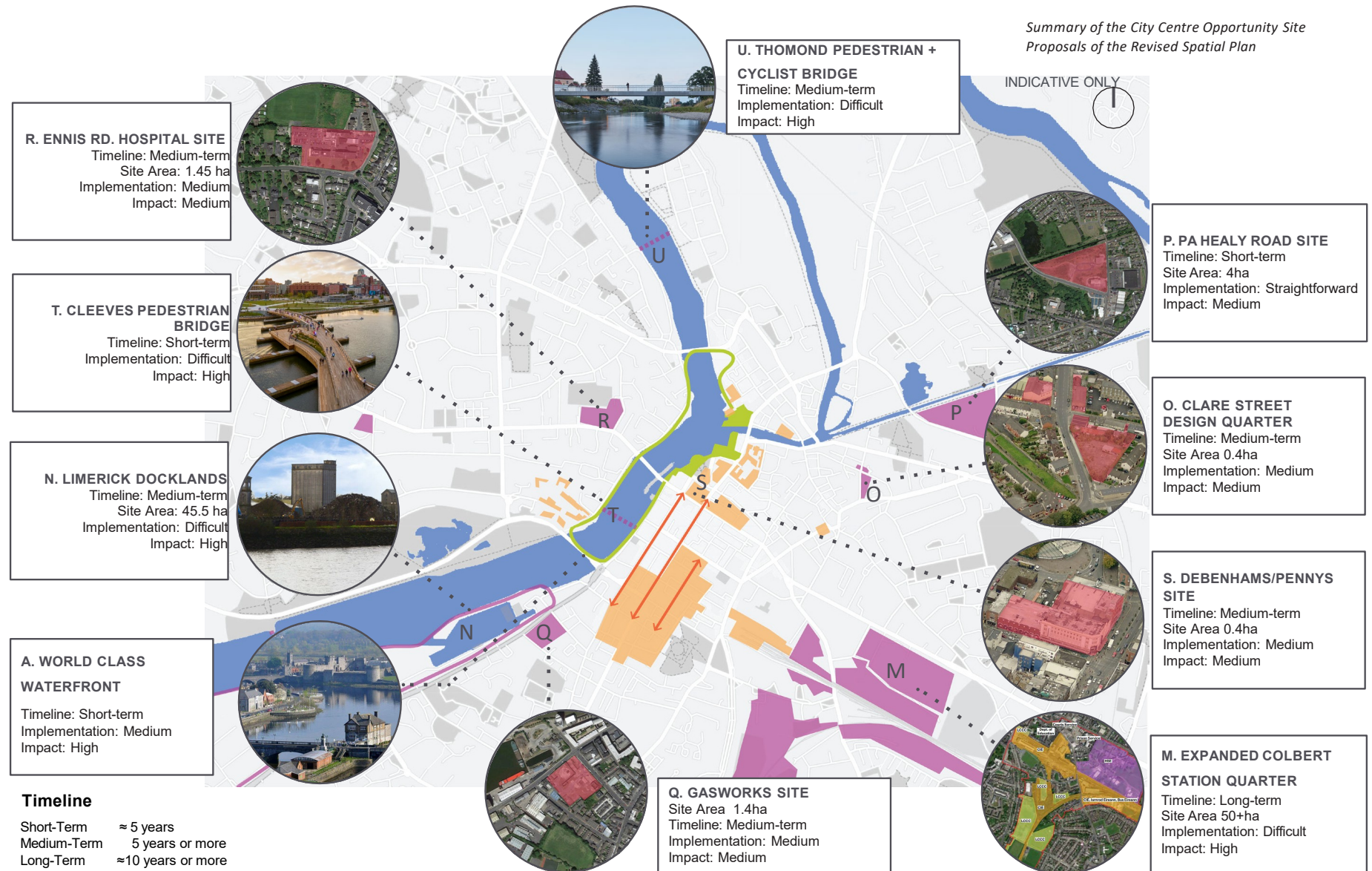
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By revisiting the proposals plan in this way, an order can be established to the many forthcoming public realm works now enabled by successful URDF bids as a result of the Plan.

LIMERICK 2030 CITY CENTRE OPPORTUNITIES

A.	WORLD CLASS WATERFRONT	M.	EXPANDED COLBERT QUARTER
B.	WATERFRONT CULTURAL CENTRE	N.	LIMERICK DOCKLANDS
C.	GREAT STREETS	O.	OLD CLARE ST. DESIGN DISTRICT
D.	CITY SQUARE	P.	PA HEALY ROAD SITE
E.	EDUCATIONAL CAMPUS	Q.	GASWORKS SITE
F.	GEORGIAN QTR	R.	ENNIS ROAD MATERNITY SITE
G.	COLBERT STATION	S.	DEBENHAMS SITE
H.	CLEEVES RIVERSIDE QUARTER	T.	CLEEVES PEDESTRIAN BRIDGE
I.	CRUISES STREET REDEVELOPMENT	U.	THOMOND WEIR PEDESTRIAN BRIDGE
J.	ST. JOHN'S CULTURAL QUARTER		
K.	PROJECT OPERA		
L.	ARTHUR'S QUAY REDEVELOPMENT		

5. Spatial Opportunities



5. Spatial Opportunities

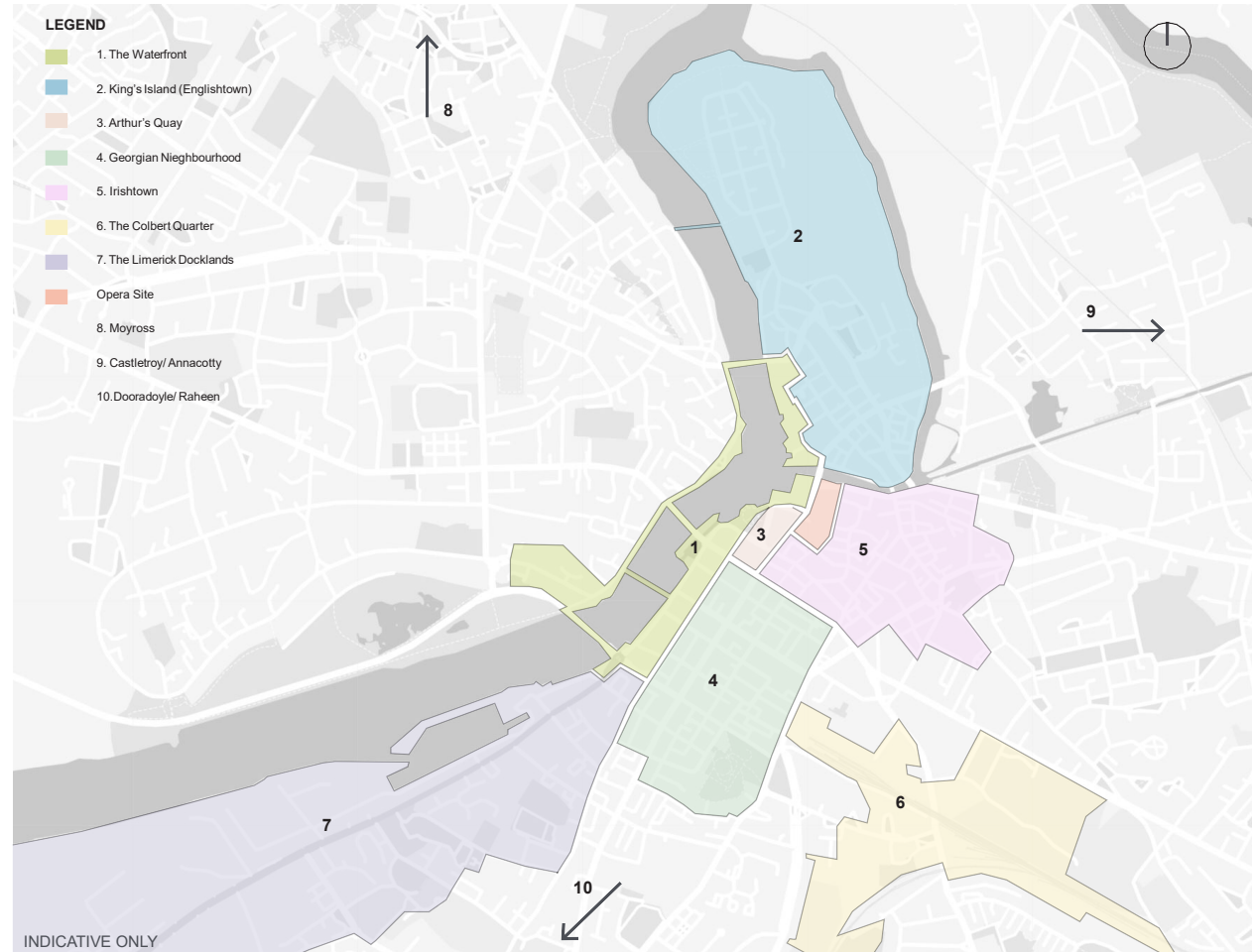
The expansion of the spatial plan to consider an increased area of change across the city and environs– and the focus on developing connectedness not only within and across the city centre but across the neighbourhoods too– means that the development areas as outlined in this section intentionally overlap.

Connectivity in successful cities feeds downward from the regional and infrastructural scale to that of connecting city neighbourhoods to one another; and spaces within neighbourhoods to one another via sociable streets. So proposals in Moyross and King’s Island each assume a new pedestrian bridge at Thomond Weir; so proposals in the Dooradoyle-Raheen neighbourhood forge linkages to the Limerick Docks.

Streets or roads indicated as part of key pedestrian routes are identified as critical connections between opportunity sites, destinations and neighbourhoods. In addition to public realm upgrades identified to various streets, these particular routes should be prioritised for public realm interventions. These interventions should include short-term, lighter touch actions; medium term improvements; and combinations of both where appropriate. They should improve accessibility, legibility and provide a cohesive language between neighbourhoods.

Key Component Development Areas that Comprise the City Centre Neighbourhood

The illustration below indicates the expansion of the spatial plan from the transformation of a core area focused on the ‘Three Bridges’ area to a ‘Five Bridges’ area extending north and south along the Waterfront.



5. Spatial Opportunities

1. The Waterfront

The World Class Waterfront development is the key revitalisation and transformation project of the Limerick 2030 Plan. It comprises three elements; – the Riverside Infrastructural Works; – the Cleeves Riverside Quarter mixed-use and adaptive re-use development; – the University of Limerick City Campus.

Development Proposals:

- 1.1 Cultural/ Entertainment Centre in the area Arthurs Quay to Merchants Quay, complementing the historic offer at Kings Island to the north, retail within the Great Streets area and an arts district in Irishtown. The Sarsfield House site is a possibility, bookending the Hunt Museum and developing a performance space on the Waterfront (comparable in scale to the Perth Concert Hall or St. Ann’s Playhouse, Brooklyn NY). An analysis should be undertaken as to the amount of space required for a performance space at this location.
- 1.2 If the site is vacated, potentially opening up the western side of the Sarsfield House site would return views along the river to the Quays. This could be the flagship location for a series of smaller high quality performance arts spaces serving each of the other three urban neighbourhoods.
- 1.3 The UL Campus at Sarsfield Bridge will deliver a resident population of students in the city centre. It will be important that the ground floor is developed to animate the Quays and be open to the city, forging a strong relationship with the public space to the Boathouse space.
- 1.4 Potential for a high density, residential led, development on the Maternity Hospital Site on Ennis Road, with access to the City Quays.



LEGEND

- | | | | |
|--|----------------------------|--|--|
| | Key Pedestrian Route | | Green Space |
| | Proposed Pedestrian Bridge | | Pedestrian Priority Public Realm |
| | Residential / Mixed-Use | | Streetscape / Public Realm Improvement |
| | Tourism / Landmarks | | Educational |
| | | | Cultural |

5. Spatial Opportunities

1. The Waterfront

Placemaking Initiatives:

- 1.5 Development of the Clevees Riverside Quarter Bridge, per URDF funding, should be prioritized ahead of development. This is a major addition to the public realm and a unique opportunity to experience the river. The potential benefits of the various landing sites available at the hinge sites and the potential for a mid-stream open space along the bridge route should be explored by means of a design competition.
- 1.6 A car-free Quays should be brought forward as a precursor to a full car-free city. A 'room for the river' programme could be implemented, repurposing street parking on the Quays at the weekends.
- 1.7 In advance of the provision of the Clevees Riverside Quarter, parking should be removed and vehicular access limited along the Quays between Lower Cecil Street and Sarsfield Street, allowing the development of permanent public realm 'hinge' sites at Lower Cecil Street, Shannon Street and Bedford Row that extend the presence of the riverside public realm toward Henry Street.
- 1.8 A new, short span, higher capacity bridge with unlimited public access between the Hunt Museum site and the Potato Market should be advanced as a priority to improve accessibility of the Waterfront route at Arthur's Quay, Customs House, Potato Market and Merchant's Quay.
- 1.9 The spatial plan seconds the River Enabling Report proposal of longer term coordination of an international design competition for an integrated design proposal for the public realm of the Waterfront, taking a waterway landscape management approach to addressing the threat of rising sea levels and the implications of flood protection management systems, whilst simultaneously adding valuable marine infrastructure and public realm maximization at the riverside in the city. This process would be informed by the learning gained during the City Riverside Animation and Micro Infrastructure Programme components of the citywide public realm strategy and will incorporate the implications of the recent CFRAM study.



Wharf of Austerlitz, Paris



Waterfront, Aalborg

5. Spatial Opportunities

Precedent: Pedestrian Bridge, Providence RI.

- This bridge in Providence, Rhode Island links two city districts with a unique split level design that encourages pedestrian and cycle movement along the upper level but provides a break-out space at a lower level to encourage pausing midstream.



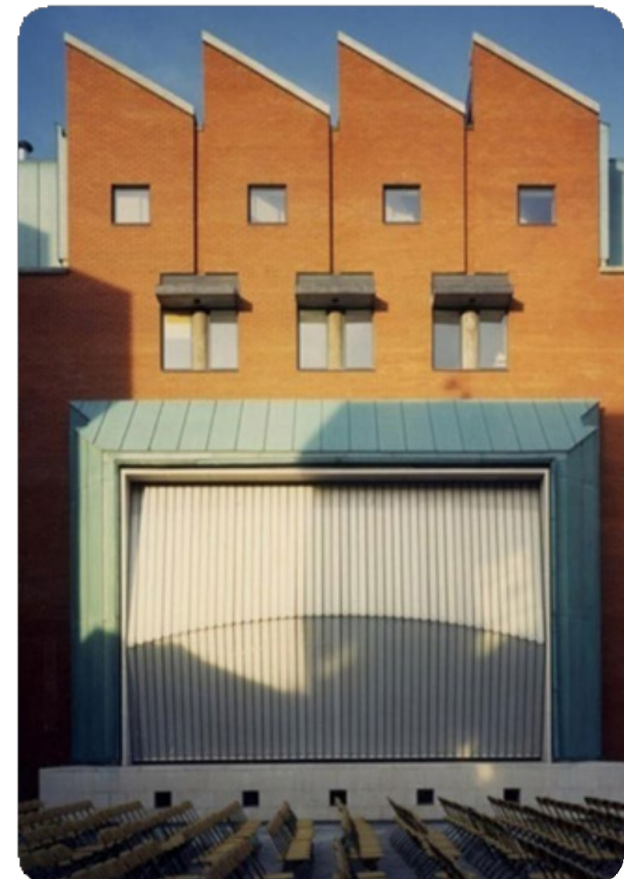
Precedent: Perth Concert Hall, UK.

- The Perth Concert Hall was completed in 2005 after an international design competition. It includes a fully flexible 1,200 seat concert hall to accommodate a variety of event types.



Precedent: The Ark, Temple Bar Dublin.

- The Ark Theatre provides flexibility to stage performances on an outdoor stage to the adjacent Meeting House Square public space.



5. Spatial Opportunities

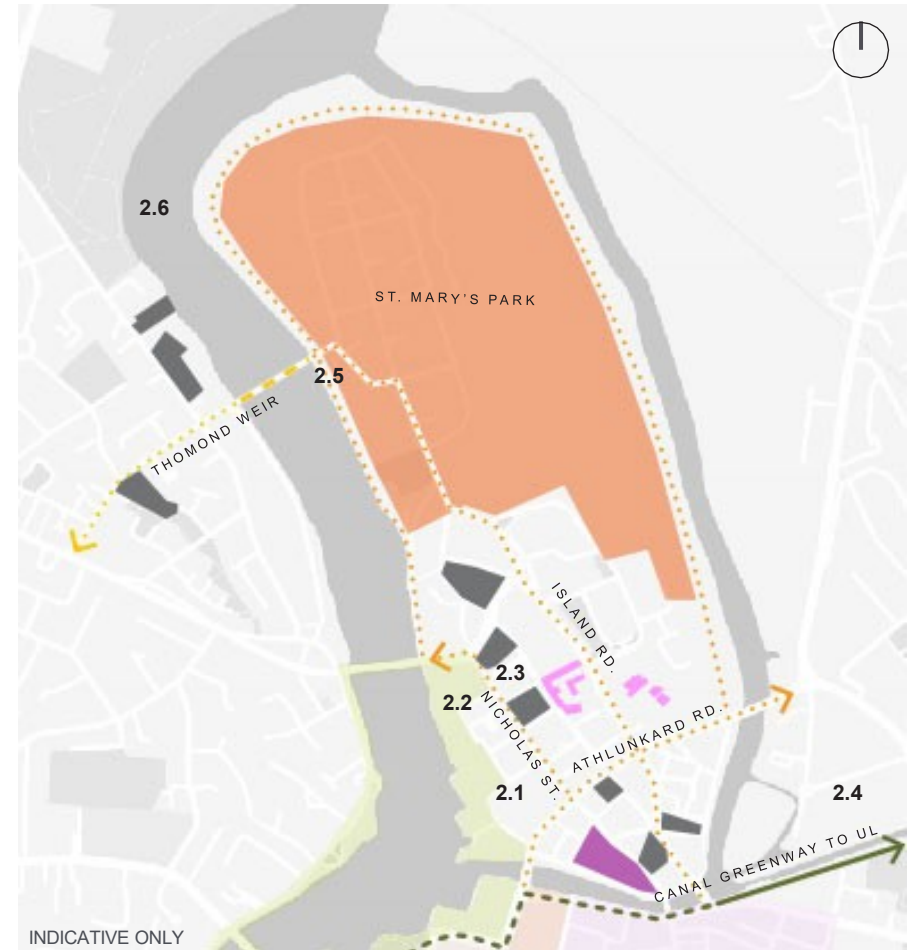
2. King's Island (Englishtown)

The forecourt development is seen as the primary transformational project on King's Island, reflecting the historic significance of the area. Residential development is limited on Kings Island and priority should be given to progression of the Regeneration Area. It may be possible to incorporate the Limerick Maritime/ European Embrace Museum in the Forecourt if a suitable site is not identified at Cleeves.

Development Proposals and Public Realm Initiatives:

- 2.1 Progression of the Forecourt Development, if Courts were to be relocated, this would open potential for renovation of the historic Circuit Courthouse for a new civic headquarters for Limerick City and County Councils.
- 2.2 Completion of the Riverwalk to King John's Castle and enhancement of tourism potential.
- 2.3 Potential niche-retail district along Nicholas Street and fronting the castle.
- 2.4 Opportunities for intensification of uses in an eastward direction toward the Park Canal and future development at Pa Healy Road, increasing the connections to the emerging arts/ dining districts in Irish Town;
- 2.5 River-linked nature walks along the edges of the River Abbey and the River Shannon north to a new bridge to Moyross at Thomond Weir could be reinforced through mixed-use development on the riverfronts*.
- 2.6 Opportunities for further commercial river sporting resources, improving wider accessibility of the Kings Island waterways and protecting the Curaghower Rowing Club.

*the first phase of a citywide green-blue network, ultimately extending eastward to Corbally Baths, along the Park Canal Greenway to UL/Castletroy and to the urban riverside park at Moyross/ Parteen.



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LEGEND

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|--|--------------------------|--|---|
| | Key Pedestrian Route | | Potential Residential / Mixed-Use Sites |
| | Greenway | | Healthcare |
| | Potential Future Link | | Educational |
| | Proposed Pedestrian Link | | Regeneration Area |

5. Spatial Opportunities

Precedent: Karl Heine Canal, Leipzig.

- Despite its industrial heritage, one third of the city's footprint is given over to large public parks. The Karl Heine Canal was rehabilitated in the 1990's following the reunification the 1990's and extended as an amenity resource to the port in 2015.



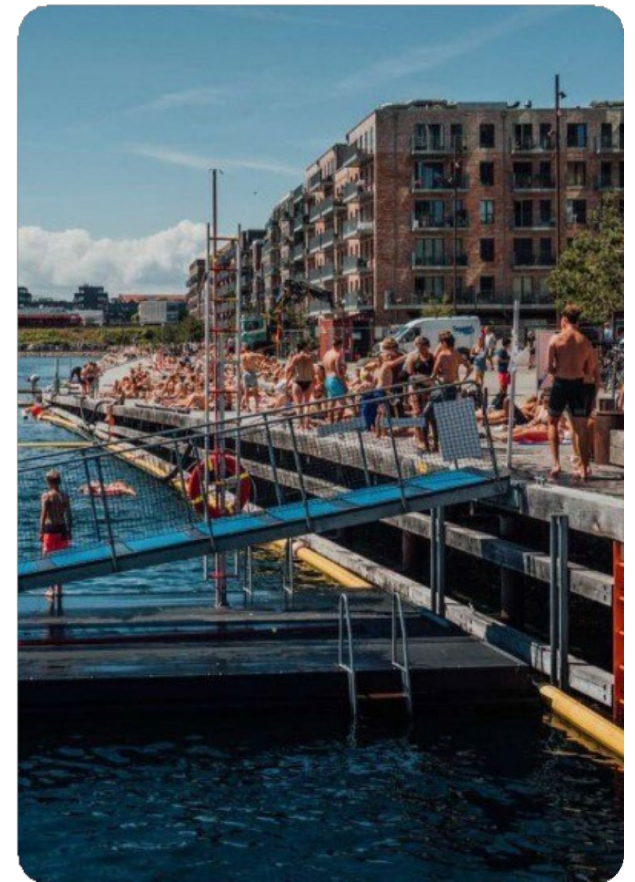
Precedent: Swan Leisure, Dublin.

- Located with a public space to main street and an open green space to the rear adjacent to a creche, Swan Leisure combines a Civic Leisure Centre and Swimming Pool with 46 dwellings in a compact built form.



Precedent: Public Baths, Copenhagen.

- The Sandkaj Badezone is a public outdoor bathing area within the Nordhavn district of Copenhagen. It is open all year round and is part of the promenade on the Århusgade district in Nordhavn.



5. Spatial Opportunities

3. Arthur's Quay






Arthur's Quay encompasses the Arthur's Quay Shopping Centre, the surrounding streets, Arthur's Quay Park and Sarsfield House. The initial spatial plan envisioned Arthur's Quay transformation through major redevelopment of the existing Arthur's Quay Shopping Centre and adjoining lands, to provide a new mixed-use retail, residential, leisure and office development. No significant alteration of proposals of the initial plan are envisaged in relation to the mix of uses previously proposed. Recommendations are made to adapt the initial framework to recent developments.

Development Proposals and Public Realm Initiatives:

- 3.1 Development of a major cultural centre/ performance space to the Waterfront to be explored;
- 3.2 A co-ordinated approach to development should be undertaken at opportunity sites to Arthur's Quay, the former Debenham's Site, the current Penney's site and the UL City Campus site (see 1 - World Class Waterfront). Option appraisal and detailed-design will consider specific details of each site;
- 3.3 Intensification of use and potential increase in height at the Pennys/ former Debenhams site;
- 3.4 Animation of the Quays by the UL Campus at Sarsfield Bridge with an open and active ground floor onto the public space to the Boathouse;
- 3.5 Connection through Arthur's Quay Shopping Centre linking routes from the Waterfront, Irish Town and Colbert Station - key access points from the Quays, Henry Street, O'Connell Street, Cruises Street, Denmark Street, Ellen Street, The Opera Site pedestrian link, Charlotte's Quay and the Potato Market;
- 3.6 City Square becomes a dynamic sequence of public spaces that moves from the street to the Waterfront and is crossed by traffic along its eastern edge;
- 3.7 'Market Route' at junction of O'Connell and Denmark Streets (see Irishtown Proposals).



LEGEND

-  Key Pedestrian Route
-  Potential Future Linkage
-  Opportunities Sites
-  Pedestrian Priority Public Realm
-  Streetscape / Public Realm Improvement

5. Spatial Opportunities

4. Georgian Neighbourhood

The Living Limerick City Centre Initiative (LLCC - awarded URDF funding in 2021) is a 7-year plan making positive, innovative and transformational changes to the centre of Limerick City. The LLCC focuses on targeted interventions, underpinned by the integration of innovative and proactive collaboration practices with both public and private companies, communities of interest and the wider population. These interventions aim to develop a city more resilient to economic and environmental events. No significant revisions for this neighbourhood are considered, some for spatial priorities are provided.

Development Proposals and Public Realm Initiatives:

- 4.1 Incentivise the upper floors of Georgian Buildings to deliver the revitalization of properties for residential use;
- 4.2 The LLCC Digital Innovation Cluster will develop two vacant buildings at 29-30 Cecil Street and incorporate the existing Engine building and Digital Collaboration Centre in a new 6-storey building and the refurbishment of the Theatre Royal building into a Film School and City Cinema. The project includes the creation of a Citizen Observatory to act as an access point for community-based collaboration, data gathering and analysis;
- 4.3 The location of the Digital Innovation Cluster should be considered in locating the landing for the Cleaves Riverside Quarter Bridge and the development of the 'hinge' spaces on the Quays (see The Waterfront);
- 4.4 The Citizen Innovation Lab including the Fab Lab currently beside the Citizen Observatory located in the UL City Centre Campus building could be relocated to the Georgian Quarter Neighbourhood;
- 4.5 The streets and laneways in the Georgian Neighbourhood could provide ongoing, semi-permanent interventions and tactical urbanism pilots to trial and test future transformations of the wider built fabric, as part of the Future Proofing Place and Limerick Laneways projects;
- 4.6 More permanent components of the Georgian Neighbourhood public realm should be considered where they reinforce a route between Colbert Station and the future development in Limerick Docklands via The People's Park.



LEGEND

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|--|--|---|----------------------------|
| | Key Pedestrian Route | A | Georgian Limerick Homes |
| | Green Space | B | Digital Innovation Cluster |
| | Living Limerick Initiatives | C | Georgian Limerick Homes |
| | Pedestrian Priority Public Realm | | |
| | Streetscape / Public Realm Improvement | | |

5. Spatial Opportunities

Precedent: Viva Vancouver

- VIVA Vancouver is the City of Vancouver's tactical urbanism and public space innovation platform that delivers short-term action to inspire and enable long-term change in a model in which citizen engagement is central.



Precedent: Meanwhile Croydon

- Meanwhile Croydon is a council-led project to revitalise areas of Croydon town centre with public art installations while they await long-term development.



Precedent: Eixample 'Superblock' Concept

- Barcelona's superblocks model reconfigures the public realm hierarchy in a characteristic 19th century neighbourhood to provide a public square within 200m of all residents – an additional 33.4Ha of space for people and 6.6 Ha of urban greenery.



5. Spatial Opportunities

Precedent: Santa Catarina Market, Barcelona

- Barcelona's first covered food market was refurbished in 2005 to attach vast overarching roof – a mosaic of coloured ceramic pieces – to the traditional structure.



Precedent: Greenwich Design District

- The Greenwich Design District provides a permanent home for the creative industries across 16 buildings with affordable spaces, comprehensive facilities and flexible leases.



Precedent: Meeting House Square, Dublin

- Designed in 1991 and flanked by the Gallery of Photography, The National Photographic Archive, the Ark, and the Irish Film Centre, a retractable canopy was added to Meeting House Square in 2011.



5. Spatial Opportunities

6. The Colbert Quarter

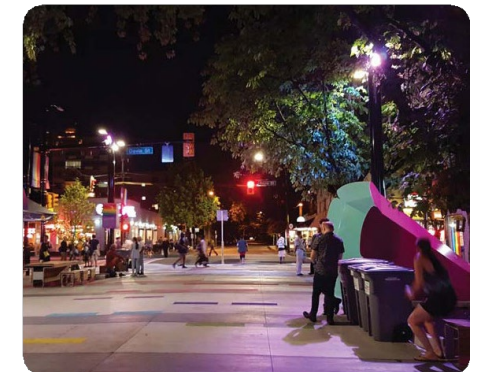
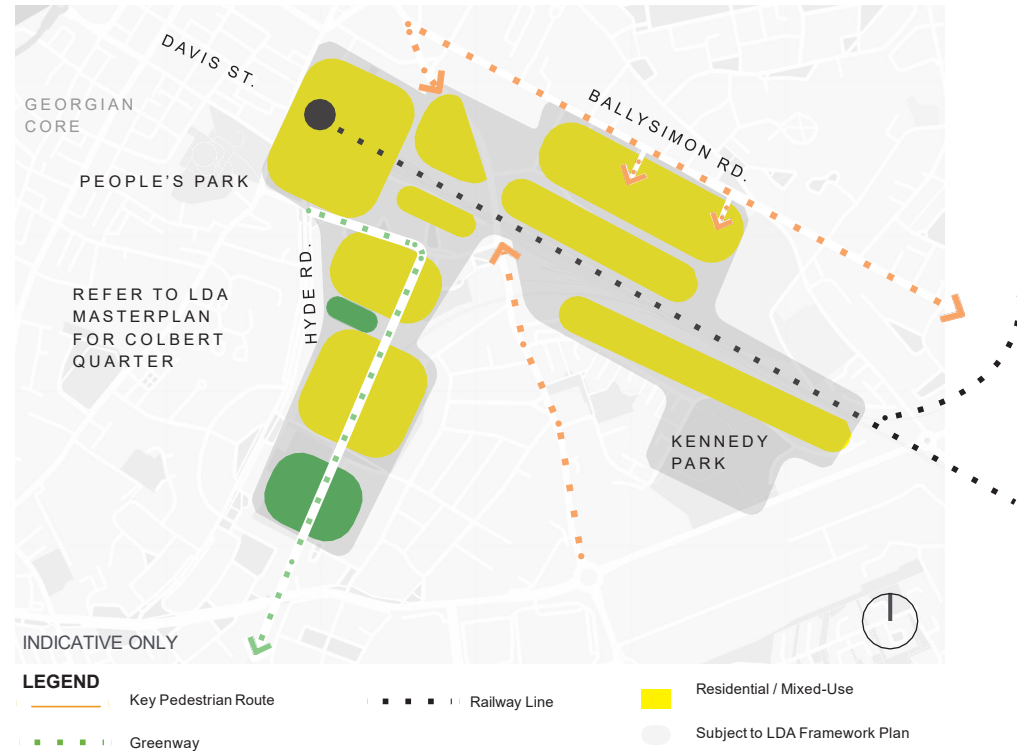
The Colbert Station Area is c.50 hectares and has a major redevelopment planned for a mixed-use quarter with residential, commercial, community and leisure uses. No new spatial proposals are recommended for the Colbert Quarter – it must be delivered as a priority with appropriate density by the LDA to provide homes, office spaces and amenities for 5,000-7,500 residents as an exemplar of future transformation projects at scale that will improve the quality of urban life in the city.

Public Realm Initiatives:

The Colbert Station Area has the capability to unlock a significant extent of the city centre area. This will reduce the current physical severance of several residential districts. The primary concern of the spatial plan should be to ensure that it takes full advantage of the opportunity the Colbert framework plan presents to integrate new development with the existing city. The Colbert Station area should be a pilot for shifting priorities for travel within the city to e-scooter and active mobility connectivity to the transport network for final mile trips.

This should extend through to where new development meets the existing city. While the Colbert Station area will provide a 'front door' to the city at Parnell Street for many visitors, it is anticipated that the forthcoming framework plan will include a linked sequence of internal public spaces and a series of 'side doors' to existing city areas. These 'hinge points' should be brought forward in advance of completion of development proposals where possible and combined with the City Engage initiative to pilot innovative uses and programming for the many 'meanwhile' spaces that the city will be presented with during its transformation.

Such tactical programmes can be specific to their city area: programming of temporary uses on the 'hinge' spaces to Colbert Station in its meanwhile period could be based on the principle of the city for all ages and draw on the talents of local schools and third level institutions with investment from local employers.



A Temporary Parklet in Vancouver; Jim Deva Plaza Vancouver developed after a tactical pilot.

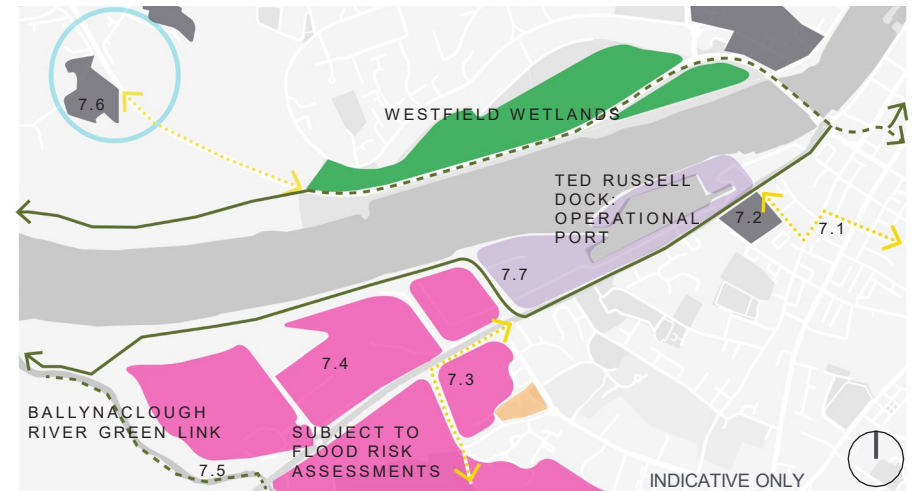
5. Spatial Opportunities

7. The Limerick Docklands









The Limerick Docklands present an opportunity for a long term transformational project on the scale of the Colbert Station Area that would serve to activate c.46Ha of riverside land in the city and foster new connections along the Waterfront and between the north and south banks. The Docklands are subject to a framework plan and require significant additional investigation of the feasibility of proposals. The expanded plan suggests that concerted efforts to investigate their potential are initiated as a plan making priority of Limerick 2030.

Development Proposals and Public Realm Initiatives:

- 7.1 A primary public realm connection between the Limerick Docklands and the Gasworks Opportunity Site to the Colbert Station Area via the Georgian Neighbourhood and the People's Park should be identified and incentivised, with improvement of derelict urban fabric along the route prioritized;
- 7.2 The Gasworks site should be prioritised as a key opportunity. Remediation works to be clarified and carried out;
- 7.3 Feasibility of the development of Courtbrack avenue Corrib Oil Site as an opportunity site for employment and enterprise uses should be explored, remediation works have been ongoing for five years;
- 7.4 The feasibility of providing a c.12Ha enterprise and employment opportunity site, accessed from Dock Road, should be explored. This would supplement the IDA lands at capacity in the Castletroy/ UL neighbourhood;
- 7.5 Public realm links via Ballinacurra Creek to the Shannon Waterfront around the working docks should be explored with the aim of linking the riverside back to the Ballinacurra neighbourhood.
- 7.6 Residential development at Clonmacken should bookend Ted Russell Park to the west and connect to the wetlands to the east via the Condell Road walking trail.
- 7.7 The re-located entrance to the operational port from Atlas Avenue should be designed, with associated public realm improvements to adjoining areas to create a pedestrian-friendly environment.



LEGEND

	New Residential Centre		Residential / Mixed-Use
	Green Routes		Operational Port
	Potential Future Green Connections		Local Centre
	Potential Future Pedestrian Connections		Employment & Enterprise



Belfast Docklands Cultural Development ; Residential Development in Copenhagen Docklands

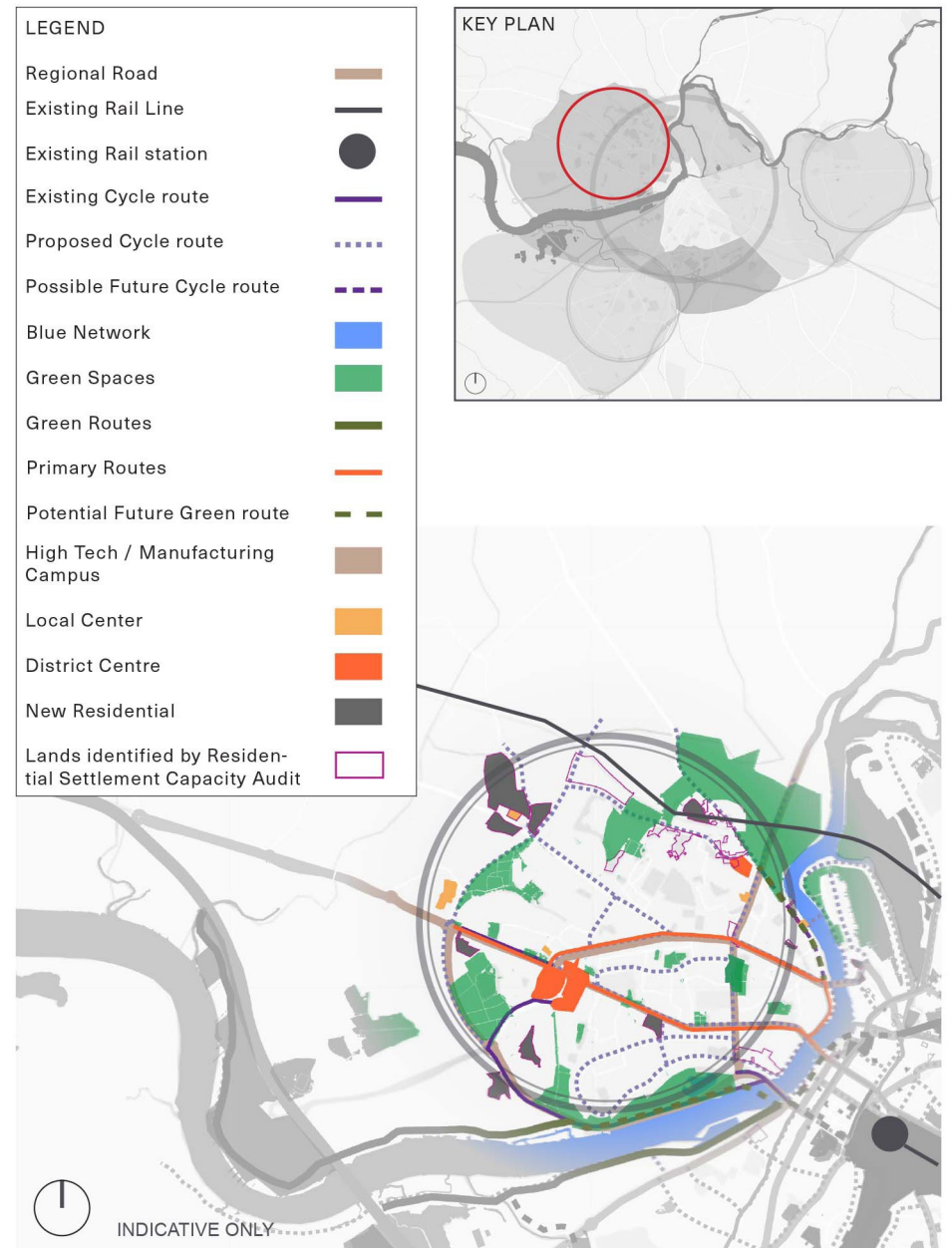
5. Spatial Opportunities

8. North City

The North City Neighbourhood encompasses the Moyross, Caherdavin, Ennis Road and Thomondgate districts on the north side of the River Shannon within a c.1km walking radius broadly centred on Moylish. Development of the Regeneration Area at Moyross will be steered by the LRFIP but the spatial plan seeks to provide uplift to that vision for physically connected and fully integrated communities by linking them to the wider transformational idea of a polycentric city.

Development Proposals and Public Realm Initiatives:

- 8.1 The Moyross Regeneration Plan for a riverside park at Monabraher, North-East of Moyross should be progressed to form Ireland's largest urban waterside park along the River Shannon;
- 8.2 Provision of a new pedestrian bridge at Thomond Weir should link to King's Island allowing the continuation of the nature-based riverside walk provision of public health activities as part of the city's green-blue network noted in relation to King's Island to continue into the north side of the river into the Monabraher Riverside Park;
- 8.3 Development of mixed-uses at The Bays opportunity site and appropriate locations within the Regeneration Area should be developed to include co-working hubs and at sufficient densities of mixed-use development to be future-proofed for the potential arrival of a new rail station in the longer term;
- 8.4 Support for ongoing development proposals including the Moylish LIT Student Accommodation; the Coonagh Campus; and the private hospital lands at Moyross;
- 8.5 Public realm improvements to support development of the new academic building at the TU Shannon Gaelic Grounds and integration of a new connection to Greystones Park;
- 8.6 Higher density residential development at the Ardhu Ryan Opportunity Site should explore the potential to aid in a connection from Greystones Park to the North Circular Road via Rose's Avenue to connect to the Condell Road walking trail.
- 8.7 Development of the Thomond Multi-Use Centre should be a priority with early delivery if possible of a public-realm connection to the Moyross regeneration area.



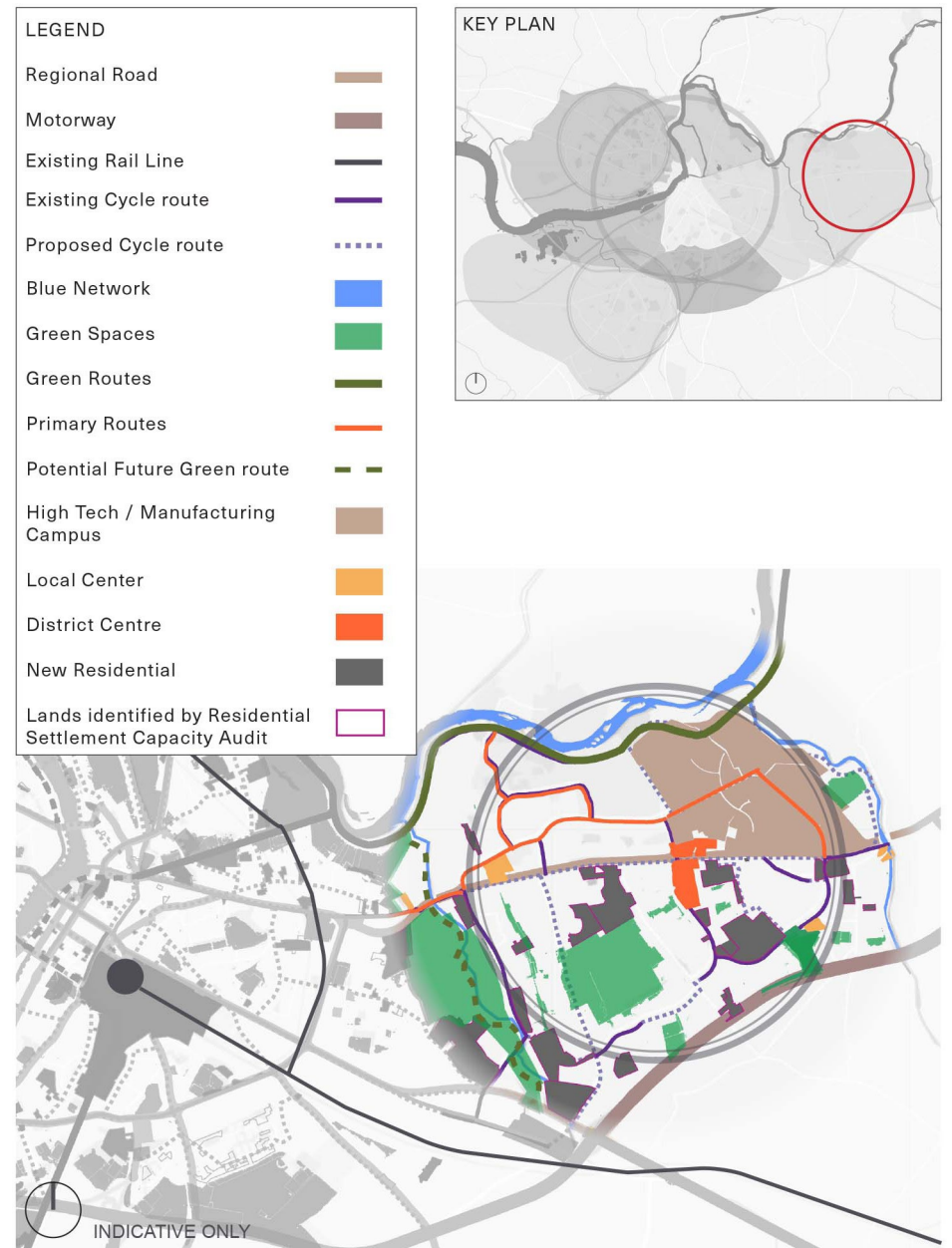
5. Spatial Opportunities

9. Castletroy / Annacotty

The Castletroy/ Annacotty neighbourhood encompasses the Castletroy, Annacotty and the Plassey districts in the eastern environs of the city within a c.1km walking radius broadly centred on Castletroy Town Centre. Proposals noted are intended to provide guidance on how opportunity sites and amenity destinations can be used to bring the various districts together as a single, coherent mixed-use and functional neighbourhood.

Development Proposals and Public Realm Initiatives:

- 9.1 The Groody River Green Wedge should be integrated into wider green/blue networks of the city. It is considered essential to the integration of the eastern environs of the city with UL Castletroy and the City Centre through the Park Canal Greenway;
- 9.2 Exemplar higher density residential development at scale should be supported at the Parkway Valley opportunity site alongside mixed uses and its connection to the Groody River Green Wedge and the Park Canal Greenway prioritised;
- 9.3 Exemplar higher density residential development at scale should be supported at the Towerlton Opportunity site alongside mixed uses and its connection to the Groody River Green Wedge prioritised;
- 9.4 Exemplar higher density residential development should be supported at Castletroy College and Walker's Road Opportunity sites;
- 9.5 Enterprise and employment lands at the IDA park in Castletroy are at capacity and alternative locations within the neighbourhood should be identified. Expansion of enterprise and employment use should be kept within the extended city footprint bounded by the Motorway.
- 9.6 Further integration of UL Castletroy with the surroundings through pedestrian and cycling connections. Incorporation of UL's expansion plans for student accommodation and facilities;
- 9.7 Development and integration of the Ballysimon Private Hospital site should be prioritised.



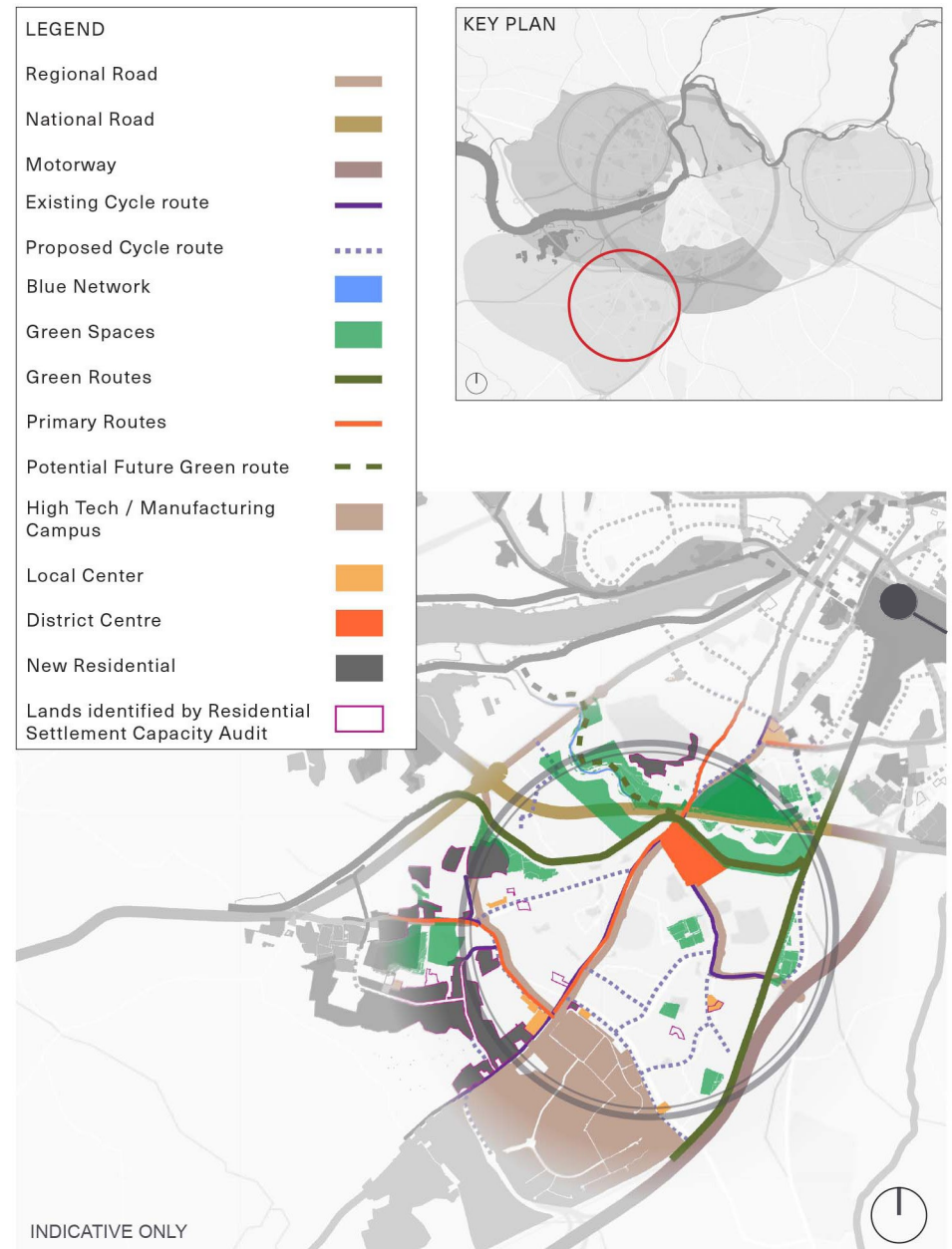
5. Spatial Opportunities

10. Dooradoyle / Raheen

The Dooradoyle-Raheen neighbourhood unifies Mungret, Dooradoyle and Raheen as a single polycentric neighbourhood of three character areas. Linkages to Raheen should be strengthened by the intensification of use of frontages to St. Nessian's Road by means of both new third-party infill development sites and also the development of Enterprise and Employment lands. This edge in turn defines the relationship to major new development in the Mungret Masterplan Opportunity Site.

Development Proposals and Public Realm Initiatives:

- 10.1 Enhancement and expansion of existing active travel routes to Patrickswell with development of further routes for wider regional connections to Askeaton along the N69 and Adare along the N21.
- 10.2 Development of IDA Lands to provide an appropriately scaled urban edge to St. Nessian's Road (R526)
- 10.3 The Ballykeeffe Opportunity Site should form connections to the City Centre Neighbourhood and Waterfront and the Punches Cross student village;
- 10.4 Opportunity Site with the forthcoming development of c.2000 dwellings within the Mungret Masterplan Lands and the approval nearby of c.200 dwellings at Mungret Gate, and the approved Mungret post-primary school. These developments should be characterised by public open space provision and the strategic use of parks and greenways to legibly organise the new neighbourhood
- 10.5 Development of third party sites adjacent to the IDA Lands should extend the Enterprise and Employment uses and provide an appropriately scaled urban edge to St. Nessian's Road
- 10.6 In the longer term, intensification of use at the Crescent Shopping Centre by means of consolidation of surface parking and replacing with multi-storey parking should be considered.



5. Spatial Opportunities

By considering the spatial connections between neighbourhoods and their uses as they relate to public realm and active travel, the principles of polycentric connectedness can be scaled up to consider the organisation around active travel routes of connections between the outer neighbourhoods and the towns of the estuary and the wider county, resulting in a network of staged connections across the county to the benefit of all settlements.

Newcastlewest is designated a 'Key Town' in the Regional Spatial and Economic strategy. A new Local Area Plan (LAP) will be prepared for Newcastlewest and will have regards to the County Development Plan, Transport strategy and public realm strategy.

The strategy should also identify how the town can better collaborate and connect with other towns in the county, especially with regard to how it serves and is served by the wider extents of the Limerick City Urban Area.

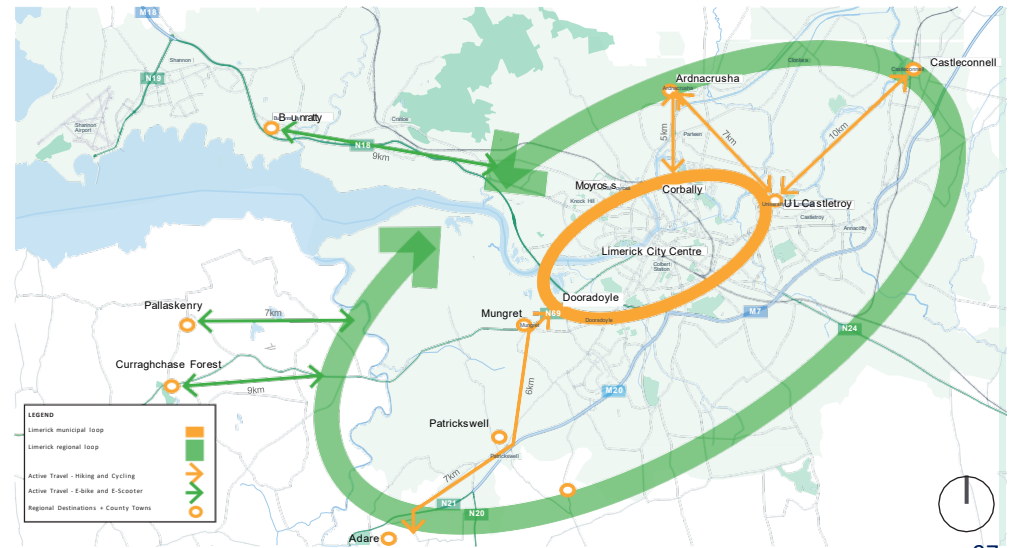
In developing the spatial strategy, this should have reference to the recently completed town planning processes for Askeaton and Bruff and the result public realm plans currently being prepared. Within an active travel network, the suggestion of public realms plans provides the opportunity to organise new mixed-use spaces in the towns organised around the provision of respite areas, mixed-uses, and charging infrastructure.

Lessons learned from these plans could be incorporated into the Newcastlewest Plan which in turn would codify a development brief for

future planning activities in the towns to deliver countywide connectivity.

These development briefs should incorporate lessons learned from the development of opportunity sites at the Croom Enterprise Centre and new Business Parks In Newcastlewest and Kilmallock.

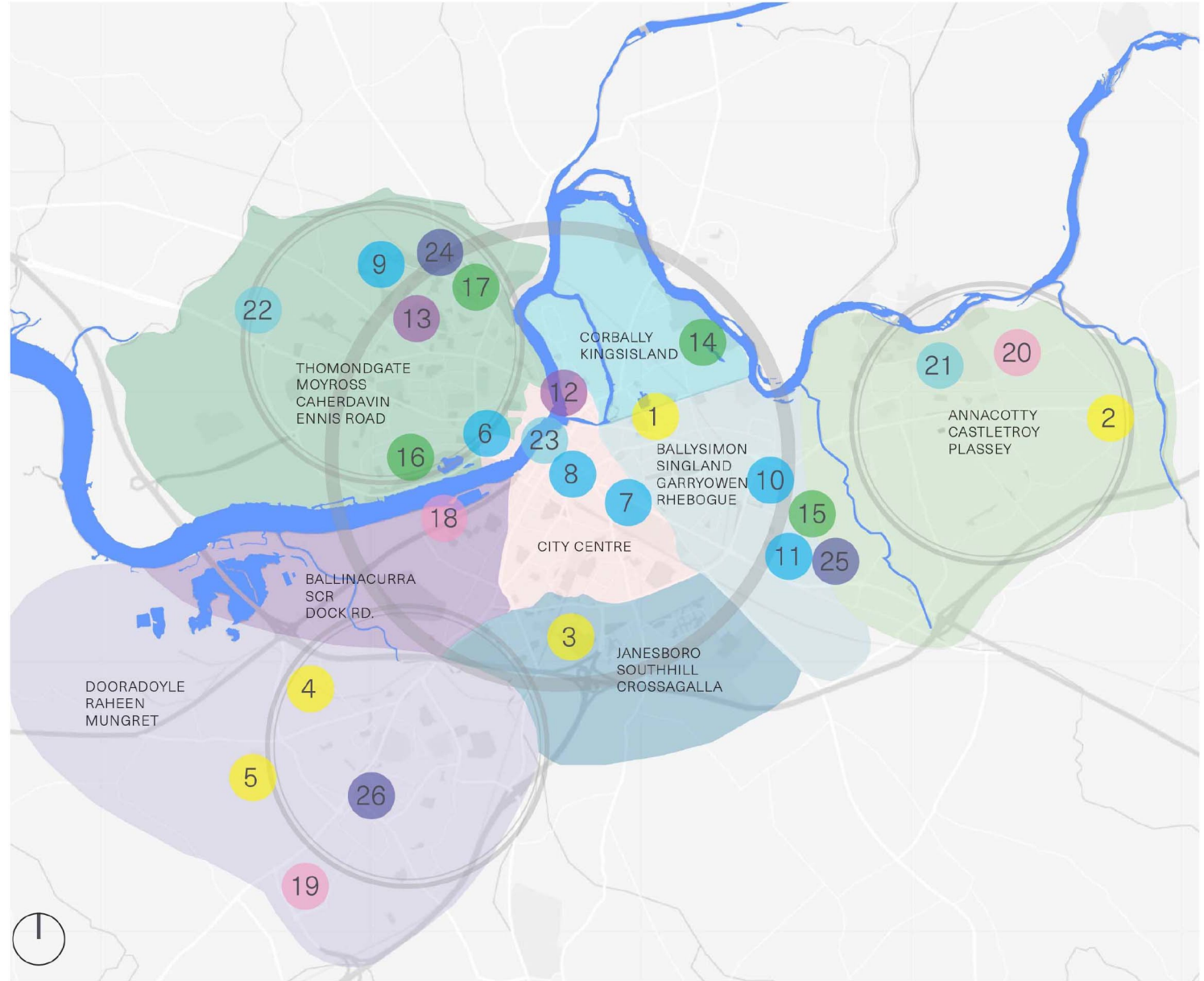
Similarly, the development briefs should reflect on a provide proposals for a 'Town-Centre First' that leverages the rediscovery of the local during the pandemic to take an approach to reverse tackle dereliction in town and village centres by buying up derelict properties and repurposing or rebuilding these as homes, offices, remote-working hubs or cultural public spaces.



5. Spatial Opportunities

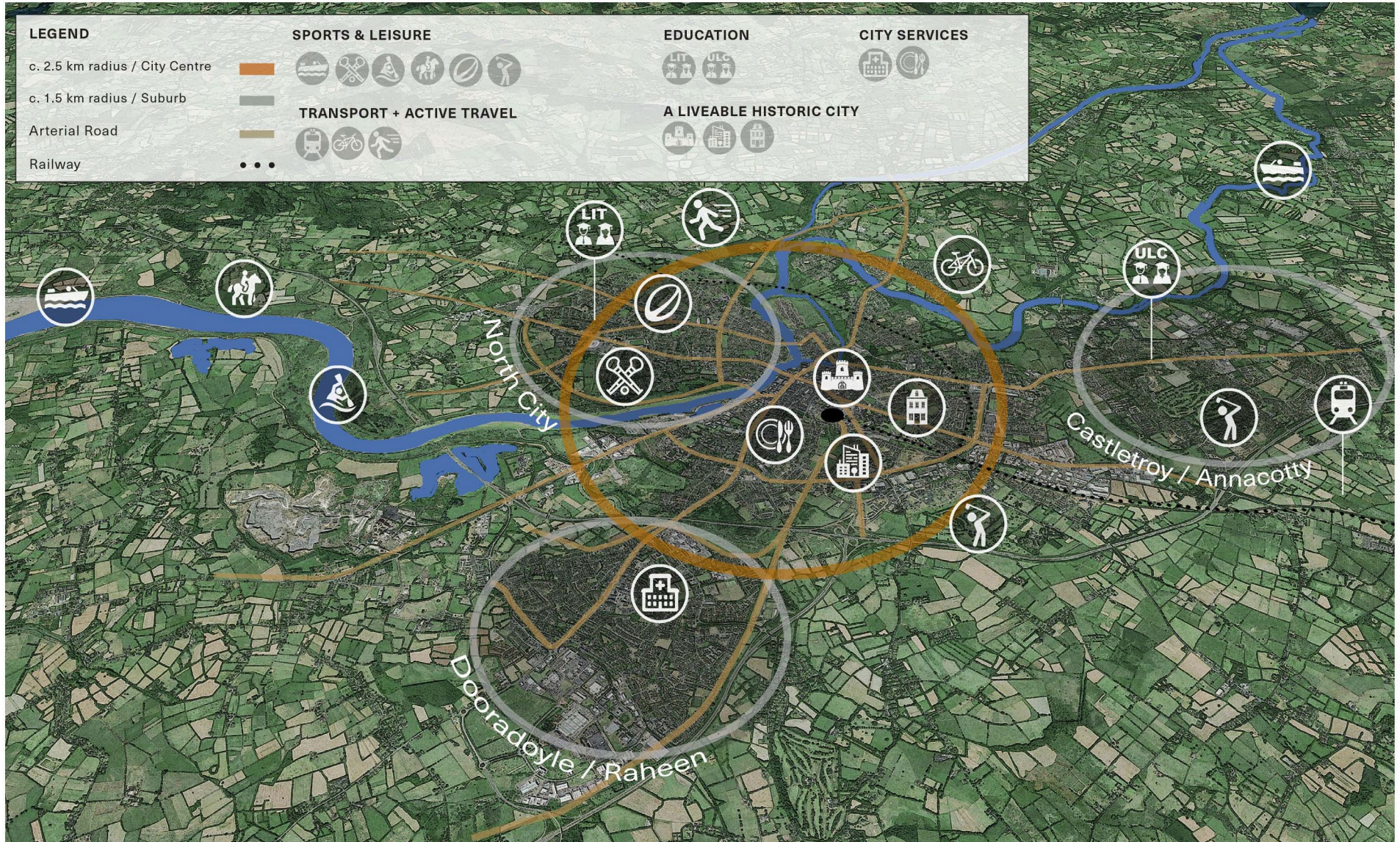
Opportunities and Destinations

Housing Opportunities	
1	Pa Healy Road Site
2	Annacotty Housing Lands
3	Hogan Place
4	Ballykeefe Site
5	Mungret Lands
Mixed-Use Opportunities	
6	Cleeves Riverside Quarter
7	Colbert Quarter
8	Georgian Core
9	Moyross Consolidation
10	Parkway Valley Site
11	Towlerton Lands
Civic/Cultural/Commercial Opportunities	
12	Arthurs Quay / Opera / Merchants Quay
13	Thomond Park
Green Spaces + Amenities	
14	Shannonfields
15	River Groody Valley
16	Westfield Wetlands
17	Green Areas adjacent to Moyross
Enterprise & Employment Lands	
18	Limerick Docklands
19	Employment Lands Raheen
20	IDA Lands Castletroy
Educational Expansion	
21	University of Limerick Castletroy
22	Coonagh/ Moylish Educational Lands
23	University of Limerick City Centre Site
Healthcare Developments	
24	Proposed Private Hospital Moyross
25	Proposed Private Hospital Ballysimon
26	University Hospital Expansion
LEGEND	
c. 2.5 km radius / City Centre	
c. 1.5 km radius / Suburb	



5. Spatial Opportunities

Summary Graphic of the Citywide Vision

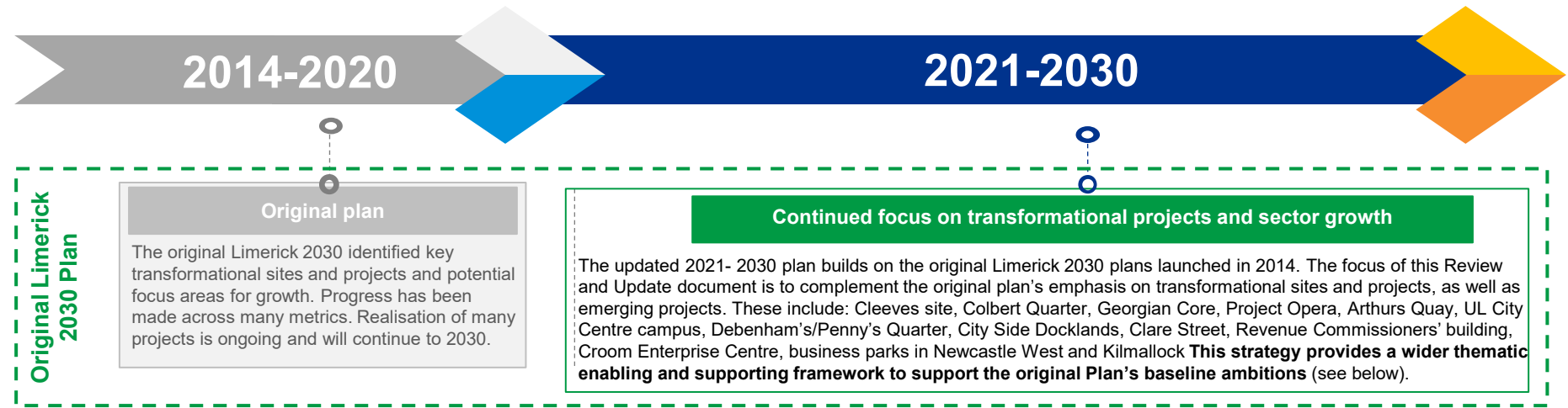




6. Recommendations and implementation

Application of our Framework

This Review and Update builds on and complements the existing original Limerick 2030.



KPMG and OMP's input supports the existing Limerick 2030 Plan, complementing overall development.

KPMG/OMP input	A. Quality housing for growing population	B. Areas as neighborhoods	C. Enhancing liveability	D. Embracing and growing economic strengths	E. Growing the green economy	F. Grow culture and identify	G. Prepare people for the future	H. Reanimate the Waterfront	I. Develop a sustainable city and county
	<ul style="list-style-type: none"> In-fill Apartments Town centres 	<ul style="list-style-type: none"> Definitions Public realm Hinge points Lighting and safety 	<ul style="list-style-type: none"> Active travel Child-friendly Co-working hubs 	<ul style="list-style-type: none"> ICT Life sciences Mobility Renewables Creative sector 	<ul style="list-style-type: none"> Offshore Retrofitting Digital Basin Foynes Port 	<ul style="list-style-type: none"> Creative hub Cultural centre Experiential retail Heritage Nighttime 	<ul style="list-style-type: none"> Digital hubs Digital literacy Youth outreach 	<ul style="list-style-type: none"> Greenways Watersports Transport Swimming Ecopark 	<ul style="list-style-type: none"> GBI Greenways Active travel

Implementation

Goals and objectives have been identified for the respective initiatives.

Schedule of initiatives and owners

Concept	Initiative	Primary owner(s)	Secondary owner(s)
A	— Enhanced focus on infill development and regeneration to ensure compact urban development in the city centre	LCCC, LDA	Private developers, Limerick 2030
A	— Greater focus on apartment delivery to reduce sprawl	LCCC, LDA	Private developers, Limerick 2030
A	— Consolidated development across town centres to achieve 30% of growth within existing built-up footprints	LCCC, LDA	Private developers, Limerick 2030
B	— Identification of hinge points for public realm improvements	LCCC, LDA	Private developers, Limerick 2030
B	— Implementation of the forthcoming Public Realm Strategy	LCCC, LDA	Private developers, Limerick 2030
B	— Development of a community led Public Arts Programme	LCCC, LSAD	TUS, UL
B	— Identification of neighbourhood opportunities and destinations	LCCC, LDA	Limerick 2030
B	— Promotion of 10 minute neighbourhoods	LCCC, LDA	Limerick 2030
B	— Suburban Public Realm Audit/ Condition Survey	LCCC, LDA	Limerick 2030
B	— Suburban Public Accessibility Improvements	LCCC, LDA	Limerick 2030
B	— Cycling and Walking infrastructure to City Environs (Greenways) based on LSMATS	LCCC, LDA	Waterways Ireland, Limerick 2030

Implementation

Goals and objectives have been identified for the respective initiatives.

Schedule of initiatives and owners

Concept	Initiative	Primary owner(s)	Secondary owner(s)
B	— City Centre Lighting Strategy	LCCC	Private developers
B	— City Centre Traffic Management Plan	LCCC	
B	— City Centre Public Realm Accessibility Improvements (<i>part of public realm strategy</i>)	LCCC	Private developers
B	— City Centre Public Realm New Interventions (Hinge Points) (<i>part of public realm strategy</i>)	LCCC, LDA	Private developers, Limerick 2030
B	— Tactical Urbanism Strategy	LCCC	Private developers, Limerick 2030
B	— Tactical Urbanism Proposals Design Competition	LCCC	Private developers, TUS, UL, Limerick Primary and Secondary Schools, Limerick 2030
B	— Pilot Programme Implementation	LCCC	
B	— Tactical Urbanism Implementation (Meanwhile)	LCCC	Private developers
B	— Consolidation of Proposals (Permanent)	LCCC	Private developers
B	— Hinge point: Quays Hinge Points (Connecting the Waterfront to the Georgian Quarter and providing the landing to Cleaves Bridge)	LCCC	Private developers, Limerick 2030
B	— Hinge points: Connecting Colbert Quarter to the Docklands	LCCC	Private developers, Limerick 2030

Implementation

Goals and objectives have been identified for the respective initiatives.

Schedule of initiatives and owners

Concept	Initiative	Primary owner(s)	Secondary owner(s)
B	— Hinge point: College Connector	LCCC	Private developers, Limerick 2030
B	— Hinge point: St. Nessans/ Ballinacurra Connector: targeted hinge points with active transport respite/ charging connecting Colbert Quarter to south city inner environs and Mungret)	LCCC, LDA	Private developers, Limerick 2030
C	— Key focus on the promotion of active travel	LCCC, NTA	Private developers
C	— Pursuit of status as first Irish UNICEF-designated child friendly city.	LCCC	UNICEF
C	— Further investment in public transport	LCCC, NTA	Department of Transport
C	— Reanimation of key streets to enhance vibrancy	LCCC	Private developers, Limerick 2030
C	— Roll out of co-working hubs in larger town centres	LCCC; LEO	EI
D	— Support Mid West exporters to take advantage of current high levels of demand (ICT, pharma)	LCCC; EI	Private investors
D	— Support pent-up spending demand in the Mid West	LCCC	Private retailers
D	— Target annual economic growth of 4% and annual employment growth of 5%	LCCC, EI	MNCs

Implementation

Goals and objectives have been identified for the respective initiatives.

Schedule of initiatives and owners

Concept	Initiative	Primary owner(s)	Secondary owner(s)
D	— Target job creation of up to 95,000 with target growth in specific high value sector in particular	LCCC; EI; IDA	MNCs, Start-ups
D	— Seek to ensure that employment opportunities are more evenly distributed	LCCC, EI, LEO	MNCs
D	— Investment in reskilling in towns as a key priority	LCCC; LEO	Skills Ireland
D	— Identify the gaps required to develop and attract data centres to the region	IDA, EI, LCCC	
D	— Identify international players for data centres and engage with these firms	IDA, LCCC	
D	— Develop a plan for embracing Industry 4.0 this decade	LCCC	EI
D	— Make apprenticeships central to economic growth	LCCC, LEO, EI	Local traders
D	— Identify specific spaces for ICT start-ups to grow (city)	LCCC, EI, LEO	Innovate Limerick, Start-ups
D	— Continued employment outreach to disadvantaged areas	LCCC, LEO, LICP, Southhill outreach	
D	— Accommodate >30,000 people in next 8 years (population target)	LCCC, LDA	Private developers, Limerick 2030
D	— Make returning footfall to 'normal' levels a priority	LCCC	Retail shops, Restuarants, cafes etc

Implementation

Goals and objectives have been identified for the respective initiatives.

Schedule of initiatives and owners

Concept	Initiative	Primary owner(s)	Secondary owner(s)
D	— Establish Working Group to grow creative sector	LCCC; UL; TUS; MIC	Creative Limerick, LSAD
D	— Focus on supporting spin off firms from Troy Studios	LCCC, EI, LEO	Creative Industry Start-ups,
D	— Develop a cultural centre / creative hub in City Centre	LCCC; UL, TUS, Creative Limerick, LSAD	Private developers
D	— Develop the Digital Basin concept	LCCC, EI, Innovate Limerick	
D	— Develop an incubation space in the Docklands for digitally focused firms	LCCC	EI
D	— Build on skills based at Shannon to meet future in mobility	LCCC, EI, IDA, Shannon Group	Private investors
D	— Become the leader local authority in Ireland in AVs/air mobility	LCCC, EI, IDA, Shannon Group	Private investors
D	— Identify specific spaces for ICT start-ups to grow (city)	LCCC, EI, Innovate Limerick, LEO	ICT start-ups, Private developers
D	— Leverage opportunities associated with Wild Atlantic Way Gateway City designation	LCCC; Failte Ireland	Private Investors

Implementation

Goals and objectives have been identified for the respective initiatives.

Schedule of initiatives and owners

Concept	Initiative	Primary owner(s)	Secondary owner(s)
E	— Explore potential for the construction and assembly of large wind farms at Shannon Foynes Port	Shannon Foynes Port Company	LCCC, EI, IDA, Wind Energy Ireland
E	— Examine the feasibility for the Port facility to process, store, and distribute hydrogen generated by offshore wind farms	Shannon Foynes Port Company	LCCC, EI, IDA
E	— The development of a research cluster/ hub in offshore renewables and marine energy	LCCC; UL	EI, IDA
F	— Regular Culture Night (cf. First Thursdays)	LCCC	Hospitality sector
F	— Growing Limerick’s Creative Industries and pursuit of UNESCO Design City status	LCCC, Troy studios, EI, LEO	UNESCO
F	— Support growth of experiential retail in city centre	LCCC, LEO	Private retailers
F	— Enhancement of city ‘gateway’ or ‘welcome’ points to improve and facilitate sense of place	LCCC	Failte Ireland, Limerick 2030
F	— Cruises Street as test for pop up opportunities / outdoor dining	LCCC, LEO, Limerick Chamber	Private retailers

Implementation

Goals and objectives have been identified for the respective initiatives.

Schedule of initiatives and owners

Concept	Initiative	Primary owner(s)	Secondary owner(s)
F	— Expansion and enhancement of the Milk Market	LCCC, Failte Ireland, LEO	Private developers, Private retailers
F	— Development of a heritage trail	LCCC	Failte Ireland
F	— Establishment of night-time economy leader	LCCC, Failte Ireland	Private retailers
G	— Strategic roll-out of enterprise / digital / co-working hubs	LCCC, LDA, EI, LEO	Private developers, Start-ups, Small businesses
G	— Promotion of a 'Smart Communities Strategy' in conjunction with a Digital Literacy Programme	LCCC	Communit Groups, Primary and Secondary Schools
G	— Multi-year outreach programmes within local primary and secondary schools in areas of disadvantage	LCCC, Primary and Secondary Schools	Community Groups
G	— Continued collaboration across HEIs and industry across sectors and civil society	LCCC, UL, LIT, MEC, EI, IDA	Major Employers
H	— Expanded Greenway development linking the city centre to the wider region: Limerick as a 'Wild Atlantic Gateway City'	LCCC	Failte Ireland
H	— Extension of city centre boardwalk	LCCC	Waterways Ireland
H	— Development of water sports activity centre	LCCC, Waterways Ireland	Private investors
H	— Water-based transport	LCCC, Waterways Ireland	Private investors
H	— Public amenities incorporated in flood defence scheme	LCCC	Waterways Ireland

Implementation

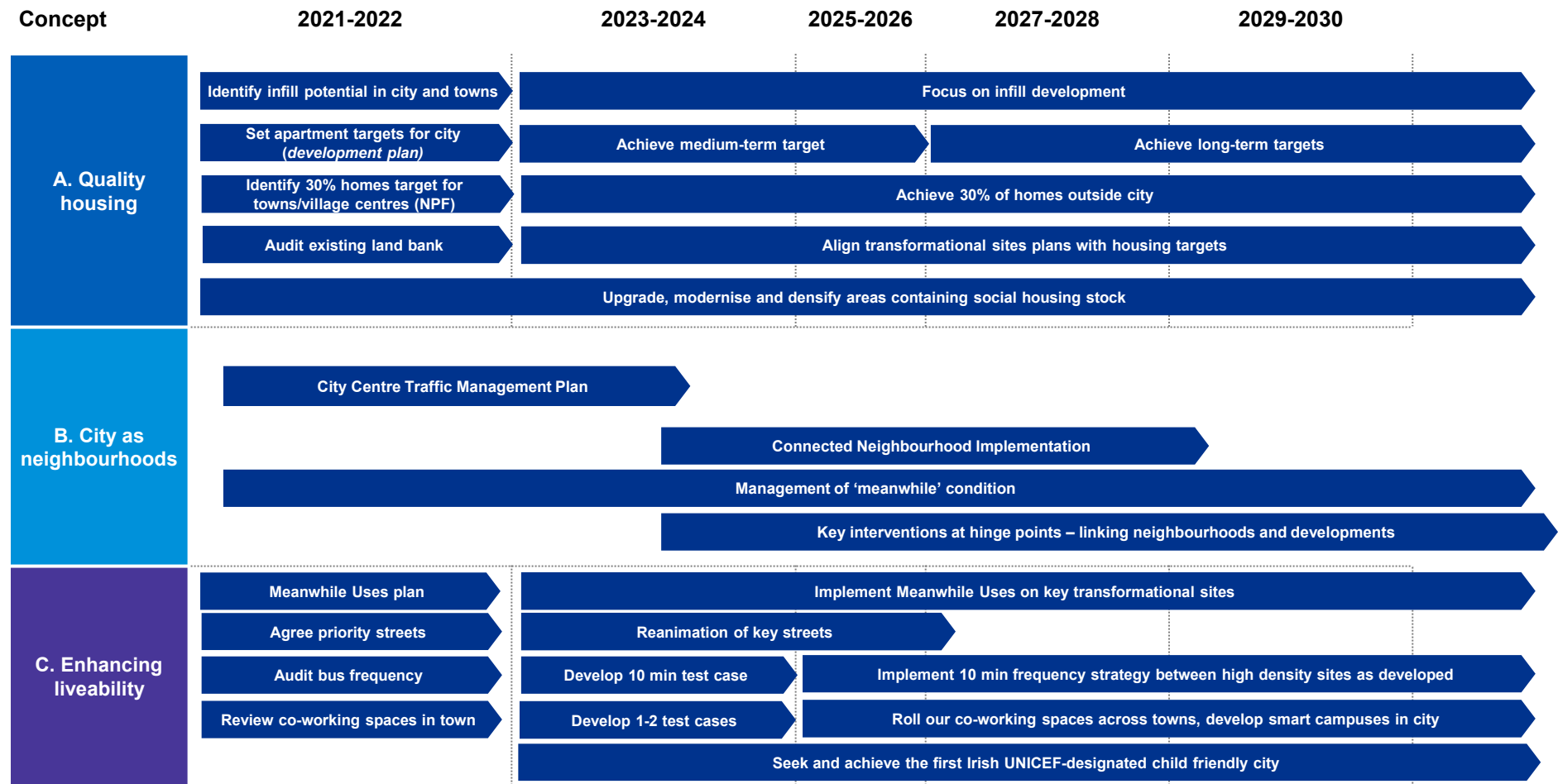
Goals and objectives have been identified for the respective initiatives.

Schedule of initiatives and owners

Concept	Initiative	Primary owner(s)	Secondary owner(s)
I	— Implementation of the Limerick GBI Strategy	LCCC, Waterways Ireland	
I	— Expand urban greening (through implementation of targets)	LCCC, LDA	Private developers, Limerick 2030
I	— Further development and enhancement of strategic and local Greenways	LCCC	
I	— Promoting active travel through enhanced permeability for walkers and cyclists and improved associated infrastructure	LCCC	Private developers
I	— Shift to community scale planning in alignment with the ‘10 minute’ neighbourhood concept	LCCC, LDA	Private developers, Limerick 2030

Implementation Roadmap – Initiatives A-C

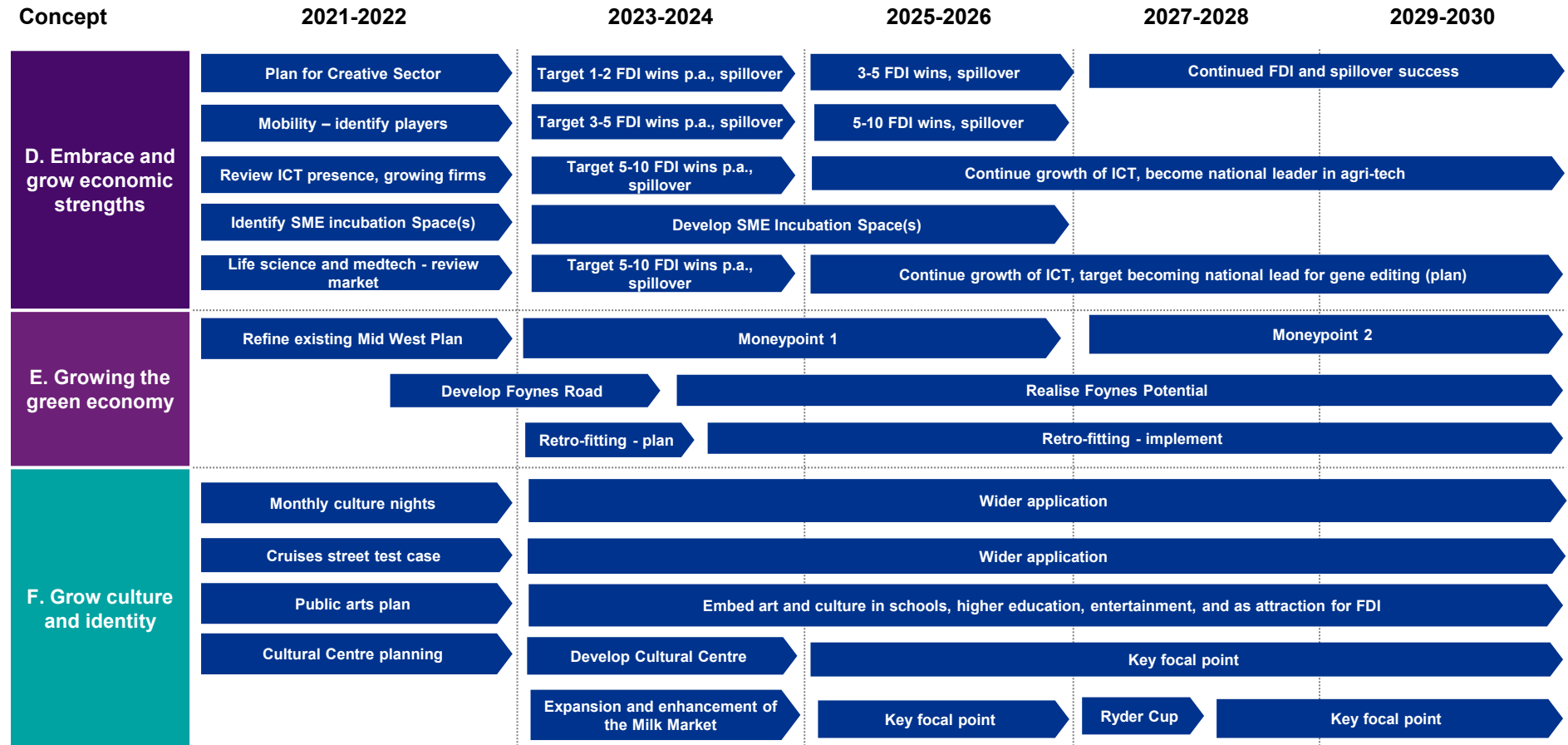
Indicative implementation roadmap across concepts and initiatives.



6. Recommendations and implementation

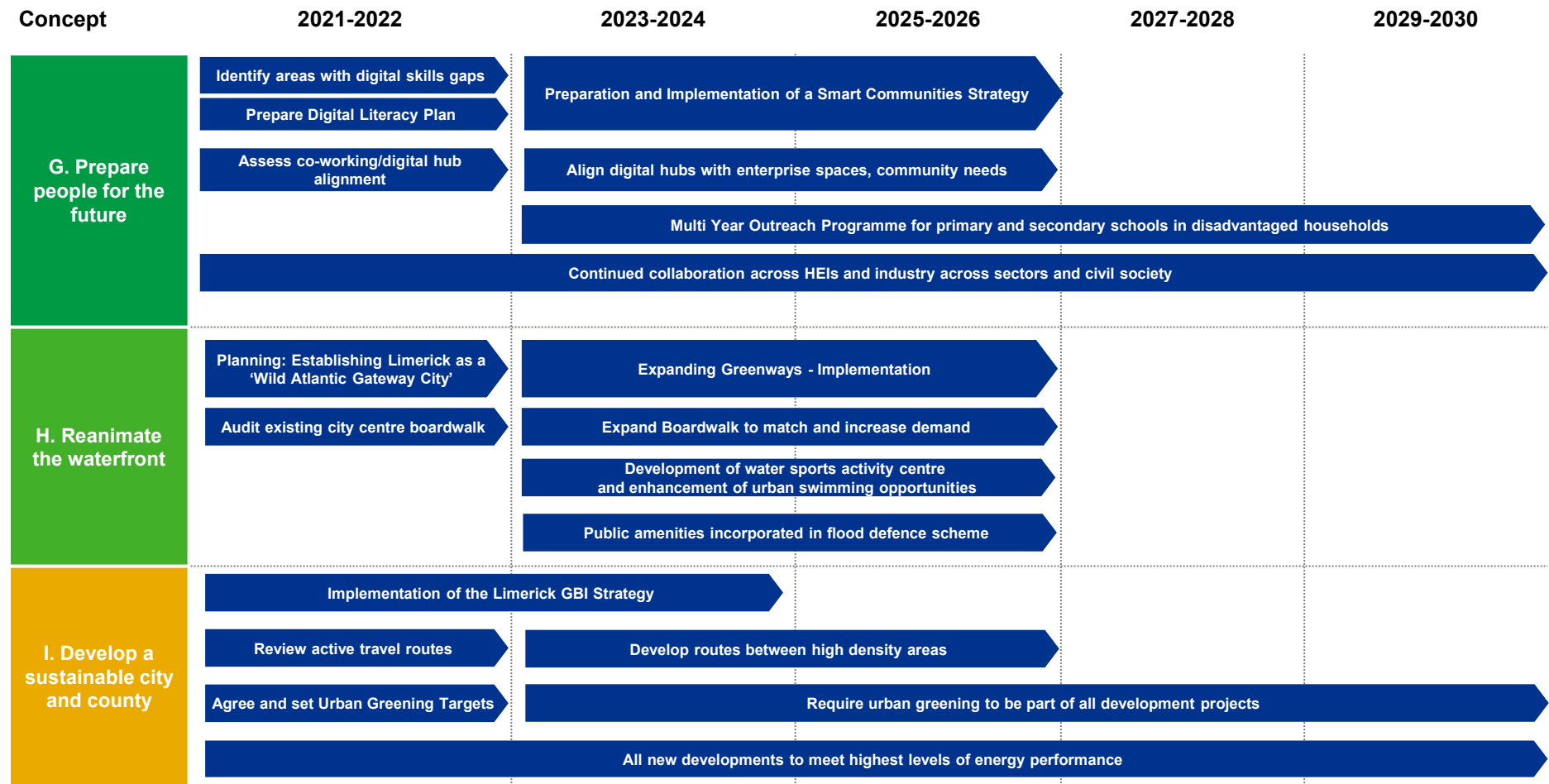
Implementation Roadmap – Initiatives D-F

Indicative implementation roadmap across concepts and initiatives.



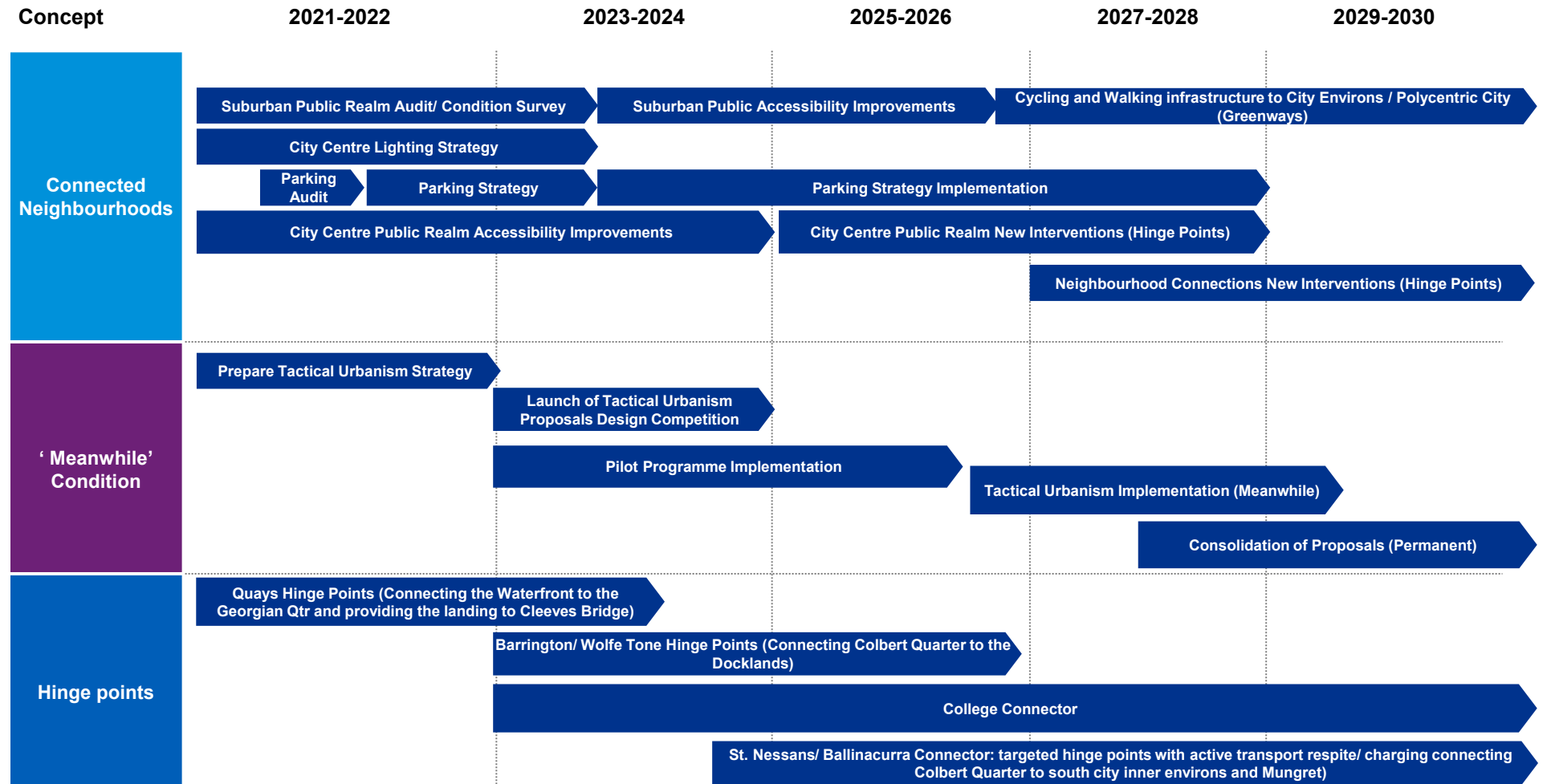
Implementation Roadmap – initiatives G-I

Indicative implementation roadmap across concepts and initiatives.



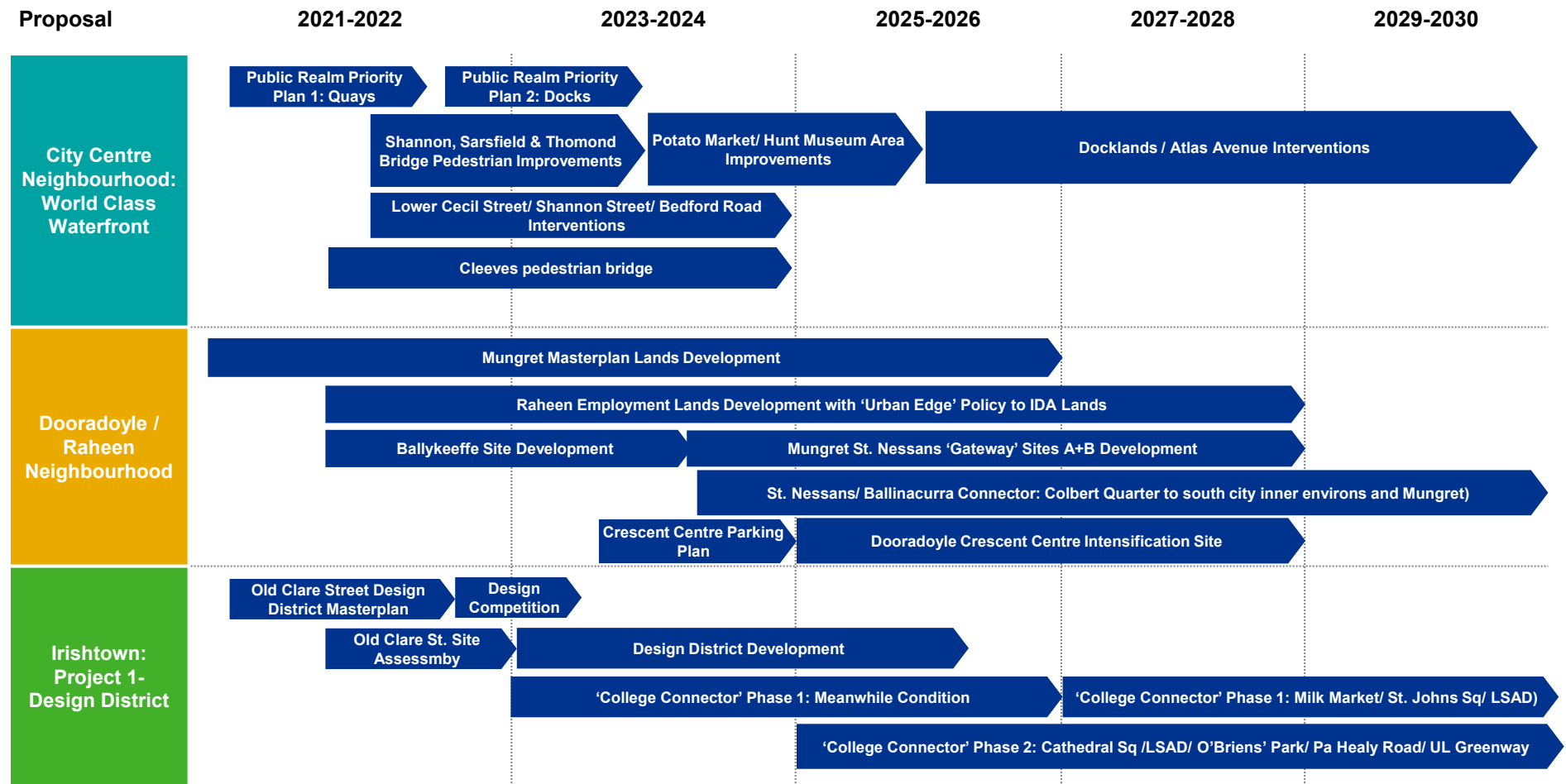
Implementation Roadmap – initiative B deep dive

Indicative implementation roadmap across concepts and initiatives.



Spatial implementation plan – illustrative neighbourhood examples

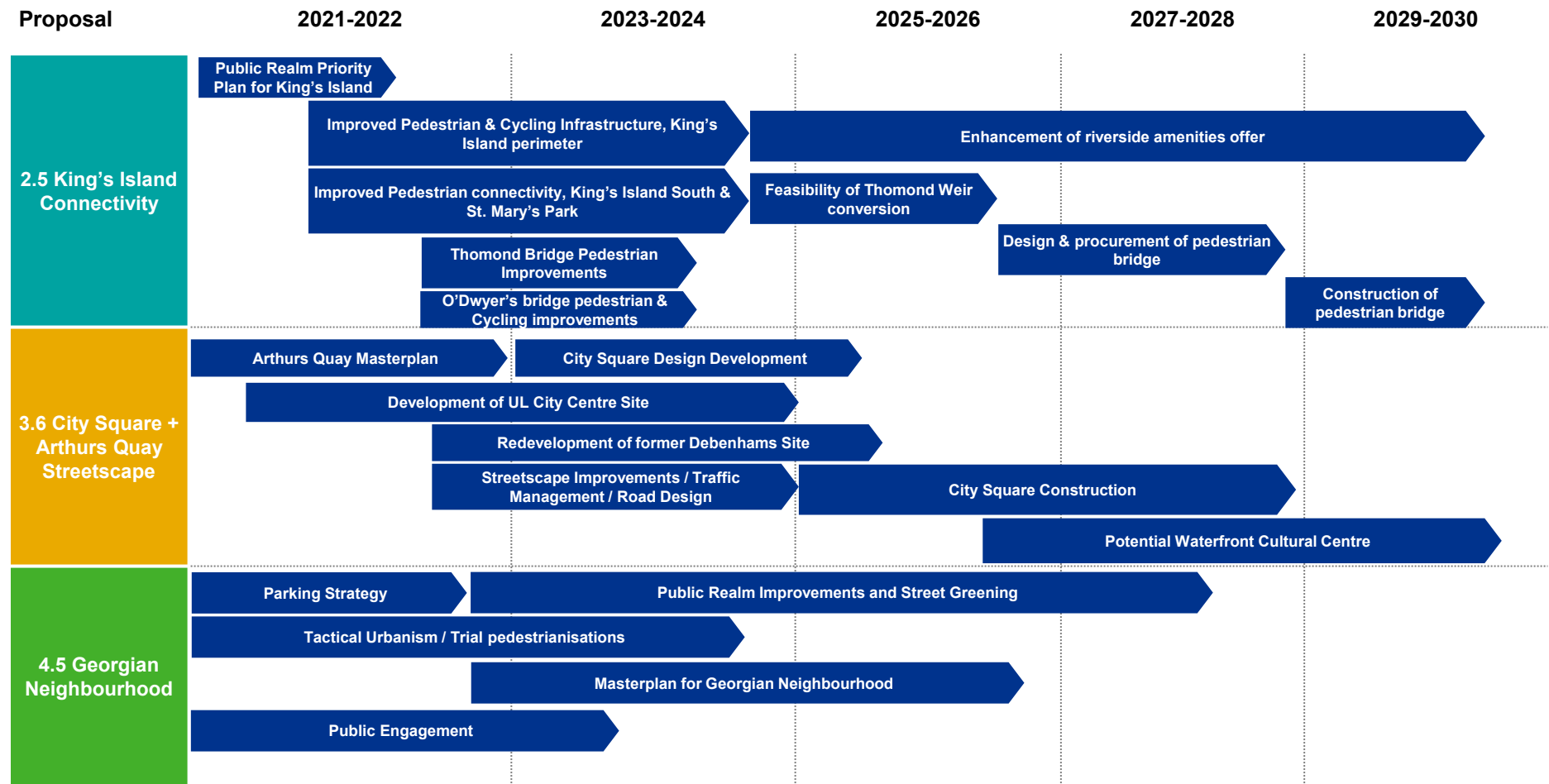
Indicative implementation roadmap across concepts and initiatives.



6. Recommendations and implementation

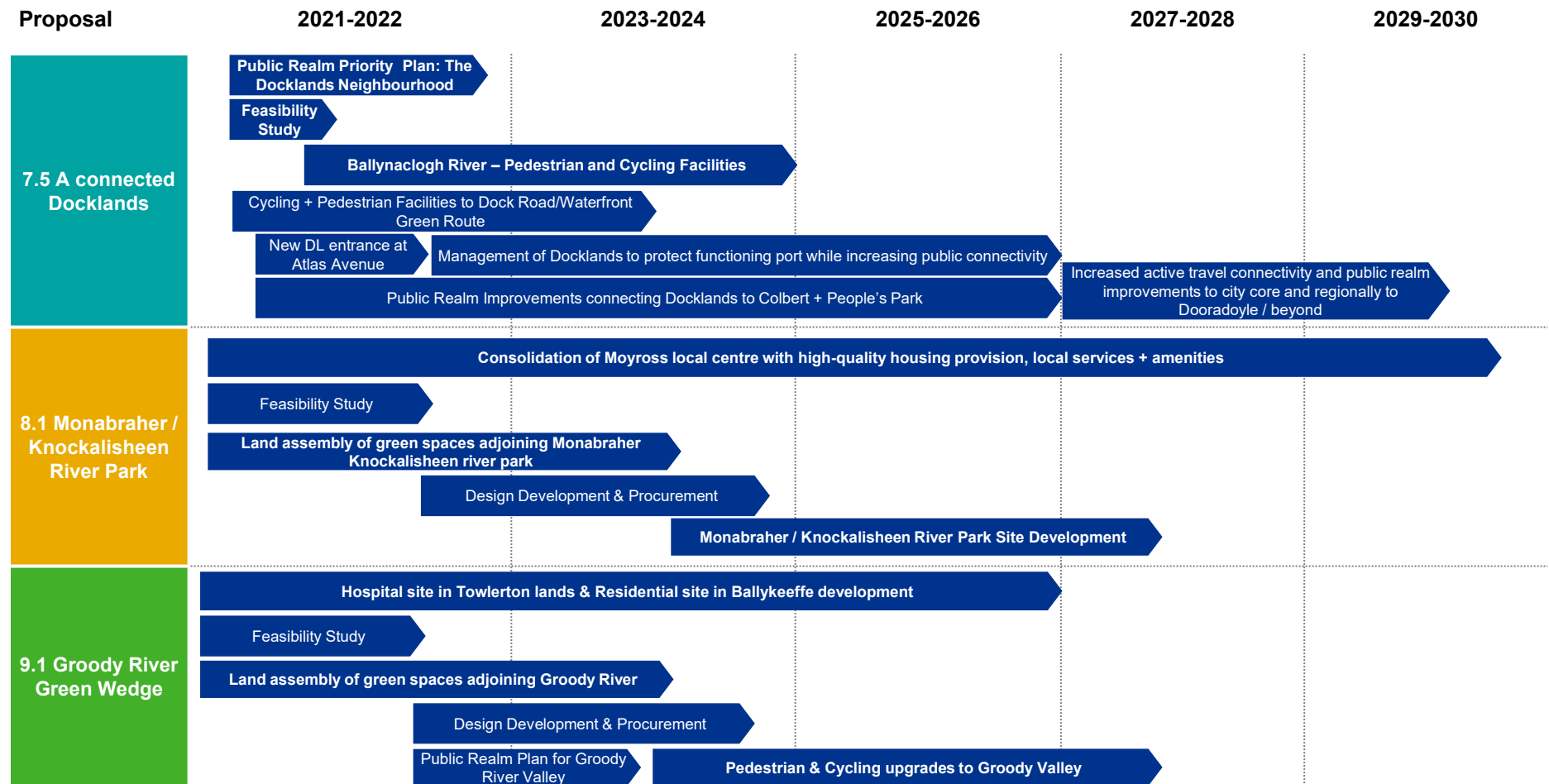
Spatial implementation plan – illustrative neighbourhood examples

Indicative implementation roadmap across concepts and initiatives.



Spatial implementation plan – illustrative neighbourhood examples

Indicative implementation roadmap across concepts and initiatives.





7. Monitoring and evaluation

Monitoring and evaluation

A clear monitoring and evaluation framework will support implementation of key initiatives.

Overview

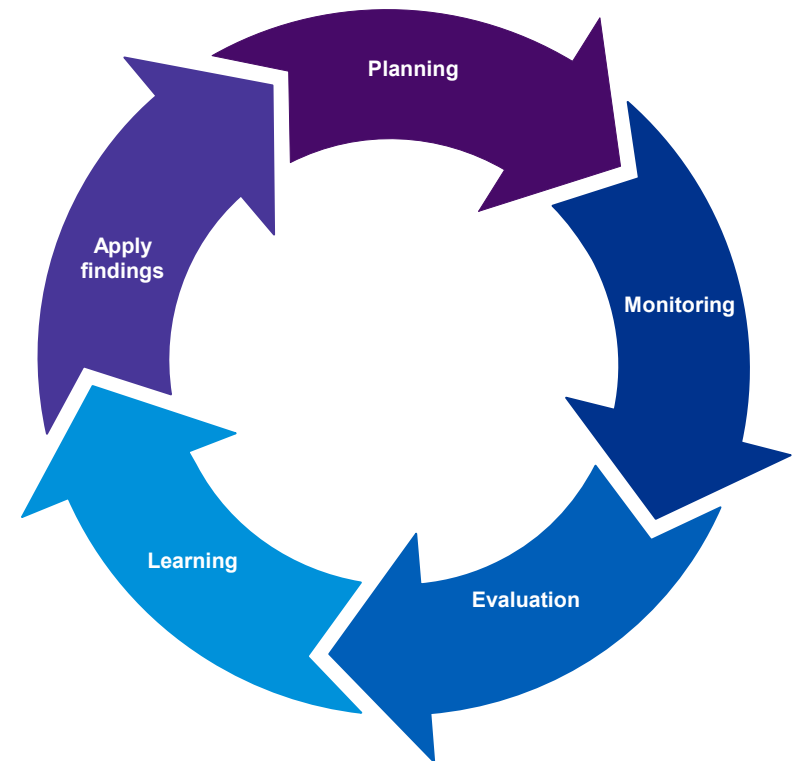
Monitoring and evaluation are key activities for any learning organisation which aims progressively to improve its performance. They allow for systematic learning from past and current activities - "what works/what doesn't work" and "why". This is critical to learn from mistakes/poor outcomes and ensure that good practices are replicated in the future.

This chapter sets out a framework for enhancing the generation of good quality monitoring and evaluation, which will be integrated into Limerick City and County Council decision-making and delivered within a robust and proportionate governance framework. This is to provide greater accountability and a stronger evidence base for future decision making and communication activities.

The following factors are critical:

- Adopting a needs-driven and proportionate approach to establishing monitoring and evaluation priorities
- Being outward facing and delivering results through successful collaboration with other organisations
- Embedding a culture and ownership within the Department which incentivises the delivery of good quality monitoring and evaluation; and
- Ensuring that key learnings are distributed through Limerick City and County Council personnel.

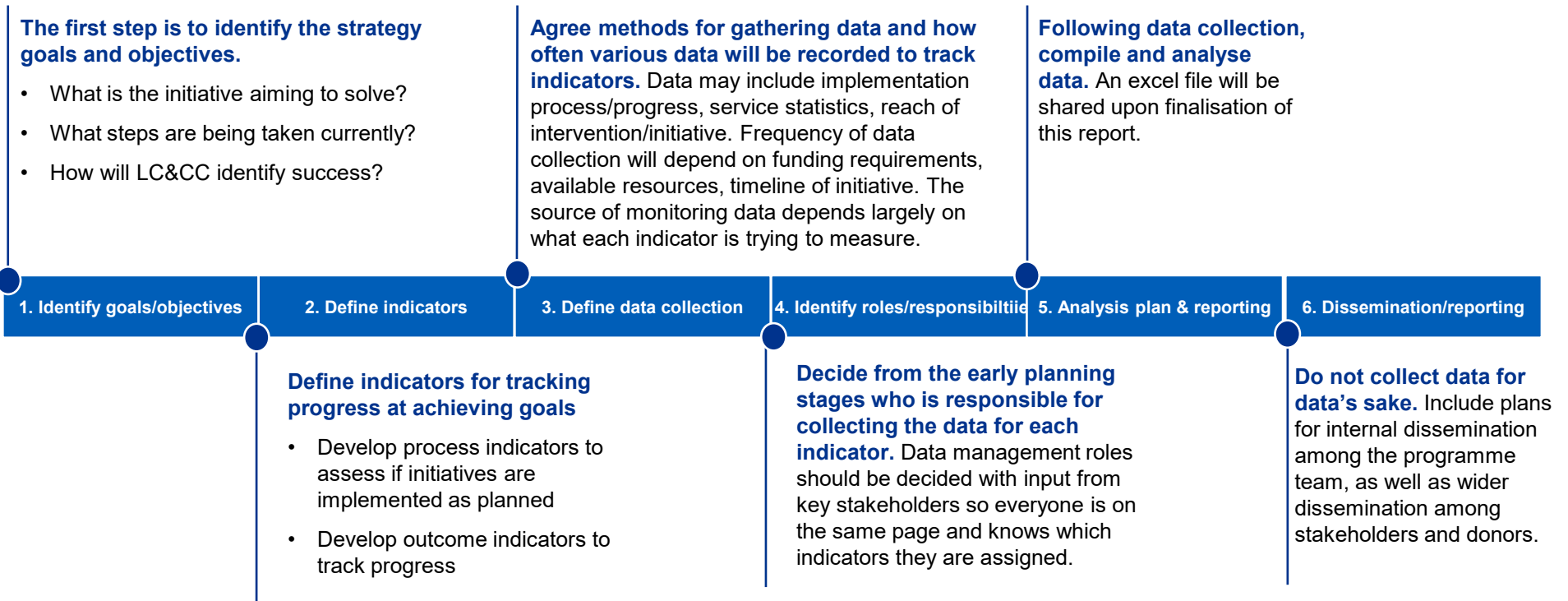
In times of constrained resources, it becomes even more important to ensure that we invest our money wisely and get the maximum value from it, by building on evidence of "what works". Good quality monitoring and evaluation evidence is important for helping make and communicate decisions about implementation and learning about how we can most effectively design and deliver policies, programmes, communications and regulations.



Monitoring and evaluation

A step-by-step M&E framework ensures the right information is collected to track success.

Summary of the overall Monitoring and Evaluation process



Monitoring progress of housing initiatives

Realising housing initiatives requires regular monitoring of planning trends.

Monitoring and evaluation process for key initiatives

Concept	Initiative	Indicator(s)	Data source(s)	Timing	Data manager
A	— Enhanced focus on infill development and regeneration to ensure compact urban development in the city centre (facilitated also through implementation of the Housing Strategy)	Share (%) of development that is infill/regen – growing annually	Planning applications data	Every 6 months	LCCC Planning
		At least half (50%) of all new homes in Limerick City and suburbs to be delivered within the existing built-up footprint by 2040	Planning applications data	By 2040	LCCC Planning
A	— Greater focus on apartment delivery to reduce sprawl	Share (%) of developments that are apartments	Planning applications data	Every 6 months	LCCC Planning
A	— Consolidated development across town centres to achieve 30% of growth within existing built-up footprints	Share (%) of all developments occurring in built-up footprint	Planning applications data	Every 6 months / By 2040	LCCC Planning

Monitoring progress of neighbourhoods initiatives

Realising neighborhood based initiatives will involve LCCC and key infrastructure partners.

Monitoring and evaluation process for key initiatives

Concept	Initiative	Indicator(s)	Data source(s)	Timing	Data manager
B	— Identification of hinge points for public realm improvements	Schedule of identified hinge points in city and environs	Limerick 2030 Interim Update (this document, section B)	H2 2021, every 6 months	LCCC Planning
B	— Implementation of the forthcoming Public Realm Strategy	Procurement of service and implementation of strategy	Schedule of opportunities arising from study	H1 2022, every 6 months	LCCC Planning
B	— Development of a community led Public Arts Programme	Share (%) of active sites in city and towns embedding public art	LCCC, LSAD	Every 6 months	LCCC Community and Leisure
		Number of community organisations engaged across public art initiatives	LCCC, LSAD	Annually	LCCC Community and Leisure
B	— Identification of neighbourhood opportunities and destinations	Schedule of neighbourhoods, opportunities, destinations	Limerick 2030 Interim Update (this document, section B)	Annually	LCCC Planning
B	— Promotion of 10 minute neighbourhoods and a polycentric urban model	Share (%) of population with key services within 10 minutes (by foot; by bicycle; and by public transit)	CSO; LCCC planning department data	Annually	LCCC Planning
B	— Suburban Public Realm Audit/ Condition Survey	Schedule of streets and areas by baseline condition	LCCC	Annually	LCCC Planning
B	— Suburban Public Accessibility Improvements	Share (%) of streets and areas accessible to public	Schedule of accessibility of streets by area	Annually	LCCC Planning

Monitoring progress of neighbourhoods initiatives

Realising neighborhood based initiatives will involve LCCC and key infrastructure partners.

Monitoring and evaluation process for key initiatives

Concept	Initiative	Indicator(s)	Data source(s)	Timing	Data manager
B	— City Centre Lighting Strategy	Share (%) of city streets with public lighting, uplift from baseline	LCCC, Limerick 2030, LDA	Annually	LCCC Planning
B	— Cycling and Walking infrastructure to City Environs / Polycentric City (Greenways)	Number of kilometres of active travel infrastructure in place	LCCC	Annually	LCCC Planning / LCCC Roads and Travel
		Number of people commuting to work by bicycle	CSO, NTA, LCCC	Annually (through use of traffic counts)	LCCC Planning / LCCC Roads and Travel
B	— Parking Audit and Strategy, Implementation	Schedule of parking sites (location)	LCCC	Annually	LCCC Planning / LCCC Roads and Travel
B	— City Centre Public Realm Accessibility Improvements	Schedule of required improvements annually	LCCC	Annually	LCCC Planning
B	— City Centre Public Realm New Interventions (Hinge Points)	Schedule of hinge points to develop annually	Limerick 2030 Interim Update	Annually	LCCC Planning
B	— Tactical Urbanism Strategy	Schedule of urban areas requiring uplift	LCCC	Annually	LCCC Planning
B	— Tactical Urbanism Proposals Design Competition	Procurement of service and implementation of strategy	LCCC	By 2022	LCCC Planning
B	— Pilot Programme Implementation	Implementation of pilot	LCCC	TBD	LCCC Planning

Monitoring progress of neighbourhoods initiatives

Realising neighborhood based initiatives will involve LCCC and key infrastructure partners.

Monitoring and evaluation process for key initiatives

Concept	Initiative	Indicator(s)	Data source(s)	Timing	Data manager
B	— Tactical Urbanism Implementation (Meanwhile)	Schedule of urban areas incorporating meanwhile uses	LCCC, Limerick 2030 DAC	Every 6 months	LCCC Planning
B	— Consolidation of Proposals (Permanent)	Schedule of proposals fully developed	LCCC, Limerick 2030 DAC	Annually	LCCC Planning
B	— Hinge point: Quays Hinge Points (Connecting the Waterfront to the Georgian Quarter and providing the landing to Cleeves Bridge)	Development of hinge point as Cleeves Bridge is developed	LCCC, Limerick 2030 DAC, LDA	When Cleeves Bridge is developed	LCCC Planning
B	— Hinge point: Barrington/ Wolfe Tone Hinge Points (Connecting Colbert Quarter to the Docklands)	Development of hinge point as early phases of Colbert are developed	LCCC, Limerick 2030 DAC	By the time Colbert phase 1 is developed	LCCC Planning
B	— Hinge point: College Connector		LCCC, Limerick 2030 DAC	TBD	LCCC Planning
B	— Hinge point: St. Nessans/ Ballinacurra Connector: targeted hinge points with active transport respite/ charging connecting Colbert Quarter to south city inner environs and Mungret)	Development of hinge point as early phases of Colbert are developed; availability of active transport	LCCC, Limerick 2030 DAC, LDA	By the time Colbert phase 1 is developed	LCCC Planning

Monitoring progress at enhancing liveability

Realising liveability initiatives require improved transport choices and social investment.

Monitoring and evaluation process for key initiatives

Concept	Initiative	Indicator(s)	Data source(s)	Timing	Data manager
C	— Key focus on the promotion of active travel	Share of residents travelling actively annually (by walking; cycling or public transport)	LCCC, CSO, NTA (and via traffic cordon counts)	Every 6 months	LCCC Roads and Travel
C	— Pursuit of status as first Irish UNICEF-designated child friendly city.	Designation within 9 years	UNICEF	By 2030	LCCC Planning
C	— Further investment in public transport	Additional km of public transport developed	LCCC, NTA	Annually	LCCC Roads and Travel
C	— Reanimation of key streets to enhance vibrancy	Schedule of streets to be animated, reviewed annually	LCCC, Limerick 2030 DAC	Every 6 months	LCCC Planning
C	— Roll out of co-working hubs in larger town centres	Number and level of use of co-working hubs	EI, management of respective hubs	Every 6 months	LCCC Economic Development
C	— Tactical Urbanism Implementation (Meanwhile)	Schedule of sites incorporating meanwhile uses	LCCC, Limerick 2030 DAC	Annually	LCCC Planning

Monitoring progress at embracing economic strengths

Realising the economic goals requires collaboration and understanding key strengths/gaps.

Monitoring and evaluation process for key initiatives

Concept	Initiative	Indicator(s)	Data source(s)	Timing	Data manager
D	— Support Mid West exporters to take advantage of current high levels of demand (ICT, pharma)	Share (%) of regional enterprises exporting internationally	LCCC, EI	Annually	LCCC Economic Development
D	— Support pent-up spending demand in the Mid West	Footfall levels at specific locations across the county Levels of spend in local retailers	LCCC	Every 6 months	LCCC Economic Development
D	— Target annual economic growth of 4% and annual employment growth of 5%	Levels of GVA growth annually	LCCC, CSO, EI	Annually	LCCC Economic Development
D	— Target job creation of up to 95,000 with target growth in specific high value sectors in particular	Number of new jobs created per sector, annually	LCCC, CSO, EI	Annually	LCCC Economic Development
D	— Seek to ensure that employment opportunities are more evenly distributed	Number of new jobs created by location in county, annually	LCCC, EI	Annually	LCCC Economic Development
D	— Investment in reskilling in towns as a key priority	Number of people on reskilling courses by location, annually	LCCC, LEO	Every 6 months	LCCC Economic Development

Monitoring progress at embracing economic strengths

Realising the economic goals requires collaboration and understanding key strengths/gaps.

Monitoring and evaluation process for key initiatives

Concept	Initiative	Indicator(s)	Data source(s)	Timing	Data manager
D	— Identify the gaps required to develop and attract data centres to the region	Schedule of strengths and gaps	IDA, EI	2022	LCCC Economic Development
D	— Identify international players for data centres and engage with these firms	Schedule of international players	IDA, LCCC	2022	LCCC Economic Development
D	— Develop a plan for embracing Industry 4.0 this decade	Schedule of strengths and gaps; schedule of advanced manufacturing opportunities	IDA, LCCC	2022	LCCC Economic Development
D	— Make apprenticeships central to economic growth	Number of apprenticeships; apprenticeships as share of all jobs	LCCC, LEO, EI	Every 6 months	LCCC Economic Development
D	— Identify specific spaces for ICT start-ups to grow (city)	Schedule of space available as is and requiring improvements (upper floor focus)	LCCC, LEO, EI, Innovate Limerick	Every 6 months	LCCC Economic Development
D	— Continued employment outreach to disadvantaged areas	Numbers enrolled on training programmes	LCCC, LEO, Southill Outreach, LICP	Every 6 months	LCCC Economic Development
D	— Accommodate >30,000 people in next 8 years (population target)	Number of new residents in county annually	LCCC, CSO, DHPLG	Annually	LCCC Planning
D	— Make returning footfall to 'normal' levels a priority	Footfall numbers in city and towns	LCCC	Monthly	LCCC Economic Development

Monitoring progress at embracing economic strengths

Realising the economic goals requires collaboration and understanding key strengths/gaps.

Monitoring and evaluation process for key initiatives

Concept	Initiative	Indicator(s)	Data source(s)	Timing	Data manager
D	— Establish Working Group to grow creative sector	Working group established by end-2022; meets quarterly	LCCC, LSAD, UL, Creative Limerick	2022; every 6 months	LCCC Economic Development
D	— Focus on supporting spin off firms from Troy Studios	Additional number of enterprises supplying Troy Studios annually	LCCC, EI, Troy Studio	Every 6 months	LCCC Economic Development
D	— Develop a cultural centre / creative hub in City Centre	Site designated by 2022; Public Spending Code process 2023	LCCC, UL, TUS, LSAD, Creative Limerick	2022-2025	LCCC Economic Development
D	— Develop the Digital Basin concept	District identified in city centre by mid-2022	LCCC, EI, Innovate Limerick	2022-2025	LCCC Economic Development
D	— Develop an incubation space in the Docklands for digitally focused firms	Site designated by mid-2022; Public Spending Code process 2022-2023	LCCC, EI, Innovate Limerick	2022-2025	LCCC Economic Development
D	— Build on skills based at Shannon to meet future in mobility	Number of new jobs in mobility sector at Shannon annually	LCCC, EI, IDA, Shannon Group	Every 6 months	LCCC Economic Development
D	— Become the leader local authority in Ireland in AVs/air mobility	Number of new jobs in air mobility annually	LCCC, EI, IDA, Shannon Group	Every 6 months	LCCC Economic Development
D	— Leverage opportunities associated with Wild Atlantic Way Gateway City designation	Number of bednights in local hotels occupied by WAW tourists	LCCC, Failte Ireland	Every 6 months	LCCC Community and Leisure

Monitoring progress at growing the green economy

Growing the green economy means reviewing base capabilities, planning with stakeholders.

Monitoring and evaluation process for key initiatives

Concept	Initiative	Indicator(s)	Data source(s)	Timing	Data manager
E	— Explore potential for the construction and assembly of large wind farms at Shannon Foynes Port	Gap analysis of baseline strengths and opportunities; schedule of key national and international players	LCCC, EI, IDA, Wind Energy Ireland	H2 2021	EI
E	— Examine the feasibility for the Port facility to process, store, and distribute hydrogen generated by offshore wind farms	Gap analysis of baseline strengths and opportunities; schedule of key international players	LCCC, EI, IDA	2022	EI
E	— The development of a research cluster/ hub in offshore renewables and marine energy	Gap analysis of baseline strengths and opportunities; number of enterprises supporting offshore wind growth on west coast	LCCC, EI, IDA	Annually	EI

Monitoring progress at growing culture and identity

To grow culture & identity, provide local talent with the environment and resources to thrive.

Monitoring and evaluation process for key initiatives

Concept	Initiative	Indicator(s)	Data source(s)	Timing	Data manager
F	— Regular Culture Night (cf. First Thursdays)	Number of events held monthly; number of attendees	LCCC, event hosts (Pubs, Restuarants etc)	Monthly	LCCC Community and Leisure
F	— Promotion of a new Docklands 'Incubator Zone'	Public consultation on initiative; Development of masterplan for area; Secure funding streams; number of enterprises based in district and growth	LCCC, EI, IDA, LEO, Innovate Limerick.	2022; every 6 months	LCCC Economic Development
F	— Growing Limerick's Creative Industries and pursuit of UNESCO Design City status	Number of jobs in creative industries; designation of status by mid-2020s	Troy Studios; LCCC, EI, LEO, UNESCO	Every 6 months	LCCC Economic Development
F	— Support growth of experiential retail	Number of retailers with experiential offer in city and county	LCCC	Bi-monthly	LCCC Economic Development
F	— Enhancement of city 'gateway' or 'welcome' points to improve and facilitate sense of place	Schedule of gateway opportunities identified; number actioned p.a.	Limerick 2030 Interim Update (this document, section B), LCCC	Every 6 months	LCCC Planning
F	— Cruises Street as test for pop up opportunities / outdoor dining	Trends in footfall; sentiment amongst retailers and visitors; demand for available space; retention of entities involved	LCCC, LEO, Limerick Chamber	Quaterly	LCCC Economic Development

Monitoring progress at growing culture and identity

To grow culture & identity, provide local talent with the environment and resources to thrive.

Monitoring and evaluation process for key initiatives

Concept	Initiative	Indicator(s)	Data source(s)	Timing	Data manager
F	— Expansion and enhancement of the Milk Market	Funding secured by end-2022; Public Spending Process by 2023; trends in footfall; sentiment amongst retailers and visitors; demand for available space; retention of entities involved	Failte Ireland, LCCC, LEO	2024; quarterly thereafter	LCCC Economic Development
F	— Development of a heritage trail	Trail route identified by early 2022; wayfinding by end-2022; sentiment amongst retailers and visitors	Falite Ireland, LCCC	2022; every 6 months thereafter	LCCC Community and Leisure
F	— Establishment of night-time economy leader	Appointment by mid-2022	Failte Ireland, LCCC	H2 2022	LCCC Community and Leisure

Monitoring progress at preparing people for the future

Improving access to technology and training will help prepare people for the future.

Monitoring and evaluation process for key initiatives

Concept	Initiative	Indicator(s)	Data source(s)	Timing	Data manager
G	— Strategic roll-out of enterprise / digital / co-working hubs	Identification of hub locations in towns; number of hubs developed; number of hot desks available; Occupancy rate annually	EI, LEO, LCCC, LDA	Annually	LCCC Economic Development
G	— Promotion of a ‘Smart Communities Strategy’ in conjunction with a Digital Literacy Programme	Development and adoption of Digital Literacy Plan; numbers enrolled on digital literacy programmes	LCCC, Community Groups, Primary and Secondary Schools	Annually	LCCC Community and Leisure
G	— Multi-year outreach programmes within local primary and secondary schools in areas of disadvantage	Number of pupils engaged with annually	LCCC, Limerick’s Primary and Secondary schools, Community groups	Annually	LCCC Community and Leisure
G	— Continued collaboration across HEIs and industry across sectors and civil society	Number of pupils engaged with annually; number of industries engaged with annually	UL, TUS, MIC, LCCC, Major employers, EI, IDA.	Annually	LCCC Education and Learning

Monitoring progress at re-animating the waterfront

Re-animation will bring public buy-in, enterprise growth, and a stronger tourism offer.

Monitoring and evaluation process for key initiatives

Concept	Initiative	Indicator(s)	Data source(s)	Timing	Data manager
H	— Expanded Greenway development linking the city centre to the wider region: Limerick as a 'Wild Atlantic Gateway City'	Number of additional km of greenway developed; number of users of greenways weekly; sentiment amongst users and businesses	LCCC	2022; monitored quarterly thereafter	LCCC
H	— Extension of city centre boardwalk	Additional metrage on boardwalk; footfall at key locations on weekdays and weekend; sentiment amongst users and businesses	LCCC	2023; monitored quarterly thereafter	LCCC
H	— Development of water sports activity centre	Audit of existing space, required infrastructure improvements; assessment of demand from market; test case of pilot development at specific location	LCCC, Waterways Ireland	2022-2023; monitored annually thereafter	LCCC
H	— Water-based transport	Feasibility audit, assessment of required improvements; assessment of demand from market; number of enterprises operating in space; number of trips made	LCCC, Waterways Ireland	2022-2023; monitored every 6 months thereafter	LCCC
H	— Public amenities incorporated in flood defence schemes	Number of public amenities incorporayed in flood defence schemes, total investment	LCCC, Waterways Ireland	2022-2023; monitored annually thereafter	LCCC

7. Monitoring and evaluation

Monitoring progress at developing a sustainable city/county

A sustainable city/county entails encouraging movement and providing services near home.

Monitoring and evaluation process for key initiatives

Concept	Initiative	Indicator(s)	Data source(s)	Timing	Data manager
I	— Implementation of the Limerick GBI Strategy	Implementation of strategy; additional number of km developed on green/blue networks; level of demand from users; sentiment amongst users/businesses	LCCC, Waterways Ireland	2022-2023; monitor quarterly thereafter	LCCC Community and Leisure
I	— Expand urban greening (through implementation of targets)	Targets set for required greening on sites in developments; level of compliance amongst developers; sentiment in local areas	LCCC, LDA, Limerick 2030 DAC	Upon granting of planning; half-way through; upon completion	LCCC Planning
I	— Further development and enhancement of strategic and local Greenways	Number of additional km of greenway developed; number of users of greenways weekly; sentiment amongst users and businesses	LCCC	2022; monitored quarterly thereafter	LCCC
I	— Promoting active travel through enhanced permeability for walkers and cyclists and improved associated infrastructure	Footfall on key active transport arterial routes; number of cyclists using infrastructure weekly; sentiment amongst users and local communities	LCCC	2022; monitored quarterly thereafter	LCCC
I	— Shift to community scale planning in alignment with the '15 minute' neighbourhood concept	Planning policy; trends in planning applications within 15 minutes of key services	LCCC, LDA, Limerick 2030 DAC	Annually	LCCC Planning



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