

Limerick 2030

An Economic and Spatial Plan for Limerick

Executive Summary

June 2013



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'Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody'

Jane Jacobs

'Cities are the places where people meet to exchange ideas, trade or simply relax and enjoy themselves. A city's domain - streets, squares and parks – is the stage and the catalyst for these activities'

Richard Rogers

'The City is recruited from the Country'

Ralph Waldo Emerson

Foreword – City and County Manager

Limerick 2030 is a 'once in a generation' Plan to guide the economic, social and physical renaissance of Limerick City Centre and the wider County/Mid-West Region. It will guide the activities of the new City and County Council and its partners in delivering this renaissance. The Plan is being published as a draft in order to allow for public consultation and input prior to being finalised and incorporated into the City and County Development Plans.

The Plan is by design a flexible, dynamic framework capable of responding to changing circumstances and providing, perhaps for the first time a holistic perspective on Limerick's future. It provides a blueprint within which metropolitan Limerick can confidently address the challenges and deliver the exciting opportunities that lie ahead as Ireland emerges from a severe economic recession.

The enthusiastic response of Limerick's business community, public sector agencies and voluntary sector to this process has been inspirational. The contribution and forthright views have been invaluable in defining the Plan. This enthusiasm must be harnessed to allow a partnership approach with Limerick City and County Council in delivering the Plan. The process of the preparation of this Plan has united a diverse group of agencies to work together for the common good of Limerick. It is only through working together to a common vision and with the support from central government that the ambition set out in this document can be achieved. It is an exciting time – as a start we look forward to the National City of Culture programme in 2014 which can act as a catalyst for this partnership.

This Plan overarches and complements other agencies plans and strategies including, the implementation of our Regeneration programme for those areas of the City that have in the past been marginalised and isolated, the further enhancement of our third level education facilities in Limerick, the development of our port facilities along the Shannon Estuary and the future development of Shannon International Airport.

This Economic and Spatial Plan will allow us to work together to bring much needed investment to Limerick, to revitalise the City Centre and to raise the quality of development, to project a positive image of Limerick, giving confidence to businesses, investors and local people alike. It is widely recognised that a vibrant City Centre is a prerequisite in order to have a strong rural economy.

The preparation of this Economic and Spatial Plan is timely following the establishment of a new local authority Economic Development and Planning Department and as we move towards the full merger of Limerick City and County Councils in 2014.

Thus, as Manager/CEO of Limerick City and County Council I am delighted to endorse **Limerick 2030 – an Economic and Spatial Plan for Limerick**. Together we can realise our shared vision for the future.



Conn Murray
Manager/CEO
Limerick City and County Councils



Foreword – Mayor and Cathaoirleach

It is with great hope and anticipation that we welcome the publication of this Economic and Spatial Plan for Limerick. In doing so we would like to thank Mr. Conn Murray, City and County Manager and Mr. Tom Enright, Director of Services, Economic Development and Planning, and their team together with consultants GVA Grimley Ltd. for their commitment and dedication to the preparation of this Plan.

The Plan forms the blueprint for the economic renewal of the City and County and also for the revitalisation and redevelopment of Limerick City Centre for the next generation up to 2030.

While this is a visionary and transformational document for Limerick, it is also formatted to accommodate changing circumstances setting out a dynamic but structured approach to job creation and social, educational and structural renewal.

As a City and County it is imperative that we refocus our governance structures to address current challenges while at the same time strengthening our position in readiness to take advantage of economic improvements.

As a Limerick community it has never been more important for us to be strong and unified in our advancement of this Economic and Spatial Plan so that in a coherent, organised and uniquely 'Limerick' way we can plan and look forward to an exciting and bright future. As we progress towards the full amalgamation of Limerick City and County Councils we are appealing to all stakeholders to join with us in the spirit of unity for the betterment of Limerick in supporting the adoption, progression and delivery of Limerick 2030.



Gerard McLoughlin

Mayor

Limerick City Council



Jerome Scanlan

Cathaoirleach

Limerick County Council



Executive Summary

1.0 Introduction

This is an executive summary of the first Economic and Spatial Plan for Limerick. It sets a framework for public sector action and private sector investment until 2030. Although it is a medium to long term strategy it sets the direction for early projects to be implemented which will kick start the renaissance process. The Plan is published as a draft document for public consultation and it is intended to incorporate the Plan into the Limerick City and County Development Plans.

There are 3 elements to the Plan. The first is an Economic Strategy which identifies how Limerick needs to be positioned in order to best take advantage of economic opportunities in order to build a stronger local economy through the creation of employment and the attraction of investment. The second element is a Spatial Plan focussed on revitalising and redeveloping Limerick City Centre and the final element is a Marketing Plan which aims to use Limerick's unique and positive attributes to change perceptions of how Limerick is viewed.

The Plan has addressed economic, social and physical features of the City and County as a whole. It has taken account of the Regeneration programmes, and uses much of the work that has already been completed or is underway as a starting point – through challenging and adjusting where it is appropriate to do so. It has involved extensive engagement with public, business and voluntary sector stakeholders, and allowed a clear vision for Limerick to be defined, drawing on Limerick's strengths and addressing challenges faced into the future.

Limerick faces many challenges – but none of these are unique in a post-industrial era. Many Cities have made, or are making a similar transition. All have done so on the back of a shared 'Plan for the Future' that has first realised the City's problems and then pointed the way forward economically and spatially. Limerick needs the same, it's the dawn of a new era.

2.0 Vision

The Plan seeks to deliver a new Vision for Limerick:

“Limerick will become a major economic force in the Irish and European economy, a leading centre for commercial investment – both foreign direct investment and endogenous business growth, capitalising on the strength of its higher education institutions (HEIs), the skills of its workforce and its environmental and heritage attributes. The City Centre will be at the heart of this economic force – an attractive magnet for retail, leisure, residential, commercial, educational and cultural growth. Growth will benefit all citizens across the City, County and Mid-West Region.”

Central to Limerick's success in the future will be the strength and sustainability of its economy which will need to build on its assets and be robust and diverse enough to perform alongside Irish, European and worldwide competitors, creating a strong post-industrial economy city region driven by a multi-sectoral approach.

3.0 A Revived Economy

Economically, the aim is to ensure that the City and County focus on all market sectors where a competitive edge exists, maximising the amount of foreign direct investment secured, supporting innovation, enterprise and start-ups, and developing and diversifying the skills and knowledge of the population. This will mean bespoke investment in infrastructure and ensuring that Limerick fully utilises its existing assets, including its three higher education institutions.

The central aspiration is to create and attract highly productive knowledge-based employment and to diversify the economy as part of an overall effort to bridge the productivity gap.

To fulfil this aspiration Limerick needs to capture elements of economic sectors which are clustering elsewhere. Limerick will be able to offer a competitive proposition by virtue of its skills and research and development assets and its regenerated City Centre.

The Economic Strategy for Limerick seeks to tackle a number of challenges:

- Grow and diversify the Limerick economy;
- Increase demand for the City Centre and bring more people and economic activity back into the Centre;
- Create a range of complementary employment opportunities across the City and County, taking account of locational and market advantages particularly having regard to the areas of the City within the Limerick Regeneration Framework Implementation Plan;
- Reverse recent trends and capture a bigger share of high value knowledge-based employment in Limerick;
- Maximise the impact from Limerick's ICT/Digital assets, knowledge and reputation;
- The City and County must become known for the knowledge economy across a range of sectors and as a place of endogenous business growth, not just FDI;
- The City and County must dramatically improve the infrastructure for economic growth and capture more benefit from its economic assets; and
- Establish an economic governance and delivery structure that reflects the interests of Limerick as a whole and which channels national priorities effectively at local level.

The Economic Strategy will be delivered and implemented **through the pursuit of five interrelated objectives**, which address these challenges:

1. Position Limerick as a competitive knowledge economy, known for its skills 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 educational presence; and
5. Maximise the local employment impact from development/regeneration.

An analysis of Limerick's current industrial structure has highlighted that there are some established and mature sectors which are still able to deliver further growth in niche areas, other sectors where Limerick needs to capture a bigger share of forecast growth and certain emerging sectors where investment can pay longer-term dividends. There is also potential for new growth as part of a City Centre cluster of related and mutually re-enforcing sectors for which a City Centre environment is attractive.

The Economic Strategy which seeks to meet these objectives takes the form of three inter-related components:- **'Strengthening the knowledge economy'**, **'Creating an outstanding business environment'** and the adoption of a set of interventions which **'Create the conditions for long-term growth'**.



Spatially, different parts of the City and County will make complementary contributions. Each business park or neighborhood will play its part, bringing local as well as City and Regional benefits.

The business role of the City Centre needs to be clear - meeting the needs of businesses in defined sectors and meeting the quality of life expectation of business leaders, employers and employees and their families. This business role of the City Centre should be complemented by economic development investment at key locations across the County, most notably at Newcastle West, Askeaton, Kilmallock and Foynes.

By addressing its economy in this way, Limerick should seek to become Ireland's most business friendly City, with investors overwhelmed by the quality of service and support that the City provides to facilitate inward investment and encourage business growth.

4.0 A New City Centre Spatial Plan

The Spatial Plan will ensure that the City Centre fulfills its full economic potential by becoming a desirable place in which to 'do business'. The ambition is to create a City and Centre that can attract new inward business investment and encourage the formation of new local businesses by providing high quality, flexible space to meet accommodation requirements and ensuring the necessary business support structures are in place.

The City Centre should be at the heart of the wider economic strategy for Limerick, developing its role as a place of creativity, culture and consumption. It is the 'shop window' for Limerick. Its role will not just be about providing the accommodation and infrastructure, but also providing the 'quality of life' factors so important to investors, employers and skilled workers. Many of the ingredients and inherent attributes necessary to be successful are in place – the Spatial Plan seeks to take advantage of these.

There needs to be a focus on a range of specific projects and programmes, including new development and redevelopment projects. Further enhancements to the fabric of the City Centre are also required: the renovation of the Georgian Quarter and other heritage assets; further public realm and transport improvements, and improved City management and positioning.

Regardless of expectations there is no 'silver bullet', no single initiative that will transform the City Centre. Success will require clarity of vision, organisation and implementation and a series of integrated projects and initiatives that together make the difference. Success will also require commitment from a wide range of stakeholders including various government departments, the business community, higher educational institutes and local communities amongst others.

The Spatial Plan for the City Centre addresses **8 key objectives**:

1. 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;
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 heritage and environmental characteristics;
4. To make the City Centre once **again a desirable place to live** by improving the quality of the housing offer in the City Centre;
5. 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;
6. 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;
7. To create **quality strategic gateways to the City Centre**, thereby making it a welcoming experience for visitors; and
8. To **attract and retain young people by providing learning opportunities** through the co-operation of the University of Limerick, Limerick Institute of Technology and Mary Immaculate College, in providing teaching and residential accommodation in the heart of the City Centre.

Over the next 15-17 years the City Centre Spatial Plan will deliver against these objectives. The renaissance of the City Centre requires the delivery of a series of inter-related interventions. The success of each intervention will depend upon the delivery of others. For example, the desire to strengthen the City's shopping offer will depend upon increasing economic development activity, attracting private sector investment, an enhanced culture and leisure programme, improvements to the physical environment, an enhanced tourism offer, etc. Equally an improved shopping offer is a pre-requisite to the successful attraction of new businesses, tourists, etc.

Whilst much can be achieved by improved organisation, partnership between public and private sector and improved leadership, the renaissance of the City Centre will require a substantial investment in the built environment, the City's infrastructure and its public realm.

As a start Limerick needs to get the fundamentals in place around business, shopping and living opportunities. It needs better infrastructure and public realm to make it a 'comfortable' and 'appealing' City Centre. However, to achieve its full potential it needs to embrace a series of **transformational projects complemented by a programme of employment enhancing**

interventions addressing the shopping, business and residential markets, plus a programme of improvements to the public realm and City Centre infrastructure.

The Spatial Plan is structured as follows:

- **Seven City Centre transformational projects;**
- **Enhancing the City Centre retail offer;**
- **A new business offer;**
- **Expanding the residential opportunity; and**
- **Infrastructure/public realm investment.**

It is illustrated in Figure 1.

The cost of delivering the Spatial Plan in the City Centre is estimated at €250 million over the lifetime of the Plan and it is expected to be primarily funded by private sector investment.

4.1 City Centre Transformational Projects

These transformational projects have been defined as:

1. **A '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, 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.**

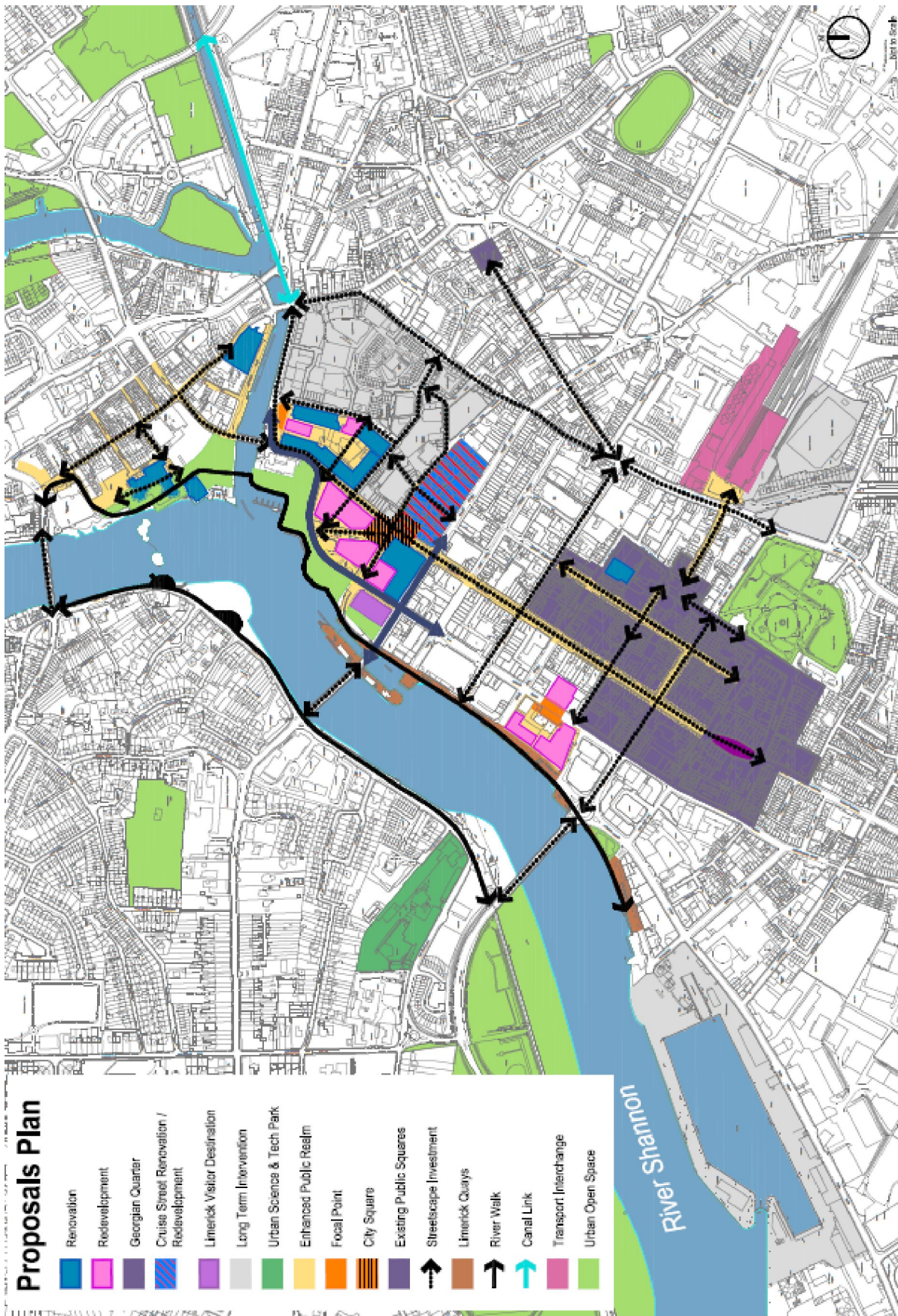


Figure 1: Overall City Centre Spatial Plan



Figure 2: City Centre Proposals – Aerial View

4.2 Enhancing the City Centre Retail Offer

A central component of the Spatial Plan is to re-establish the City Centre at the top of the shopping hierarchy by improving the range and quality of shopping on offer, in the context of a much improved experience of visiting the City Centre as a whole. This highlights the ambition of the City Centre Strategy, 2008.

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 is the location that the major multiple retailers will wish to locate – the focal point of the shopping quarter. A comprehensive redevelopment project is advocated for the Arthur's Quay area, including the park and creating a new City Square. Longer-term the capital plan envisages the redevelopment or comprehensive refurbishment of the Cruises Street shopping street. The Plan also supports the refurbishment and expansion of the Debenhams and Penneys stores.

It is not appropriate to seek to position multiples any significant distance from this zone. In this respect most of the Opera Site is not in the prime shopping location, although supplementary shopping and leisure can be included at the southern end of the Site as a component of a business-led mixed use solution for this Site.

Figure 3: Photomontage of Potential City Centre Square and new retail development



4.3 A New Business Offer

This Plan reflects the important business role of the City Centre by encouraging business uses in several locations across the City Centre. The Opera Site is a major opportunity site for new business activity – tying into the heart of the City's shopping offer. The Plan envisages that a key component of this mix would be an 'Innovation Hub' closely aligned to new higher education facilities, providing graduation space for fledgling businesses as highlighted in the economic strategy. The Plan advocates detailed consideration of the removal and redevelopment of Sarsfield House, currently occupied by the Revenue Commissioners. This could generate a pre-let to help kick-start the redevelopment of the Opera Site.

Secondly, the revitalisation of the Georgian Quarter is intended to reinforce the cluster of important professional service businesses already located there, benefiting from good access to the railway station and ready access by car.

There is also potential to reinforce Henry Street and the Waterfront as a business location. This can be achieved by the redevelopment of the site at Bishop's Quay for mixed use, complementing the 'Hanging Garden' Site directly opposite on Henry Street.

The Economic Strategy identifies the need for an 'urban' Science and Technology Park as part of the wider offer. The suggested alternative location for this could be the former 'Cleeves' Site at the entrance to the Shannon Bridge on the north side of the river; or to the south of Colbert Station, or at the Docks south of Steamboat Quay. Further detailed analysis is required to test the feasibility of delivery at these locations.

The Plan also advocates the delivery of the Medical-Park concept in the George's Quay area, backing onto Mary Street and linked to the existing Barringtons Hospital. This could include treatment, research and teaching, with a special emphasis on urban public health issues and bring a number of institutions and private sectors activities together.

Figure 4: Photomontage of potential new commercial offices on the Opera Site



4.4 Expanding the Residential Offer

The most significant area of opportunity for encouraging more City Centre living and a diversification to include primarily owner occupation in the City Centre is in the Georgian Quarter, though the refurbishment of the Georgian housing stock. A pilot scheme is required to demonstrate the potential and prove the market. The **Living Cities Initiative** published by the Department of Finance in February 2013 is an important first step in incentivising the revitalisation of Georgian Limerick.

The development of residential accommodation in the City Centre by the third level institutions for students, post graduates and academic staff can make a significant contribution to increased City Centre living.

4.5 Infrastructure/Public Realm Investment

A series of co-ordinated improvements are proposed for the City Centre transport infrastructure and public realm.

Now is the appropriate time to re-assess the existing and the proposed traffic system for the City Centre. The concept of the Orbital Route and the related plans were instigated ahead of the completion of the Shannon Tunnel and thus before the beneficial impact of allowing traffic to by-pass the City Centre.

The City Centre transport strategy should seek to:

- Put pedestrians first throughout the City Centre – wider pavements, wider crossing points, etc;
- Remove as much extraneous car traffic from the City Centre as possible;
- Improved management of on-street parking;
- Remove one-way traffic where possible, but especially on Henry Street and Lower Mallow Street;
- Reduce the impact of car traffic along the Quays;
- Enable the creation of a new City Square or Plaza in the vicinity of Arthur's Quay and Cruises Street;
- Manage the traffic flows on O'Connell Street and accommodate the new City Square;
- Adopt the 'smarter travel' principles that have been formulated for the City Centre;
- Accommodate a new/improved connection between the City Centre and the University of Limerick campus for pedestrians, cyclists and public transport users;
- Reduce the dominance of over-sized road signs across the City;

- Adopt a coherent pedestrian signing and way-finding system for the City Centre; and
- Create the conditions where Limerick City gains a reputation as a safe and easy place for pedestrians to use and as a green transport City.

This will be complemented by a new public realm strategy which should comprise the principal components:

- A network of public squares or plazas across the City Centre – connected and promoted as a collective. These could include:
 - A new City Square on O'Connell Street;
 - A new Plaza at the Potato Market and in front of the City Hall on King's Island;
 - An enhancement of Bank Place as a public space;
 - An internal Square in the redeveloped Opera Site; and
 - A new Plaza in front of Colbert Station.
- Better connections to John's Square, the Crescent and Baker Place;
- A new river walk along the quayside as part of a the riverside improvement strategy;
- Enhancements to Davis Street, Glenworth Street and Catherine Street connecting the station to the central shopping area;
- Enhanced connections to John's Square and in the vicinity of the Milk Market;
- Enhanced public realm in the vicinity of King John's Castle and along Nicholas Street; and
- Renovation of the Park Canal to allow it to fulfil its potential as a valuable waterside amenity and an important link between the City Centre and the University of Limerick.

Figure 5: Photomontage of potential new public realm and park at Arthur's Quay





Figure 6: City Centre Proposals – Aerial View

5.0 Marketing of Limerick

It is essential that a coordinated effort is made to market and rebrand Limerick. The new 'place proposition' for Limerick is based on the model of a central idea and associated themes - informing, directing and aligning activity, and thus ensuring a consistency of message about the City. It can also be used to inform the wider aspects of the Limerick experience; the physical environment (public realm, etc), the products/services (businesses, attractions, etc) and behaviour (City welcome, etc).

Drawing upon the insight, knowledge and opinion gathered through workshops, interviews, and wider research, the new proposition:

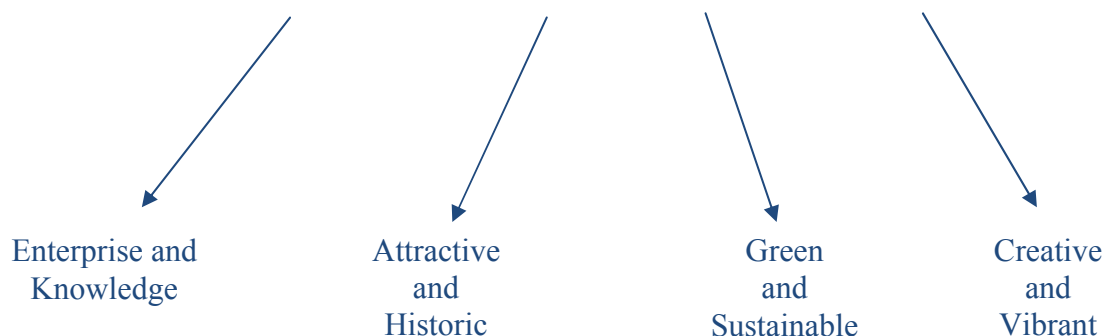
- states confidently and assertively the strengths and attributes of Limerick;
- challenges false beliefs about Limerick people and place;
- surprises with a new statement about Limerick, its ambitions and its purpose;
- supports the City's new economic ambitions; and
- complements and joins up sector-specific propositions and messages.

And in its delivery, the proposition for Limerick reflects the following themes:

- resilient, attractive and forward looking;
- alive with industrious endeavour and academic energy;
- ambitious and purposeful;
- animated with vibrant leisure, culture and sport;
- genuine and authentic, with rich industrial, political and cultural heritage; and
- newly unified, coherent and as one.

This comes together in the strategic, motivational and inspirational statement of intent.

Authentic ~ Innovative ~ Progressive



So collectively, the new proposition provides a strategic positioning, with four associated themes to focus messaging and communications around Limerick:

This is in essence, a promise of what Limerick is, how it works and what it wants to be famous for. It embodies the cultural essence of Limerick as:

- An authentic place of substance with an impressive industrial and historic heritage;
- A place of authentic and innovative people – genuine, natural, real, welcoming, friendly, leaders and achievers; and
- A place that has an innovative, progressive outlook to knowledge and innovation – look at our education and business assets.
- A place that continues to exploit its natural resources with innovative and progressive ambition – low carbon economy, enhancing its green credentials.

6.0 Outputs

There is the potential to generate over 12,000 FTE jobs, new jobs in the Limerick area based on the sectors identified. The emphasis on high value jobs would go a considerable way to closing the €470m gap in economic performance by rebalancing the local economy to a knowledge economy to better reflect the wider Irish economy.

The potential for approximately 5,000 new jobs has been identified for the City Centre. This would include higher value jobs linked to key sectors identified by the Economic Strategy at locations such as the Medical Park at King's Island, the Opera Site, the Colbert Station area, etc. The Limerick Quays have the potential to accommodate additional office employment, as well as hotel and leisure employment. New jobs would also be generated by net additional retail development at Arthur's Quay in particular. A new visitor destination would also generate new employment.

Wider reinvigoration of the City Centre can be expected as the cumulative effect of major renovations, new development, increased activity and footfall and as new residents are realised. Wider and secondary economic impacts can be expected from this activity.

In housing terms, the potential for a minimum of 800-1,000 new homes has been identified. The wider invigoration of the City Centre can be expected to lead to organic and private sector-led development activity which could substantially increase housing outputs. Renovation and appropriate conservation activity will extend across the Georgian Quarter. Irish Town also offers the opportunity for renovation and infill development in the longer term.

7.0 Implementation

An ambitious plan is of little use unless there is a strong commitment to deliver it. It is therefore imperative that work on implementing this Plan commences immediately. The delivery of **Limerick 2030** will require a combined effort by the public, private and voluntary sectors. However, this process will need to be spearheaded and co-ordinated by Limerick City and County Councils. It is the local authorities who will build consensus, commitment and momentum behind the programme.

The delivery of the redevelopment of Limerick City Centre, estimated at €250 million, is part of a wider and more ambitious €750M Limerick project to deliver improved economic infrastructure including new third level educational facilities, new port facilities along the Shannon Estuary and new infrastructure at Shannon International Airport over the next two decades. This major investment programme will require funding from a range of sources including the private sector, philanthropic bodies, government agencies and Departments, the European Commission and potentially the European Investment Bank.

The Plan is a very focused approach to deliver over a 15-17 year plus time scale. It recognises that not every aspect of the plan can be delivered at once but that priorities have to be established. Some of these priorities are thematic and relate to the wider economic strategy, whilst others are physical and relate to the delivery of the Spatial Plan for the City, especially the City Centre.

Aside from the need to advance amendments to the transport and public realm, priority needs to be attached to the delivery of several important development projects, namely the Opera Site, Waterfront and the Arthur's Quay area. These are priorities for a number of reasons, including location at the heart of the City Centre, the fact that the Opera Site is largely in public ownership and thirdly because there is need to both attract new business activity to the City Centre, and to address the structural failings in the retail sector.

There is need to consider different funding mechanisms including the JESSICA (European Investment Bank) funding programme, and Tax Increment Finance. In addition the plan identifies the advantages of establishing three Tax incentive regimes – one to encourage commercial development, one to facilitate private sector investment in the renewal of the Georgian Quarter and the third to encourage economic development investment in defined locations in the Regeneration Areas in the City.

The local authorities will be responsible for setting and implementing policy, coordinating available responses to opportunities for public sector funding and, making the case for additional funding. The local authorities will need to oversee the implementation of tax incentive regimes, as well as making full use of available land and property assets and, undertaking the necessary technical assessment to ensure feasibility and deliverability. A key requirement however will be to co-ordinate engagement with the private sector - developers, investors and employers - and bring the necessary level of private investment to bear.

A number of steps need to be implemented immediately in order to give momentum and focus to the delivery of this plan, namely:-

- The establishment of a high-level economic group to drive strategic elements of the Plan;
- The preparation of a detailed master-plan for the development of the Opera Site;
- The preparation of a detailed master-plan for the Arthur's Quay Area;
- The preparation of City Centre Transport and Public Realm strategies;
- The preparation of strategic development and marketing plans to encourage enterprise development on Shannon Development owned lands in County Limerick;
- The creation of an Innovation Hub to help to recapture Limerick's reputation for innovation and creativity; and
- The establishment of a dedicated Marketing Company to position and market Limerick.

The vision set out in this Plan is ambitious in its intent and in its scale. However, with the proper support and commitment from a coalition of stakeholders, it is realistic and it is deliverable.

Limerick is a special place - with a unique history, heritage and culture. Its people are resourceful and proud. The challenges faced today will be overcome. The implementation of this Plan will help to deliver a brighter future for all.

