



Comhairle Cathrach  
& Contae **Luimnigh**

Limerick City  
& County Council

# BUILDING IRELAND'S FIRST DIGITAL CITY

## SMART LIMERICK ROADMAP



**SMART LIMERICK**  
INFORMED / ENGAGED / TRANSFORMED



[digitalstrategy.limerick.ie](https://digitalstrategy.limerick.ie)



# 1. DOCUMENT CONTROL

VER.	DATE	CHANGE LOG	AUTHORS
0.1	14/11/2016	Initial draft based on Council Digital Champions Forum feedback	M. Bilauca
0.2	06/03/2017	Updated document with short & long term initiatives based on DLN feedback	M. Bilauca J. Guiney M. Power
0.3	22/05/2017	Updates from Digital Champions Forum and Digital Leaders Network focus groups meetings	M. Bilauca S. O'Riordain J. Guiney M. Power
0.4	06/06/2017	Updates from Digital Champions Forum and Digital Leaders Network	M. Bilauca J. Sweeney
0.5	30/06/2017	Updated	M. Bilauca DCF DLN
0.6	11/09/2017	Updated	M. Bilauca DCF DLN
0.7	04/11/2017	Updated	M. Bilauca DCF DLN

## 2. RELATED DOCUMENTS

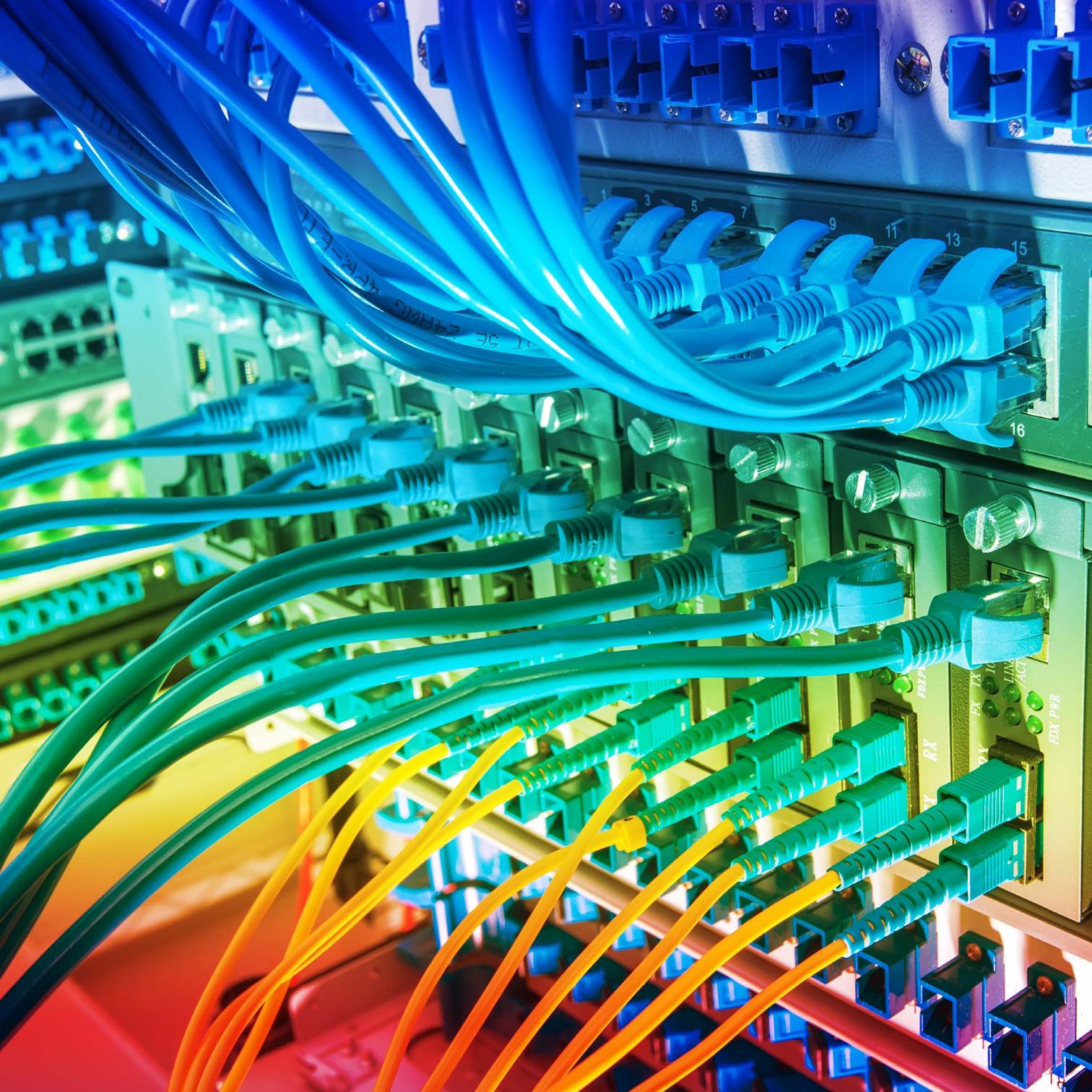
REFERENCE	VER.	DATE	TITLE
P06-001LDSDEV-DLN1	1.00	15/12/2016	Workshop 1 Presentation: Limerick Digital Strategy (Draft): Towards a Sustainable Smart Limerick City Region and Communities
P06-001LDSDEV-DLN2	1.00	03/03/2017	Workshop 2 Presentation: Limerick Digital Strategy (Draft): Towards a Sustainable Smart Limerick City Region and Communities

# GLOSSARY

CCMA	County & City Management Association Ireland
DCU	Dublin City University
DLN	Limerick Digital Leaders Network
DCF	Council Digital Champions Forum
GLN	Global Limerick Network
ISAX	Irish Smart Ageing Exchange
LDS	Limerick Digital Strategy
LCCC	Limerick City and County Council
LCCC - BIU	LCCC Business Improvement Unit
LCCC - CM	LCCC Communications & Marketing Department
LCCC - CS	LCCC Customer Services Department
LCCC - CoS	LCCC Corporate Services Department
LCCC - DCF	LCCC Digital Champions Forum
LCCC - DD	LCCC Design & Delivery Department
LCCC - DS	LCCC Digital Strategy Department
LCCC - ED	LCCC Economic Development Department
LCCC - HR	LCCC Human Resources Department
LCCC - ICT	LCCC Information & Communications Technology Department
LCCC - LEO	LCCC Limerick Enterprise Office
LCCC - DS	LCCC Digital Strategy Department
LCCC - PD	LCCC Physical Development
LCCC - PLE	LCCC Planning Licensing and Environmental Services Department
LCCC - PMSG	LCCC Project Management Steering Group
LCCC - SD	LCCC Social Development Department
LCCC - SO	LCCC Service Operations Department
LCETB	Limerick and Clare Education and Training Board
LCEA	Limerick Clare Energy Agency
LERO	The Irish Software Research Centre
LIT	Limerick Institute of Technology
MIC	Mary Immaculate College
UL	University of Limerick
UHL	University Hospital Limerick







## 2 EXECUTIVE SUMMARY

This document presents the Smart Limerick Roadmap as a comprehensive portfolio of 10 programmes developed in consultation with the Limerick Digital Leaders Network and the Council Digital Champions Forum between December 2016 and April 2017. The roadmap has been defined with the aim of at increasing Limerick's level of digital maturity by 2020 and setting the foundation for Smart Limerick City Region and Communities.

Any inadvertent omissions in this version will be included in the next release of the document.







“SMART LIMERICK VISION CAN ONLY BE ACHIEVED THROUGH COLLABORATION ACROSS COMMUNITIES AND AGENCIES. IT REQUIRES COLLABORATIVE LEADERSHIP AND A READINESS TO CHALLENGE THE STATUS-QUO WITH A TRANSFORMATIONAL MINDSET.”





## 3 INTRODUCTION

The Limerick Digital Strategy puts a new lens on Limerick's strategic development and especially on the ambition to transform our economy and physical space under the Limerick 2030 Economic and Spatial plan Limerick 2030 an Economic and Spatial Plan for Limerick. The Strategy defines a framework that supports and enables the use of digital technologies and the adoption of digital transformation principles across the economic, social and physical domains of Limerick City and County.

The Limerick Digital Strategy aims to lay the foundation for the "Sustainable Smart Limerick City Region and Communities", a Limerick that uses digital technologies and embraces new work practices to empower communities, create better services, accelerate sustainable social and economic growth and to improve the quality of life for all.

This cannot be done in isolation by an individual or a team, not even by a single organisation. It can only be achieved through collaboration across communities and agencies. It requires collaborative leadership and a readiness to challenge the status-quo with a transformational mindset.

Therefore Limerick Digital Strategy defines a road map of initiatives, as presented in the remaining part of this document, that aim to raise Limerick to a new "Intermediate" Level 3 of digital maturity by 2018 and Level 4 "Advanced" by 2020 while increasing the impact of these actions across a set of five Smart City capabilities:

1. Leadership & Governance
2. Stakeholder Engagement and Citizen Focus
3. Integrated ICT Infrastructure
4. Effective Use of Data
5. Level of Smartness

and six Smart Limerick domains:

1. Economy & Innovation
2. Community & Citizenship
3. Culture & Entertainment
4. Movement & Transport
5. Urban Places & Spaces
6. Environmental Practices

This will be achieved by implementing a portfolio of 10 programmes that are lead by the Digital Leaders Network and the Council Digital Champions Forum. The strategic approach (consisting of seven operational programmes and three supporting programmes) is described in Figure 13 below.

In the remaining part of this document an overview of the Smart Limerick Roadmap is presented in one page in Section 4 while the detailed Smart Limerick programme is presented in Section 5.

The last two sections introduce the two forums that contributed to the development of this document: Limerick Digital Leaders Network is presented in Section 6 while Section 7 presents the Council Digital Champions Forum.



Figure 1: Strategic Approach



In the remaining part of this document the an overview of the Smart Limerick roadmap is presented in one page in Section 4 while the detailed Smart Limerick programme is presented in Section 5.

The last two sections introduce the two forums that contributed to the development of this document: Limerick Digital Leaders Network is presented in Section 6 while Section 7 presents the Council Digital Champions Forum.





## 4 ROADMAP OVERVIEW

The table below presents a listing of the projects for each of the 10 programmes.

Pr.	ID	Action
<b>1. Engagement &amp; Participation</b>	1.1	My Point (Open Consultation Platform)
	1.2	Public Engagement Model
	1.3	Public Participation Network Integration
	1.4	Public Mapping and Data Collection
	1.5	City & Town Engage Program
	1.6	Citizen Open Innovation Lab
	1.7	Council Podcasts
	1.8	Invasive Species App
	1.9	Sustainable Energy Communities
	1.10	Students Engagement
	1.11	Citizen Digital Culture

Pr.	ID	Action
<b>2. Information &amp; Marketing</b>	2.2	Limerick.ie
	2.3	Limerick.ie App
	2.4	Limerick.ie Economic Report
	2.5	DIGITAL.Limerick.ie
	2.6	SMART.Limerick.ie
	2.7	FILM.Limerick.ie
	2.8	Past Perfect: Future Tense - LCGA Digitalisation
	2.9	HISTORY.Limerick.ie
	2.10	AgeFriendly.Limerick.ie
	2.11	Age Friendly Magazine
	2.12	Community Websites
	2.13	Limerick Film Festivals Platform
	2.14	Smart Sporting Limerick
	2.15	Shannon Fisherman Archive
	2.16	Limerick Film Archive
		HearSay Audio Arts Festival

Pr.	ID	Action
<b>3. Service Integration</b>	3.1	MY Limerick.ie
	3.2	MY Limerick.ie - Favourite Amenities
	3.3	MY Limerick.ie - Inspire Me
	3.4	MY Limerick.ie - Cases
	3.5	MY Limerick.ie - Payments
	3.6	MY Limerick.ie - Licences & Permits
	3.7	MY Limerick.ie - Grants
	3.8	MY Limerick.ie - Ping me (Notifications)
	3.9	MY Limerick.ie - My Post Box
	3.10	Integration of National Systems
	3.11	Smart Parking
	3.12	Smart Parking for Disabled Drivers

Pr.	ID	Action
<b>4. Digital Infrastructure</b>	4.1	Municipal Data Network
	4.2	Public WiFi
	4.3	Smart CCTV Pilot
	4.4	National Broadband Plan roll-out
	4.5	Noise Sensors (IoT - Pilot)
	4.6	Air Quality Sensors (IoT Pilot)
	4.7	Water Quality Sensors (IoT Pilot)
	4.8	Soil Quality Sensors (IoT Pilot)
	4.9	Footfall Counters (IoT Pilot)
	4.10	Public Digital Displays
	4.11	Digital Quarter Limerick - IoT Demo
	4.12	Digital Quarters Network
	4.13	Community Centres Footfall Counters
	4.14	360' Live Cameras
	4.15	Citizen DIT Digital Infrastructure

## 4 ROADMAP OVERVIEW

Pr.	ID	Action
<b>5. Data &amp; Analytics</b>	5.1	Insight Limerick (Council)
	5.2	Insight Limerick (Public)
	5.3	Insight Limerick - Personal Dashboard
	5.4	Insight Limerick - Investor Dashboard
	5.5	Insight Limerick - Community Safety Dashboard
	5.6	ISAX Data Exchange - Limerick
	5.7	Limerick Master Data Management
	5.8	Public Data Co-creation
	5.9	Transport Patterns for Rural Transport
	5.10	Open Data for Autonomous Vehicles

Pr.	ID	Action
<b>6. Digital Transformation</b>	6.1	Council Enterprise Architecture
	6.2	Customer Services - Digital Services
	6.3	Customer Services - Digital Displays
	6.4	Staff Training Portal
	6.5	Customer Relationship Management
	6.6	Mobile Service Operations (CRM App)
	6.7	Smart Service Operations
	6.8	Electronic Records Management
	6.9	Program & Project Management
	6.10	Customer Services - Contact Centre
	6.11	Customer Services - Video Services
	6.12	Telephony & Communications System
	6.13	ICT Infrastructure Upgrade
	6.14	Presentation & Video Equipment
	6.15	Remote Office Communications
	6.16	Disaster Recovery Programme

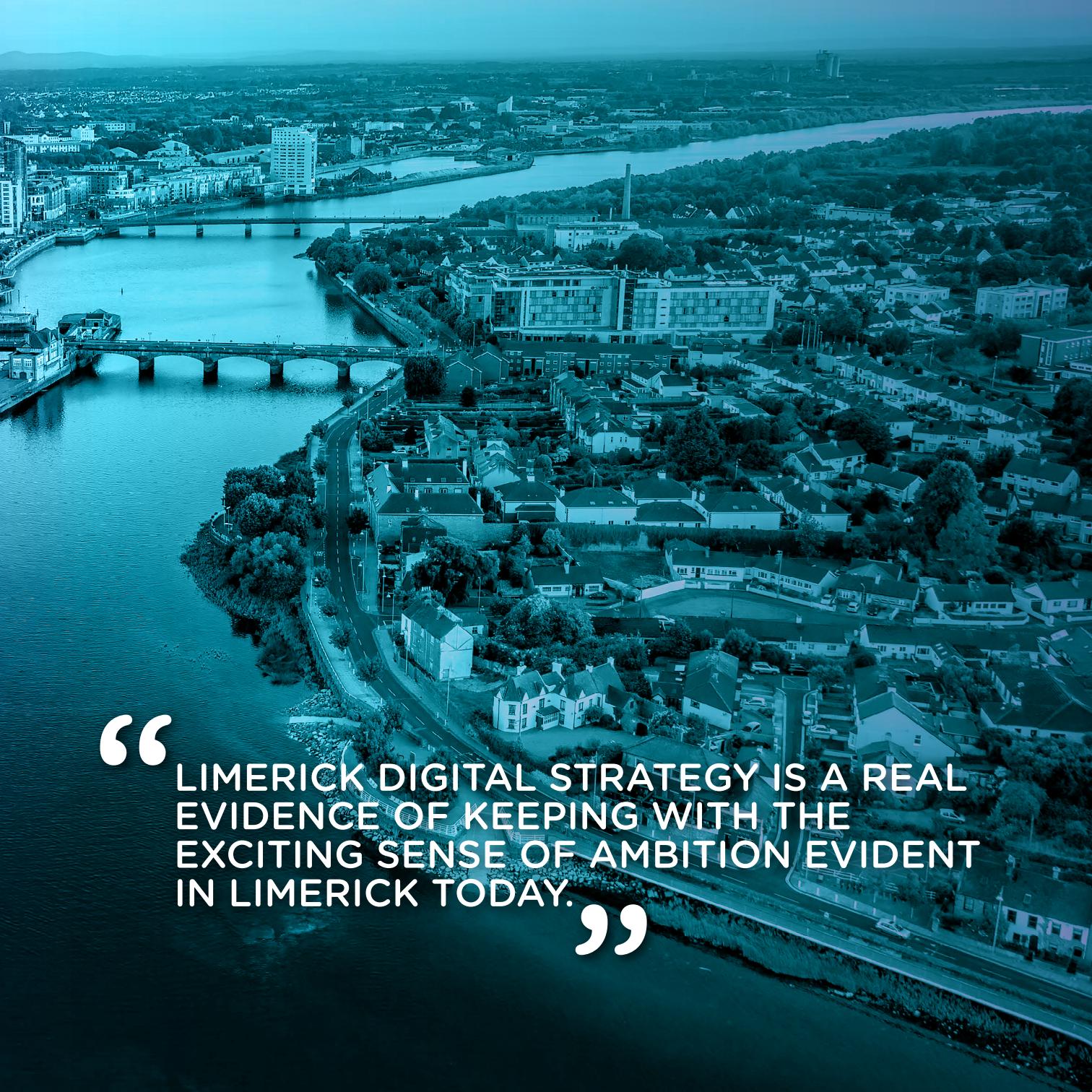
Pr.	ID	Action
<b>7. Digital Innovation</b>	7.1	The Networks Forge (Smart Collaboration)
	7.2	URBACT Techtown - A Digital City Future
	7.3	Horizon 2020
	7.4	Public Safety Enforcement Services
	7.5	Digital Skills Academy
	7.6	Digital Retail Pilot
	7.7	Digital Skills Week
	7.8	Coder Dojo Limerick
	7.9	Digital citizenship & Digital Inclusion
	7.10	Innovation in Community Spaces
	7.11	LG National Service Catalogue
	7.12	Ingenuity
	7.13	Smart Ageing Housing Programme
	7.14	ISAX Innovation Hub
	7.15	Limerick Living Lab
	7.16	Technology Enhanced Learning
	7.17	Virtual Clinics
	7.18	Releasing Time to Care
	7.19	Electronic Discharge
	7.20	e-Referrals

Pr.	ID	Action
<b>8. Optimised Governance</b>	8.1	Digital Limerick Framework 1.0
	8.2	Limerick Digital Strategy 1.0
	8.3	Limerick Digital Strategy 2.0
	8.4	Smart Limerick Strategy
	8.5	IBM Smarter Cities Challenge
	8.6	.IE Geographical Place Names Policy
	8.7	Digital Infrastructure Planning Policy
	8.8	Smart CCTV Policy

Pr.	ID	Action
<b>9. Smart Limerick Network</b>	9.1	Limerick Digital Leaders Network - DLN
	9.2	Council Digital Champions Forum - DCF
	9.3	All Ireland Smart Cities Forum
	9.4	Open & Agile Smart Cities - OASC
	9.5	WBA - Connected City Advisory Board
	9.6	TM Forum
	9.7	Association of Strategic Alliance Prof, Digital Inclusion Advisory Group
	9.8	

Pr.	ID	Action
<b>10. Digital Edge</b>	10.1	Limerick Enterprise Architecture
	10.2	Connected Health
	10.3	Smart Ageing Volunteers Platform
	10.4	Digital Inclusion Needs Study





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LIMERICK DIGITAL STRATEGY IS A REAL EVIDENCE OF KEEPING WITH THE EXCITING SENSE OF AMBITION EVIDENT IN LIMERICK TODAY.

”

## 5 SMART LIMERICK ROADMAP

The table below presents a detailed portfolio of 10 programmes and 120 actions. For each programme the Name and Description of each action is assigned to the relevant Smart City Domain and the main capability that will be improved. While the roadmap intends to set specific targets for each project, in some areas further research is required to determine and measure the current values. This will be developed further in the next release of this document.



Table 5.1: Smart Limerick Roadmap

Domain	Main Improved Capability (TM Forum)	AID	1.Engagement & Participation					Metric	Organisation	Leader
			Action	2016	2017	2018	2019-2020			
Community & Citizenship	Citizen Focus	11	<b>My Point (Open Consultation Platform)</b> An open consultation platform that enable citizens to express their views in the development of their communities. It enables public submission on strategies and plans proposed by the Council. It links with My Limerick in order to enhance citizen digital experience in a integrated platform	-	x	x	-	Number of projects and strategies consulted on using this platform	LCCC – SD LCCC – DS Paul Partnership  Ballyhoura Development West Limerick Resources	C. Kirby J. Sweeney A. Cavanagh H. Fitzgerald P. Casey  S. Riordan D. Cleary
Community & Citizenship	Citizen Focus	12	<b>Public Engagement Model</b> A project that aims to develop a new model of public engagement and digital tools by working with communities across the city and county. The project will involve local communities in local government decisions	x	x	-	-	Model Developed  Model adopted by community groups	LCCC – SD LCCC – DS PPN Paul Partnership Ballyhoura Development West Limerick Resources	C. Kirby J. Sweeney  A. Cavanagh H. Fitzgerald P. Casey S. Riordan D. Cleary
Community & Citizenship	Citizen Focus	13	<b>Public Participation Network Integration</b> Integration with Limerick.ie of the PPN platform used by over 100 organisations in the Limerick Public Participation Network. This is a network of registered groups and associations that can have an influence on policy-making committees of the Council	-	x	x	x	Number of submissions through PPN	LCCC – SD LCCC – DS PPN	C. Kirby J. Sweeney P. Liddy
Community & Citizenship	Citizen Focus	14	<b>Public Mapping and Data Collection</b> Using facilities such as the FabLab or Community Centres a series of mapathons will be organised each year to engage the local community to further develop open mapping datasets using Open Street Map	-	-	x	x	Number of mapathons  Number of datasets	FabLab LCCC – DS LCCC – SD LCCC – ED	J. Burron M. Power P. Liddy R. Webb
Urban Places & Spaces	Citizen Focus	15	<b>City &amp; Town Engage Program</b> A program of community engagement started in 2017 to explore ways to make the city more liveable in the design of new public realm projects and initiatives supported by a digital platform	-	x	x	x	6 annual meetings	LCCC – ED LCCC – DS LCCC – CM	R. Webb J. Sweeney L. Ryan

Domain	Main Improved Capability (TM Forum)	AID	Action	2016	2017	2018	2019-2020	Metric	Organisation	Leader
Community & Citizenship	Citizen Focus	1.6	<b>Citizen Open Innovation Lab</b> A city centre space in the Georgian Innovation District, where citizens, students, volunteers can co-design and co-create solutions for better places, spaces and communities, supported by a digital platform	-	-	x	x	Development of Lab Space & Platform Number of sessions	LCCC – ED LCCC – DS LCCC – BIU	R. Webb J. Sweeney E. O'Connor
Community & Citizenship	Citizen Focus	1.7	<b>Council Podcasts</b> A project that will see council meetings recorded and presented online for download or as podcasts. The project aims to enhance transparency and community participation in local issues	-	x	x	-	Number of podcasts Number of users	LCCC – CoS LCCC – DS LCCC – DD	C. O'Connor J. Sweeney M. McEvoy
Environmental Practices	Effective Use of Data	1.8	<b>Invasive Species App</b> A mobile app that enables communities to report locations where invasive species of plants have taken over land. The locations are then presented as open data in the Insight Limerick Service (see below)	x	x	x	-	Number of users Number of submissions	LCCC – PD LCCC – DS	A. Goggin J. Sweeney M. Healy
Environmental Practices	Stakeholder Engagement & Citizen Focus	1.9	<b>Sustainable Energy Communities</b> A community program in which everyone works together to develop a sustainable energy system. These 'living laboratories' create a culture of innovation and facilitate the emergence of new sustainable energy technologies and practices that deliver 'energy smart' towns and cities	-	x	x	x	Number of initiatives	Limerick Clare Energy Agency	P. Stephens
Community & Citizenship	Citizen Focus	1.10	<b>Students Engagement</b> Involve/Engage with local schools and transition year students to feed into projects for the region. Continue the development of digital champions	-	-	x	x	Number of champions	MIC LIT	M. Liston J. O'Connell
Community & Citizenship	Citizen Focus	1.11	<b>Citizen Digital Culture</b> FabLab to host a year long programme on digital culture to help developing critical thinking beyond simply technical competency on digital matters	-	-	x	x	Number of events hosted Number of participants	FabLab Limerick LCCC – DS	J. Burron M. Bilauca

Domain	Main Improved Capability (TM Forum)	AID	2.Information & Marketing					Metric	Organisation	Leader
			Action	2016	2017	2018	2019-2020			
Community & Citizenship	Stakeholder Engagement & Citizen Focus	21	<b>Limerick.ie</b> A integrated digital experience platform that enables information sharing for all citizens, locals and businesses. It integrates over 15 websites including dedicated local towns websites. It is the digital marketing platform for promoting Limerick	x	x	x	x	Number of users	LCCC - CM LCCC - DS	L. Ryan O. O'Connor J. Sweeney
Community & Citizenship	Stakeholder Engagement & Citizen Focus	22	<b>Limerick.ie App</b> A mobile app that enhances the digital citizen experience of Limerick by enabling visitors, locals and business to find out what Limerick has to offer and to provide personalised services for booking events, make payments, etc.	-	-	x	x	Number of users Number of services	LCCC - CM LCCC - DS	L. Ryan O. O'Connor J. Sweeney
Economy & Innovation	Stakeholder Engagement & Citizen Focus	23	<b>Limerick.ie Economic Report</b> A report that include's economic performance of Limerick City & County in the context of the Mid-West region	-	x	x	x	Number of issues	LCCC - CM	L. Ryan
Economy & Innovation	Stakeholder Engagement & Citizen Focus	24	<b>DIGITAL.Limerick.ie</b> A website to present and rack progress on the Limerick Digital Strategy	-	x	x	-	Number of users	LCCC - DS Limerick DLN	J. Sweeney M. Bilauca
Economy & Innovation	Stakeholder Engagement & Citizen Focus	25	<b>SMART.Limerick.ie</b> A catalogue of Smart City and Region initiatives that enables more opportunities for collaboration between agencies, private and voluntary sector	-	x	x	x	Number of users	Limerick DLN LCCC - DCF	M. Bilauca J. Guiney
Economy & Innovation	Levels of Smartness (Leisure & Recreation)	26	<b>FILM.Limerick.ie</b> A project developed by Innovate Limerick specifically geared towards the film, television, moving image art and online video industries, in Limerick and the Mid-West region	x	x	-	-	Number of users	Innovate Limerick	M. Cantwell

Domain	Main Improved Capability (TM Forum)	AID	Action	2016	2017	2018	2019-2020	Metric	Organisation	Leader
Culture & Entertainment	Levels of Smartness (Leisure & Recreation)	27	<p><b>Past Perfect: Future Tense - LCGA Digitalisation</b> GALLERY.Limerick.ie</p> <p>Digitalisation of the Collection – LCGA. Supported by the Creative Ireland initiative, Limerick City Gallery of Art will run a pilot project to digitise part of its permanent collection of art in advance of the 80th anniversary of the inaugural exhibition. Ten community groups will be invited to join a ten week programme to enhance and enable creativity in Limerick by bringing together technology, arts and heritage. This pilot project will form the foundation for further developments related to LCGA's permanent collection. Digitalisation of the collection will make it accessible to a much wider audience and will be accompanied by a stimulating programme of engagement activities</p>	-	x	x	-	Number of users  No bookings	LCGA LCCC - Arts LCCC - DS	U. McCarthy S. Deegan J. Sweeney
Culture & Entertainment	Levels of Smartness (Leisure & Recreation)	28	<p><b>HISTORY.Limerick.ie</b> A website that brings together information from the Limerick Museum, Archives and Local Studies</p>	-	-	x	x	Number of users	LCCC - Arts LCCC - DS	S. Deegan J. Sweeney
Community & Citizenship	Stakeholder Engagement & Citizen Focus	29	<p><b>AgeFriendly.Limerick.ie</b> A website that supports the Limerick Age Friendly program</p>	-	x	x	x	Number of users	LCCC - CM LCCC - Age Friendly LCCC - DS	L. Ryan A. Rizzo  J. Sweeney
Community & Citizenship	Stakeholder Engagement & Citizen Focus	210	<p><b>Age Friendly Magazine</b> A magazine generated from the content on Limerick.ie, ready for print by local communities in order to bring information to isolated communities and older people. To be distributed through the local post office</p>	-	-	x	x	Annual Number of issues	LCCC - CM LCCC - Age Friendly An Post	L. Ryan A. Rizzo
Community & Citizenship	Stakeholder Engagement & Citizen Focus	211	<p><b>Community Websites</b> Support Tier 2, 3 &amp; 4 towns and communities with the development of dedicated web portals and content that promotes everything that happens in each locality</p>	-	x	x	x	25 Local Community websites integrated in Limerick.ie	LCCC Ballyhoura Development West Limerick Resources	P. Liddy

Domain	Main Improved Capability (TM Forum)	AID	Action	2016	2017	2018	2019-2020	Metric	Organisation	Leader
Culture & Entertainment	Levels of Smartness (Leisure & Recreation)	212	<b>Limerick Film Festivals Platform</b> Connect 6 film festivals taking place in Limerick, and provide an increased level of integration to improve digital experience. Include a dashboard for communications, tourism, training and engagement	-	-	x	x	Information about the 6 festivals in one place	Fresh Film Festival	D. Burns
Culture & Entertainment	Levels of Smartness (Leisure & Recreation)	213	<b>Smart Sporting Limerick</b> Develop partnership programs for smarter sporting Limerick. Develop social media, increase digital involvement in sports in Limerick for all supporters of any Limerick team	-	x	x	x	Number of users	LEDP Innovate Limerick	G. Lee M. Cantwell
Culture & Entertainment	Levels of Smartness (Leisure & Recreation)	214	<b>Shannon Fisherman Archive</b> Limerick City and County Council Archives and Mary Immaculate College have committed to a major oral history project to capture and index the memories of the fishermen and other linked trades. Once a major industry for many communities living on the banks of the Shannon, the fishermen and reed cutters' traditional way of life is now reduced to a small number. This project will deliver a digital sound archive as an essential first step in preservation of this story. To enhance and communicate this project to a wide audience it is proposed to commission a short film and a series of photographs documenting this vulnerable yet very valuable intangible aspect of Limerick's heritage - the story of county Limerick's relationship with the river	-	x	-	-	Number of audio recordings	LCCC – Arts MIC	S. Deegan

Domain	Main Improved Capability (TM Forum)	AID	Action	2016	2017	2018	2019-2020	Metric	Organisation	Leader
Culture & Entertainment	Levels of Smartness (Leisure & Recreation)	215	<p><b>Limerick Film Archive</b></p> <p>The Limerick Film Archive was created to locate and acquire film, video and cinema material of Irish interest, with particular emphasis on items relating to the mid-west region. Since its inception, the archive has been successful in acquiring over 100 film titles, over 800 hours of video material and a large file on local and national cinemas. The archive also has the largest collection of data and stills on Irish film players in Ireland. The collection promises some rare sights of the city and county such as old street scenes, parades, sports items, important events (Shannon Scheme at Ardnacrusha) and Shannon Airport in days gone by. Creative Ireland funding will help leverage other sources of funding to begin the digitisation of this important collection</p>							
Culture & Entertainment	Levels of Smartness (Leisure & Recreation)	216	<p><b>HearSay Audio Arts Festival</b></p> <p>The HearSay Audio Arts Festival is a celebration of creative audio in all its forms, including radio features, film sound, sound art, theatre sound, music and audio fiction. The support provided through Creative Ireland Programme will enable the growth of the festival and build its capacity to deliver high quality creative experiences to communities living in County Limerick and visitors from beyond</p>						<p>Kilfinane Communities</p> <p>LCCC - Arts</p>	<p>Residents of Kilfinane and surrounding areas</p> <p>Professionals working with sound</p> <p>S. Deegan</p>

Domain	Main Improved Capability (TM Forum)	AID	3.Service Integration				Metric	Organisation	Leader	
			Action	2016	2017	2018				2019-2020
Community & Citizenship	Stakeholder Engagement & Citizen Focus	3.1	<b>MY Limerick</b> Provide a secure account that can be used by citizens, businesses and visitors to discover digital content about Limerick and also to transact with the Council initially, and with other organisations in time in a single integrated platform	x	x	-	-	No users registered	LCCC - CM LCCC - DS Limerick DLN	L. Ryan J. Sweeney M. Bilauca
Culture & Entertainment	Stakeholder Engagement & Citizen Focus	3.2	<b>MY Limerick.ie - Favourite Amenities</b> Enable users to define collections of favourite attractions and promote these to a wider global audience through social media	-	x	-	-	Number of favourites	LCCC - CM LCCC - DS	O. 'Connor J. Sweeney
Economy & Innovation	Stakeholder Engagement & Citizen Focus	3.3	<b>MY Limerick.ie - Inspire Me</b> Present Limerick attractions, events, articles based on the user preference selected as favourite content	-	x	-	-	Number of users LCCC - DS	LCCC - DS	J. Sweeney
Community & Citizenship	Stakeholder Engagement & Citizen Focus	3.4	<b>MY Limerick.ie - Cases</b> A project that aims to enable local citizens to submit and track requests for service representations for council services	-	x	-	-	Number of cases	LCCC - DS LCCC - CS LCCC - BIU	J. Sweeney T. Daly E. O'Connor
Economy & Innovation	Stakeholder Engagement & Citizen Focus	3.5	<b>MY Limerick.ie - Payments</b> Provide the ability to pay online for Council Services initially. It is envisaged that in time the platform will allow its users to pay for services provided by other organisations	-	x	x	x	Number of transactions  80% of council services	LCCC - DS LCCC - CS LCCC - BIU LCCC - FN DLN	F. Grace T. Daly E. O'Connor J. Leahy M. Bilauca
Economy & Innovation	Stakeholder Engagement & Citizen Focus	3.6	<b>MY Limerick.ie - Licences &amp; Permits</b> Enable locals and businesses to apply online for licences, certificates, permits, registrations and authorisations including the ability to pay online and submit documentation	-	x	x	x	80% of licences	LCCC - DS LCCC - CS LCCC - BIU LCCC - PLE	F. Grace T. Daly E. O'Connor G. Doherty
Economy & Innovation	Stakeholder Engagement & Citizen Focus	3.7	<b>MY Limerick.ie - Grants</b> Enable locals and businesses to apply online for grants and submit documentation	-	-	x	x	80% of grants	LCCC - CSS LCCC - BIU LCCC - CS LCCC - DS	P. Liddy E. O'Connor T. Daly F. Grace

Domain	Main Improved Capability (TM Forum)	AID	Action	2016	2017	2018	2019-2020	Metric	Organisation	Leader
Community & Citizenship	Stakeholder Engagement & Citizen Focus	3.8	<b>MY Limerick.ie – Ping me (Notifications)</b> Enable users to manage when they want to be notified by email / SMS of significant events occurring in their area, e.g. on new infrastructure developments, community events, public consultation, meetings, planning applications, etc.	-	-	x	x	Number of personal notifications	LCCC – DCF LCCC – DS LCCC – CS LCCC – BIU	M. Bilauca F. Grace T. Daly E. O'Connor
Community & Citizenship	Stakeholder Engagement & Citizen Focus	3.9	<b>MY Limerick.ie – My Post Box</b> Enable users to receive and submit any documentation for Council services in electronic format	-	-	-	x	Number of users	LCCC – DCF LCCC – DS LCCC – CS LCCC – BIU	M. Bilauca F. Grace T. Daly E. O'Connor
Community & Citizenship	Stakeholder Engagement & Citizen Focus	3.10	<b>Integration of National Systems</b> As digital services are delivered at both national and also at local level the use of common Digital Ids (My GovID, Revenue, etc.) facilitates an enhanced digital experience for citizens	-	-	x	x	Number of users with integrated IDs	LCCC – DS LCCC – CS LCCC – BIU	J. Sweeney T. Daly E. O'Connor
Movement & Transport	Level of Smartness (Smart Transport)	3.11	<b>Smart Parking</b> Integration of Limerick Parking App in a Limerick app in order to develop an enhanced digital experience for visitors and locals. Use Smart technologies to facilitate better on street parking	-	-	x	x	Number of users	LCCC – PD LCCC – DS LCCC – CM	V. Murray M. Bilauca L. Ryan
Movement & Transport-	Level of Smartness (Smart Transport)	3.12	<b>Smart Parking for Disabled Drivers</b> Development of an integrated Limerick Parking App that enhances the parking experience for disabled drivers.	-	-	x	x	Number of users	LCCC – PD LCCC – DS LCCC – CM	V. Murray M. Bilauca L. Ryan

Domain	Main Improved Capability (TM Forum)	AID	4.Infrastructure				Metric	Organisation	Leader	
			Action	2016	2017	2018				2019-2020
Economy & Innovation	Integrated ICT Infrastructure	4.1	<b>Municipal Data Network</b> A fibre network developed by the Council that acts as a high-speed high-capacity communication backbone between various districts in Limerick City. It will connect Council Offices, Traffic Controllers, Variable Messaging Systems, Public Displays, Public WiFi access points, CCTV, and other IoT Devices	x	x	x	x	Double the length of fibre  Double the number of applications	LCCC – ICT LCCC – PD LCCC – DD	J. Dore V. Murray J. Delaney
Economy & Innovation	Integrated ICT Infrastructure	4.2	<b>Public WiFi</b> Deploy Public WiFi Access points in Limerick City and Tier 2, Tier 3 and Tier 4 towns in Public Buildings, Parks, Town Centres and other public spaces. This infrastructure is important to attract tourists, investors and also a talented workforce to Limerick	-	x	x	-	40 Access Points, in 17 town centres	LCCC – ICT LCCC – PD LCCC – DD	J. Dore V. Murray J. Delaney
Community & Citizenship	Levels of Smartness (Smart ICT)	4.3	<b>Smart CCTV Pilot</b> Deploy a Smart CCTV platform that can connect in an initial pilot project 40 Smart CCTV cameras from 14 towns. The platform must be able to connect all CCTV cameras and provide access to council departments for Traffic Management, Community support services, emergency response, etc.	-	x	x	-	40 Smart CCTV in 14 towns	LCCC – DS LCCC – CSS LCCC – IT  An Garda Siochana	M. Bilauca P. Liddy J. Dore  D. Sheahan D. O'Connor
Economy & Innovation	Integrated ICT Infrastructure	4.4	<b>National Broadband Plan roll-out</b> Support and enable the effective roll-out of the National Broadband Plan which will deliver high-seed broadband to all premises in Limerick City & County	x	x	x	x	Number of premises connected (22,349 in the intervention area)	LCCC – DS DoAHRA	M. Bilauca

Domain	Main Improved Capability (TM Forum)	AID	Action	2016	2017	2018	2019-2020	Metric	Organisation	Leader
Environmental Practices	Levels of Smartness (Smart ICT)	4.5	<b>Noise Sensors (IoT - Pilot)</b> Deploy Noise sensors in Limerick City with the view of extending at a later stage in Tier 2 towns of Limerick County and other rural locations. Pilot on O'Connell street redevelopment project the noise levels before, during and after construction. Pilot in the Georgian Innovation District - Digital Quarter. Evaluate the use of lower costs sensors in order to capture data from	-	x	x	x	Number of sensors	LCCC - PD	A. Goggin
Environmental Practices	Levels of Smartness (Air Quality)	4.6	<b>Air Quality Sensors (IoT Pilot)</b> Deploy Air Quality sensors in Limerick City with the view of extending at a later stage in Tier 2 towns of Limerick County. Pilot on O'Connell street redevelopment project the noise levels before, during and after construction. Pilot in the Georgian Innovation District - Digital Quarter	-	x	-	-	Number of sensors	LCCC - PD	A. Goggin
Environmental Practices	Levels of Smartness (Smart ICT)	4.7	<b>Water Quality Sensors (IoT Pilot)</b> Deploy Water Quality sensors in the main river basins in order to control the water quality, manage and respond faster to pollution incidents	-	-	x	x	Number of sensors	LCCC - PD	A. Goggin
Environmental Practices	Levels of Smartness (Smart ICT)	4.8	<b>Soil Quality Sensors (IoT Pilot)</b> Evaluate the use of Soil Quality sensors in the areas surrounding the main river basins in order to control the water quality, manage and respond faster to pollution incidents	-	-	x	-	Number of sensors	LCCC - PD	A. Goggin
Economy & Innovation	Levels of Smartness (Smart ICT)	4.9	<b>Footfall Counters (IoT Pilot)</b> Pilot and deploy footfall counters in Limerick City centre to capture data needed for design and development of City Centre, tourism, forward- planning, etc. Expand the pilot to the Tier 2 towns in Limerick County	x	x	x	-	Number of sensors Number of public datasets	LCCC - DS LCCC - ED LCCC - PD LCCC - DD	M. Bilauca M. Woods A. Goggin J. Delaney
Economy & Innovation	Levels of Smartness (Smart ICT)	4.10	<b>Public Digital Displays</b> Federated content from Limerick.ie will be presented on public displays in shop windows, public spaces and public buildings together with data and information from the Insight Limerick Service	-	-	x	x	Number of displays	LCCC - DD LCCC - PD LCCC - DS LCCC - CM	J. Delaney V. Murray M. Bilauca L. Ryan

Domain	Main Improved Capability (TM Forum)	AID	Action	2016	2017	2018	2019-2020	Metric	Organisation	Leader
Economy & Innovation	Levels of Smartness (Smart ICT)	4.11	<b>Digital Quarter Limerick - IoT Demo</b> Evaluate the use of energy consumption sensors, WAN networks and IoT gateways in the Digital Quarter in Limerick City. Expand the model in Digital Quarters in Tier 2 towns in Limerick County	-	x	x	x	Number of sensors Number of public datasets	DELL LCCC - DS LCCC - ICT	J. McCann D. Griffin M. Bilauca J. Dore
Economy & Innovation	Levels of Smartness (Smart ICT)	4.12	<b>Digital Quarters Network</b> A network of City and towns districts where digital infrastructure and technology is deployed to support better citizen engagement, data, town operations management, and online services: Limerick City, Rathkeale, Newcastle West and Kilmallock	-	-	x	x	4 Digital Quarters	LCCC - DS	M. Bilauca
Community & Citizenship	Levels of Smartness (Smart ICT)	4.13	<b>Community Centres Footfall Counters (IoT Pilot)</b> Pilot and deploy footfall counters in 6 Community Centres in Limerick City to capture data needed to better understand patterns of access to services and support applications for further funding. Expand the pilot to other community centres	-	-	x	x	6 Community Centres	LCCC - SD LCCC - DS	P. Liddy M. Healy
Culture & Entertainment	Levels of Smartness (Smart ICT)	4.14	<b>360° Live Cameras</b> This project will enable potential visitors and the Global Limerick Network to access live footage from Limerick. The Limerick diaspora want a closer engagement by way of communication about and from Limerick	-	-	x	x	Number of cameras Number of users	LCCC - DD LCCC - ICT LCCC - GLN	J. Delaney J. Dore P. Daly
Community & Citizenship	Levels of Smartness (Smart ICT)	4.15	<b>Citizen DIT Digital Infrastructure</b> Fab Lab Limerick will contribute and support citizen centred DIT (Do-it-together) digital infrastructure projects in the city. Open-source city-scale wireless networks, crowd-sourced environmental monitoring, smart energy networks, citizens participation devices, etc.	-	x	x	x	Number of users Number of applications	FabLab	J. Burron

Domain	Main Improved Capability (TM Forum)	AID	5.Data & Analytics					Metric	Organisation	Leader
			Action	2016	2017	2018	2019-2020			
Economy & Innovation	Effective Use of Data	5.1	<b>5.1 Insight Limerick – Data as a Service (Council)</b> A shared repository and services for data management, aggregation, mapping, visualisation, analytics and reports that is shared across Council departments and acts a a source of open data for the public Insight Limerick service	x	x	x	x	Number of datasets Number of data owners	LCCC LCCC – DCF	M. Healy M. Bilauca
Economy & Innovation	Effective Use of Data	5.2	<b>Insight Limerick – Data as a Service (Public)</b> A shared repository and services for data management, aggregation, mapping, open data, visualisation, analytics and reports that is available to the public to access and also to contribute	-	x	x	x	Number of datasets Number of users	LCCC - DS	M. Healy
Community & Citizenship	Effective Use of Data	5.3	<b>Insight Limerick – Personal Dashboard</b> Enable users to activate a Personal Dashboard in Insight Limerick using My Limerick account to explore data and save personalised queries and reports	-	-	x	x	Number of users Number of datasets	LCCC - DS	M. Healy
Economy & Innovation	Effective Use of Data	5.4	<b>Insight Limerick – Investor Dashboard</b> Easy access to property, offices and land listings. Support for attracting companies interested in investing in the region	-	-	x	x	Number of indicators Number of datasets	LCCC – DS	M. Healy
Community & Citizenship	Effective Use of Data	5.5	<b>Insight Limerick – Community Safety Dashboard</b> In a collaboration between An Garda Sciochana and LCCC a Community Safety Dashboard will be developed as part of Insight Limerick to present data in relation to accidents, crimes reported, etc. in order to increase transparency and to support evidence-based decisions	-	-	x	x	Number of datasets Number of indicators	An Garda Siochana LCCC – DS	D. Sheahan H. Costello M. Healy

Domain	Main Improved Capability (TM Forum)	AID	Action	2016	2017	2018	2019-2020	Metric	Organisation	Leader
Economy & Innovation	Effective Use of Data	5.6	<b>ISAX Data Exchange - Limerick</b> The Data Exchange aims to enable members access open source government data, link that data with data generated from 500 older people using wearable technologies and with sensors in their homes	-	x	x	x	Number of datasets available  Number of users	ISAX LCCC - DS	A. Connolly S. Fraser M. Healy
Community & Citizenship	Effective Use of Data	5.7	<b>Limerick Master Data Management</b> MDM strategy would enable organisations in Limerick to derive better insights from data, accelerating the implementation of their strategies. If the data was collected and analysed, it would show more clearly how issues affect the community and allow stakeholders to replace assumptions with evidence-based insights	-	x	x	-	Strategy Adopted Pilot completed with 2 organisations	Limerick DLN LCCC - DS	M. Bilauca J. Sweeney
Economy & Innovation	Effective Use of Data	5.8	<b>Public Data Co-creation</b> Using community events to develop a rich collection of data sets that will accelerate the delivery of strategies and services in Limerick, e.g. jobs register, business register, food register, startup register, etc.	-	x	x	x	Number of datasets created with public input	LCCC - DCF LCCC - DS LCCC - LEO	M. Bilauca M. Healy E. Ryan
Movement & Transport	Effective Use of Data	5.9	<b>Transport Patterns for Rural Transport</b> A project that aims to develop and understanding on how rural limerick moves	-	x	x	x		West Limerick Resources General Motors LCCC	S. Riordan D. Cleary
Movement & Transport	Effective Use of Data	5.10	<b>Open Data for Autonomous Vehicles</b> A project that aims to demonstrate how Limerick Open Data can be used in the development of software solutions for autonomous vehicles	-	x	x	-		General Motors LCCC	J. Gleeson M. Healy

6. Council Digital Transformation										
Domain	Main Improved Capability (TM Forum)	AID	Action	2016	2017	2018	2019-2020	Metric	Organisation	Leader
Community & Citizenship	Levels of Smartness (Smart ICT)	6.1	<b>Council Enterprise Architecture</b> Develop the ICT Architecture that enables more efficient services and data flow by integrating and connecting ICT systems and business processes and by minimizing duplication	-	x	x	x	Number of integrated processes	LCCC - DS LCCC - BIU	M. Bilauca E. O'Connor
Community & Citizenship	Stakeholder Engagement & Citizen Focus	6.2	<b>Customer Services - Digital Services</b> Develop a suite of digital services to support Council customers to transact online and through My Limerick and Limerickie (knowledge base, online forms, online surveys, etc.)	x	x	x	-	Number of transactions	LCCC - CS LCCC - DS	T. Daly F. Grace R. O'Driscoll
Community & Citizenship	Stakeholder Engagement & Citizen Focus	6.3	<b>Customer Services - Digital Displays</b> A suite of digital displays will be deployed in all Council buildings to facilitate communications with public and staff	x	x	-	-	Number of Displays	LCCC - CS LCCC - CM LCCC - DD	G. McNamara D. Tierney M. McEvoy
Community & Citizenship	Stakeholder Engagement & Citizen Focus	6.4	<b>Staff Training Portal</b> A portal where Council employees can find training material (text and video), video recordings of presentations on various topics that help them with their daily duties. Also materials for interview preparation or for promotion in various career paths	x	x	x	-	Number of users  Number of courses published	LCCC - HR LCCC - DS	A. Duke J. Guiney
Community & Citizenship	Stakeholder Engagement & Citizen Focus	6.5	<b>Customer Relationship Management</b> The introduction of a CRM supports standardisation of customer support services and the adoption of an integrated approach to service delivery across all departments for 6 standard processes: licences, inspections, enforcements, prosecutions, grants and fines	x	x	x	x	Number of standard processes integrated  Number of transactions	LCCC - BIU LCCC - CS LCCC - DS	E. O'Connor T. Daly R. O'Driscoll

Domain	Main Improved Capability (TM Forum)	AID	Action	2016	2017	2018	2019 -2020	Metric	Organisation	Leader
Community & Citizenship	Levels of Smartness (Smart ICT)	6.6	<b>Mobile Service Operations (CRM App)</b> Enable field supervisors and outdoor staff in Service Operations and Maintenance Services to access and update data in the CRM using mobile devices in order to provide timely and accurate information required by customers and needed for better decisions and management	-	x	x	x	Number of users Number of transactions using Mobile App.	LCCC – DS LCCC – SO	R. O'Driscoll R. Lowth R. Gallagher G. O'Connor M. O'Donovan
Community & Citizenship	Levels of Smartness (Smart ICT)	6.7	<b>Smart Service Operations</b> Enable Maintenance Services department to engage and transact with maintenance services suppliers (housing, roads, environmental, parks, etc.) using digital channels. Develop and implement a Supplier Portal	-	-	x	x	Number of users Number of transactions	LCCC – DS LCCC – SO	R. O'Driscoll R. Lowth R. Gallagher G. O'Connor M. O'Donovan
Community & Citizenship	Stakeholder Engagement & Citizen Focus	6.8	<b>Electronic Records Management</b> Implement Electronic Records Management to facilitate more effective access to records, remove paper based records and the costs associated with paper and to improve services provided to our customers	x	x	x	x	Number of departments using EDRMS	LCCC – CoS. LCCC – DS	C. O'Connor J. Hayes F. Grace
Community & Citizenship	Stakeholder Engagement & Citizen Focus	6.9	<b>Program &amp; Project Management</b> Develop Project Management methodology, governance, processes and systems that will be adopted across all Council departments for co-ordinating projects internally and externally	-	x	x	x	Number of projects tracked across LCCC	LCCC – PMSG LCCC – BIU LCCC – DS	E. O'Connor E. O'Connor M. Bilauca
Community & Citizenship	Stakeholder Engagement & Citizen Focus	6.10	<b>Customer Services - Contact Centre</b> Enable customers to contact the Council's Customer Services through multiple channels (Phone, Email, Social Media, Web chat,, etc.)	-	x	x	-	Number of transactions by channel	LCCC – CS LCCC – ICT	T. Daly J. Dore

Domain	Main Improved Capability (TM Forum)	AID	Action	2016	2017	2018	2019-2020	Metric	Organisation	Leader
Community & Citizenship	Stakeholder Engagement & Citizen Focus	6.11	<b>Customer Services - Video Services</b> Enable citizens to contact customer services advisers using video. This service is particularly in demand by older people living in isolated communities	-	-	-	x	Number of video contacts with customers	LCCC - CS LCCC - ICT	T. Daly J. Dore
Community & Citizenship	Stakeholder Engagement & Citizen Focus	6.12	<b>Telephony &amp; Communications System</b> Upgrade the telephony system in the Council to an integrated system	-	x	x	-	800 users in 34 locations	LCCC - ICT	J. Dore
Community & Citizenship	Stakeholder Engagement & Citizen Focus	6.13	<b>ICT Infrastructure Upgrade</b> Upgrades to hardware, SAN, networking, servers to enable increased demand from digital services (Electronic Records, CRM, CRM Mobile, customer portals, etc.)	x	x	x	-	Number of services upgraded	LCCC - ICT	J. Dore
Community & Citizenship	Stakeholder Engagement & Citizen Focus	6.14	<b>Presentation &amp; Video Conferencing Equipment</b> Enable Council employees to participate in video conferences without the need to travel. Enable meetings through digital processes (electronic documentation, presentations, minutes of the meeting) to enhance efficiency and also to support Knowledge Management	-	x	x	-	Number of meetings rooms with video conferencing facilities	LCCC - ICT	J. Dore
Community & Citizenship	Stakeholder Engagement & Citizen Focus	6.15	<b>Remote Office Communications Upgrade</b> Upgrade communications network to Council Offices to support a minimum 30 Mbs in a more reliable solution	-	x	x	-	Number of sites Downtime incidents	LCCC - ICT	J. Dore
Community & Citizenship	Stakeholder Engagement & Citizen Focus	6.16	<b>Disaster Recovery Readiness Programme</b> As all council operations rely on ICT to deliver services, it is essential that the Council has a good Disaster Recovery & Business Continuity plan and resources in place	x	x	x	x	Time to recover from a critical situation	LCCC - ICT	J. Dore

Domain	Main Improved Capability (TM Forum)	AID	7. Innovation - Cross Agency Services				Metric	Organisation	Leader	
			Action	2016	2017	2018				2019 -2020
Economy & Innovation	Levels of Smartness (Smart ICT)	71	<b>The Networks Forge (Smart Collaboration)</b> A collaboration platform for various groups and networks in Limerick to share data, documents, information, and for enhanced knowledge management in a co-ordinated way. Implemented for Limerick Digital Leaders Network, Digital Champions Forum and by all Broadband Officers in Ireland for the National Broadband Plan. It can be used for Global Leaders Network chapters, Regeneration communities, etc..	-	x	x	-	10 Active Networks	LCCC - DS LCCC - DLN GLN	J. Sweeney J. Guiney M. Bilauca  P. Daly
Economy & Innovation	Leadership & Governance	72	<b>URBACT Techtown - A digital City Future</b> An EU funded project which looks collaboratively at what cities can do to support businesses to access the digital skills and innovations they need in order to start, grow and compete. TechTown partners will explore further the role and viability of digital, content creation and technology clusters and how advantages may be gained from major city or national initiatives to benefit job creation and growth in small and medium sized cities.	x	x	x	-	Number of meetings  Number of recomm- -endations	LCCC - ED LCCC - DS  Urbact Local Group	R. Webb M. Bilauca
Environmental Practices	Levels of Smartness (Smart Buildings)	73	<b>Horizon 2020</b> Develop a proposal for Horizon 2020 funding for Smarter Cities & Communities to demonstrate solutions at district scale integrating smart homes and buildings, smart grids (electricity, district heating, telecom, water, etc.), energy storage, electric vehicles and smart charging infrastructures as well as latest generation ICT platforms	x	x	-	-	Project Proposal submitted by due date for EU Horizon 2020	LCCC Smarter Travel  LERO - DCU	M. O'Donoghue L. Sheahan R. Webb M. Bilauca V. Murray M. Helfert

Domain	Main Improved Capability (TM Forum)	AID	Action	2016	2017	2018	2019-2020	Metric	Organisation	Leader
Community & Citizenship	Stakeholder Engagement & Citizen Focus	74	<b>Public Safety Enforcement Services</b> A pilot project that aims to deliver in a collaboration between LCCC and An Garda Siochana an improved public safety control services by using mobile technologies	-	x	x	-	Number of users Number of transactions	An Garda Siochana / LCCC - DS LCCC - BIU	D. Sheahan H. Costello M. Bilauca E. O'Connor
Economy & Innovation	Stakeholder Engagement & Citizen Focus	75	<b>Digitally Skills Academy</b> Digital Skills Academy is being established in Limerick to take advantage of the opportunities being created by the opening of Troy Studios Limerick. At least 20% of attendees must come from a regeneration area of Limerick	-	x	x	x	Number of attendees Number of companies	Innovate Limerick	M. Cantwell
Economy & Innovation	Stakeholder Engagement & Citizen Focus	76	<b>Digital Retail Pilot</b> Enable SMEs to transact online by providing in a pilot project the procurement platform where suppliers of retail digital solutions (omni-channel, online shopping, customer relationship, stock management, etc.) meet SMEs that seek solutions for online retail. This project will support the existing Trading Online Voucher Scheme and aims to combat the ROPO-effect (research offline, purchase online)	-	-	x	x	Number of users Number of transactions	LCCC - LEO LCCC - DS LERO - DCU	E. Ryan M. Bilauca M. Helfert
Economy & Innovation	Stakeholder Engagement & Citizen Focus	77	<b>Digitally Skills Week</b> The schedule of events at MIC aims to build digital skills and capacity for staff, students, primary schools and the general public through on-campus and online Technology Enhanced Learning (TEL) workshops, showcases, webinars and case studies	-	x	x	x	Number of attendees	MIC	M. Liston
Economy & Innovation	Stakeholder Engagement & Citizen Focus	78	<b>Coder Dojo Limerick</b> Mary Immaculate College students support the CoderDojo Limerick together with local champions who introduce kids to the world of Scratch	x	x	x	x	Number of attendees	MIC	M. Liston

Domain	Main Improved Capability (TM Forum)	AID	Action	2016	2017	2018	2019-2020	Metric	Organisation	Leader
Community & Citizenship	Stakeholder Engagement & Citizen Focus	79	<b>Digital citizenship &amp; Digital Inclusion</b> A cross agency initiative to develop and deliver new digital skills programmes that address the digital skills needs of citizens most at risk of exclusion	-	x	x	x	Number of attendees	LCETB (FET Division) Paul Partnership  Ballyhoura Development West Limerick Resources LCCC – DS Community Groups	P. Patton B. Ryan A. Cavanagh H. Fitzgerald P. Casey  S. Riordan D. Cleary M. Bilauca
Economy & Innovation	Stakeholder Engagement & Citizen Focus	710	<b>Innovation in Community Spaces</b> Use community spaces in rural towns as innovation centres. Support digital community events in these locations (meet-ups, talks, presentations)	-	-	x	x	No of community events held	Ballyhoura Development  West Limerick Resources	P. Casey  S. Riordan D. Cleary
Economy & Innovation	Stakeholder Engagement & Citizen Focus	711	<b>Local Government National Service Catalogue</b> In order to facilitate better services for citizens and businesses across the local authorities in the region a key challenge is the definition of common services names, processes, application forms leading to an overall improved experience. A business case will be developed to standardise not only service names at local and regional level but also at national level.	x	x	-	-	Business case adopted by CCMA	LCCC – DS LCCC – SD	M. Bilauca C. Kirby
Economy & Innovation	Stakeholder Engagement & Citizen Focus	712	<b>Ingenuity</b> Ingenuity is a Start Your Own Business Programme for entrepreneurs aged 50+, led by Ireland Smart Ageing Exchange (ISAX) and sponsored by Bank of Ireland	x	x	x	x	20 new smart ageing and mature entrepreneur led start-ups	ISAX	A. Connolly
Community & Citizenship	Levels of Smartness (Smart Neighbourhoods)	713	<b>Smart Ageing Housing Programme</b> ISAX has formed two clusters in Smart Ageing Housing and Functional Foods – with 18 companies involved to-date.	-	x	x	x	?	ISAX	A. Connolly
Economy & Innovation	Stakeholder Engagement & Citizen Focus	714	<b>ISAX Innovation Hub</b> ISAX is creating a hub in Limerick and provide collocation spaces and supports to smart ageing start-ups and graduates of our business start-up programmes.	-	x	x	x	20 new smart ageing and mature entrepreneur led start-ups	ISAX	A. Connolly

Domain	Main Improved Capability (TM Forum)	AID	Action	2016	2017	2018	2019-2020	Metric	Organisation	Leader
Economy & Innovation	Stakeholder Engagement & Citizen Focus	715	<b>Limerick Living Lab</b> A collaboration between academic institutions, the council and SMEs in Limerick to enable students or unemployed to develop new skills and to support local entrepreneurs by developing new innovative solutions to city challenges (green energy, traffic & parking, waste management, etc.) using a Small Business Innovation Research (SBIR) model.	-	-	x	x	Number of solutions identified in the Living Lab	LERO LIT LCCC – ED LCCC – DS	B. O'Malley J. O'Connell R. Webb M. Bilauca
Community & Citizenship	Stakeholder Engagement & Citizen Focus	716	<b>Technology Enhanced Learning</b> Further develop links between LCETB and community-based centres to promote and support Technology Enhanced Learning (TEL) in community based settings.	-	x	x	x	Number of sessions Number of attendees	LCETB (FET Division) Paul Partnership Community Groups	P. Patton B. Ryan A. Cavanagh H. Fitzgerald
Community & Citizenship	Levels of Smartness (Health & Wellness)	717	<b>Virtual Clinics</b> A virtual paediatric diabetes clinic provided in a pilot project by using Skype to talk to parents and children at home in the Limerick City Region.	-	x	x	x	Number of patients	University Hospital Limerick	B. McKeon
Community & Citizenship	Levels of Smartness (Health & Wellness)	718	<b>Releasing Time to Care</b> Discovering how cloud services can be used to deliver more efficient patient care in the Limerick City Region and the Midwest.	-	-	x	x	Number of services enabled by cloud	University Hospital Limerick	B. McKeon
Community & Citizenship	Levels of Smartness (Health & Wellness)	719	<b>Electronic Discharge</b> Enable patients to be discharged from UHL using an electronic discharge summary form that is fed directly to the GP ICT systems. It provides real time discharge information to GPs for continuous care.	-	-	x	x	Number of patients with electronic discharge	University Hospital Limerick	B. McKeon
Community & Citizenship	Levels of Smartness (Health & Wellness)	720	<b>e-Referrals</b> The electronic referrals to the community intervention team allows faster tracking and sharing of information between UHL and the community health care system.	-	-	x	x	Number of referrals	University Hospital Limerick	B. McKeon

Domain	Main Improved Capability (TM Forum)	AID	8. Optimised Governance					Metric	Organisation	Leader
			Action	2016	2017	2018	2019-2020			
Economy & Innovation	Leadership & Governance	8.1	<b>Digital Limerick Framework 1.0</b> This framework provides the structure and guidance for all Limerick Digital Strategy stakeholders to engage in the development of the Digital City and the Smart Limerick City Region & Communities	x	-	-	-	Number of stakeholders consulted	LCCC – DS LCCC – DCF	M. Bilauca
Economy & Innovation	Leadership & Governance	8.2	<b>Limerick Digital Strategy 1.0</b> The first release of this strategy will include the Digital Limerick Vision, Goals & Principles, and the first evaluation of Limerick's Digital Maturity using an international benchmarking model. Also included is a draft roadmap developed in consultation with stakeholders and the Digital Limerick Network	-	x	-	-	Number of stakeholders consulted  Strategy adopted by Council	LCCC – DS LCCC – DCF Limerick DLN	M. Bilauca
Economy & Innovation	Leadership & Governance	8.3	<b>Limerick Digital Strategy 2.0</b> The second release of this strategy will evaluate progress to date and provide an updated road map			x		Number of stakeholders consulted	LCCC – DS LCCC – DCF Limerick DLN	M. Bilauca
Economy & Innovation	Leadership & Governance	8.4	<b>Smart Limerick Strategy</b> As Limerick reaches a new level of digital maturity following the implementation of the Digital Limerick roadmap it is envisaged that by 2019 the Digital Strategy will support the development of a Smart Limerick Strategy.				x	Number of stakeholders consulted  Strategy adopted	LCCC – DS LCCC – DCF Limerick DLN	M. Bilauca
Economy & Innovation	Leadership & Governance	8.5	<b>IBM Smarter Cities Challenge</b> A report by top experts at IBM has made fifteen recommendations which enable Limerick City and County Council to respond to the needs of older people through better use and management of shared information.	x	x	-	-	Number of recommendations implemented	LCCC – DS Age Friendly Limerick IBM Ireland	M. Bilauca A. Rizzo

Domain	Main Improved Capability (TM Forum)	AID	Action	2016	2017	2018	2019-2020	Metric	Organisation	Leader
Community & Citizenship	Leadership & Governance	8.6	<p><b>.IE Geographical Place Names Policy</b></p> <p>A policy that enables local community companies, clubs, etc. to use a geographical .IE place name domain as a web site provided the web site is used to promote the interest of the general community, promote local tourism, community or club related activities and facilities and is of general benefit to the community in the geographical area of the domain name</p>	-	x	x	-	Number of communities with a .IE web presence	LCCC - DS LCCC - SD	M. Bilauca P. Liddy
Economy & Innovation	Leadership & Governance	8.7	<p><b>Digital Infrastructure Planning Policy</b></p> <p>In order to ensure that new developments in Limerick are supporting the vision of a digitally connected society the Council will update its planning policies. Any single commercial or housing development exceeding 4 units will be required to demonstrate how fibre enabled Internet is made available to these premises</p>	-	x	x	-	Number of applications validated	LCCC - PLE LCCC - DS	S. Duclot M. Bilauca
Community & Citizenship	Leadership & Governance	8.8	<p><b>Smart CCTV Policy</b></p> <p>A policy that sets the context and conditions for installation and use of Smart CCTV</p>	-	x	-	-	Policy adopted by Council	LCCC - SD	P. Liddy

9. Smart Limerick Networks										
Domain	Main Improved Capability (TM Forum)	AID	Action	2016	2017	2018	2019-2020	Metric	Organisation	Leader
Economy & Innovation	Stakeholder Engagement & Citizen Focus	9.1	<b>Limerick Digital Leaders Network - DLN</b> A network of key stakeholders from public, private, community & voluntary and private sectors that influence and lead the development of Digital City & Smart Limerick	-	x	x	x	Number of shared initiatives, events & activities	Limerick DLN	M. Bilauca
Community & Citizenship	Stakeholder Engagement & Citizen Focus	9.2	<b>Council Digital Champions Forum (DCF)</b> A network of key senior Council officials that influence and lead the development of Digital City & Smart Limerick	x	x	x	-	Number of shared initiatives, events & activities	LCCC - DCF	M. Bilauca
Economy & Innovation	Stakeholder Engagement & Citizen Focus	9.3	<b>All Ireland Smart Cities Forum</b> A cross border initiative that focuses on the advancement of smart city programmes across Ireland. The Forum, supported by Maynooth University, is made up of local government officials representing Cork, Dublin, Limerick, Galway, Waterford, Belfast and Derry. The first meeting of the forum took place in Limerick on 25th of June 2015	x	x	x	x	Number of shared initiatives & activities  Number of events	LCCC - DS	M. Bilauca
Economy & Innovation	Stakeholder Engagement & Citizen Focus	9.4	<b>Open &amp; Agile Smart Cities - OASC</b> The Open & Agile Smart Cities initiative (OASC) is a city-driven, non-profit organisation with the overall objective to create a Smart City market. OASC was founded in January 2015 and came to life with the first wave of cities joining in March 2015. OASC continues to grow	x	x	x	x	Number of international publications and events with Limerick presence	LCCC - DS	M. Bilauca
Economy & Innovation	Stakeholder Engagement & Citizen Focus	9.5	<b>WBA - Connected City Advisory Board</b> The Connected City Advisory Board (CCAB) develops, shares and promotes thought-leadership and practical framework for the social and economic development and sustainable operation of the Connected City ecosystem	x	x	x	x	Number of international publications and events with Limerick presence	LCCC - DS	M. Bilauca

Domain	Main Improved Capability (TM Forum)	AID	Action	2016	2017	2018	2019-2020	Metric	Organisation	Leader
Economy & Innovation	Stakeholder Engagement & Citizen Focus	9.6	<b>TM Forum</b> Limerick City & County Council join TM Forum, the global industry association that drives collaboration and collective problem-solving to maximize the business success of communication and digital service providers and their ecosystem of suppliers.	x	x	x	x	Number of international publications and events with Limerick presence	LCCC - DCF	M. Bilauca
Economy & Innovation	Stakeholder Engagement & Citizen Focus	9.7	<b>Association of Strategic Alliance Professionals</b> ASAP is the community of choice for alliance, collaboration, and partnering professionals because of the tools and resources, education and professional development, and the community for networking offered to its members.	-	x	x	x	Number of international publications and events with Limerick presence	LCCC - DS	M. Bilauca
Community & Citizenship	Stakeholder Engagement & Citizen Focus	9.8	<b>Digital Inclusion Advisory Group</b> Bring together key stakeholders to develop cross-agency approaches to digital inclusion which will <ul style="list-style-type: none"> <li>• Address inequalities in digital skills and technology usage and</li> <li>• Promote the use of technology to address exclusion</li> </ul>	-	x	-		No of Meetings  Meeting outputs	LCETB (FET Division) Paul Partnership  Ballyhoura Development West Limerick Resources LCCC - DS Community Groups	P. Patton B. Ryan A. Cavanagh H. Fitzgerald P. Casey  S. Riordan D. Cleary M. Bilauca

10. Digital Edge - Research & Development										
Domain	Main Improved Capability (TM Forum)	AID	Action	2016	2017	2018	2019-2020	Metric	Organisation	Leader
Economy & Innovation	Stakeholder Engagement & Citizen Focus	10.1	<b>Limerick Enterprise Architecture</b> A research program developed by LCCC in collaboration with LERO to define the urban enterprise architecture that enables integration of urban services, processes, data and systems, removes duplication and facilitates data flow from sensors and systems in order to make better evidence-based decisions by council employees, management, politicians and the public	x	x	x	-	Number of projects that use LEA  Number of integrated systems	LERO - DCU LCCC - DS	M. Helfert M. Healy
Community & Citizenship	Stakeholder Engagement & Citizen Focus	10.2	<b>Connected Health</b> Research project to increase the use of technology for delivering improved patient experience	-	x	x	x	?	LERO - UL	I. Richardson
Community & Citizenship	Stakeholder Engagement & Citizen Focus	10.3	<b>Smart Ageing Volunteers Platform</b> Connect older age volunteers to opportunities in their communities by developing with IBM and ISAX an intelligent platform that match volunteers skills to needs	-	x	x	x	?	LERO - UL ISAX	I. Richardson A. Connolly S. Fraser
Community & Citizenship	Stakeholder Engagement & Citizen Focus	10.4	<b>Digital Inclusion Needs Study</b> Commission research to identify key gaps and disparities in technology usage and digital skills needs in urban and rural communities in Limerick City and County	-	x	x	-	Research completed  No of recommend.	LCETB (FET Division) Paul Partnership  Ballyhoura Development West Limerick Resources LCCC - DS Community Groups	P. Patton B. Ryan A. Cavanagh H. Fitzgerald P. Casey  S. Riordan D. Cleary M. Bilauca



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WITH THIS STRATEGY WE WANT TO SHOW THAT LIMERICK IS WELL VERSED IN THE USE OF DIGITAL TECHNOLOGIES AND READY FOR THE DIGITAL AGE.

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## 6. LIMERICK DIGITAL LEADERS NETWORK

This network, still in development, of key stakeholders from public, private, community & voluntary and private sectors contribute and lead the development of Digital City & Smart Limerick roadmap and initiatives.

The table below lists by Smart Limerick Domains, the Digital Leaders that contributed to the development of this document.

Domain	Organisation	Contact	Title
All	Limerick City & County Council	Dr. Mihai Bilauca	Head of Digital Strategy
Community & Citizenship	An Garda Siochana	David Sheahan	Chief Superintendent
Community & Citizenship	ISAX	Anne Connolly	Director
Community & Citizenship	ISAX	Siobhradh Fraser	Limerick Office
Community & Citizenship	Limerick and Clare Education and Training Board	Paul Patton	Director of Further Education & Training
Community & Citizenship	Limerick and Clare Education and Training Board	Brendan Ryan	Further Education & Training
Community & Citizenship	LERO - NUI Maynooth	Prof. Brian Donnellan	Vice President Maynooth University
Community & Citizenship	Limerick Enterprise Development Partnership	George Lee	Manager Community Initiatives and PC
Community & Citizenship	PAUL Partnership	Anne Kavanagh	CEO
Community & Citizenship	PPAN	Dr. Sean O'Riordan	Manager
Community & Citizenship	UL - CSIS	Prof. Ita Richardson	Associate Professor
Community & Citizenship	UL - CSIS	Prof. Tiziana Margaria	Head of Department
Community & Citizenship	UL - KBS	Yvonne Diggins	Special Projects Officer

Domain	Organisation	Contact	Title
Community & Citizenship	West Limerick Resources	Shay Riordan	Director
Culture & Entertainment	Limerick Royal Project	Dave Burns	Director
Culture & Entertainment	Southern Advertising	Dave O'Hora	Director
Economy & Innovation	Ballyhoura Development	Padraig Casey	Economic Development Manager
Economy & Innovation	Innovate Limerick	Mike Cantwell	Head of Innovation
Economy & Innovation	LERO - NUI Maynooth	Dr. Niall Connolly	Research Fellow
Economy & Innovation	LIT	Gillian Barry	Head of Innovation & Enterprise
Economy & Innovation	Mary Immaculate College	Dr. David Moloney	Blended Learning Co-ordinator
Economy & Innovation	Mary Immaculate College	Dr. Maeve Liston	Director of Enterprise & Community Engagement
Economy & Innovation	Mid West Regional Skills	Joe Leddin	Councillor. Mid West Regional Skills Manager
Economy & Innovation	W2 Consulting	Mark O'Connell	Director
Environmental Practices	Action Point	Ivan O'Connor	Head of IoT
Movement & Transport	Limerick City & County Council	Lise-Ann Sheahan	Limerick Smarter Travel Office
Urban Places & Spaces	Dell EMC	Dave Griffin	Director Limerick Site Programs
Urban Places & Spaces	General Motors	John Gleeson	Chair Mid-West Action Plan for Jobs

Domain	Organisation	Contact	Title
Urban Places & Spaces	LERO - UL	Brendan O'Malley	General Manager
Urban Places & Spaces	Limerick City & County Council	Rosie Webb	Senior Architect
Urban Places & Spaces	LIT	Janice O'Connell	Head of IT Department
Urban Places & Spaces	Piercom	Adrian O'Sullivan	Digital innovation
Urban Places & Spaces	Supply Network Shannon	Mark O'Sullivan	Chairman
Community & Citizenship	UL Engage	Bernie Quillinan	CWELL Course Director
Community & Citizenship	UL - Department of Politics and Public Administration	Dr.Maura Adshead	Associate Professor





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LIMERICK IS TRANSFORMING AT  
A RATE FASTER THAN ANY OF US  
COULD HAVE ANTICIPATED.

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## 7. COUNCIL DIGITAL CHAMPIONS FORUM

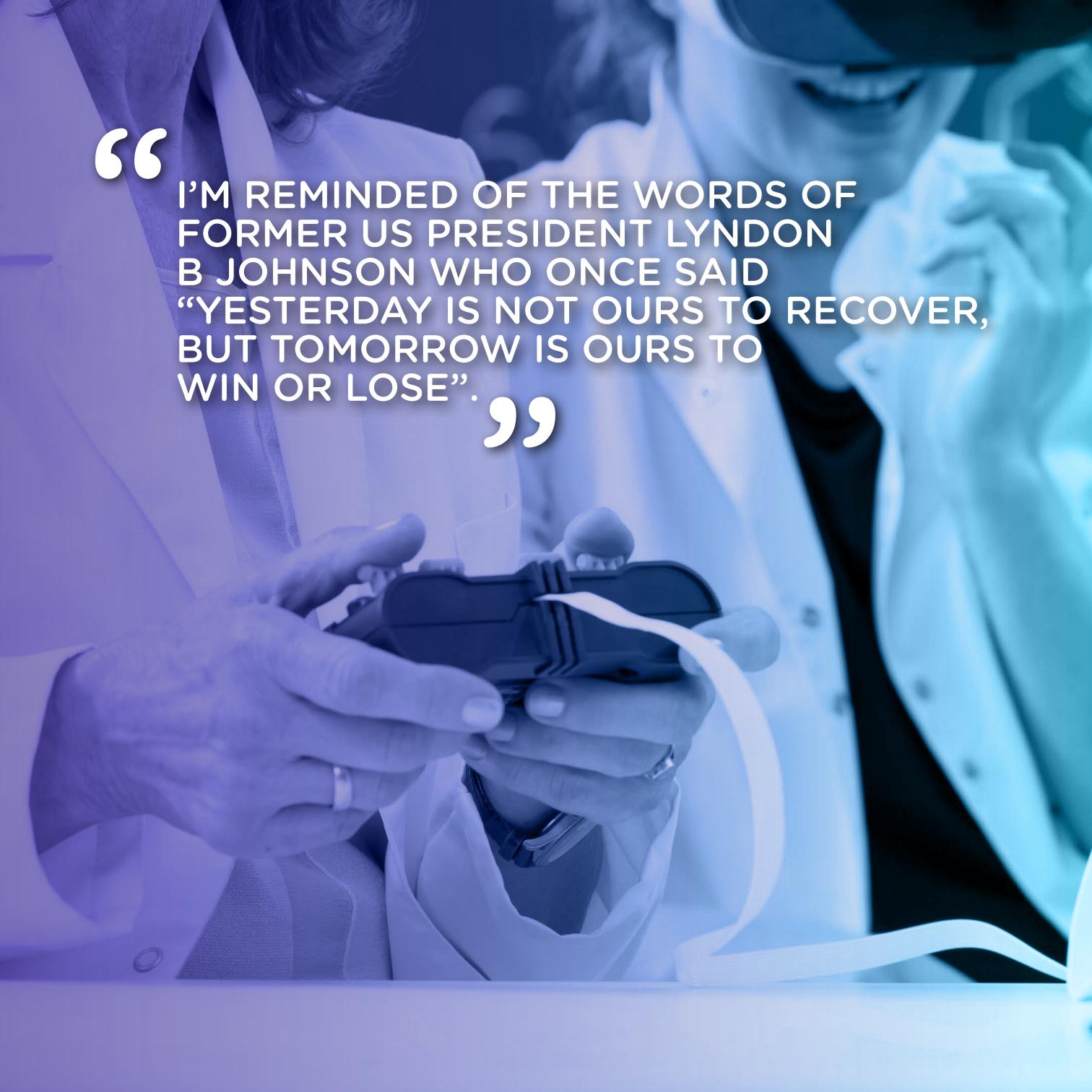
This network of senior Council staff support the development of the Digital City & Smart Limerick initiatives. The table below lists by Smart Limerick Domains, the digital champions that contributed to the development of this document.

Table 71: Digital Champions Forum

Domain	Department	Champion
All	Digital Strategy	Fergal Grace
All	Digital Strategy	James Sweeney
All	Digital Strategy	Joe Guiney
All	Digital Strategy	Michael Healy
All	Digital Strategy	Michelle Power
All	Digital Strategy	Dr. Mihai Bilauca
All	Digital Strategy	Rob O'Driscoll
Community & Citizenship	Community Support Services	Patricia Liddy
Community & Citizenship	Customer Services	Triona Daly
Community & Citizenship	Human Resources	Aoife Duke
Community & Citizenship	Libraries	Damien Brady
Community & Citizenship	Marketing & Communications	Denis Tierney
Community & Citizenship	Social Development	Eileen Humphreys
Community & Citizenship	Social Development	Carmel Kirby
Culture & Entertainment	Arts & Culture	Sheila Deegan
Culture & Entertainment	Social Development	Seamus Hanrahan
Economy & Innovation	Business Improvement Unit	Elaine O'Connor
Economy & Innovation	Economic Development	Brian Kennedy
Economy & Innovation	Economic Development	Jillian Robinson
Economy & Innovation	Finance	Kieran Dore
Economy & Innovation	Finance	Pat Murnane
Economy & Innovation	ICT	Jim Dore
Economy & Innovation	Innovate Limerick	Mike Cantwell

Table 71: Digital Champions Forum

Domain	Department	Champion
Economy & Innovation	Limerick 2030	Kieran Reeves
Economy & Innovation	Local Enterprise Office	Eamon Ryan
Economy & Innovation	Marketing & Communications	Laura Ryan
Environmental Practices	Physical Development	Anne Goggin
Movement & Transport	Physical Development	Carmel Lynch
Movement & Transport	Physical Development	Miriam O'Donoghue
Urban Places & Spaces	Design Delivery & Property Services	Joe Delaney
Urban Places & Spaces	Economic Development	Rosie Webb
Urban Places & Spaces	Economic Development	Maria Woods
Urban Places & Spaces	Physical Development	Vincent Murray



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I'M REMINDED OF THE WORDS OF  
FORMER US PRESIDENT LYNDON  
B JOHNSON WHO ONCE SAID  
"YESTERDAY IS NOT OURS TO RECOVER,  
BUT TOMORROW IS OURS TO  
WIN OR LOSE".

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