

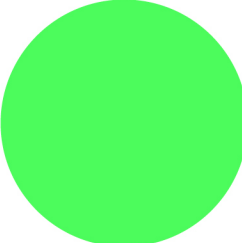
IU

INTELLIGENCE

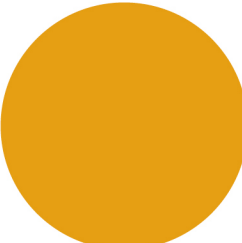
UNIT

2013

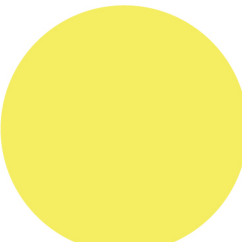
SAUL + KBS



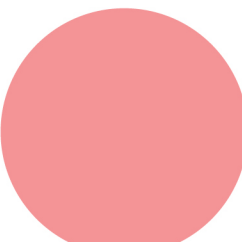
EXECUTIVE SUMMARY



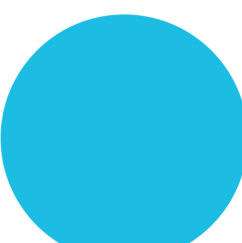
PROCESS



INNOVATION CAMPUS



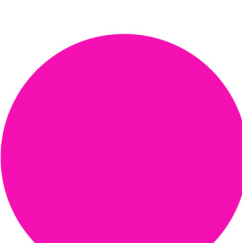
ARTISAN FOOD NETWORK



OPERATION EDUCATION



LIMERICK CITY PARK



THE SHOW

IU 2013 SAUL + KBS

Executive Summary

Context: Limerick 2030

The Economic and Spatial Plan for Limerick 2030 is another moment of reflection in the 900+ year development of Limerick City, County and the surrounding Mid-West region. There is a lot of hope + trust + collective responsibility vested in the re-organisation of the structures of local government: much weight has been put on the shoulders, not only of the men and women who are tasked with ‘turning a corner’ for Limerick and radically changing the landscape, physically, politically, culturally and psychologically, but all of us who live in Limerick.

About the IU

The Intelligence Unit (IU) was set up through the support of UL in 2009 to act as an independent ‘Think-Tank’ in order to look at and show Limerick in a way that hadn’t been done before. Through mapping, analysis and creative thinking, pictures and visions of Limerick that hadn’t been coherently formulated before under one body were created, resulting in the ‘One City’ body of work. This paved the way for a continuation of the project over the subsequent years, whose scope of work has expanded and contracted, taking in both regional (Shannon ‘SNN+’) and national concerns (Fingal / Mayo ‘One Island’). The research assembles a large base of objective knowledge of issues / data / facts/ non-facts / geographies / codes / layers, stretching across political and geographic boundaries. We believe that creatively and critically re-evaluating objective knowledge this builds new collective knowledge that has influenced and will influence profoundly the development of Limerick in a very tangible ways.

The dynamic collaboration of School of Architecture and the Kemmy Business School, University of Limerick has brought design thinking and economic and marketing thinking into a powerful future-driven ensemble, anchoring the research with hard data and proposals that are of the real world.

Locale. Working in effective parallel with the Economic and Spatial Plan 2030’s comprehensive set of ambitions and goals, we aim to design a framework of action that will transform the current economic landscape locally, with local people, locally educated, locally living. Our project is an important pilot for a local incubation unit - a long-term and completely new structure that will generate what the City needs; new ideas, new creativity; new conception of now; and new actions. Fluidity and Flexibility and Opportunity with the Economic Strategy and the Spatial Strategy relies on methods of stimulating quick and easy dialogues between tentatively connected strands of the Plan. We aim to demonstrate that within a limited period of time, concrete and realistic projects that can be formulated, proposed, structured, and run.

We propose the establishment of the ‘Limerick Design-Innovation-Enterprise-Engine’ that has the ability to directly stimulate and promote new ideas, new projects, new businesses, full of imagination and possibility, with the teeth required to realise them - that is

supported by the kind of academic / local authority partnership we are running this summer. This engine would be a vehicle for funding specific pilot schemes, on the strength of particular and localised research. This entity, through a combination of investment by Limerick City Council, grants available from Europe, and private investment, has the potential to turn small-scale interventions into large scale transformation and change. This change is what we want, what we believe in, what we know is possible, and what we do. themes include: food networks, Limerick’s SACs, incentivise upskilling, innovation campus

IU 2013 ‘Design-Economics Think-Tank’

IU ‘13 is focused on four topics. The goal has been to work through these ideas, teasing them out in very practical terms, basing the research on existing knowledge and within existing structures and ambitions, ensuring that they have the potential to feed into the framework set out in the Economic and Spatial Plan 2030. By looking for new approaches and creating tangible business models for the promotion and adoption of these projects, we can prove that within very finite periods of time and with minimal capital investment a number of feasible and attractive proposals for Limerick can begin.

Food

ArtFoodNet is a Mid-Western regional entity that serves to connect artisan producers and buyers in order to harness the expanding demand for quality local produce, lowering costs for the consumers and merchants and increasing turnover for the producers. Our research shows there is currently not enough accessible knowledge of existing producers available to merchants. Actions: an inventory of sustainable participants should be made, and the promotion of an interactive network that enables dialogue and interaction between producers, suppliers and restaurants established. A pilot Wholesale Market Expo based in the Milk Market will be the platform for initial business contact, with a view to incubating a longer-term annual/biannual event, and the introduction of a mark of excellence will create a brand identity and desirability of product.

The business model will be based on the establishment of a brokerage vehicle that will nurture both producer and merchant into a cooperative entity that will benefit all parties. This will be a self-funded profitable business, taking subscription fees from the interested participants.

Park City

The promotion and development of Limerick’s SAC’s (Special Areas of Conservation) and waterways and a rebranding of the City as a ‘Park City’ is the goal. By engaging with existing planning structures and re-examining how we use and view these natural amenities the current vacancy of use will be challenged. This will happen through a thorough surveying of Natura 2000 sites and an incentivisation of appropriate assessment. Through the highlighting of the health and strong economic benefits of a robust green infrastructure, the project

will be economically attractive at local, national and international levels.

Operation Education

We propose the establishment of a new approach to compliment the current education system, culminating in a citywide initiative, aimed to up-skill people from all strata of society. This will be an incentive based pilot learning program where open-source learning material will be made available to everybody. There will be an incentivisation of both service users and providers, and the creation of a media initiative will be used to create awareness of the program and the business sponsors involved. The engagement with existing networks, structures and community educators (e.g. recent graduates, retirees) will be promoted by the creation of a points based system. Participants will avail of a benefit system where points will be exchanged for rewards through participation, and also work towards achieving a State recognised qualification.

This initiative will plug into existing educational institutions and structures without the need for new facilities. The program will be divided between online tutorials and help, with a specified number of contact hours per week with an appropriate tutor.

Innovation Campus

Our aim is to transform the value of the Georgian core historically, culturally and economically. We will do this by providing a way to create affordable live-spaces and workspaces for start-up micro businesses in the Georgian Core of Limerick. This scheme will begin with the identification of a city block, a valuation of the block and the identification of the existing vacant space, followed by a selection of a number of appropriate properties. Initial seeding of the project will involve choosing a number of micro-business ‘pioneers’ as a first phase of development of the Innovation Campus.

Through the collaboration of Higher Education Institutions, Limerick City Council and private owners/investors, the aim is to establish a framework for long-term, sustainable economic growth within the city centre. Through the introduction of two practical and real business plans, a policy will be created that cultivates the growth of a culture of new businesses in the city. This will be attractive for all the players involved: new business founders, property owners, the educational institutions and the City as a whole.

Initial investment is sought through public and private funding (UL, LIT, LCC, private investment and European funding) for the purchase and renovation of Phase One of the campus. Micro-businesses will be charged a low rent, and an appropriate adjustment of existing rates will occur in order to catalyse the growth. A micro-business identity card will also be introduced that will allow participants to avail of discounts across the city.

Process

The work produced by the IU 2013 is innovative. Innovative because that was the whole point. In this review we reflect on the process that brought us to the outcomes that you see in this publication. We consider, how we came to these particular themes, how we moved from interdisciplinary to transdisciplinary work, and why this matters.

In populating the researchers for this year's IU we consciously drew on a mix of architecture and business students/graduates. We didn't know what would come of this particular mix. We were experimenting. As university faculty, and mentors to the researchers, we ourselves realised that we had, at best, a partial perspective on each other's disciplines. Economists thinking architects draw houses, architects thinking that marketers sell unwanted products and marketers thinking that economists are fixated with numbers. We had a hunch that we could work together, that our disciplinary roots could be woven together to produce something new; but it was only a hunch.

Moving to work in the Limerick City Gallery of Art helped us to shift from this early tentative position. Drawing on the design studio approach, the group worked in an open space, and formed mixed sub-groups, each working on particular set of questions. These questions started with, for instance: What is the culture of Limerick City? What will the expanded boundaries and amalgamation of the local authorities mean for the region? How can we re-invigorate the city centre, commercially, culturally, aesthetically? Building on the strong and positive relationship developed with the Limerick Local Authority over previous IUs we were very aware that there

were already many different positive initiatives in place; not least of which is the Limerick 2030 plan. We made great efforts to be complementary but innovative in our approach to the long standing issues facing Limerick City and its environs. We made great efforts to start from 'where Limerick is right now' not to dwell in the past, and not to rose tint its future. We sought input from the general public, representatives of the public sector and local entrepreneurs. We refined and tested our ideas right through the process. At a public interim briefing key representatives from the local authority gave feedback and suggestions for moving forward. Over the seven weeks the sense of urgency and the feeling that we were 'onto something' grew within the group. Gaining focus was key to this. This led us to refine our ideas down to four key themes. In this process the groups were re configured, expertise and capabilities re-arranged. Each week the researchers were asked to present their work to the mentor team, for comment and input. These 'crits' also became an opportunity for external input from members of the public and representatives of specific sectors under discussion. Each presentation was thoroughly discussed and refined. Following these open and frank discussions the mentors worked one-on-one with each group. The aim being to help elaborate the concepts and test the ideas; always working under the mantra of 'show me the nuts and bolts'.

This form of reasoning was pivotal in finding the 'sweet spot' between economic, marketing and spatial/design thinking. The continuous quest for the nuts and bolts helped crystalise the key concepts and bring the ideas closer to realisation. For instance, rather than stop at the idea of an artisan food network, the team

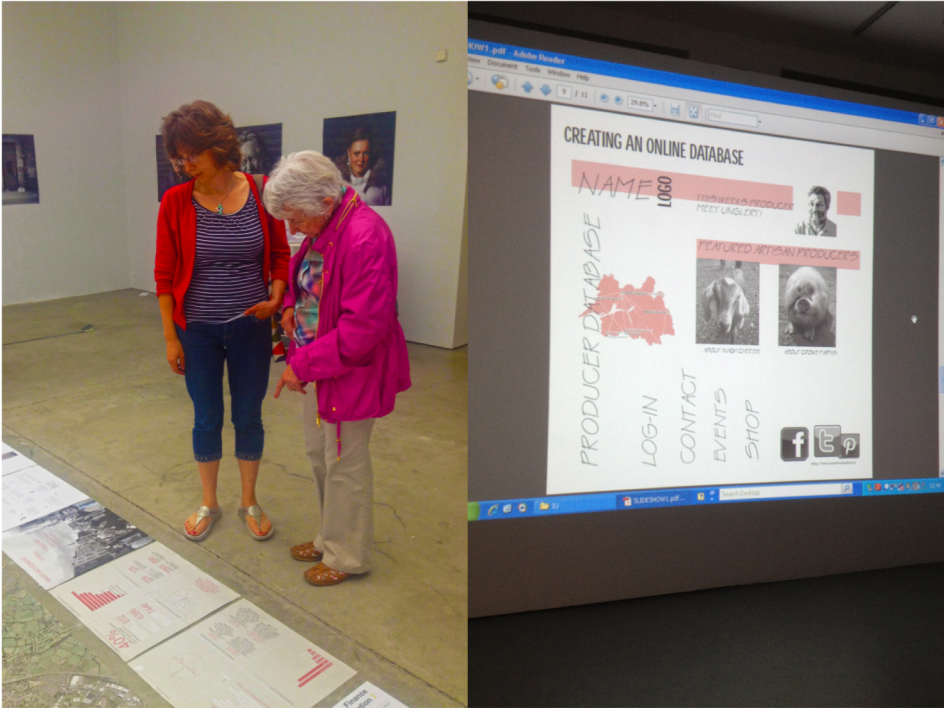
worked on calculating the monies saved by producers who would work collaboratively in bringing their offering to market. Rather than stopping at the idea of a graduate innovation campus, the team worked on alternative business models for accessing Georigan buildings. Rather than stopping at the concept of a community based upskilling/education movement, the team designed the incentives for both learner and participant. Rather than stopping at the concept Limerick as an Urban Park, the team worked on calculating the economic and social benefits of green urban spaces.

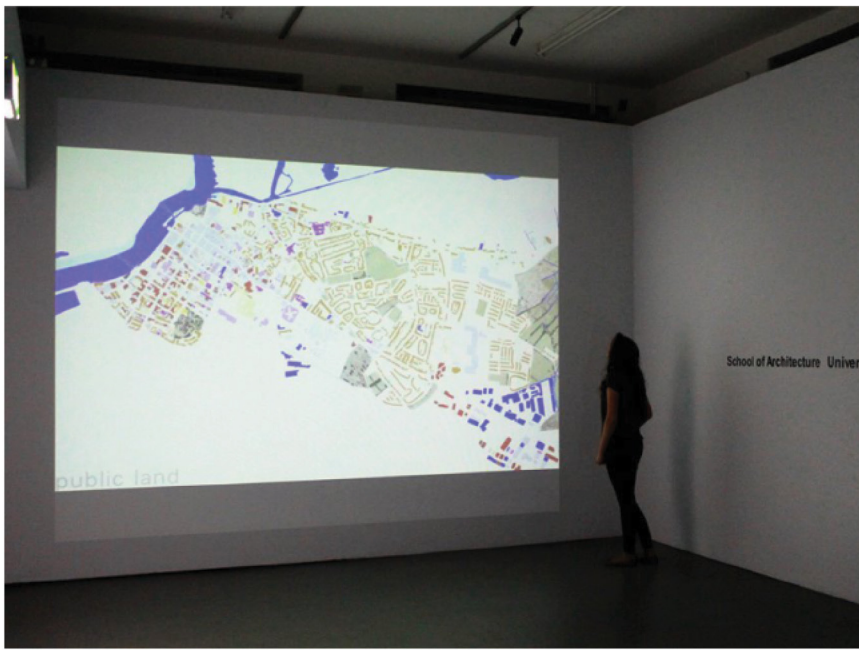
The integration of marketing, economic and design thinking was based on dialogue, with iterations between each discipline informing the project as we went along. It was not linear. There was no mere bolt-on solution. This iterative process required, for instance, the marketers and economists gain confidence in what they could offer and stretch their existing knowledge into new territories. Similarly the architects were reapplying their design thinking to the design of new market offerings. Ultimately the process can be described as one where the capabilities of one discipline became the creative stimulus for the other. Achieving clarity as to what each discipline could offer was the seed for the later transdisciplinary work that was produced. Transdisciplinarity connotes a focus on the issues rather than on discipline specific interests. IU 2013 became truly transdisciplinary only after the group became most aware of each other's capabilities and strengths, each feeding into the ultimate crystallisation of the ideas reproduced here. This is why this work is unique. This is why this work is important. The combination of spatial, economic and marketing thinking, set to devise solutions for a city, and challenged by inputs from both private business owners and members of

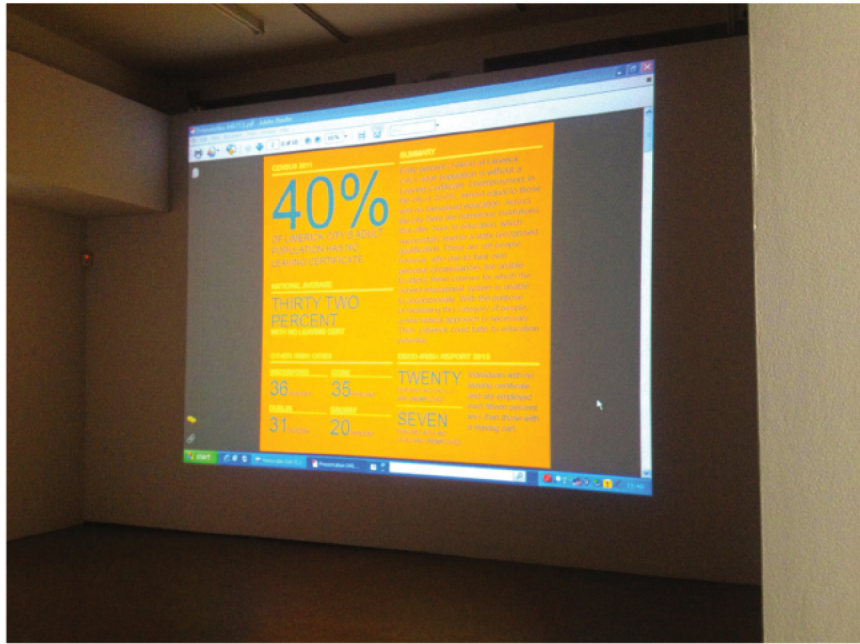
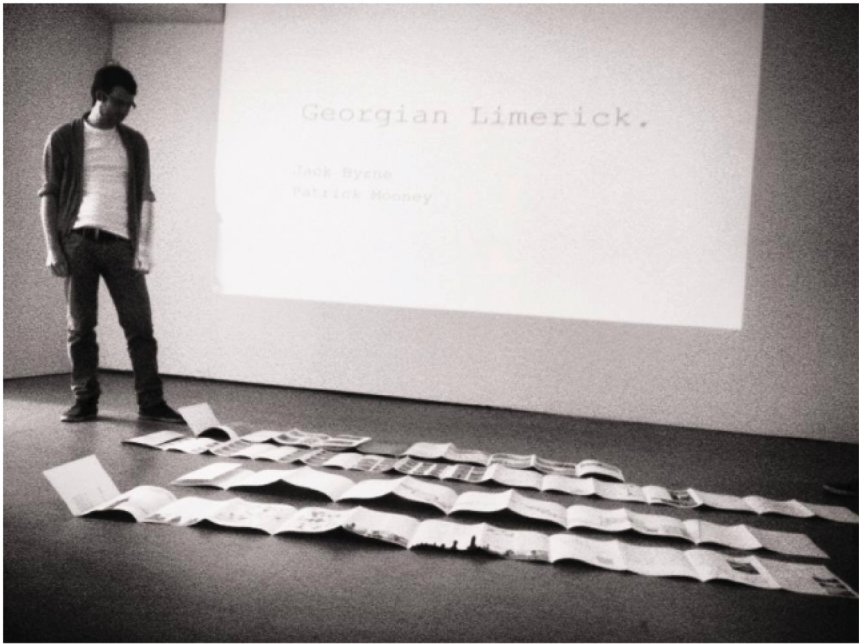
the local authority at the same time is a powerful mix. This is an important model that can be reproduced again and again in other cities.

The work we have produced, and you will read about here, is in essence only the beginning. Each concept has been developed, refined, and tested. We have hard facts and insightful mapping. We have a series of propositions that allow us to continue conversations with our partners in Limerick City Council, The University of Limerick, and the private sector. We are confident that these conversations will lead to concrete and measurable change in the economic, social and cultural life of Limerick City and its environs. Dr Annmarie Ryan, Lecturer in marketing, Kemmy Business School, University of Limerick.

The IU2013 mentor team included Grainne Hassett (SAUL), Dr Stephen Kinsella, (KBS), Dr Annmarie Ryan (KBS), Andrew Griffin, Morgan Flynn (SAUL) Peter Carroll (SAUL), Professor Merritt Bucholz (SAUL) and Sheila Deegan (Arts Officer, Limerick City Council).

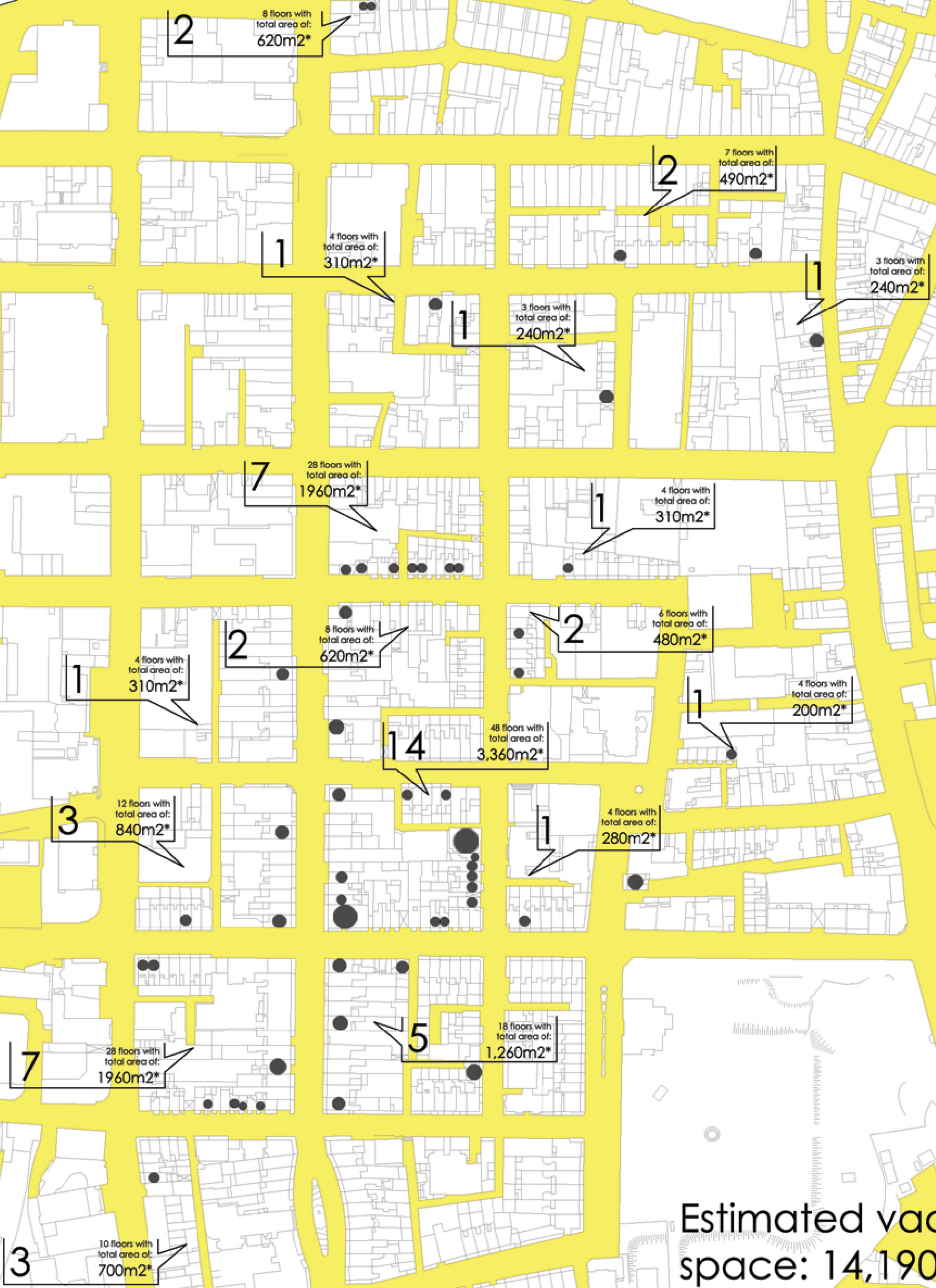






Georgian Development Association - Innovation Hub

55*
vacant properties



Estimated vacant
space: 14,190m²*

Innovation Campus

Innovation Campus

Our aim is to transform the value of the Georgian core historically, culturally and economically. We will do this by providing a way to create affordable live-spaces and workspaces for start-up micro businesses in the Georgian Core of Limerick. This scheme will begin with the identification of a city block, a valuation of the block and the identification of the existing vacant space, followed by a selection of a number of appropriate properties. Initial seeding of the project will involve choosing a number of micro-business ‘pioneers’ as a first phase of development of the Innovation Campus.

Through the collaboration of Higher Education Institutions, Limerick City Council and private owners/investors, the aim is to establish a framework for long-term, sustainable economic growth within the city centre. Through the introduction of two practical and real business plans, a policy will be created that cultivates the growth of a culture of new businesses in the city. This will be attractive for all the players involved: new business founders, property owners, the educational institutions and the City as a whole.

Initial investment is sought through public and private funding (UL, LIT, LCC, private investment and European funding) for the purchase and renovation of Phase One of the campus. Micro-

businesses will be charged a low rent, and an appropriate adjustment of existing rates will occur in order to catalyse the growth. A micro-business identity card will also be introduced that will allow participants to avail of discounts across the city.

Georgian Limerick is not utilising its full potential. We estimate that there are approximately 55* vacant properties in the Georgian Quarter with an estimated vacant space of 14,190m²*. There are many reasons why this space is idle; private owners cannot afford the renovation, strict planning and conservation policy, high rates which deter businesses from taking the risk of setting up companies in the city.

We propose a City Centre Innovation Campus to incubate new business and encourage creative and regenerative growth, and provide the platform for an inventory of existing vacant space in the city with a view to providing affordable workspaces for start-up micro businesses. Our aim is to fill this space with graduates from the various institutions around the Limerick region, and in turn reduce the so-called “brain drain” that is happening every year in Limerick city. Alarminglly, in 2011 3,416 of the 4,243 students that graduated from institutions in Limerick left the region, to seek

employment elsewhere¹. However, we feel that the setting-up of this Innovation campus will attract graduates to start-up businesses in Limerick city.

It is cheaper to set up a business in Limerick than other cities, with rates of €70-€110 per square metre are cheaper than Cork (€170-€200), and Dublin (€140-€320)².

Initial investment will be sought through public and private funding (UL, LIT, LCC, private investment and European funding) for the purchase and renovation of Phase One of the campus. Micro-businesses will be charged a low rent, and an appropriate adjustment of existing rates will occur in order to catalyse the growth. Businesses in the campus can avail of UL and LIT’s facilities and mentoring services from the various departments and academics attached to these institutions. Further to this the collaborative atmosphere that we hope to nurture in this campus will help to grow and enhance the start-up businesses. A micro-business identity card will also be introduced that will allow participants to avail of discounts across the city.

Why is a large portion of the Georgian core vacant?

Through conversations with local estate agents and business owners we established three predominant reasons for vacancy in the Georgian core. Current commercial rates are widely accepted as being too high for businesses seeking to locate in the city centre, renovation costs are often too high for private owners to afford and strict often conflicting planning and conservation policy restricts owners from diversifying the use of a georgian building.

Anecdotal evidence from estate agents DTZ and Rooney’s suggests that rates can range anywhere from one third to one half of the cost of rent. On numerous other occasions rates often exceed rents. High rates have obvious negative effects for potential development of new businesses within the city and are a major contributor to vacant space. Paradoxically Limerick city council’s adopted annual budget for the year ending 31st dec 2013 shows that Limerick city council aims to attain thirty seven percent of its income from rates. There are currently no exemptions from rates or offers of lower rates

for start-up businesses. High rates, coupled with high renovation costs and strict planning and conservation regulations compounds the problems faced by the city centre.



What are the negative effects of vacancy?

devaluation of property citywide due to derelict and vacant buildings



up to



devaluation of adjoining property

A study in wales by the empty homes agency in 2010
estimated the annual cost of keeping a property vacant at



Tackling Limerick's Brain Drain

Each year almost 80% of UL and LIT's graduates leave the region to find work further afield. Our aim is to offer these graduates incubation space in Limerick city for micro businesses. Current issues faced by graduates are the relatively high costs of setting up and running a business in Limerick city and finding support and funding for the start-up business.

Currently there are no existing incentives to capture a larger portion

of the vacating flock. The Nexus centre in UL provides a platform for new businesses to grow, however this happens on the grounds of the university thus removing any potential cross polination with potential clients and business allies in the city.

The following pages highlight figures related to current graduate employment.

BUSINESS FINANCE + INS. 22%

CIVIL SERVICE 2%

EDUCATION 26%

HEALTH 14%

ICT + TELE. 5%

MANUFACTURING 11%

TRANSPORT 6%

sectors of employment: ul graduates

3416 OR 80% OF THE GRADUATES LEAVE THE REGION EACH YEAR, HOW DO WE TURN THIS BRAIN DRAIN AROUND?

3416*

16*

IN THE PAST TWO YEARS THE NEXUS CENTRE IN UL HAVE ESTABLISHED A START-UP COMMUNITY WITH 33 MEMBERS. 16 OF THESE BUSINESSES HAVE BEEN FOUNDED AND RUN BY UL GRADUATES

UL

Graduate Figures 2011

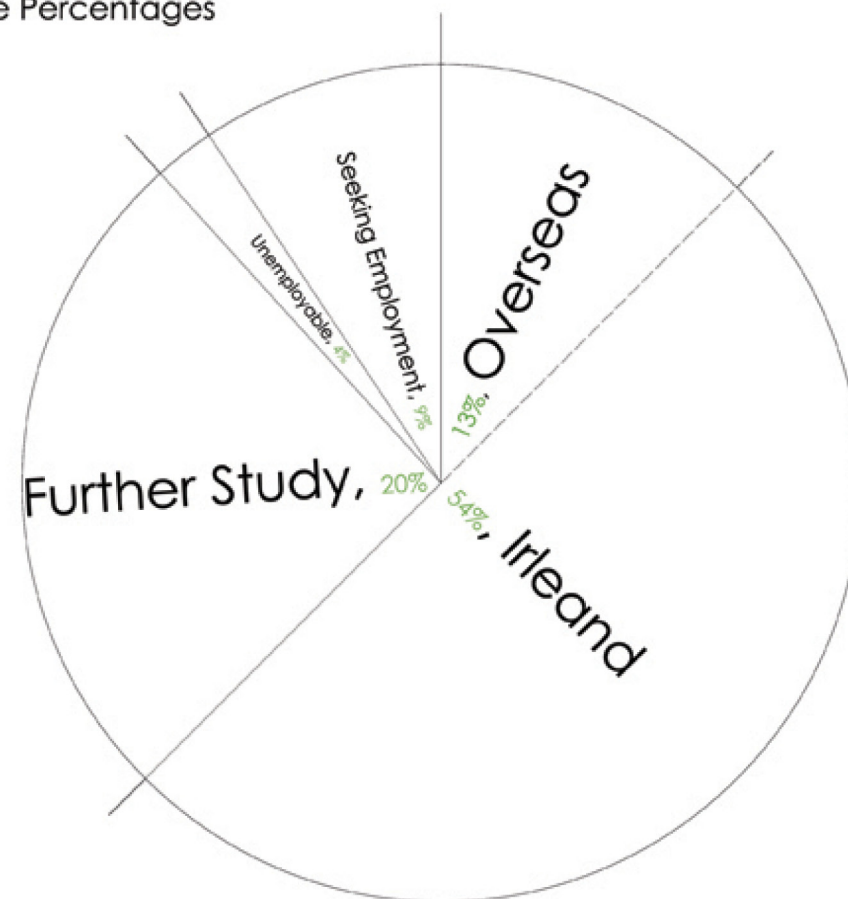
total no. of
graduates 2011

2741

College Departments

Business
Arts, Humanities
+Social Science
Education
Health Science
Engineering
Science

Graduate Percentages



Countries of Employment

EU - Britain Africa
Middle East Other
EU - Other States
North America
Australia
Far East

63%

Direct Employment.



LIT

Graduate Figures 2011

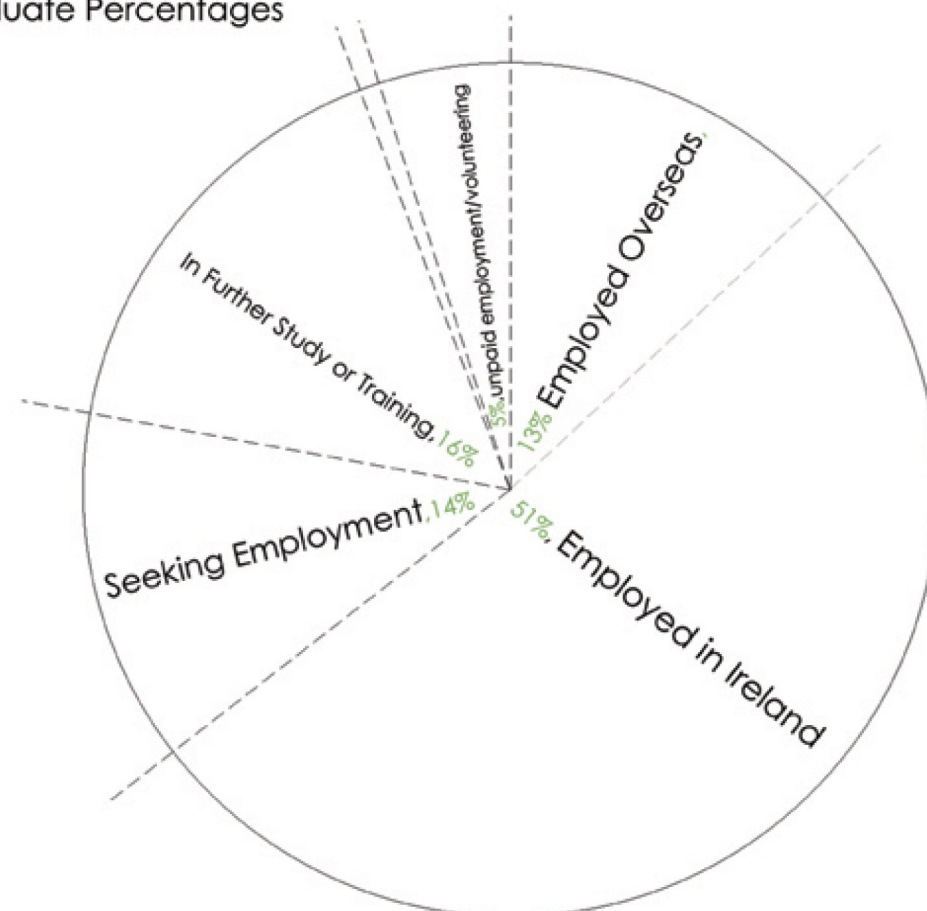
total no. of
graduates 2011

1502

College Departments

Business and Humanities
Art and Design
Built Environment
Science, Engineering and
IT

Graduate Percentages



Countries of Employment

Britain
Canada
United States
New Zealand
Australia

64%

Direct Employment.

Employment by Region



FINANCIAL OPTION 3

The innovation campus aims to solve two problems at once. It proposes to occupy the vacant georgian core while also providing graduates with space for start-up business. Financial option three is a scenario based option proposing the purchase of a building by UL and LIT for the provision of such space for recent graduates. The scenario's figures were calculated by BDO in Limerick and show a viable and attractive financial option for all parties involved.

Bob is 55 and owns a Georgian building. Bob is currently under serious financial pressure and needs a quick sale.

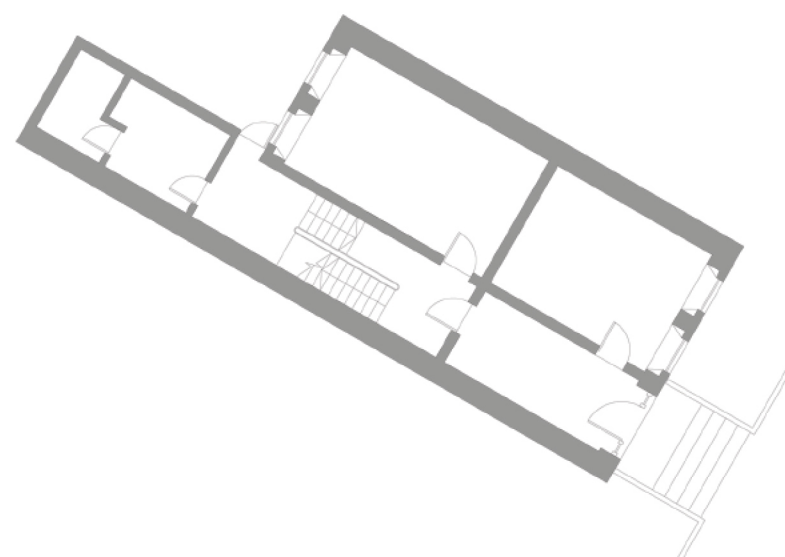
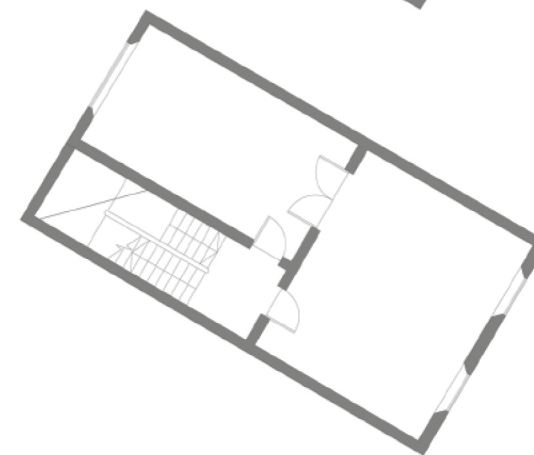
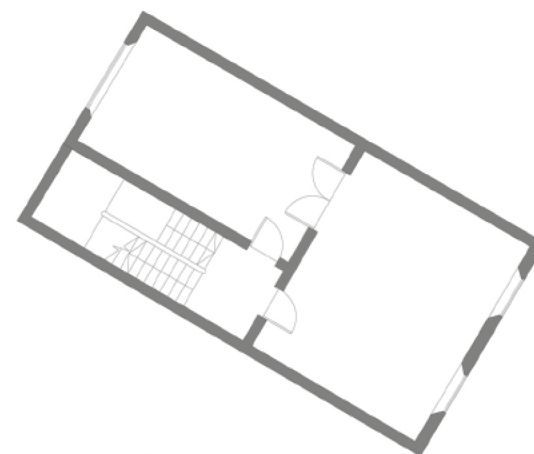
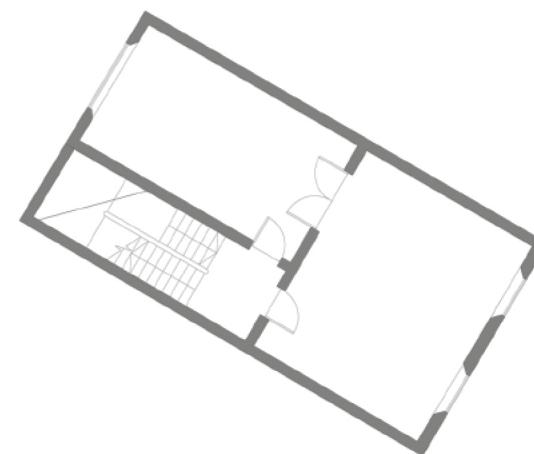
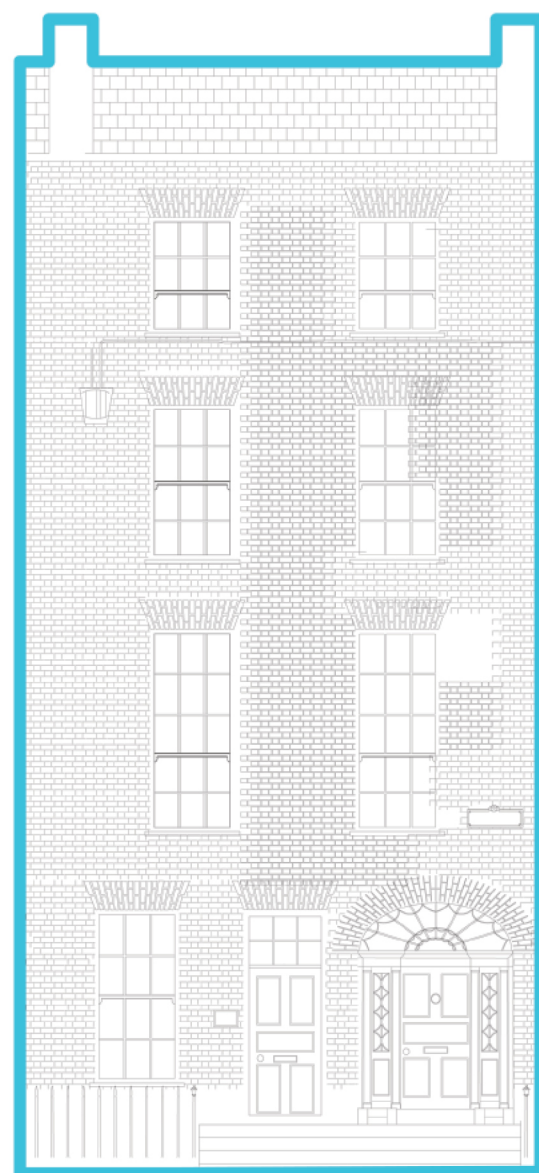
UL and LIT offer Bob **€300,000**. They invest a further €150,000 renovating the building and pay €9,000 in legal fees and stamp duty. UL + LIT have a loan of €300,000 and invest €159,000 in private funds.

Each business pays **€55 per week** for their desk space. In this scenario UL + LIT collect rent of **€33,750** in the year, compared with €22,010 at typical rates. In Year 1 after loan repayments the cash flow is €6,210, same for years 2 to 7.

In Year 7 they sell the property for **€500,000**.

This gives them a profit of €199,739. Taking into account the net investment of €159,000 the **internal rate of return is 14%**.

The investor acquires the property and takes all commercial risk in terms of rental yields, capital appreciation etc. The rate of return from the investment will depend on a number of factors. There will be no cap (up or down) on the return.



LIT sub-let space to recent graduates of their IT dept. The graduates use the space to establish an app development company

UL sub-let the space to three recent students of their product design course. the entrepreneurs develop new products aimed at the mobile phone market. they benefit from proximity to retail units and consumers

LSAD invite fashion students to use this space as an exhibition space and workshop within the city. the students benefit from multi-disciplinary environment and public interaction

Shared Clinic this space is a communal space shared among the users of the building. Lecturers come to advise and critique graduates prob-ono as agreed with LIT and UL

FINAL PAGE 1000MM
FOLDOUT OF EXHIBITION

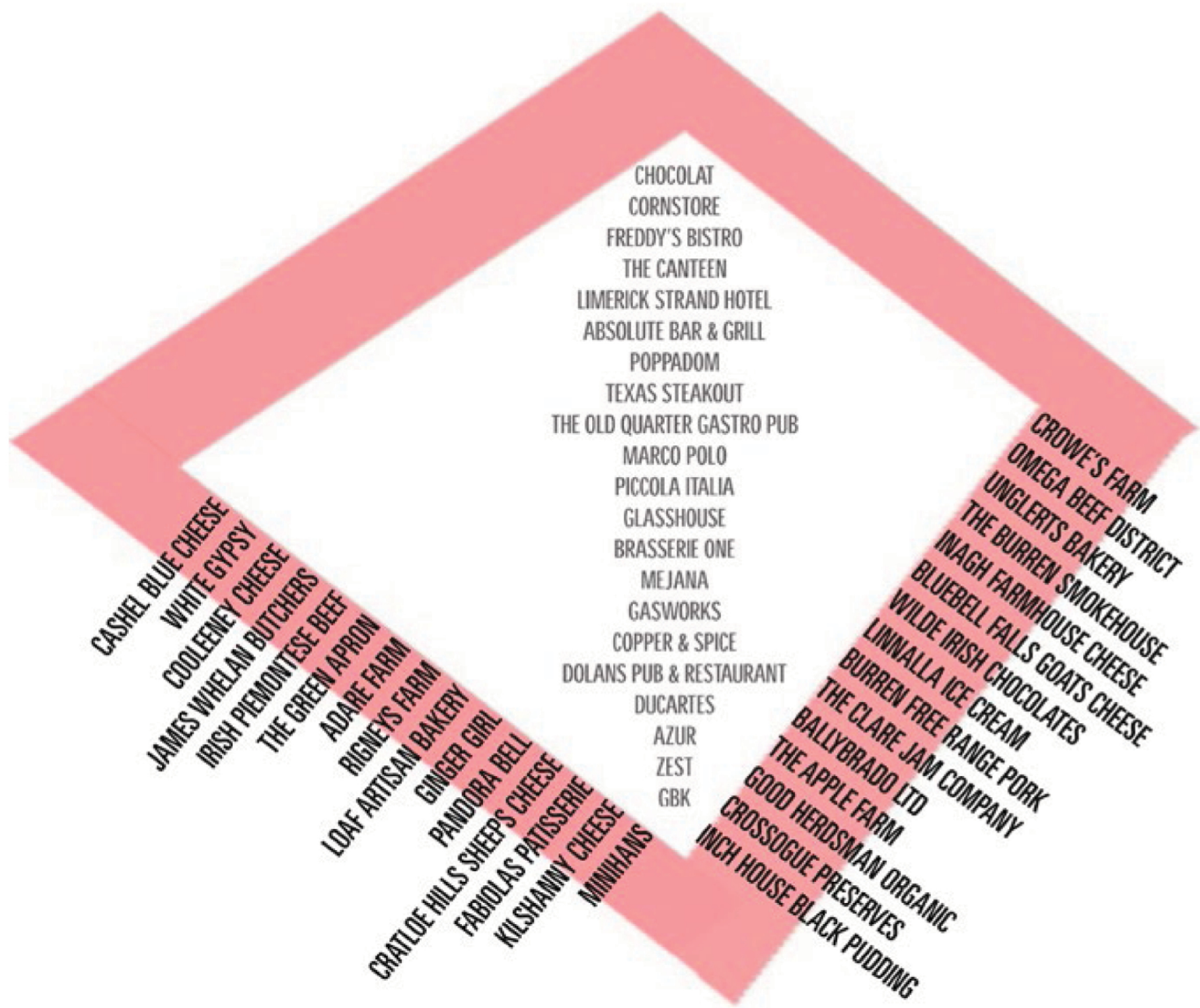
NETWORK OF ARTISAN FOOD PRODUCERS

WE CAN CREATE A SUSTAINABLE NETWORK

Artisan Food Network

WE CAN CREATE A SUSTAINABLE NETWORK

Artisan Food Network



Background

Initially our research began with trying to answer what is the culture of Limerick? Our approach to this broad question was to delve into Limericks historical past where we discovered the rich tradition of food production that existed in Limerick, particularly the production of bacon. Evidence of this history can still be seen today in the form of the renowned brand Shaw’s ham, although it’s no longer produced in Limerick. Having identified the existence of a rich food culture in Limericks past, we began to focus on what the food culture of Limerick looked liked today. It became clear that food production had evolved significantly in the Limerick and greater Midwest region from the great industrial food factories of the 19th and 20th century to the development of an artisan food culture. The development of this artisan food culture is evident across the Midwest with over 20 farmers markets in existence today, none more prominent than Limerick’s Milk Market which has developed into a cultural hub. Considering this our group decided to research the artisan food industry and network that exists in the Midwest with the aim of designing a policy that could enhance the future of Limerick and the Midwest in the context of the 2030 Economic and Spatial Plan. Upon the completion of our research and having consulted with business people within the industry, we identified various opportunities which led us to the development of Arti Food.

Arti Food is our proposed business which will act as a Mid-Western regional entity that will serve to connect artisan producers and buyers in order to harness the expanding demand for quality local produce, lowering costs for the consumers and merchants and increasing turnover for the producers. The business model will be based on the establishment of a brokerage vehicle that will nurture both producer and merchant into a cooperative entity that will benefit all parties. It is proposed that revenue will be generated through subscription fees from the interested participants.

Vision

The artisan food market is set to be an important contributor to Ireland’s economic recovery. In 2010 the Artisan Food industry was worth €85 million to the Irish economy. However with an increasingly price driven consumer, the industry is under increased pressure to provide quality

produce at a price which represents good value. Research has highlighted that 57% of consumers would be willing to purchase artisan produce if it was available at a cheaper price (Mintel, 2011).

Consumers in recent years have become more concerned with ethical issues such as food miles, traceability, provenance and organic farming, moreover opportunities exist for producers to meet this rising demand for food and drink produce that meets this criteria (Mintel, 2011).Considering this our organisation is focused on developing a platform from which producers and buyers can interact, form strategic and sustainable trading relationships in order to create added value for the end consumer. In recent years the Midwest region has seen the development of an artisan food culture and the establishment of numerous small producers who are offering an array of quality artisan produce. It is our belief that through the adoption of a coherent regional marketing and networking approach the Midwest region is strategically placed to compete with other regional food hubs such as West Cork in offering high quality local produce to local buyers, tourists and international markets. The primary aim of Arti Food is to create a platform from which a regional food network can be established to order to provide a brokerage service between buyers and producers.

In order to achieve this, a relational marketing approach will be undertaken to attract, maintain and enhance supplier and buyer relationships across the region. Relational marketing takes a long term approach in order to create and sustain broader and deeper interactions between suppliers and buyers. These interactions will be facilitated by the creation of community building initiatives such as the Wholesale Expo and Web 2.0 initiatives. The vision will be based on the premise of co-opetition rather than competition, which aims to get regional producers and buyers to work together and share resources in the development of value to the end consumer while also maintaining their independence. Quality Mark

Simon Coveney - Neither CSO or department of agriculture hold the figures on how many jobs the artisan industry supports as no consensus on the definition of artisan food exists. The premise behind the establishment of such a quality mark is due to the ambiguity that surrounds artisan food production. Currently artisan food is defined based on the 4P’s:

* Personality of the producer

* The Place it comes from

* The Product provided

* Passion

Although there is no doubt that the 4P’s do represent the vital ingredients for being an artisan producer, a quality and grading system for the industry would greatly enhance the reputation and quality of the produce and ensure that individual artisan producers have a sustainable business model. The vision for the quality mark is that it will represent a benchmark for the producers to achieve and strive towards. Such an accolade will highlight the top artisan producers in the industry and demonstrate to buyers and consumers that the produce is of the highest quality and truly artisan. It is envisaged that the criteria on which the producers will be judged will include:

* The quality of the ingredients utilised

* The skill and craft that is required to produce the product

* The consistency of production standards

* The sustainability of the business

* Value for money

* Creativity and innovation

Our aim will be to set up an independent judging committee for this quality market which will consist of highly respected individuals from the Irish food industry. They will judge individual producers on the criteria as stated above. We believe that a product can be of high quality and also offered at a competitive price, reflecting the inclusion of value for money in the judging criteria. While is it to be expected that products that achieve this standard will command a price premium, in order for a small artisan producer to have a sustainable business model its price point must reflect the current economic climate and represent value to the end consumer.

The Midwest Artisan Expo

Arti Food will aim in the short term to hold trade events, starting in the Midwest and in the longer term the intention will be to hold a national trading event. To launch our organization and promote our vision, we

propose to create a wholesale expo. The creation of this expo will serve as a networking platform between artisan producers and buyers across the region. Artisan producers will be given the opportunity to showcase their produce to a variety of buyers such as restaurants, pubs, hotels and cafes. Through the creation of this expo and networking event it would be envisaged that trading relationships can be formed between the suppliers and buyers. Given that Limerick City serves as the capital of the Midwest region, the Milk Market is strategically placed to offer the perfect space for such an event.

Web 2.0

Upon the creation of the Wholesale Expo, the next phase will involve the design of the Arti Food website. It is envisaged that this website will offer an online networking platform for buyers and suppliers to connect and interact. It is proposed that the website will also contain a database of producers in the region where potential buyers can conveniently search for local produce and make contact with the producers. Our research shows there is currently not enough accessible knowledge of existing producers available to buyers, therefore the establishment of a continually updated database of producers in the region is needed. The website will also serve as platform from which producers can showcase their produce to the general public through a blog, monthly e-zine and social media platforms such as facebook and twitter. The key strategy behind these various web 2.0 initiatives will be to generate engaging content that will promote the message of supporting regional artisan produce. Through this content and offline initiatives it will be envisaged that a community will be created.

Supply Chain and Network

The third phase of our food network initiative will involve analysing the current supply chain that artisan producers are utilising across the Midwest region. This analysis will seek to identify how effective and sustainable the current supply chains are and if these supply chains can be improved or consolidated to achieve efficiencies of scale and profitability. In seeking to make these improvements a more resilient market for local and sustainable food can be achieved.

Arti Food would seek to create a physical / online platform where suppliers and buyers could come together and network. Through

networking and the forming of relationships it would be the intention that restaurants would come together and commit to bulk orders from individual small producers or a pool of small producers. Through our initial research we have identified various instances of restaurants offering artisan food products from outside the Midwest region. The long term goal of our initiative would be for the Midwest region to be self sufficient in terms of offering an array of artisan produce at a price that is appealing to buyers and consumers, thus reducing the need for buyers to source produce from outside the Midwest. In conducting such an analysis it is envisaged that gaps in the market in terms of the supply of produce will become apparent and opportunities will arise for existing or new producers to fill these supply gaps.

Web 2.0

Upon the creation of the Wholesale Expo, the next phase will involve the design of the Arti Food website. It is envisaged that this website will offer an online networking platform for buyers and suppliers to connect and interact. It is proposed that the website will also contain a database of producers in the region where potential buyers can conveniently search for local produce and make contact with the producers. Our research shows there is currently not enough accessible knowledge of existing producers available to buyers, therefore the establishment of a continually updated database of producers in the region is needed. The website will also serve as platform from which producers can showcase their produce to the general public through a blog, monthly e-zine and social media platforms such as facebook and twitter. The key strategy behind these various web 2.0 initiatives will be to generate engaging content that will promote the message of supporting regional artisan produce. Through this content and offline initiatives it will be envisaged that a community will be created.

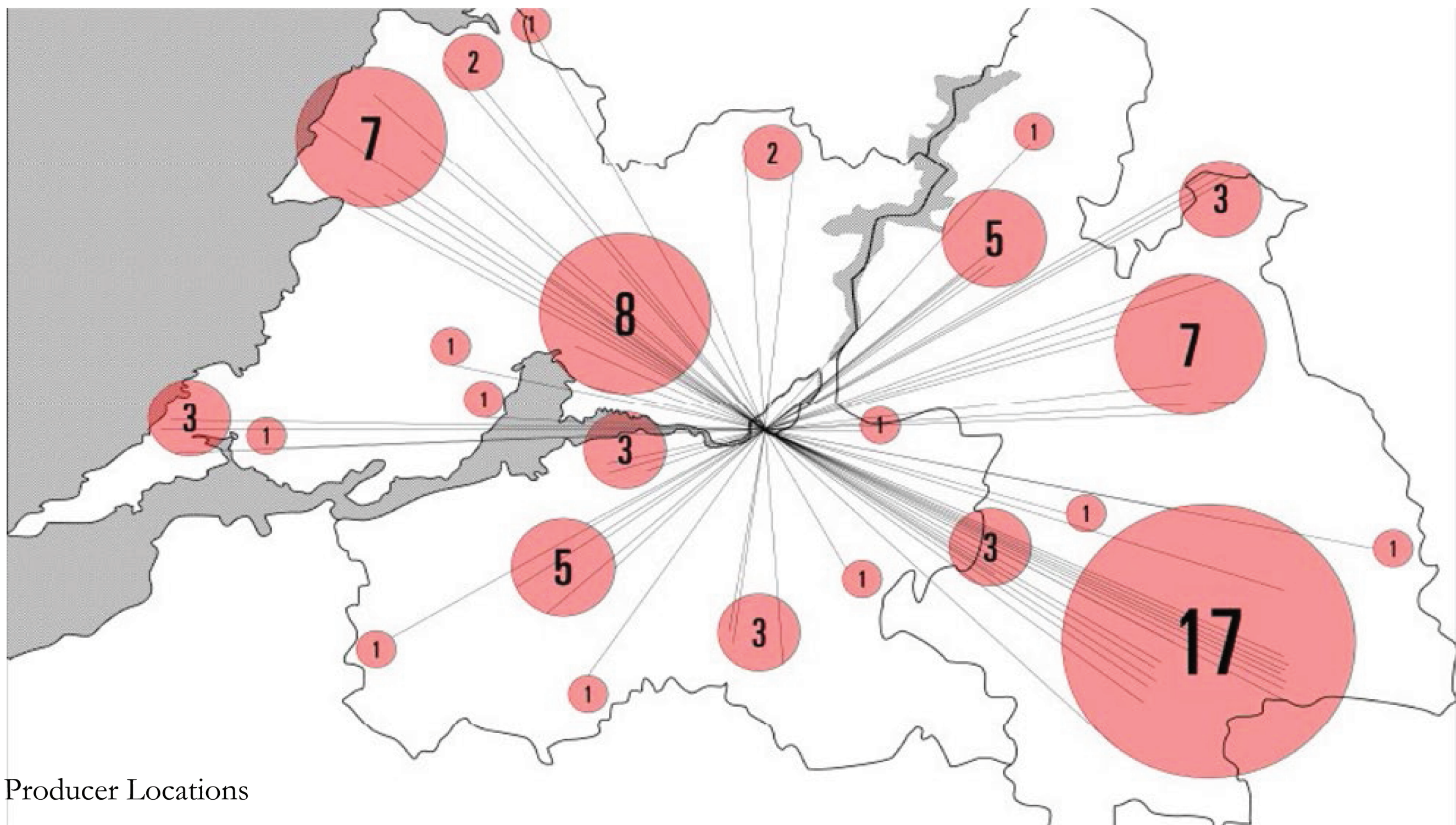
Supply Chain and Network

The third phase of our food network initiative will involve analysing the current supply chain that artisan producers are utilising across the Midwest region. This analysis will seek to identify how effective and sustainable the current supply chains are and if these supply chains can be improved or consolidated to achieve efficiencies of scale and profitability. In seeking to make these improvements a more resilient market for local and sustainable food can be achieved.

Arti Food would seek to create a physical / online platform where suppliers and buyers could come together and network. Through networking and the forming of relationships it would be the intention that restaurants would come together and commit to bulk orders from individual small producers or a pool of small producers. Through our initial research we have identified various instances of restaurants offering artisan food products from outside the Midwest region. The long term goal of our initiative would be for the Midwest region to be self sufficient in terms of offering an array of artisan produce at a price that is appealing to buyers and consumers, thus reducing the need for buyers to source produce from outside the Midwest. In conducting such an analysis it is envisaged that gaps in the market in terms of the supply of produce will become apparent and opportunities will arise for existing or new producers to fill these supply gaps.

Business Mentoring

Arti Food will seek to utilise the wealth of expertise and talent that exists in the region to offer business mentoring to small producers. Although national bodies such as Bord Bia offer such services to producers, we would seek to offer a more informal and localised service with an emphasis on utilising students, academics and graduates from the third level institutions. As an example, students who undertake marketing and entrepreneurial modules in the KBS Business School regularly have to complete live projects for various clients that look to students to provide them with new and creative ideas. Arti Food would aim to build on this existing precedence and offer the opportunity for small producers to access these students. With employers increasingly looking for graduates to have relevant work experience under their belt before completing college, an opportunity exists for a relationship to be created between the network of producers and third level institutions across various academic fields.



Artisan Food Networks

ESTIMATED FOOD NETWORK



78*

ARTISAN PRODUCERS

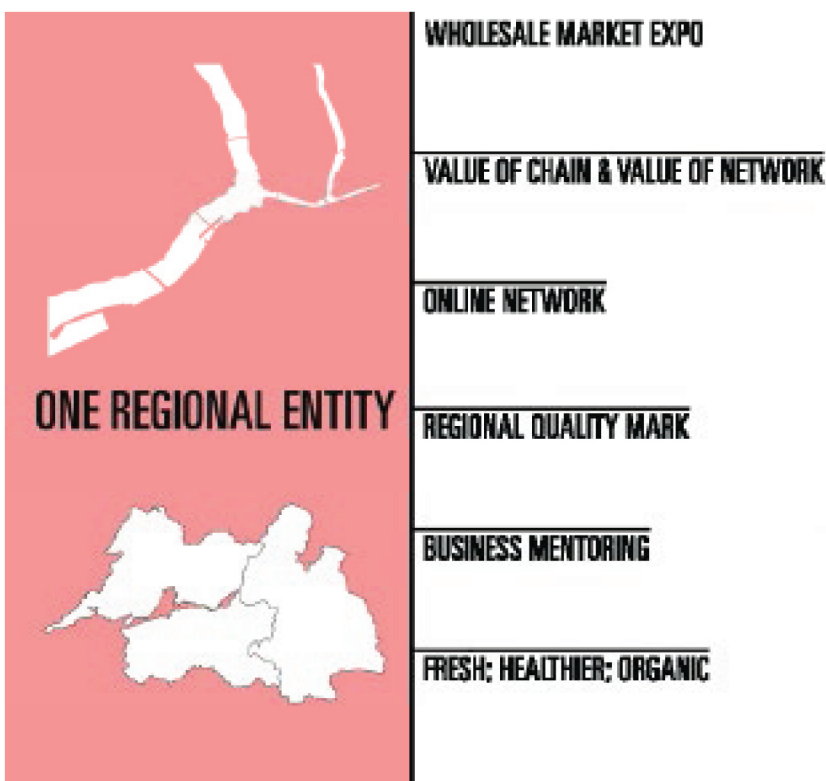
OVER 78 PRODUCERS ARE IN THE MID-WEST REGION WITH A WIDE RANGE OF QUALITY PRODUCE TO DOMESTIC AND INTERNATIONAL MARKETS.

The artisan food market is set to be an important contributor to Ireland's economic recovery. However with an increasingly price driven consumer, the industry is under increased pressure to provide quality produce at a price which represents good value. Consumers in recent years have become more concerned with ethical issues such as food miles, traceability, provenance and organic farming moreover opportunities exist for producers to meet this rising demand for food and drink produce that meets this criteria (Mintel, 2011).

Considering this, we are focused on developing a platform from which producers and buyers can interact, form strategic and sustainable trading relationships in order to create added value for the end consumer. Our belief is that through the adoption of a coherent regional marketing and networking approach the Midwest region is strategically placed to compete with other regional food hubs such as West Cork, in offering high quality local produce to local buyers, tourists and international markets. Our aim is to provide to a knowledge brokerage service between buyers and producers.

The vision will be based on the premise of co-opetition rather than competition, which aims to get regional producers and buyers to work together and share resources in the development of value to the end consumer while also maintaining their independence.

WE ARE:



DEFINING ARTISAN:

Simon Coveney (Minister for Agriculture) says "Neither CSO or department of agriculture hold the figures on how many jobs the artisan industry supports as no consensus on the definition of artisan food exists." The premise behind the establishment of such a quality mark is due to the ambiguity that surrounds artisan food production. Currently artisan food is defined based on the 4P's :

Personality of the producer, the **P**lace it comes from, the **P**roduct provided and **P**assion.

Although there is no doubt that the 4P's do represent the vital ingredients for being an artisan producer, a quality and grading system for the industry would greatly enhance the reputation and quality of the produce and ensure that individual artisan producers have a sustainable business model. The vision for the quality mark is that it will represent a benchmark for the producers to achieve and strive towards. Such an accolade will highlight the top artisan producers in the industry and demonstrate to buyers and consumers that the produce is of the highest quality and truly artisan.

NETWORK OF ARTISAN FOOD PRODUCERS



WE CAN CREATE A SUSTAINABLE NETWORK

85

MILLION EURO TO THE IRISH ECONOMY COMES FROM THE ARTISAN FOOD INDUSTRY

OUR QUALITY MARK

The quality mark will be visible on the packaging of artisan products which meet the criteria and restaurants that serve artisan produce from recognised producers who will also be encouraged to display the quality symbol.



OUR CRITERIA FOR PRODUCERS



OUR AIM: TO DEVELOP A RESILIENT MARKET FOR LOCAL AND SUSTAINABLE FOOD

Our food network initiative will involve analyzing the current supply chain that artisan producers are utilizing across the Midwest region. This analysis will seek to identify how effective and sustainable the current supply chains are and if these supply chains can be improved or consolidated to achieve efficiencies of scale and profitability. In seeking to make these improvements a more resilient market for local and sustainable food can be achieved.

Our initiative will seek to create a platform where suppliers and buyers can come together and network. Through networking and the forming of relationships, it will be the intention that restaurants will come together and commit to ordering in bulk from individual small producers or a pool of small producers. Through our initial research we have identified various instances of restaurants offering artisan food products from outside the Midwest region. The long term goal of our initiative will be for the Midwest region to be self-sufficient in terms of offering an array of artisan produce.

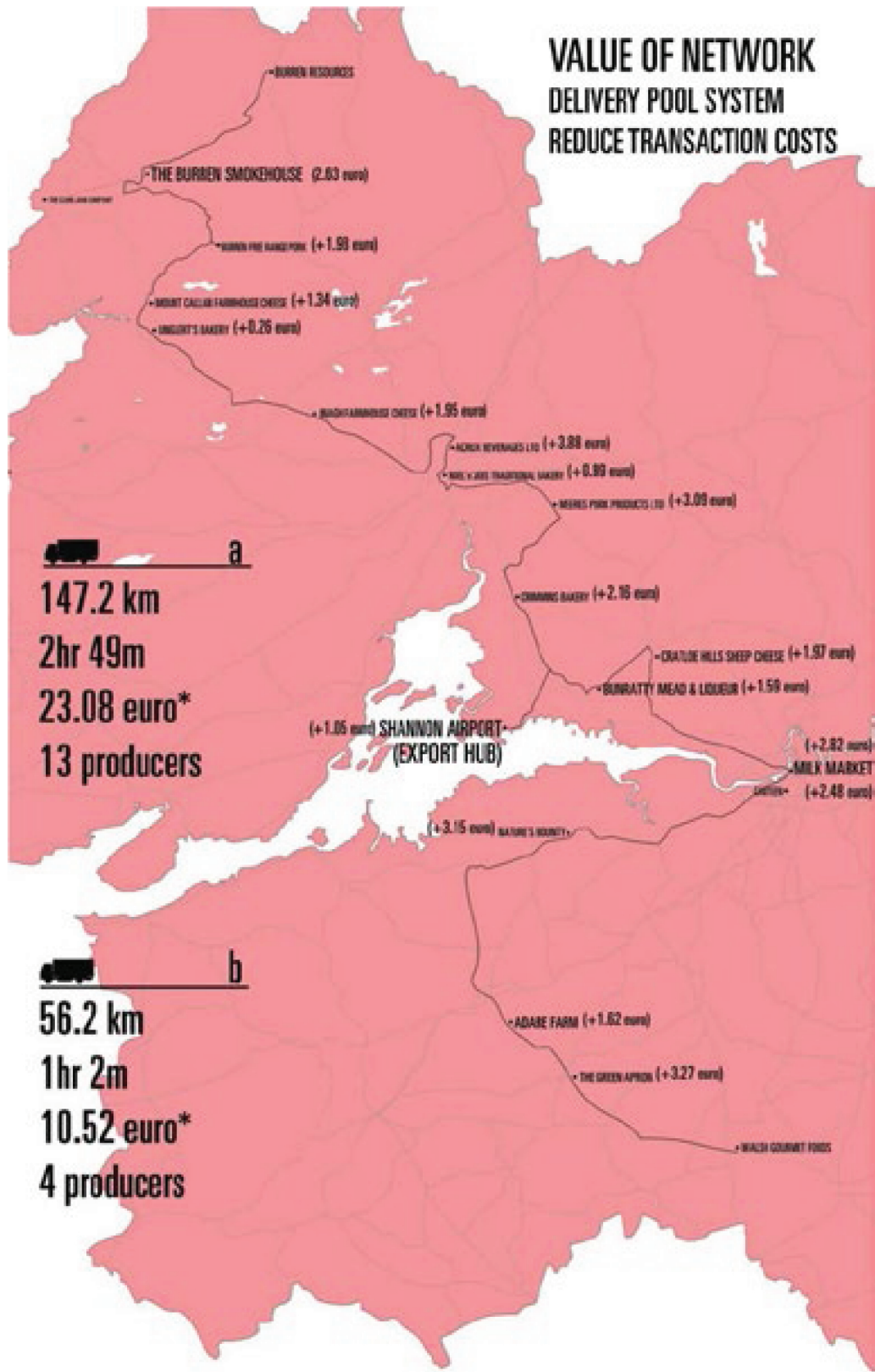
WHOLESALE EXPO:



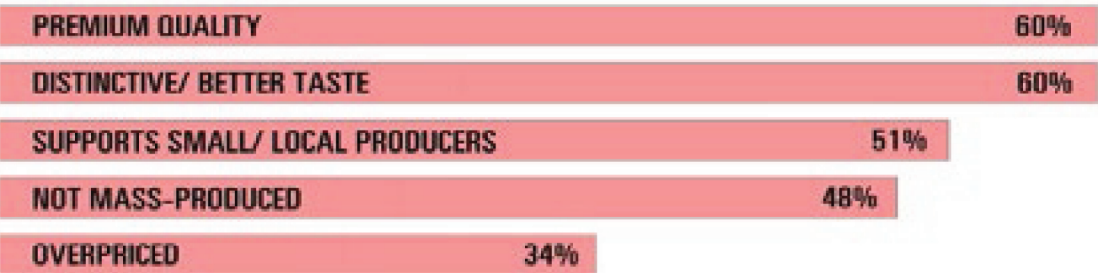
Our aim in the short term is to hold trade events, starting in the Midwest and in the longer term the intention will be to hold a national trading event. To launch our organisation and promote our vision, we propose to create a wholesale expo. The creation of this expo will serve as a networking platform between artisan producers and buyers across the region. Artisan producers will be given the opportunity to showcase their produce to a variety of buyers such as restaurants, pubs, hotels and cafes. Through the creation of this expo and networking event it would be envisaged that trading relationships can be formed between the suppliers and buyers. Given that Limerick City serves as the capital of the Midwest region, the Milk Market is strategically placed to offer the perfect space for such an event.

432

BUYERS/
RESTAURANTS
IN THE MID-WEST
REGION.



CRITERIA BUYERS LOOK FOR:





FINAL PAGE 1000MM
FOLDOUT OF EXHIBITION



HAIR DRESSING



OPERA



SWIMMING



RESTAURANTS



BILLS



SALON



CINEMA



YOGA CLASSES



DRINKS



INTERNET



BEAUTY



THEATRE



GYM MEMBERSHIP



HOTELS



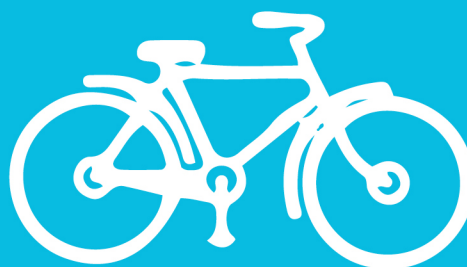
PHONES



NAILS



CONCERTS



BIKE TRAILS



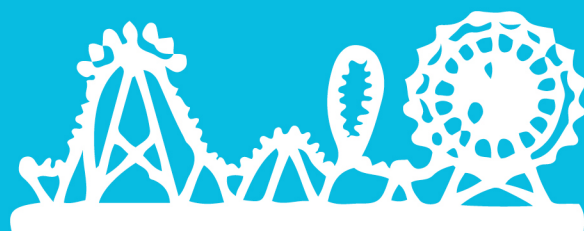
SERVICES



SHOPPING



SPA TREATMENT



THEME PARKS



CLUB MEMBERSHIP



FLIGHTS



PETROL

Operation Education

Limerick is underachieving in its education potential. 40% (14464) of Limerick City's adult population is without a Leaving Certificate, the highest of any city in Ireland. Unemployment in the city is almost 29%, the nationwide average is 13%. Across the city there are numerous institutions that offer 'back to education opportunities' which successfully lead to a state recognised qualification. Some people however, due to their own personal circumstances, are not ideally suited to these courses. In order to facilitate these people, a new radical approach is necessary.

Research shows those with higher levels of education enjoy better health for longer. Through the upskilling and education of the population there are very direct economic benefits to the state, both in terms of healthcare and social welfare expenditure.

We loved the broad appeal of the 'Operation Transformation' tv programme and were impressed by the nation's adoption of it. People signed up to the heroes on the website and got out jogging in frosty february. Whole villages joined up. So we thought what if we used this approach?

We designed an education project with a new approach to the current adult education system. This would be a city wide initiative for everyone to get involved. Everyone would upskill at the same time similarly to how everyone following the tv programme signed up for an exercise regime.

It is envisaged that a pilot project be designed to increase the skill set of adults over a 9-12 month period. This will be an incentive based learning program, where open-source learning material, including online courses will be made available to everybody in this community based learning program. Incentives will be afforded to both service users and providers. The creation of a media initiative/press release will be used to create initial awareness of the program and the business sponsors involved. Engagement with existing networks, structures and community educators will be promoted by the creation of a points based system. Points will be exchanged for rewards through participation. Participants can avail of this reward system, and also work towards achieving a State recognised qualification.

This initiative will plug into existing educational institutions and structures without the need for new facilities. The program will be divided between online tutorials and help, with a specified number of contact hours per week with an appropriate tutor. It is expected that community centres and existing adult education facilities would be used to provide online resources and tutorial hours for those who require them.

'Operation Transformation Education' will work as an open source incentive based education program. Participants will receive rewards upon finishing their chosen course of study. The course would be both online and classroom based. Everyone has the potential to receive a recognised qualification.

The business model will function as a co-operative between local businesses, existing educational institutes, local authority and the participants. The support of the local businesses is fundamental, with the long-term payoff of a high skilled work force. It could also plug into other existing education models such as Germany's dual system whereby companies take on apprentices and at the end of the process they have a recognised qualification with the potential of being hired by the company.

The ultimate aim of this project is to provide up to 3000 people with skills and knowledge in one year in order to be able to compete in the current job market. It is also designed to increase self confidence, lower health risks and minimise cost to the state, along with countless other benefits.

“I always wanted to
learn how to code”

“I always thought I’d
be a good manager”

Some of the subject choices...



LANGUAGES



INSTRUMENTS



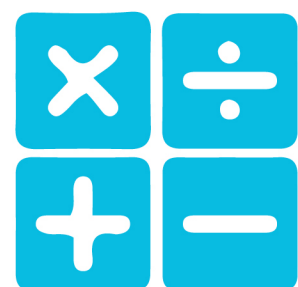
LITERACY



PHOTOGRAPHY



TRADE



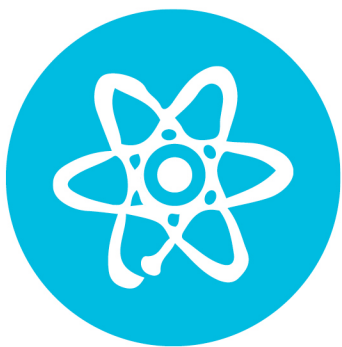
MATHS

So how does it work?



Log on to our website - create a profile

Choose a course you wish to up-skill in - eg: sciences



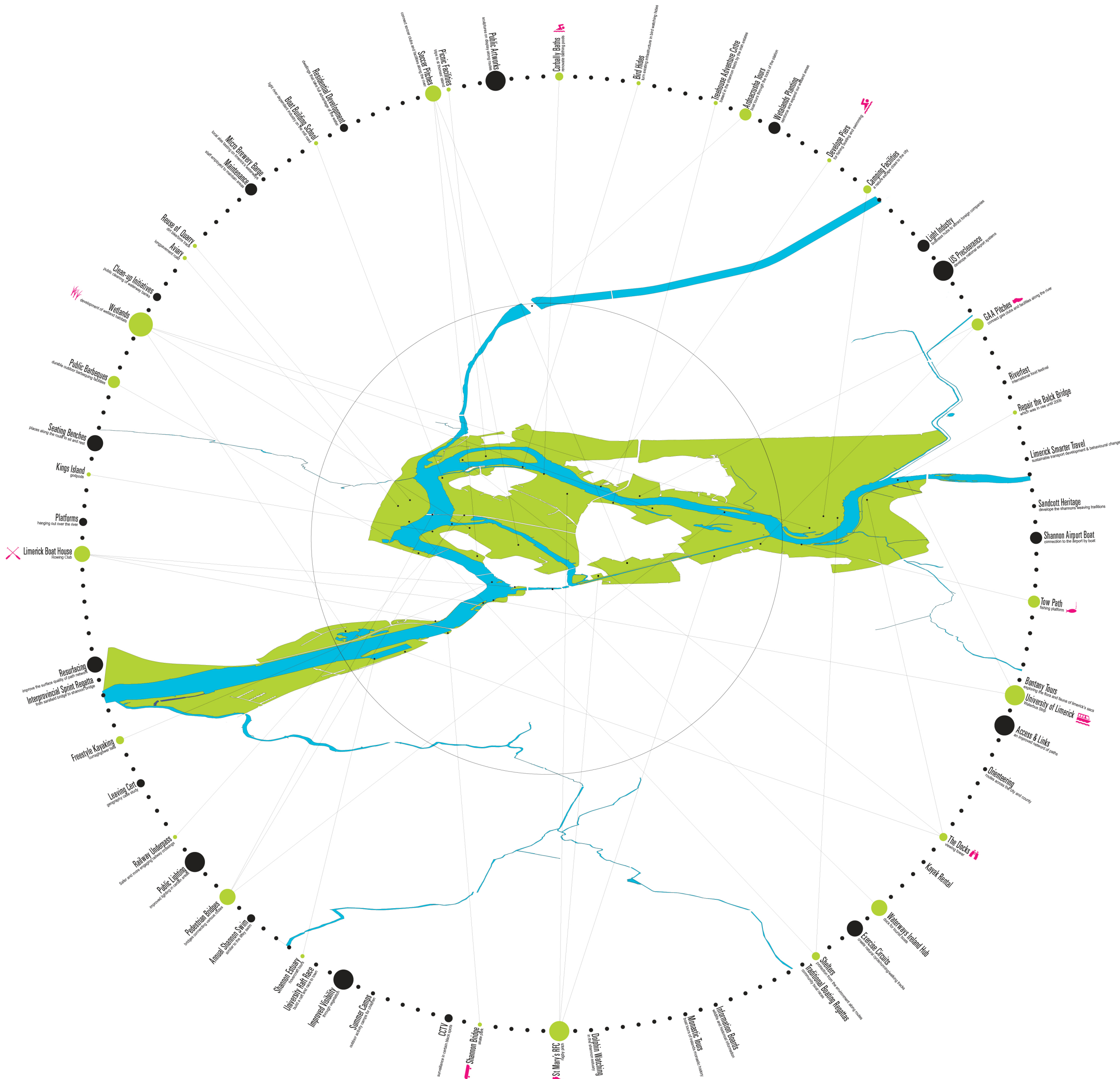
Earn points while you study

Monitor your progress - watch video tutorials

Exchange points for your reward



FINAL PAGE 1000MM
FOLDOUT OF EXHIBITION



Limerick City Park

Thirty per cent of Limerick City is green space which includes parks, SACs, sports pitches and brown filed sites. A further 6% of the city is zoned as a Special Area of Conservation (Limerick City Development Plan). Yet this area is underused, underappreciated and underrated.

Special Areas of Conservation (SACs) are prime wildlife conservation areas, designated under EU legislation, and are thus considered important on a European and Irish level. SACs are mostly in the countryside, although a few sites reach into town or city landscapes, the Shannon/Limerick region being one such example. From this investigation into developing new policies for Limerick city, we feel that Limerick city's most underused attraction is the SAC.

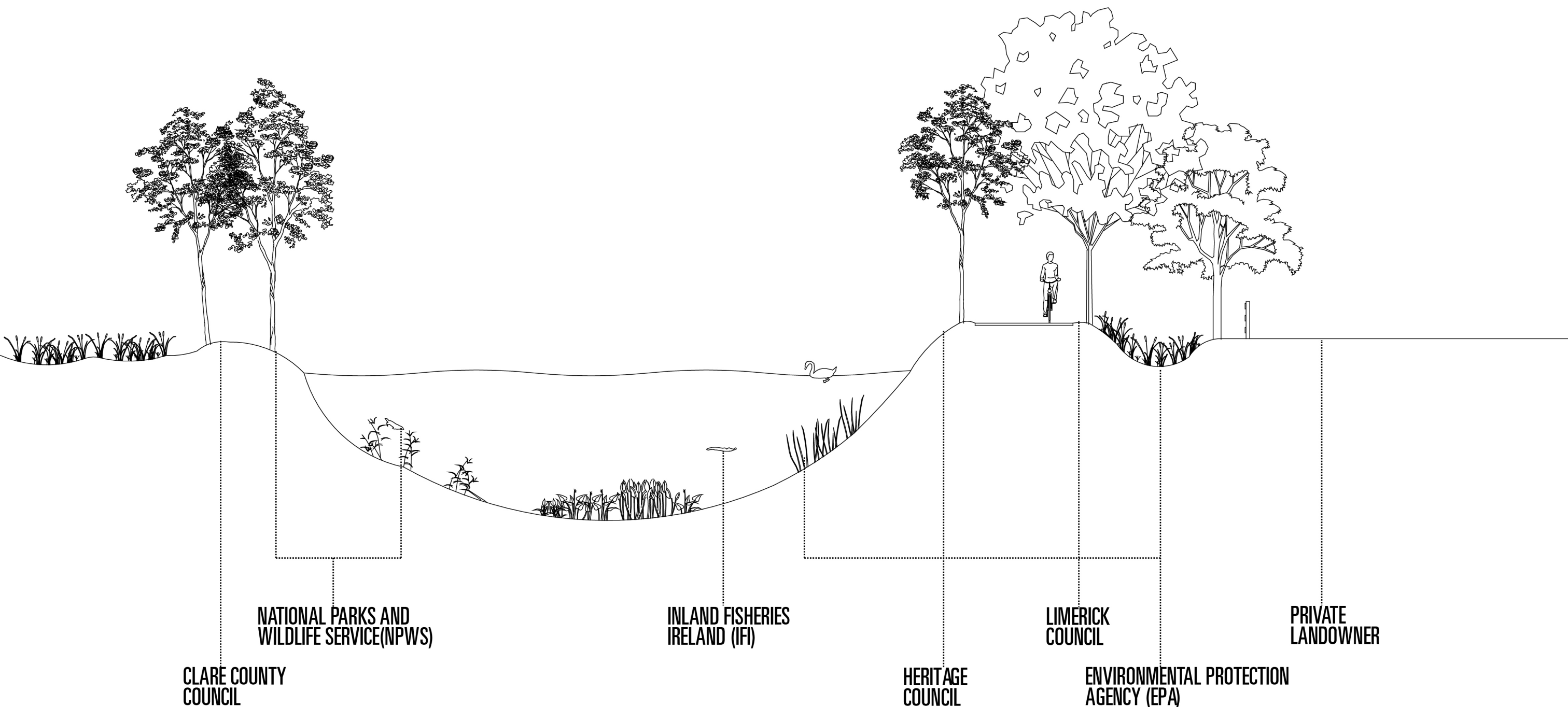
Limerick's SACs consist of the River Shannon, its banks and some

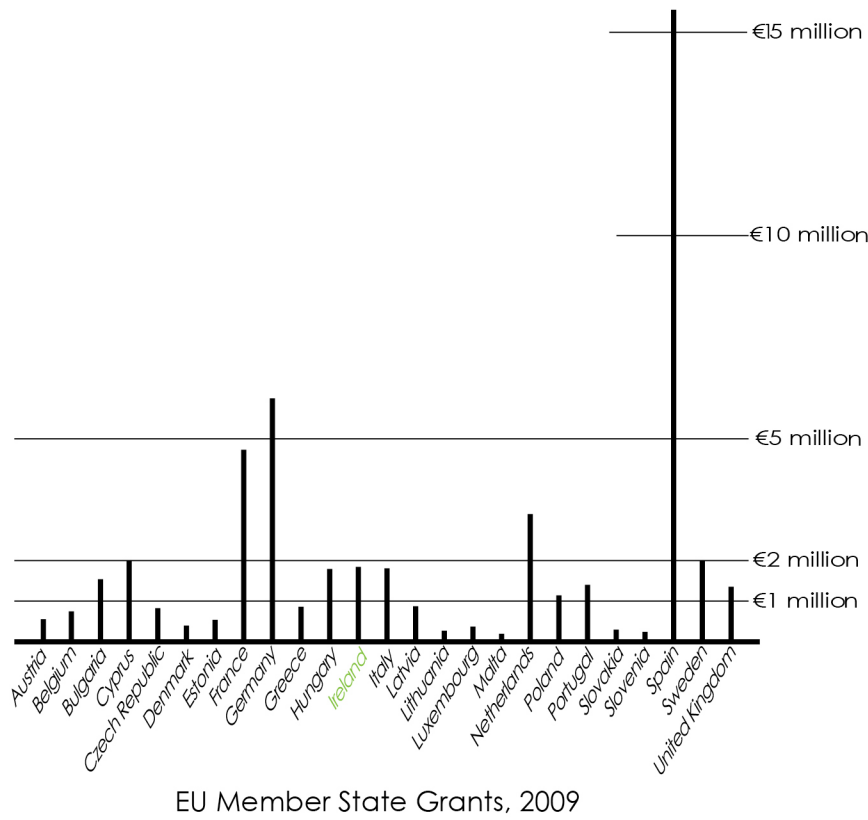
neighbouring wetlands. These areas are governed by a number of agencies;

Limerick City County Council
Clare County Council
Waterways Ireland
Inland Fisheries Ireland (IFI)
National Parks and Wildlife Services (NPWS)
Office of Public Works (OPW)
Environmental Protection Agency (EPA)
Heritage Council
Private landowners

As can be seen from the section in fig. 1 these organisations' roles overlap and would benefit from working interdependently. The current condition of the SACs does not allow them to be used to their potential by humans. Overgrown vegetation and aged infrastructure mean access is reduced and visibility impaired along walking routes. The EUs annual budget for SAC development is €5.8 billion and it would be of benefit to everyone if these organisations could work together efficiently to gain funds and improve sensitive access to our SACs.

In researching we felt a case study similar to Limerick and her SAC was worth exploring, we can look to Arran Island as a case example. Arran Island in Scotland is an SAC whose aim of development was to "secure the conservation of Arran's sensitive habitats and





landscapes whilst encouraging responsible and sustainable public access to these areas of outstanding scenic and natural heritage interest.” In a similar pattern as in Limerick a large number of governing bodies were in control of the SAC. Arran has succeeded in uniting these efforts under a single understanding and the WWF (Innovative Use of EU funds to Finance the management measures and activities in NATURA 2000 sites, 2009) have commended the Arran project for “demonstrating a successful use of several different sources of funding in a holistic and coordinated manner”.

Further, current best practice in city planning recognises the importance of making healthy exercise settings for its citizens. Many commercial sectors, especially IT, will stress the importance of offering an attractive city setting-with sports (mountain biking, tag rugby, wakeboarding, jogging) – as part of the set of attractions to entice prospective employees. The city Park is the new Urban.

Limerick city is located little over an hour away from intensely used west coast surfing centres, sailing, rowing, mountain biking, caving and rock-climbing activities. The SACs can benefit from this proximity by offering citizens and visitors a base or gateway to these activities. To improve access into the SAC areas bounding and within Limerick city builds on that particular regional character, and extends it.

In a study conducted by the ESRI on the perceptions of Limerick city versus Waterford, Cork and Galway cities, it was found that only 9% of the respondents would choose Limerick as the city in which they would like to spend a day out in. Moreover, only 8% of these people who would choose Limerick to spend a day out in, did so to tour, while the most popular reason was down to having friends or relatives living in the city-nothing to do with any attributes of the city itself.

Why can’t we change the image and perception of Limerick by transforming its SAC into one of the biggest city parks in Europe?

Why aren’t we using this unique and beautiful natural asset? Could we develop a more progressive engagement with the process of environmental protection? Why would we develop these areas?

Benefits to society include recreational benefits, aesthetic benefits,

health benefits, visual benefits (better scenery), eco-tourism and an overall better quality of life. Economic benefits in this case were estimated in the form of health and wellbeing benefits for the public, as well as savings to the government from reduced spending in the health sector. It is widely accepted that that regular exercise increases the health and well-being of people. Improving the Limerick SAC would greatly enhance both the usage of the amenity and the public perception of it. 2007 SLAN (Survey for Lifestyle Attitudes and Nutrition in Ireland) surveys have also proven that there has been a notable increase in overweight and obesity levels in the past decade. The surveys stress that regular physical activity reduces your risk of chronic diseases, such as coronary heart disease, type 2 diabetes, stroke, cancer, osteoporosis and depression. For this reason, SLAN outlines how the healthcare system would benefit from reduced costs if people became more active.

An Australian study (The Cost of Physical Inactivity, Medibank) estimated that if Australian people became more active for just 30 minutes per day, it could save \$1.5 billion (€815 million) a year in cost related to the linked illnesses. The level of inactivity in Ireland is even higher than in Australia, so the possible cost benefits, in this sense, may be even greater. It has also proven to reduce short-term sick leave, allowing for a notable increase in productivity.

Another positive example, provided by Natura 2000 Network (IEEP), estimated that the cultural value and benefits from government support to the Burren Park in Ireland, using economic methods such as willingness to pay and predictive surveys would provide a rate of return of 353% for every €1 invested. Imputing the value of an environmental service can be done in a variety of ways using various economic tools, depending on the situation.

The ESRI (Hedonic Analysis of the Value of Parks and Green spaces in the Dublin Area, 2009) carried out an analysis on housing property prices in Phoenix Park in Dublin, where green spaces were valued by homeowners in the area. They found that house prices varied with proximity to green space, increasing exponentially with proximity.

We propose that rather than ignoring the SACs, we should invest in them to make the city a more vibrant place for its inhabitants, tourists and future businesses. This could involve reallocating some of the government’s budget from the health sector to investment into this SAC, providing a facility for the public to use on a daily basis for both recreation and exercise, improving the health and general well-being of the people.





It could start with simple, cheap improvements. Clearing overgrown areas and opening up entrances and exits to the SAC will spark people’s use and change their opinion of these areas. We developed one hundred small ideas to kick start interest and use of the SAC areas. From kayaking to community gardens, the diverse urban areas the SAC traverses allows this urban park to cater to different interests. The SAC borders our central business district as well as some residential areas. A number of education facilities also sit on the edge of the SACs, these situations present great opportunities to develop the region. As the map suggests, the park stretches through the city with events and activities all along the river’s course-an urban park that includes and connects the entire city. We propose that this ‘Urban Park’ would be adopted as part of Limerick’s branding and

positioning strategy-a new image of Limerick. Small local initiatives like the rowing clubs, jogging clubs, interaction with our schools and nature walks could foster stewardship amongst the people in these areas garnering support for larger one off events in the future.

Our Special Areas of Conservation are beautiful natural resources that we as people of Limerick should take pride in and enjoy. We should develop them in a sensitive and sustainable fashion to benefit the city’s inhabitants, tourists and future businesses. Limerick’s Urban Park is Limerick city.

The Show

IU research team 2013

Andrew Casey
Darragh O'Connor
Darren Monahan
Deirdre O'Reilly
Eoin Daly
Fionnuala Bhreathnach
Jack Byrne
Jane Kissane
Jenny Hogan
Jim Murphy
Maliha Rafique
Patrick Mooney
Ray McGreal
Séamus Bairéad

A woman with dark hair tied in a bun, wearing a white t-shirt and black pants, is holding a white handheld device. She is standing in front of a presentation board that has some text and a green graphic on it. The text on the board is partially visible and includes "Percent of Lam", "patches and", "on, we can see the", and "rely underrated, un".

percent of Limerick is green space which includes parks, SACs, pitches and residual areas. From the Limerick City Development Plan, we can see 6% of Limerick is zoned as an SAC. Yet this area is largely underused, under-appreciated and under-rated.

The SACs make up 3.5km² of the city centre. Can we change the image and perception of Limerick and transform its SAC into one of the biggest city parks in Europe? In a study conducted by the ESRI on the perceptions of Limerick city versus Waterford, Cork and Galway cities, it was found that only 9% of the respondents would choose Limerick as the city in which they would like to spend a day out in. Can this new park be Limerick's new selling point?

€5.8 bn

Special Areas of Conservation (SACs) are prime wildlife conservation areas and are considered to be important on a European as well as an Irish level. SACs are mostly in the countryside, although a few sites reach into town or city landscapes, the Shannon/Limerick region being one such example. From this investigation into developing new policies for Limerick city, we discover that Limerick city's most underused attraction is the River Shannon and its surrounding areas. Why can't we change the image and perception of Limerick and transform its SAC into one of the biggest city parks in Europe?

Feature	Percentage
BORDERING WATER	11%
VIEW OF WATER	10%
WATER NEARBY	7%
VIEW OF PARK	8%
PARK NEARBY	6%

HEALTH CONDITION	PERCENTAGE DECREASE IN HEALTH RISK
HEART DISEASE	50%
DIABETES	50%
COLON CANCER	30%
FRACTURED FEMUR	40%

A circular map of the River Rhine. The river is depicted in blue, flowing from the top right towards the bottom left. The surrounding land is shown in green. The map is enclosed in a circular border with tick marks and labels for various locations. The labels are in a circular arrangement, starting from the top and moving clockwise. The labels include: London, Dover, Calais, Bruges, Cologne, Bonn, Frankfurt, Mainz, Koblenz, Trier, Saarbrücken, Luxembourg, Strasbourg, Basel, Schaffhausen, Constance, Regensburg, Passau, Linz, Vienna, Bratislava, Budapest, Belgrade, Zemun, Novi Sad, and Subotica. The map also shows the North Sea to the west and the Mediterranean Sea to the south.

From our research we have come up with a number of initiatives that could be developed to kick-start interest in this area. From kayaking to community gardens, the diverse urban areas the SAC traverses allows this urban park to cater to different interests.

The SAC borders our central business district as well as some residential areas. A number of education facilities also border the SACs. As the map below suggests, the park stretches through the city with events and activities all along the river's course. Long term initiatives could foster stewardship amongst the people in these areas garnering support for larger one-off events.

HOW CAN WE CONNECT THIS NETWORK OF PRODUCERS AND WHOLESALE BUYERS?

OVER 78 PRODUCERS ARE IN THE MID-
WEST REGION WITH A WIDE RANGE
OF QUALITY PRODUCE TO DOMESTIC
AND INTERNATIONAL MARKETS.

MADE IN OWN COUNTRY	51%
LOW PRICE	50%
LOCALLY SOURCED INGREDIENTS	48%
AUTHENTIC INGREDIENTS	43%
PROMOTION/SPECIAL OFFER	37%

PREMIUM QUALITY	60%
DISTINCTIVE/ BETTER TASTE	60%
SUPPORTS SMALL/ LOCAL PRODUCERS	51%
NOT MASS-PRODUCED	48%
OVERPRICED	34%

[illegible]

NETWORK OF ARTISAN FOOD PRODUCERS

WE CAN CREATE A SUSTAINABLE NETWORK

85 MILLION EURO TO IRISH ECONOMY COMES FROM THE ARTISAN FOOD INDUSTRY

 ONE REGIONAL ENTITY 	WHOLESALE MARKET EXPOS
	VALUE OF CHAIN & VALUE OF NETWORK
	ONLINE NETWORK
	REGIONAL QUALITY MARK
	BUSINESS MENTORING
FRESH, HEALTHIER, ORGANIC	

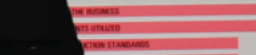
Simon Coveney (Minister for Agriculture) says: "Neither CSO or department of agriculture hold the figures on how many jobs the artisan industry supports as no consensus on the definition of artisan food exists." The premise behind the establishment of such a market is due to the ambiguity that surrounds artisan food products. Currently artisan food is defined based on the 4Ps: the person of the producer, the place it comes from, the product and the passion.

Although there is no doubt that the 4Ps do represent the vital ingredients for being an artisan producer, a quality and grading system for the industry would greatly enhance the reputation and value of the products and ensure that individual artisan producers can make a sustainable business model. The vision for the quality mark is to set a benchmark for the producers to achieve and strive to reach. The accolade will highlight the top artisan producers and demonstrate to buyers and consumers that the products are of the highest quality and truly artisan.

QUALITY MARK

...be visible on the
...products which meet the
...criteria that serve artisan
...regenerated producers will also be
...display the quality symbol.

arti.
food



THE BUSINESS

ENTS OPERATED

CTION STANDARDS

ATION

MEDIA FOR PRODUCERS

VALUE OF NETWORK
IMPROVE POOL SYSTEM
REDUCE TRANSACTION COSTS

a

147.2 km
 2hr 49m
 23.08 euro*
 13 producers

b

56.2 km
 1hr 24m
 10.52 euro*
 4 producers

A high-angle, wide shot of a bustling indoor market or fair. The space is filled with a dense crowd of people of various ages and ethnicities. Numerous stalls and booths are visible, many with colorful canopies or displays. The lighting is warm and somewhat dim, creating a cozy atmosphere. The overall scene conveys a sense of a busy, vibrant community event.

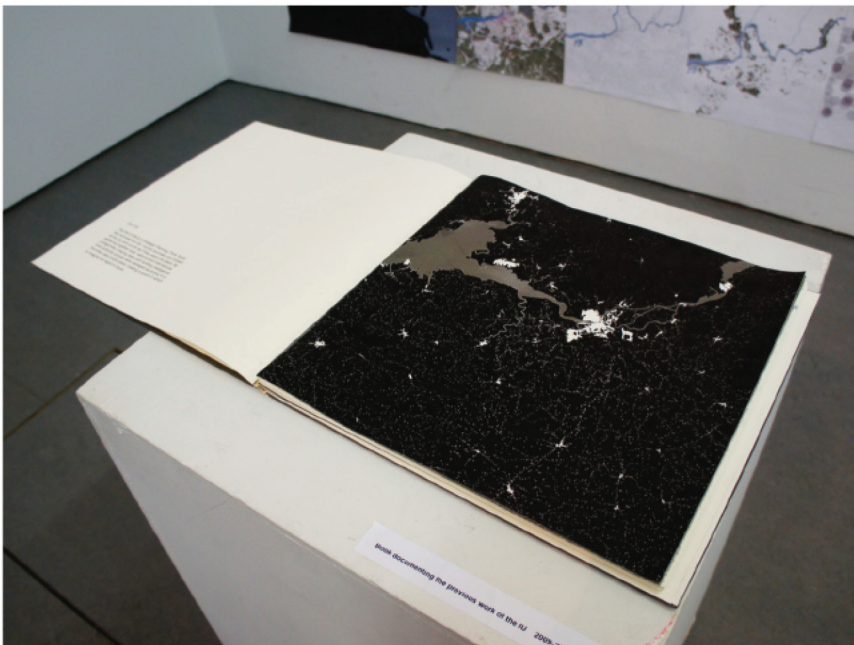
432 BUYERS/ RESTAURANTS IN THE MID-WEST REGION

ESTIMATED FOOD NETWORK

The map shows a dense network of food distribution hubs across the United States. Major hubs are labeled with city names, including New York, Chicago, Los Angeles, and others. The network is represented by white lines on a red background, indicating the flow of food products between these hubs.

A full-body photograph of a man with dark hair and a beard, wearing a blue button-down shirt and khaki pants. He is standing in a room with a light-colored wall and a dark floor. He is looking slightly to his right.





With special thanks to...

Ali Grehan
Andrea Deverell
Andrew Casey
Andrew Griffin
BDO
CABE Space
Cornelia Foley
Creative Limerick
Darragh O'Connor
Darren Monahan
David O'Brien
Deirdre O'Reilly
Department of Arts, Heritage and the Gaeltacht
Dr. Anna Ryan
Dr. Annmarie Ryan
Dr. Philip O'Regan
Dr. Stephen Kinsella
DTZ
Eoin Daly
EV+A
Fionnuala Bhreathnach
Fran McCarthy
Fumbally Exchange
George Boyle
Ger Holliday
Grainne Hassett
Helen Carey
Hugh Kelly
Hugh Murray
Jack Byrne
Jane Kissane
Jenny Hogan
Jim Murphy
John Shinnors
Karl Wallace
La Cucina
Limerick City Art Gallery
Limerick City Council

Limerick City of Culture 2014
Maliha Rafique
Martin Colreavy
Mary Hayes
Masterchefs
Merritt Bucholz
Milk Market
Mobanode
Morgan Flynn
National Park & Wildlife Service (NPWS)
Nexus Innovation
Noel Guinane
Pat Daly
Pat Lysaght
Pat O'Sullivan
Pat Sheehan
Patrick Mooney
Paul Williams
Peter Carroll
Prof. Don Barry
Pupils of Presentation Primary School
Ray Crowley
Ray McGreal
Ré Dubhnacht
Richard Rice
Robert Corrigan
Ronan Farrell
Rooneys Estate Agent
Rory Prout
Séamus Bairéad
Sean Collins
Shane McAllister
Sheila Deegan
Sylvia Carroll
The Canteen
Tom Cosgrove
Waterways Ireland