

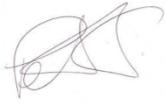
Opera Site, Limerick City

Mobility Management Plan

March 2019

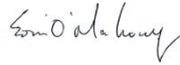
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Revision History

Revision	Revision date	Details	Authorized	Name	Position
Final	20/03/2019	Planning issue	EOM	Eoin O'Mahony	Associate

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1. Introduction

1.1 Background

AECOM have been commissioned to prepare a Mobility Management Plan (MMP) for a mixed-use development, on the Opera Site, comprising approximately 53,532m² of mixed use development located at a site within the centre of Limerick City.

Policy TR.6 of the Limerick City Development Plan states that *“It is the policy of Limerick City Council to require a Mobility Management Plan for any development that the Council considers will have significant trip generation and attraction rates at peak hours or throughout the day and where the utilization of existing or proposed public transport may be employed to good affect... A Mobility Management Plan must take the form of a formally published document which outlines proposals, targets, measure and monitoring controls”*.

In addition to fulfilling requirements of the planning conditions, delivery of the MMP could present a number of additional benefits to those travelling to and from the development:

Potential benefits for Building Owners include:	Potential benefits for Staff include:
<ul style="list-style-type: none">▪ Increased accessibility to the site▪ Improved staff morale▪ Enabling flexibility▪ Better staff retention and productivity gains▪ Enhanced corporate image▪ Reduced employer’s PRSI payments (via tax-saving schemes)▪ Supports Corporate Social Responsibility (CSR) and environmental management objectives▪ Reduce unnecessary travel	<ul style="list-style-type: none">▪ Improved physical health and fitness▪ Reduced stress▪ Cost savings▪ Reduced journey times▪ Better work/life balance▪ Time saving opportunities through building exercise into daily life▪ Access to tax-saving schemes (Cycle to Work and TaxSaver Travel)

1.2 Report layout

This Mobility Management Plan has been structured to include each of the required elements set out in the Limerick City Development Plan, as follows:

- **Section 2 – Development:** Provides an overview of the development;
- **Section 3 – Accessibility:** Details the accessibility of the city centre site;
- **Section 4 –Travel Demand:** Provides an overview of the existing and predicted staff travel demand and modal share;
- **Section 5 – Summary of Issues and Opportunities;**
- **Section 6 – Action Plan:** Provides a comprehensive programme of recommended actions;
- **Section 7 – Summary:** Summarises the key actions, with a timeframe for implementation.

2. Development

2.1 Summary of Proposed Development

The proposed development relates principally to the demolition of all structures which are not designated as being of heritage value, the subsequent construction of new-build elements to the centre, north, south east and south west of the site, and the renovation and adaptive re-use of structures featured on the Record of Protected Structures and the National Inventory of Architectural Heritage. The combined re-development comprises a floor area of c. 53,532m².

The proposed development comprises a mixed-use scheme consisting of primarily office uses. Additional uses proposed also include a range of retail / non-retail services uses, café/restaurant/bar uses, apart-hotel use, civic/cultural uses (including the City Library), residential use. Further elements of the proposed development include the provision of a significant quantum of open space, associated public realm works and the provision of additional routes to enhance the site's overall permeability. The development also includes environmental improvement works to the adjacent public streets.

2.2 Description of Works

The proposed development comprises the demolition of the following:

- Existing industrial/warehouse/workspace buildings at Bogues Yard and Watch House Lane towards the centre of the site;
- The former Cahill May Roberts office building fronting Bank Place;
- Modern additions/extensions to the rear of the Granary Building (a Protected Structure) and to the rear of heritage structures fronting onto Rutland Street, Patrick Street and Ellen Street, respectively;
- The existing Ellen Street surface car park;
- Nos. 6 & 7 Rutland Street¹, Nos. 6 & 7/8 Patrick Street, and No. 3 Ellen Street; and
- The structure adjoining to the south of the former Town Hall (In order to facilitate widening of the existing east-west access route into the site).

The proposed development also comprises the construction of a number of new build elements, repair and restoration of heritage assets and the provision of public realm enhancements including new open spaces and access routes. Given the size of the proposed development, the areas of the proposed works have been categorised into individual parcels and assigned numbers for ease of reference (see Figure 2.1).

¹ The doorway currently located within the façade of No. 6 Rutland Street does not form a part of the demolition works.



Figure 2.1: Numbered Building Parcels on the Subject Site

The development comprises a mixed-use scheme of primarily office uses, supported by a range of retail / non-retail services, café/restaurant, licenced premises, apart-hotel, civic/cultural uses (including the City Library), residential use, open spaces, access routes and ancillary areas. The development also includes environmental improvement works to the adjacent public streets.

Details of proposed development comprise the construction of:

- A new 6-storey office building on the corner of Michael Street and Ellen Street (Parcel 1) replacing the existing car park, the proposed new building ranges in height from 4-6 storeys with roof level plant and comprises office, retail and restaurant/café/bar uses at ground floor level and office use on upper levels, providing c. 12,654sq m office use and c. 1,390sq m non-office uses (excluding basement accommodation);
- An apart-hotel on the corner of Patrick Street and Ellen Street (Parcel 2A) replacing No. 6-8 Patrick Street and No. 3 Ellen Street) of 5 storeys with roof level plant and extending to the rear from ground floor level to 4th floor level including a café/bar/restaurant at ground floor. Nos. 4–6 Ellen Street are to be refurbished and modified as required, with retail at ground and basement floor levels of c. 1,366.9m². Upper levels, will comprise apart-hotel units, linked by bridge access from the new apart-hotel building, providing a total floor area for the apart-hotel (including new build and refurbished areas) of c. 5,151 sq. m;

- Refurbishment and modification of No. 9 Ellen Street (Parcel 2B) for the provision of bar/restaurant/café uses at all floor levels, comprising 1,260sq m excluding basement;
- A new City Library within the existing Town Hall and adjoining structures (Parcel 3A & 3A4) comprising renovation and adaptation of the Town Hall (a Protected Structure) and No. 8/9 Rutland Street, replacement of building extensions to the rear with a full height glazed atrium, and connection with new-build structures replacing 6 & 7 Rutland Street, extending and stepping-up to the rear over 4/5 no. floor levels with roof plant (providing a total floor space of c. 4,515 sq m including renovation and new-build areas). A café/restaurant is also proposed at the basement level of the library (c. 446sq m). The new-build structure to the rear is split, providing for commercial office floor space over 4-5 storeys (Parcel 3A4 providing c. 2,981sq m);
- Refurbishment and adaptive re-use of 9 no. Georgian terraced houses (3no. NIAH) at Nos. 7-8 Ellen Street, Nos. 1-5 Patrick Street and Nos. 4-5 Rutland Street, respectively, to provide for retail use at ground and basement levels (comprising a total of 1,014 sq m retail floor space) and residential use on upper levels (c. 1,367sq m). A total of 16 no. residential units are proposed; 3 no. 1 bed apartments, 9 no. 2 bed apartments, 1 no. 2 bed townhouses, 1no. three bed townhouse and 2 no. 4 bed townhouses. Private open space is proposed to be provided in new balconies to the rear or ground/podium level private gardens as appropriate.
- To the north of the site fronting Bank Place, is a proposed landmark building. This building is principally 14-storeys with a 15 storey element providing for enclosed plant.
- The existing 4-storey Granary Building (a Protected Structure) is proposed to be retained in office use (c. 2,303sq m) and restaurant/licenced premises use (580sq m), with the addition of a circulation core to the rear in place of the former (modern) library structure (providing a total floor space of c. 2,883 sq m).
- A significant new public square/plaza is proposed at the centre of the site (c. 4,013sq m) linked by east-west connections to Michael Street/Patrick Street, to the south via the existing archway connecting to Ellen Street (under no. 7 Ellen Street), and to the north via a new north-south public space to the rear of the Granary Building ('the Granary Courtyard', c. 778sq m), which links with an enhanced public space at Bank Place (c. 1,775sq m).
- A basement car park, accessed from Michael Street, will be provided with parking for 155 no. cars and 311 no. secure bicycle spaces, together with shower and changing facilities and ancillary plant, attenuation, storage, refuse management and associated areas.
- The proposed development also includes environmental improvement works to the adjacent public streets, hard and soft landscaping changes, signage and flagpoles, lighting, change in level, substations, diversion of underground services, set-down areas, and all related site development and excavation works above and below ground.
- The Bruce House Doorway, Rutland Street (a protected Structure) will be relocated to the internal gable of No. 8 Rutland Street within the new library building atrium.

2.3 Location

The general location of the Opera Site within the centre of Limerick City is shown in Figure 2.2.

Figure 2.2 – Site Location (Source: Google Maps)



3. Accessibility

3.1 Public Transport

There are several public transport options for future staff and visitors travelling to the Opera Site. These options are detailed below.

3.1.1 Bus Services

Bus Éireann operates a city and suburban service within Limerick City. There are two main types of services operating within Limerick: City and Metropolitan Area Service and Regional / Inter-City Service. Figure 3.1 below shows the City and Suburban routes available to future occupants and visitors to the site.

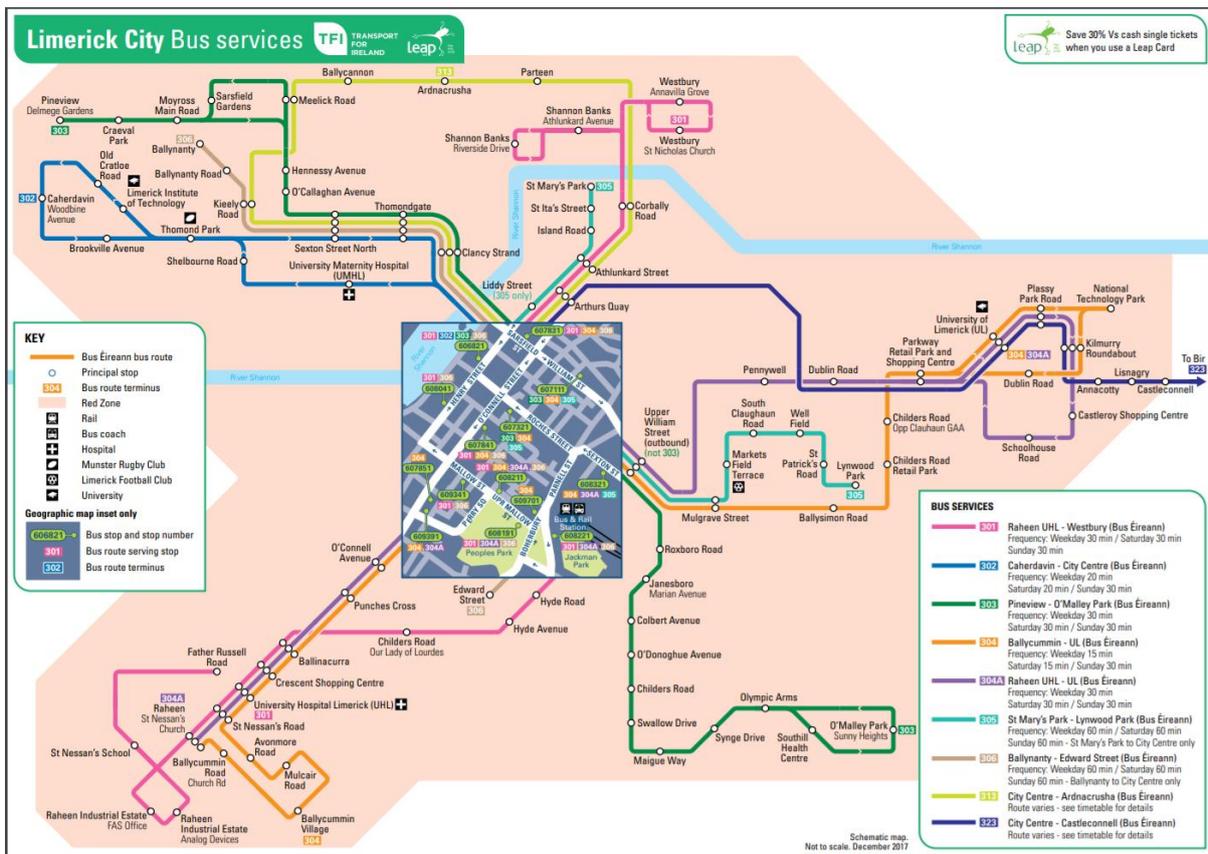


Figure 3.1: Limerick City and Suburban bus routes

These are several bus routes within walking distance of the site as set out in Table 3.1.

Table 3.1: Bus Operator, Route, Frequency and Distance from Site

Operator	Service No.	Route	Mon – Fri Frequency	Saturday Frequency	Sunday Frequency	Nearest Stop	Distance	Approx. Walking Time
Bus Éireann	301	Raheen University Hospital Limerick - Westbury	30 mins	30 mins	30 mins	Arthur's Quay (NB)	170m	2 mins
						Athlunkard St (SB)	270m	4 mins
	302	City Centre to Caherdavin	20 mins	20 mins	30 mins	Henry St	500m	6 mins
	303	Pineview O'Malley Park	30 mins	30 mins	30 mins	Henry St (NB)	500m	6 mins
						William St (SB)	350m	4 mins
	304	University Limerick of to Ballycummin Road	15 mins	15 mins	30 mins	Sarsfield St (EB)	270m	3 mins
						Roches St (SB)	500m	6 mins
	304 A	University Limerick to Raheen University Hospital Limerick	30 mins	30 mins	30 mins	Upper William Street	500m	6 mins
	305	St. Mary's Park to Lynwood Park	60 mins	60 mins	60 mins	Liddy St (NB)	350m	4 mins
						Athlunkard St (EB)	270m	4 mins
	306	Edward Street to Ballynanty	60 mins	60 mins	60 mins	Sarsfield St (SB)	270m	3 mins
						Henry St (NB)	500m	6 mins

There are also a large number of inter urban bus services that operate to and from Limerick to a number of regional cities and towns as well as an intercity service. These services are set out in Table 3.2 below.

Table 3.2: Regional & Intercity bus service to & from Limerick City (source: www.buseireann.ie)

Route Number	Route
72	Tralee – Limerick – Birr – Athlone
313	Limerick – Ardnacrusha
314	Limerick – Askeaton - Foynes
320	Limerick – Charleville
321	Limerick – Rathkeale – Newcastlewest
323	Limerick – Killaloe –Newport – Nenagh- Borrisokane- Birr
328	Limerick – Hospital – Galbally/Mitchelstown
329	Limerick – Bruff – Kilmallock -Kilfinane
332	Limerick – Newport – Rearcross – Cappamore- Dundrum

336	Limerick – Ennis – Kilrush – Kilkee
341	Shannon – Limerick- Newport – Cappmore
343	Limerick – Shannon – Ennis
343x	Limerick – Ennis
345	Scariff – Killaloe – Limerick
346	Limerick – Tulla – Scariff - Whitegate
347	Limerick – Tipperary
350	Galway – Kinvara – Doolin – Cliffs of Moher – Ennis
X12 / 12	Dublin Airport – Dublin – Portlaoise – Roscrea – Nenagh – Limerick
13	Limerick – Adare – Listowel Tralee
14	Limerick – Kerry Airport – Killarney
X51	Limerick – Galway
51	Cork – Limerick – Shannon Airport – Ennis – Galway
55	Limerick – Clonmel – Waterford

3.1.2 Rail Services

Limerick (Colbert) Railway Station is located on Parnell Street, approximately 800 metres or a 5-minute walk from the site. Services operate directly to/from Dublin, Ennis, Nenagh, Kildare, Galway and Cork. Figure 3.2 below shows the rail network in the vicinity of Limerick.

Figure 3.2: Rail Network connecting Limerick with the wider network



Castleconnell Train Station is located approximately 10km north east of the city centre and operates to/from Nenagh. For other routes and services, it is necessary to change trains at Limerick Junction, located approximately 34km south east of Limerick City. Table 3.3 below sets out rail service available in proximity to the study area.

Table 3.3: Rail Services to/from Limerick City (Source: www.irishrail.ie)

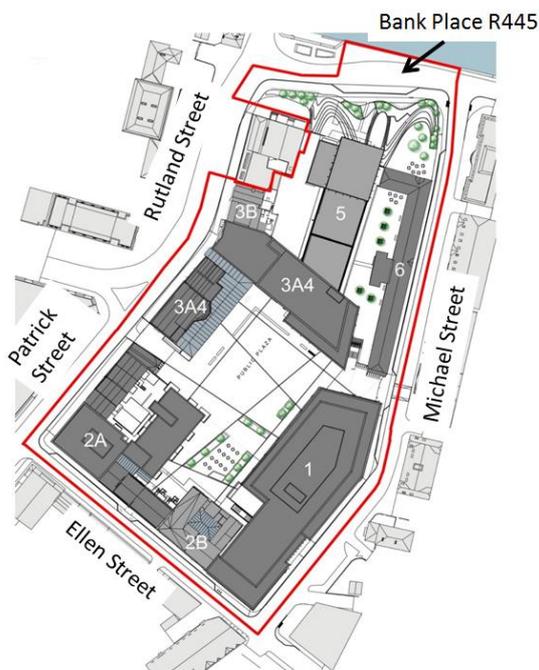
Route	Mon – Fri Frequency	Saturday Frequency	Sunday Frequency
Limerick to Dublin	19 services per day	19 services per day	16 services per day
Limerick to Ennis	5 services per day	5 services per day	5 services per day
Limerick to Galway (via Ennis)	4 services per day	4 services per day	4 services per day
Limerick to Nenagh	2 services per day	2 services per day	1 service per day
Limerick to Limerick Junction	16 services per day	16 services per day	10 services per day

As set out in the Bus & Rail sections above the site benefits from good levels of accessibility by public transport. This offers a high level of choice to access the site by these sustainable modes.

3.2 Walking and Cycling

The Opera Site is bounded to the North by Bank Place, to the south by Ellen Street, to the West by Rutland and Patrick Street and to the East by Michael Street. The location of these streets in relation to the site is shown below in Figure 3.3.

Figure 3.3: Surrounding Road Network



Since the Opera Site is located within Limerick City Centre, it is highly accessible on foot, with ample footpath provision on the surrounding streets. While the condition / quality of the footpaths on the

surrounding streets is generally good, there are some areas with reduced widths and cracked / broken surfacing.

Figure 3.4 – Cracking and Reduced Footpath Widths on Streets Adjacent to Proposed Development



There are two signalised pedestrian crossings in the vicinity of the site; at the Rutland Street / R445 junction and at the Patrick Street / Francis Street junction.

Figure 3.5 – Pedestrian Crossing at Rutland Street / R445 Junction

Figure 3.6 – Pedestrian Crossing at Patrick Street / Francis Street Junction

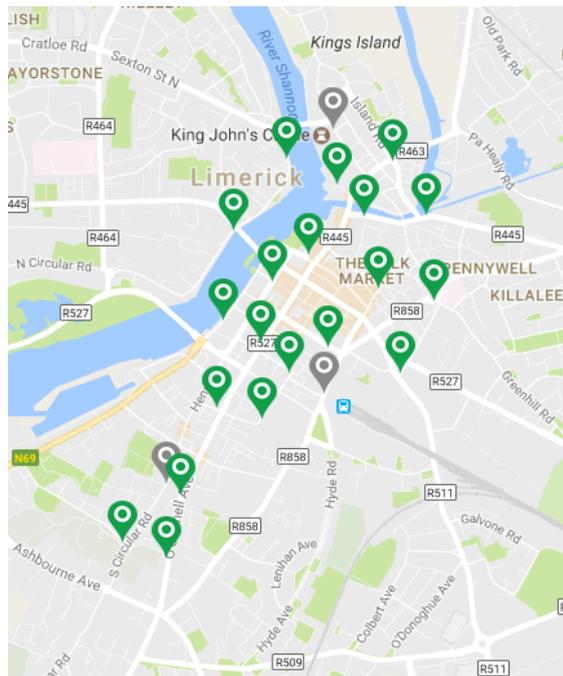


A series of pedestrianised streets form a pedestrian route from Sarsfield Street, where a number of bus stops are located, to Ellen Street, directly adjacent to the Opera Site; however, there is no pedestrian crossing on Ellen Street. The provision of a pedestrian crossing at this location would enhance the pedestrian accessibility of the Opera Site.

There are no dedicated cycle lanes on the streets in the immediate vicinity of the Opera Site; however, recent infrastructure investment by Limerick Smarter Travel has seen the provision of segregated cycle tracks which have increased cyclist connectivity to the city centre from the north and east suburbs.

There is a public bike hire scheme in operation in Limerick City. The 'Limerick Bikes' scheme provides 215 bikes at 23 stations across the city centre, as outlined in Figure 3.7. The nearest bike hire station is located directly adjacent to the Opera Site at Bank Place as shown in Figure 3.8.

Figure 3.7: Limerick Bikes Station Locations*



*Source: www.bikeshare.ie/limerick

Figure 3.8: Limerick Bikes Station at Bank Place



3.3 Facilities

3.3.1 Bike Parking

In accordance with “Smarter Travel” work place facilities requirements, shower and changing facilities will be provide as part of the development to encourage sustainable commuter travel.

The cycle parking standards from the development plan indicate that 1,186 cycle parking spaces could be provided for this development.

Table 3.4: Cycle Parking Standards

Land Use	LCC Parking Standards		Proposed Parking	Cycle
	Cycle Standard	Parking Cycle Parking Requirement		
Restaurant/Café/Hotel / Public Houses	1 Stand: 30m ²	236	495 Cycle Spaces	
Office	1 Stand: 30m ²	985		
Residential	1 space per unit	19		
Leisure / Assembly *	1 space per 100 seats	40		

*nearest use to cultural

The number of cycle spaces provided for this development was based on the modal split target set out by the Limerick Smarter Travel initiative. The split proposes a 14% cycling target. When applied to

the employment numbers generated by the development, this equates to 287 employees who will cycle to/from the development.

Therefore, it is proposed to provide a total of 495 cycle parking stands. The majority of these, 311, will be in the basement areas and will be used by employees. The rest of the stands are to be located at surface level that will be available for use by visitors and the public as well as by employees.

It is intended that use of the bike parking facilities will be closely monitored once the development is in operation and there is scope to expand the bike parking facilities, if required, in future. The parking includes both bike stands and bike lockers where cyclists can lock their bikes securely out of sight whilst also having space to hang up any wet gear and cycling gear they may have

In addition to the existing Limerick Bike Hire Station (24 bikes) will be accommodated at Bank Place.

3.3.2 Car Parking

The development incorporates a basement car park with a capacity of 155 spaces. The level of car parking on site has been established having regards to:

- The scale of and impact of the development;
- The site is situated in a sustainable location with good access to public transport, shops, services and amenities;
- The commitment to Limerick Smarter Travel Mode Share; and
- The availability of other car parks in the area.

The relatively low car parking provision is in keeping with the proposal to designate the Opera Site as a Mobility Management Site. Since the development site is located in the City Centre, there is dedicated on-street parking along the majority of adjacent streets, as well as a number of public off-street surface and multi-storey car parks in the vicinity of the site, as outlined in Figure 3.9.

Figure 3.9: Off-Street Multi-Storey Car Park Locations (Source: Bing Maps)



3.3.3 End of Trip Facilities

In order to support and encourage sustainable and, in particular, active travel for commuting and business trips it is proposed to provide high-quality end-of-trip facilities for staff, including showers, drying areas and staff lockers. These facilities will be provided in each building within the Opera Site.

3.4 Commuting Initiatives

In keeping with its designation as a Mobility Management Site, tenants of the Opera Site will be encouraged to sign up as partners with Limerick Smarter Travel and to promote national tax incentive schemes to their staff, in particular:

- **Taxsaver Travel scheme:** This scheme allows employers to purchase monthly or annual public transport tickets on behalf of their staff, which the employee then pays for through a salary sacrifice arrangement. The employee is not liable for tax, PRSI or the Universal Social Charge on their repayments.
- **Cycle to Work scheme:** This scheme allows employers to purchase bicycles and bicycle equipment on behalf of their staff, which the employee then pays for through a salary sacrifice arrangement. The employee is not liable for tax, PRSI or the Universal Social Charge on their repayments.

4. Travel Demand

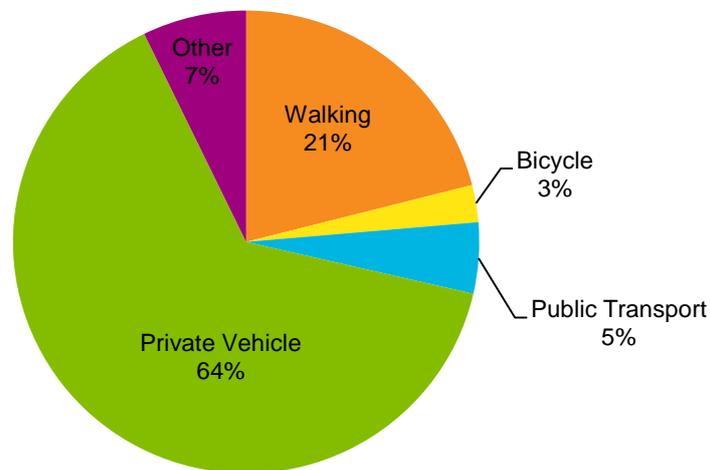
4.1 Overview

This section provides an overview of the existing and proposed mode shares for the Opera Site, based on Census 2011 data and Limerick Smarter Travel targets, as well as an estimate of the volume and types of trips which are likely to be generated once the development is occupied.

4.2 Existing Trips

Figure 4.1, below, details the 2011 Census mode share for trips to work, school or college in Limerick City. The 2011 mode share was dominated by private vehicles however, since then; Limerick Smarter Travel has implemented a range of hard and soft measures aimed at promoting walking, cycling and other smarter travel modes.

Figure 4.1 – Census 2011 Mode Share for Limerick City (Source: www.cso.ie)



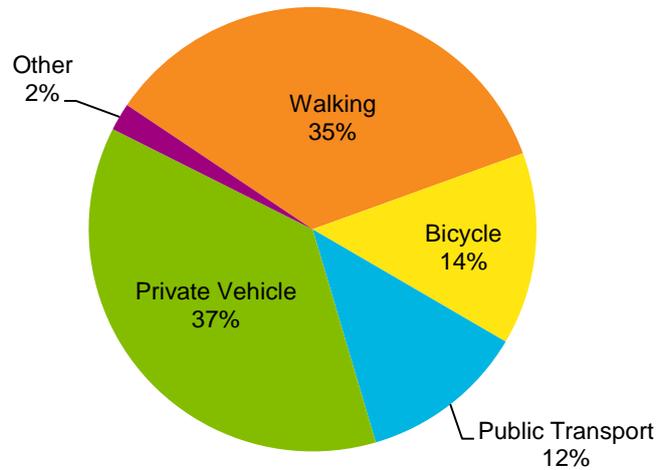
4.3 Mode Share Targets

The exact nature and make-up of the tenants that will occupy the Opera Site once it is operational is not known. With this in mind, the mode share targets outlined below are preliminary, and based on the mode share targets developed for Limerick City as part of the Limerick Smarter Travel Project.

The proposed mode share targets are optimistic and represent a significant modal shift away from private vehicles; however, this is in keeping with the Opera Site's designation as a Mobility Management Site.

It is proposed that staff surveys will be undertaken, within 6-12 months of the Opera Site being completely occupied, with a view to reviewing and revising the mode share targets, as necessary. The revised mode share targets should also take account of Census 2016 results.

Figure 4.2– Mode Share Targets for Limerick City (Source: Limerick Smarter Travel)



4.4 Estimating Trip Generation

Trip rates for the development trips have been derived from the Employment Densities Guide 2nd Edition by Drivers Jonas Deloitte (2010) based on employment densities per Net Internal Floor area for the development. Table 4.1 below shows the proposed development trips. Table 4.1 does not include the basement area as this area does not generate any trips, being merely a receiving environment for vehicle trips to and from the development.

Table 4.1: Development Trip Generation

Proposed Development	Floor Area m ²	%	Rate per Sqm	Method	Employees
Retail	2,418.02	5.35%	19	NIA	108
Residential	1,878.70	4.16%	0	NIA	0
Office	29,701.51	65.76%	12	NIA	1,788
Cultural	4,147.80	9.18%	200	GIA	21
Restaurant / Café / Bar	2,259.20	5%	18	GIA	126
Apart-hotel	4,710.60	10.43%	102	5	20
Other	54.00	0.12%			
Totals	45,169.83	100%			2,063

As outlined in table 4.1, it is estimated that the proposed development will generate in the region of 2,063 new employees.

Limerick Smarter Travel modal split targets were used to inform the mode share projections for the proposed development. The aim of modal split targets is to reduce car usage to 37% while increasing the sustainable travel mode share for public transport, walking and cycling usage. These targets are shown in the Table 4.2 below.

Table 4.2: Limerick Smarter Travel Modal Splits

Limerick Mode Split Targets		No of Employees by Mode
Car	37%	763
Walking	35%	722
Cycling	14%	289
Public Transport	12%	248
Other	2%	41
Totals	100%	2,063

As outlined in Table 4.2 above, it is estimated that approximately 763 employees will travel to work at Project Opera in a private vehicle. Assuming a vehicle occupancy rate of 1.22 (as outlined in TII's Project Appraisal Guidelines²) it is therefore estimated that the development will generate approximately 626 inbound private vehicle trips during the AM Peak period, with the same number of outbound trips during the PM peak period.

² Transport Infrastructure Ireland (TII) Project Appraisal Guidelines (PAG) – Unit 5.5 Link Based Traffic Growth Forecasting (TII, 2011)

5. Summary of Issues and Opportunities

Based on the development characteristics, estimated trip generation, target mode share and the assessment of the site accessibility, the following key issues and opportunities have been identified. It should be noted that a future staff travel survey to identify staff travel patterns and attitudes (once the Opera site is operational) will provide further insight into the main issues and opportunities and will assist with refinement and prioritisation of the proposed travel action plan outline in Section 6.

- **Walking and Cycling Routes:** The development site is located within the city centre and is therefore highly accessible on foot, with footpath provision on all of the adjacent streets. A pedestrian route from Sarsfield Street to Ellen Street provides a direct pedestrian link to the site from a number of bus stops. At present, however, there is no pedestrian crossing at the northern end of this link, on Ellen Street. Provision of a pedestrian crossing at this location would enhance the pedestrian accessibility of the site. The development will also open up the site, introducing pedestrian permeability with new north-south and east west routes.
- While there are no dedicated cycle lanes on the surrounding road street network, the recent implementation by LST of dedicated cycle tracks have improved cycle connectivity to the suburbs in the north and east. The recent introduction of the Limerick Bikes scheme further increases the accessibility of the site for cyclists, especially with the location of a Limerick Bikes station directly adjacent to the development site on Bank Place.
- **Public Transport:** There are a number of public transport options serving Limerick City. All of these services stop within short walking distance of the Opera site and there is good connectivity, in terms of footpath provision, on the pedestrian routes between the site and the bus stops / railway station.
- **End-of-Trip Facilities:** There is an important opportunity at this new development to provide high-quality end-of-trip facilities to support and encourage active travel modes such as high quality bike parking facilities shower and changing facilities etc.
- **Car Parking:** It is estimated that the Opera site will generate approximately 1,252 private vehicle trips per day; 626 inbound and the same number outbound. With only 155 car parking spaces to be provided, this implies that 471 vehicles will be required to park off-site. There are a number of public on-street and off-street parking options in the vicinity of the development site. The relatively low provision of on-site car parking does, however, provide an opportunity whereby the successful implementation of smarter travel measures can encourage employees to use more sustainable modes for their journey to work. The car parking spaces will be allocated to tenants based on footprint / number of employees and, as such, it is likely that each tenant will receive a relatively small number of parking spaces. This provides an opportunity to promote car sharing to tenants as a way of maximising the efficiency of their allocated parking spaces.
- **Information Provision:** As this is a completely new development, there is a unique opportunity to influence staff commuting patterns from the first day of operation. Providing staff with travel options information prior to them moving to the development and on an on-going basis (as well as the infrastructure and facilities to support sustainable commuting) could help to form lasting smarter travel habits.
- **Centralised Mobility Management:** The development will be designated a 'Mobility Management Site' and tenants will be encouraged to register as Smarter Travel Partners with Limerick City and County Council.

6. ACTION PLAN

6.1 Overview

Based on best practice and the expectations of Limerick City and County Council, the Action Plan detailed in the remainder of this chapter addresses the following elements.

- **Control:** What control measures are being taken to manage travel demand? In travel demand management terms, these are the ‘sticks’ which control demand (such as managing parking provision);
- **Provision:** While ‘sticks’ have an important role to play in managing demand, it is important to acknowledge that there is a need to ensure there is a satisfactory level of provision of alternative modes and facilities;
- **Awareness:** To influence travel behaviour there is a fundamental need for a clear and integrated awareness campaign; and
- **Support:** To encourage ongoing travel behaviour change, it is recommended that an employee takes on the role of Mobility Manager. This individual would work collaboratively to ensure the recommendations of the Workplace Travel Plan are delivered.

Each of these four elements is detailed separately within the remaining sections of this chapter.

6.2 Control

Control measures refer to the implementation of policies which aim to encourage and prioritise sustainable travel for staff journeys. Parking forms a strong basis for management of travel demand to workplaces. It is important that any Parking Policy supports the overall objectives of the Travel Action Plan and provides an appropriate level of parking (for a hierarchy of users according to need), while encouraging sustainable travel for all trips to/from the site.

The planned provision of 155 car parking spaces is relatively low and will necessitate employees to either use public parking spaces or switch to using more sustainable modes.

6.3 Provision

If the proposed mode share targets are to be achieved, there is a need for a robust strategy to support and encourage active modes such as walking and cycling, public transport and car sharing.

Naturally there are various factors influencing choice of travel mode to work which are outside the control of the work environment, but in general the provision and support for alternative modes to the car at the workplace is crucial if modal shift is to be encouraged.

Recommendations for improved provision of infrastructure/service improvements for each mode are outlined below.

6.3.1 Active Travel Modes (Walking and Cycling)

Infrastructure:

- It is crucial to ensure that sufficient bike parking is available to all Opera site tenants. Bike parking should be conveniently located, sheltered and secure. Bike stands should also be high-quality (frame and wheel locking) and sufficient space should be provided for bikes with child seats / panniers etc. While the proposed number of bike parking spaces to be provided is below development plan standards, the total of 495 spaces should be adequate to cater for demand as the bike mode share target of 14% equates to 288 employees cycling to the development each day.

Figure 6.1 – Example of Bike Repair Stand with Tools

- Occupancy of bike parking spaces should be regularly monitored, and provision should be made to potentially increase bike parking provision in the future if required.
- A bike maintenance area should be established with repair tools and an air pump. This should be provided adjacent to the bike parking areas if possible.
- Staff lockers will be provided to allow staff to store towels, clothing etc. at work. Ideally, lockers should be assigned for all staff wishing to walk or cycle, while a number of “spare” lockers should also be provided for use by occasional walkers / cyclists. These lockers should be lockable, so that employees are comfortable storing personal belongings (e.g. clothing or footwear, hair dryers etc.). It may also be useful to provide a range of lockers, with some suitable for hanging suits / shirts and smaller lockers for those just wishing to store shoes.
- It is recommended that adequately sized drying rooms be provided for wet clothes and shoes.
- Changing rooms should be provided, with hair dryers and ironing facilities, as well as electrical sockets.
- Male and female showers will be provided on site for staff – this will be of particular benefit for those wishing to walk or cycle longer distances.
- A clear access plan should be developed for cyclists to access the bike parking area, in order to mitigate excessive conflicts with other road users.



Figure 6.2 – Example of Public Bike Air Pump



Other Measures:

- Stakeholder Engagement: It is recommended that the Opera site occupiers engage with Limerick City and County Council to discuss potential for improvements to the urban realm and pedestrian facilities on key routes to the site. In particular, there is scope for repair / widening of some of the footpaths on the streets adjacent to the proposed development and a new pedestrian crossing on Ellen Street.
- A bike maintenance workshop should be held for interested staff to learn how to undertake basic repairs.
- A bi-annual “bike safety check” should be carried out on-site, with bike checks provided for staff to ensure they are road-worthy. A mobile bike mechanic could undertake this on-site.
- A cycling skills course could be offered to interested staff, to improve cycling safety and confidence. This could particularly focus on the skills and behaviours required for cycling with traffic.
- Guided lunchtime cycles on key access routes to the site could be offered to improve the confidence of nervous cyclists. These could be provided by experienced cyclists who are staff or by a professional cycle trainer.
- Subsidised bike insurance (theft and personal accident) could be offered to staff to encourage cycling.

- An information and sign-up event / campaign should be undertaken to encourage and support staff in availing of the Limerick Bikes scheme. This could take place as part of a wider “smarter travel campaign” – see Awareness section below.

6.3.2 Public Transport

- Communal staff Leap Cards should be provided for staff to use for work-related travel during business hours, to encourage and support use of public transport for local business trips.
- An information campaign should be undertaken to further inform staff about the TaxSaver Travel Card and to facilitate staff in availing of it in a convenient manner. This could take place as part of a wider “smarter travel campaign” – see Awareness section below.

6.3.3 Car Sharing

- An Opera site car sharing group should be set up through the national car-sharing website - www.carsharing.ie (supported by the National Transport Authority) to allow staff of all tenants to register their travel and contact details in order to try and find car-sharing partners.
- The relatively low car parking provision will make it difficult to implement dedicated car sharing parking spaces and so, rather than suggesting that a certain proportion of spaces should be reserved solely for car sharing, tenants should be advised that they can maximise the efficiency of their limited parking spaces by encouraging car sharing amongst employees.

6.3.4 Flexible Working

- Supporting and encouraging flexible working and e-working is an effective way to increase accessibility and reduce private vehicle trips. Flexible working allows staff to avoid peak hour crowding on public transport services and to avail of infrequent services which they may otherwise miss if they have set standard working hours. E-working eliminates the need for commuting completely. Opera site tenants should be encouraged to implement these policies, where possible.

6.4 Awareness

Increasing awareness of alternative modes to the car and the benefits of these modes is a central component of mobility management. In particular, staff should be made aware of the benefits of active travel modes including health and financial benefits. It is proposed to provide Opera site tenants with a copy of this MMP, to this end. Key actions should include:

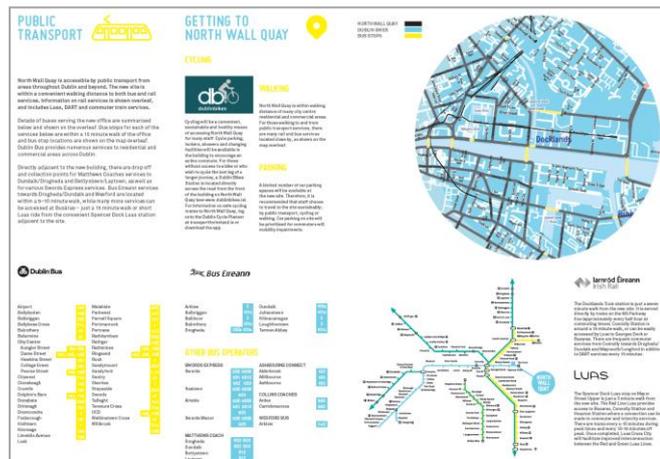
Intranet Site: A central information point should be created on the internet/intranet for each tenant, with information provided on all travel-related issues, including:

- Cycling and walking routes in the area
- Pedestrian and cycling safety information
- Bus, and train timetables and links to real time passenger information.
- Car-sharing (with link to Opera site group on carsharing.ie)
- TaxSaver Travel Tickets and Bike to Work schemes
- Leap cards and Limerick public bike hire cards
- Flexible working arrangements for staff
- Useful travel apps, for example the Transport for Ireland app etc.
- Health benefits of active modes,

Smarter Travel Campaign: It is recommended that there is a high profile “smarter travel campaign” undertaken once the Opera site is occupied and operational, to promote the actions contained within this plan and to provide information to tenants and their staff in relation to their travel options for the new site. Potential events could include information / sign-up events for TaxSaver Travel Tickets, Bike to Work, Leap Cards and Limerick Bikes, as well as bicycle insurance and staff car-sharing.

Travel Information Leaflet: A travel leaflet containing key transport information should be developed to provide to staff and visitors. This should include information on public transport services, walking and cycling routes, and relevant transport initiatives such as TaxSaver schemes and travel planning apps. This information should be provided to staff in advance of beginning employment / moving to the development, to ensure that they have all available information in relation to their travel options.

Figure 6.3– Example of Staff Travel Information Leaflet



Induction Process: All new staff should be informed about travel options and the range of support and initiatives provided. This information should be provided in any induction packs or induction meetings that are provided to new staff, ideally within the first week of starting to ensure that sustainable travel habits are formed from the start.

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Visitor Information: Travel information should be provided on tenants’ websites, providing visitors with information on various options for reaching the development site, including public transport services and nearby public bike stations.

Figure 6.4 – Example of Real Time Information Screens



Information Points: Information boards should be provided at various points across the Project Opera site, both within buildings and in Opera Square, providing information such as a map showing the locations of nearby bus stops as well as the distances to the train station etc.

Real Time Information Screens: The building occupier could consider the installation of Real Time Information Screens in the lobbies (or other suitable areas) to provide staff and visitors with departure times for local public transport services.

to provide staff and visitors with departure times for local public transport services.

Events and Competitions: There should be regular staff events to promote sustainable travel. These could be scheduled to run at specific times (for example a “Be Safe Be Seen campaign as the days grow shorter in autumn) or in conjunction with other events (e.g. National Bike Week, National Pedometer Challenge, European Mobility Week). There may be opportunities to use smartphone apps to run physical activity and commuting challenges and competitions.

Rewards: Tenants should consider rewards for staff who chose sustainable modes, for example a free breakfast each quarter for walkers and cyclists, or a free coffee morning for public transport users etc.

Health: Health is a key motivator for people choosing to walk or cycle. The health benefits of active travel should be regularly promoted through events and campaigns. For example, free before and after health screenings could be offered to tie in with walking or cycling challenges. Safe running routes could also be identified, so that lunchtime runs can be undertaken by employees.

Champions: Tenants could nominate Smarter Travel Champions among interested staff, to assist in promoting the message of smarter travel and assisting colleagues interested in choosing sustainable modes.

6.5 Support

The two essential elements required for the successful delivery of a Mobility Management Plan are the support of senior management and a nominated person for whom implementation of the plan is a specific part of their role i.e. a Mobility Manager.

The Opera site will be a designated Mobility Management Site and tenants will be encouraged to register as Smarter Travel Partners, thereby gaining support from senior management of the tenants.

The appointed Mobility Manager will be responsible for monitoring, updating and implementation of the Travel Action Plan. The Mobility Manager should work in partnership with key internal and external stakeholders to ensure the Travel Action Plan is delivered and promoted on an on-going basis. Other key responsibilities of the Mobility Manager should include:

- Undertaking the staff travel survey, 6-12 months after the development is occupied.
- Establishing a Workplace Travel Plan Steering Group to oversee the implementation of the Travel Plan and its future evolution. This group should meet on a regular basis and include representatives from each of the tenants.
- Establishing “active groups” such as walking and cycling clubs among employees to promote active travel to work and during breaks.
- Engaging with key stakeholders including Limerick City and County Council and public transport operators to ensure public transport services, facilities and information are optimised.
- Ensuring facilities such as bike parking, lockers, showers etc. are fit-for-purpose and maintained to a high standard.
- Acting as a key point of contact for tenants and staff in relation to sustainable travel.
- Arranging a series of promotional events and rewards each year for those use active modes to travel to the site.
- Facilitating regular monitoring of actions and results and evaluation / updating of the MMP in Years one, Year three and Year five.

The Mobility Manager may benefit from an external expert assistance to implement some of the actions, particularly during the initial stages of the plan.

7. SUMMARY

The tables below provide a broad summary of the proposed actions arising from the Mobility Management Plan, as well as identifying who is responsible for each and outlining when each element should be delivered.

	Active Modes	Responsibility	Delivery Stage	
Provision	Ensure sufficient secure bike parking is available and that occupancy rates are monitored	Developer / Mobility Manager	Ongoing	
	Establish a bike maintenance station in close proximity to the bike parking area	Developer	Construction	
	Provide lockers to enable convenient storage for staff who wish to walk or cycle to work	Developer	Construction	
	Provide a adequately sized drying rooms	Developer	Construction	
	Provide showers and provide hair dryers and electrical sockets in changing rooms	Developer	Construction	
	Develop a clear access plan for cyclists to access the bike parking area to mitigate excessive conflicts with other road users	Developer / Mobility Manager	Construction	
	Engage a mobile bike mechanic to offer bike maintenance on site	Mobility Manager	Ongoing	
	Organise a bike maintenance workshop for staff interested in learning basic skills	Mobility Manager	Year 1 of Occupancy	
	Organise a cycling skills course for staff interested in improving their cycling skills	Mobility Manager	Year 1 of Occupancy	
	Organise guided lunchtime cycles for staff	Mobility Manager	Ongoing	
	Consider the introduction of subsidised bike insurance (theft and personal accident) to staff	Tenants	Ongoing	
	Public Transport			
	Provide communal staff Leap Cards for staff to use for work-related travel during business hours	Tenants	Ongoing	
	Promote TaxSaver Travel Card to staff	Mobility Manager / Tenants	Ongoing	
	Car Sharing			
	Establish a car sharing group on the national car-sharing website - www.carsharing.ie	Mobility Manager	Year 1 of Occupancy	
	Undertake an information event / campaign to inform staff of the process and benefits of car sharing	Mobility Manager	Year 1 of Occupancy	
	Flexible Working			
	Encourage tenants to promote, and staff to avail, of flexible working arrangements	Mobility Manager / Tenants	Ongoing	
	Encourage the use of technology where appropriate to reduce work-related travel (including e-working)	Mobility Manager / Tenants	Ongoing	

	Smarter Travel	Responsibility	Delivery Stage
Awareness	Establish a central information point on tenants' intranet sites with information provided on all travel-related issues	Mobility Manager / Tenants	Year 1 of Occupancy
	Undertake a high profile "Smarter Travel Campaign" to promote the actions contained within the plan and to provide information to staff	Mobility Manager	Year 1 of Occupancy
	Distribute travel information leaflets and booklets	Mobility Manager / Tenants	Year 1 of Occupancy
	Undertake an information and sign-up event / campaign to encourage and support staff to avail of the Limerick Bikes scheme	Mobility Manager	Year 1 of Occupancy
	Undertake an information campaign to further inform staff about TaxSaver Travel Cards and to facilitate staff in availing of this	Mobility Manager / Tenants	Year 1 of Occupancy
	Inform all new employees about travel options and the range of support and initiatives provided during the initial induction process	Mobility Manager / Tenants	Year 1 of Occupancy
	Provide visitor travel information on the tenants' public websites	Mobility Manager / Tenants	Year 1 of Occupancy
	Hold regular staff events and competitions to promote sustainable travel, potentially including national events and the use of smartphone apps	Mobility Manager / Tenants	Ongoing
	Provide regular "rewards" for those who chose to travel sustainably	Tenants	Ongoing
	Recruit Smarter Travel Champions, to promote the smarter travel and assist colleagues interested in choosing sustainable modes	Mobility Manager / Tenants	Ongoing
	Promote the health benefits of active travel and integrate this with other health and wellness initiatives	Mobility Manager / Tenants	Ongoing

	Smarter Travel	Responsibility	Delivery Stage
Support	Undertake initial staff survey once development is occupied	Mobility Manager / Tenants	First 6 Months of Occupancy
	Ensure the support of senior management for implementation of the Mobility Management Plan	Tenants	Ongoing
	Appoint a Mobility Manager to oversee the implementation of the Smarter Travel Action Plan and act as a key point of contact for staff and stakeholders	Developer	Construction
	Engage with employee groups such as the Sports and Social Club Committee to collaborate on Smarter Travel events and campaigns	Mobility Manager / Tenants	Ongoing
	Ensure pedestrian and cycling facilities (e.g. bike parking, lockers, showers etc.) are fit-for-purpose and maintained to a high standard	Developer / Mobility Manager	Ongoing
	Facilitate regular monitoring of actions and results	Mobility Manager	Ongoing

