



Economic Development Plan

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Tipperary Town Economic Development Plan

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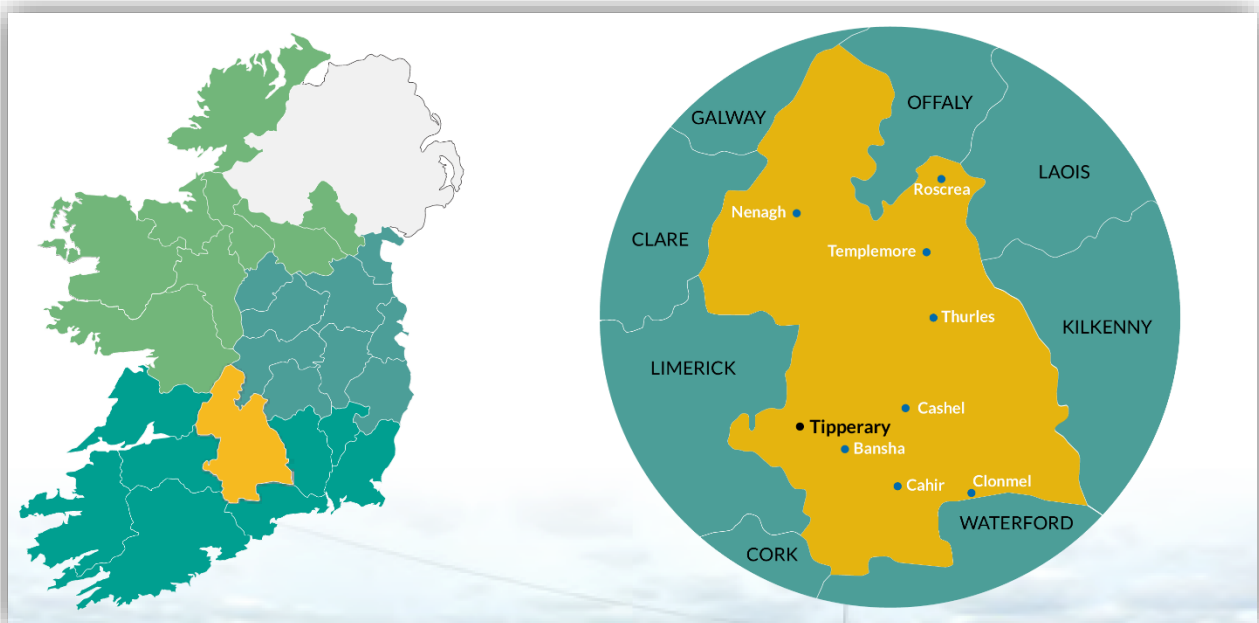
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Tipperary Town Economic Development Plan

1. Executive Summary

Background

This **Strategic Economic Development Plan for Tipperary Town** provides a clear and pragmatic vision for local revitalization, addressing the town's longstanding economic challenges while leveraging its unique assets and community spirit. By emphasizing Tipperary Town's potential position as a **differentiated competitor** in the local region, the plan charts a path for synergistic community engagement, infrastructure enhancement, and sustainable economic growth. *The cornerstone of the plan is the passionate involvement of Tipperary's residents, whose shared pride and collective energy are critical to achieving lasting success.*

This report summarizes **key insights** derived from **greater than 50 interviews** and discussion forums with town citizens, merchants, farmers, politicians, officials, property owners, property developers, farmers, horse breeders, school officials, schoolchildren, media professionals, commercial property owners, construction workers, educators, transportation specialists, lobbyists, retirees, entrepreneurs, foreign investors, and many others; a **6-day visit** to locations in and around Tipperary Town; and **deep secondary research** conducted in Ireland and the United States, including benchmarking, gap analyses, comparator and competitive assessments, and a market analysis, with an **emphasis on creating a compelling value proposition for the town.**

Our research provided rich detail summarizing the **challenges facing Tipperary Town**, including community dyssynergy, economic stagnation, worsening generational socioeconomic impairment, infrastructural deficiencies, transportation bottlenecks, stakeholder disengagement, rising and often unprofitable cost of business, lack of political representation, and strong regional competition from nearby rural and commuter towns. Simultaneously, the data highlighted the town's **unique strengths**, such as its strategic location, proximity to Limerick City, extraordinary amenities for a town of its size (rail access, numerous sporting facilities, a swimming pool, Tipperary Racetrack, proximity to outdoor tourism and nearby tourist towns), an internationally recognized cultural heritage, and the passion and pride of its residents.

Any lasting, sustainable solution must be rooted in community collaboration. Although the community is engaged and motivated, there are gaps in alignment, communication, and actionable frameworks. **Citizens lack synergistic clarity on what is needed** to move the town forward. Many of the divergent and closely held beliefs of the town's vested members have elements of truth, and nearly all the views we heard were rooted in personal experience and wisdom. Value is recognized in all of the many conflicting perspectives. However, the divergent views have resulted in good faith efforts operating at cross purposes, multi-year efforts culminating in last-second vetoes, ineffective political coordination resulting in suboptimal durable political representation, and a creeping sense of hopelessness. Determining which positioning statement for the Town is ideal requires making clear, concise choices about which value proposition is most likely to provide a sustained differentiated advantage to succeed in a modern, realistic, market-driven, competitive framework. **To be everything to everyone is to be nothing to anyone.** The town must make strategic choices and create differentiated value. **The purpose of this document is to provide strategic clarity for the town.**



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Strategic Framework

The plan considers Tipperary Town as a product being marketed to businesses and residents. To encourage businesses and citizens to enter and thrive in Tipperary Town, there must be a **value proposition** created through positive separation (i.e., value creation) between willingness to pay (in money, time, and experience) and the cost of the town (i.e., cost of living, cost of business). The greater the wedge between willingness to pay and cost, the greater the perceived value for residents and business owners and the greater likelihood of sustained investment. In other words, **the solution to Tipperary Town is not to simply find a new large employer willing to enter town. It must instead create recognizable, differentiated value and a positive environment in which businesses and residents will want to enter the town of their own accord because it is in their market-based interests to do so.**

Tipperary Town needs to secure a differentiated advantage that sets it apart from its competitors and motivates businesses and residents to live and work in the Town. **A major cause of Tipperary Town's current economic decline is it has no differentiated advantage over competitor towns in the same market(s), and businesses and citizens are rationally opting for better choices.** In an effort to correct its socioeconomic decline, Tipperary Town has tried to be many things simultaneously. In each of these areas, there are nearby superior competitors that outcompete it (e.g., manufacturing, foreign direct investment, historical tourism). To successfully compete in the marketplace of rural towns, **Tipperary Town must be a competitive product.**

Segmentation analysis demonstrated that **the "commuter town" segment had the strongest potential for a sustainable differentiated advantage** when considering feasibility and the competitive landscape. This includes physical commuting to Limerick City (and other cities) and remote work with support for parents (especially single parents) with small children. None of the segments were clear winners because Tipperary Town has no current, dominant advantages. However, this segment aligned most strongly with the Town's strengths and competitive position and was moderately feasible to attain. **Therefore, the plan aims to position Tipperary Town as a dominant and desirable commuter town with a low cost of living and high livability supported by its central location, rail access, upcoming bypass, and engaged community.**

Marketing Mix

Tipperary Town's economic recovery strategy is structured into **three phases**, focusing on **product, price, place, and promotion** to drive revitalization and sustainable growth while positioning Tipperary Town as a differentiated, livable, accessible, thriving regional hub. This comprehensive approach integrates community engagement, physical improvements, financial accessibility, connectivity, and strategic promotion for long-term prosperity.

Product: Tipperary Town must create a high-quality living experience with enhanced connectivity through strategic community engagement, infrastructure development, and livability improvements. **Phase I (1–2 years)** establishes a foundation by fostering community collaboration through town halls, community events, task forces, and partnerships with organizations like Kemmy Business School. It emphasizes job creation, property rehabilitation, and improved public transit to stimulate immediate progress. **Phase II (3–5 years)** scales these



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efforts by revitalizing downtown spaces, expanding recreational areas, hosting cultural events, and supporting local businesses through education workshops and marketing campaigns. **Phase III (6–10 years)** ensures long-term sustainability by training local leaders, completing major infrastructure projects (e.g., bypass), and enhancing modern amenities to attract younger patrons.

Price: The pricing strategy prioritizes affordability and sustainable development by leveraging funding opportunities, simplifying regulations, and fostering community investment. **Phase I (1–2 years)** focuses on securing initial funding through grants, philanthropic contributions, and tax incentives, while advocating for reduced hospitality VAT rates and streamlined permitting processes to attract investors and developers. **Phase II (3–5 years)** scales affordability initiatives by subsidizing startups, simplifying property redevelopment approvals, and establishing shared services like co-working hubs to lower operational costs. **Phase III (6–10 years)** ensures financial sustainability through community-driven investment funds, enabling residents to directly support and benefit from local projects.

Place: The Town must focus on enhancing physical and digital accessibility to create a vibrant, livable community that is well connected to Limerick City. **Phase I (1–2 years)** positions Tipperary Town as a commuter hub by improved transportation links with Irish Rail and Bus Éireann, while promoting remote work by establishing co-working spaces with high-speed internet and daycare facilities. **Phase II (3–5 years)** expands accessibility by creating pedestrian-friendly zones downtown, hosting regional events downtown and at the Tipperary Racetrack, and adding additional remote workspaces to attract younger, tech-savvy professionals while building a "Live, Work, Love, and Play" brand for the town. **Phase III (6–10 years)** emphasizes sustainability with the development of bike lanes and improved intra-town public transport, and the full integration of the bypass into the regional network, ensuring long-term connectivity.

Promotion: The promotion strategy prioritizes effectively communicating Tipperary Town's value proposition through rebranding, community engagement, and strategic marketing. **Phase I (1–2 years)** establishes a strong foundation by recreating a cohesive town brand that highlights affordability, livability, and community spirit while leveraging social media storytelling and promoting commuter resources. A robust town website and regular updates ensure visibility and engagement. **Phase II (3–5 years)** expands outreach through cross-promotional partnerships, nationwide campaigns, and themed activities like holiday markets and sports events. Leveraging the Ryder Cup 2027 and coordinating regional tourist itineraries further position Tipperary as a vibrant destination. **Phase III (6–10 years)** sustains visibility by hosting major national and international events, maintaining an active digital presence, and fostering long-term regional collaborations.

Key Performance Indicators

The primary goal of this initiative is to elevate Tipperary Town's performance in key Irish socioeconomic benchmarks to at least the national median within 10 years. These include:

- Unemployment rate
- Social deprivation index
- Population growth rate

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Intermediate performance indicators include:

- Establish rail departure time from Tipperary Town or Limerick Junction to enable arrival in Limerick City by 7:30 AM.
- Establish shuttle bus route departure time from Tipperary Town to enable arrival in Limerick City by 7:30 AM.
- Complete the Tipperary Town bypass by 2032.
- Reduce the number of derelict properties on Main Street by 50%.
- Reduce the number of abandoned properties on Main Street by 50%.
- Increase the Tipperary Town pre-primary school daycare capacity by 50%.
- Improve citizen sentiment and engagement on town surveys to the national median.

Conclusion

This Strategic Economic Development Plan is a testament to the spirit, resilience, and potential of Tipperary Town's people. It recognizes the strategic location, rare facilities, and unparalleled community investment, ready to be unleashed through thoughtful action, community alignment, and collaboration. With coordinated, stepwise solutions targeted to a realistic, market-driven outcome, this plan provides a clear and actionable path for revitalization. But it starts and ends with its people. **The community is powerful, but it needs to align for the Town to reach its true potential.** Community alignment requires a coherent and agreed-upon strategic framework centered upon an intentional positioning statement. This will allow the Town's formal and informal leaders to make choices and prioritize among the many possible options it considers. Tipperary Town can no longer try to be everything at once, nor try to be something it used to be.

Global market pressures and a changing world economy have triggered Tipperary Town's decline over the last 40 years. **The Town continues to struggle because it has not differentiated itself in the marketplace of nearby rural towns.** To succeed, it must create a sustainable, compelling value proposition that entices businesses and people to come, stay, work, and play. **The most realistic positioning for this outcome is as a commuter town supporting physical travel to Limerick City and remote work through high-speed connectivity, while creating an environment that empowers parents to work.** At present, Tipperary Town is not suited to this role due to underdeveloped connectivity, negative perception, inadequate childcare services, and poor livability metrics, but those are solvable challenges. Tipperary Town honors its rich history, but it looks forward with hope and determination toward a brighter future where its children thrive and choose to remain, contributing to a vibrant, sustainable community. This can only be done together.



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2. Introduction and Project Overview

2a. Need Statement and Purpose

Tipperary Town was historically a thriving marketplace, but now it is below Ireland's and Tipperary County's averages on a variety of key socioeconomic indicators, including poverty, unemployment, third level education attainment, derelict properties, foreign direct investment, proportion of single-parent households, and vocational opportunities.

The *purpose* of this engagement was to assist Tipperary Town in developing a strategic economic development plan that outlines a 10-year roadmap to achieve key Irish socioeconomic benchmarks, elevating the town's performance to at least the national median¹⁻².

2b. Context

Tipperary Town, the namesake of Tipperary County, has historically been an important hub of manufacturing and industry, yet it has faced economic challenges in recent decades due to outsourcing and a shifting global economy³⁻²⁹. Global market shifts transferring manufacturing hubs to lower cost countries, and the relocation of key businesses from Tipperary Town, have resulted in job losses and a shrinking local economy³⁻²⁹.

However, the town retains unique assets, such as its strategic location, proximity to growing Limerick City, rail access, sporting facilities and outdoor amenities, nearby world-class equine facilities, a rich heritage, proud sport culture, and placement within the Golden Vale³⁻²⁹. Our team's intent was to develop a Strategic Regeneration Plan aimed at leveraging these resources



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while identifying new opportunities to guide Tipperary Town towards sustainable economic growth. In doing so, we attempted to make difficult choices about which positioning would be most likely to generate long-term, sustainable economic value considering the local competitive market and realistic market pressures that exist in 2024.

2c. Project Scope and Goals / Objectives

Our primary goal was to provide actionable recommendations that can serve as a roadmap for the town's economic development for the next 10 years¹. Although we considered resources and opportunities in the surrounding environment (eg, Tipperary County, Limerick Junction, Limerick City), our primary focus was Tipperary Town. The following process was followed:

1. Assessed existing economic resources and programs.
2. Identified gaps and areas of opportunity for development.
3. Diagnosed the modern competitive environment.
4. Created a realistic marketing plan for Tipperary Town.
5. Formulated a long-term plan to enhance the region's economic prosperity.
6. Developed a high-level financial model to estimate the costs and benefits of the proposal.
7. Established a tracking program to monitor the plan's progress over time.

The scope of this engagement included:

- **Research and Data Collection:**
 - Conducted detailed primary and secondary research
- **Gap and Opportunity Analysis:**
 - Analyzed gaps in key areas such as workforce skills, education levels, infrastructure, and business ecosystem.
 - Identified focused, targeted, realistic opportunities where the town could thrive.
- **Strategic Recommendations:**
 - Created a realistic, sustainable marketing plan for Tipperary Town based on the modern competitive environment.
 - Developed specific recommendations for economic initiatives leveraging Tipperary Town's unique advantages.
 - Provided a coherent, stepwise framework for achieving the formulated recommendations.
 - Considered alternatives and estimated risks and tradeoffs.
- **Financial Modeling:**
 - Created a high-level financial model to estimate the required investments for each initiative and potential return on investment.
- **Program Tracking:**
 - Designed a program to track the progress of the implemented initiatives, including Key Performance Indicators (KPIs) and reporting mechanisms.

Out of scope for this project were implementation activities, detailed financial audits or budgeting, and any initiatives related to primary economic development outside the geographical boundaries of Tipperary Town.

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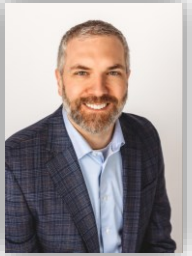
2d. Project Team



Dr. Matthew Davenport MD: A physician, professor, and international leader with 20 years of experience shaping health care guidelines, Matt has deep expertise in healthcare, scholarly research, and education, bringing a unique perspective to strategic operations and value-driven community development.



Dr. Billy-Paul (BP) Holbrook PhD: With a Ph.D. in Chemistry and extensive experience in project management and innovation, BP has successfully led multi-million-dollar technical due diligence and relationship management initiatives for global organizations.



Ian Jones: A technical leader with over 20 years of experience in software and cloud services, Ian has successfully led teams and developed innovative cloud-based solutions for global enterprises.



Adam Kessler JD: A real estate and finance expert and attorney, Adam has co-founded multiple companies, overseeing multi-million-dollar projects and strategic partnerships in Detroit and beyond.



Jeyesh Kurup: With over 25 years of IT project management, AI, and consulting experience, Jeyesh specializes in integrating technology solutions, managing large-scale programs, and advising on process optimization.

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2e. Research Approach and Methodology

We conducted comprehensive **primary** and **secondary research** on diverse topics relevant to the economic development of Tipperary Town. Primary research was conducted during a one-week in-country visit to Tipperary Town and the surrounding environs, towns, cities, and infrastructure. Secondary research was performed in coordination with Michigan Ross librarian Sally Ziph and leveraged large language models, search engines, paid business databases, and library resources.

Primary Research in Ireland

Stakeholder interviews were conducted with project sponsors, local businesses, government officials, community leaders in Tipperary Town, Tipperary Town citizens, Tipperary County leaders, Limerick City and Dublin citizens, business leaders, and many other constituents.

1. Interviews

- Stakeholder interviews were conducted with project sponsors, local businesses, elected and appointed government officials, real estate developers, community leaders in Tipperary Town, Tipperary Town citizens, Tipperary Town media members, Tipperary Town teachers and school children, Tipperary Town merchants, Limerick City and Dublin citizens, business leaders, and many others.

2. Existing Survey Data

- Detailed surveys conducted of Tipperary Town citizens within the last 10 years were reviewed^{9,13,17,20-21}.

3. National Benchmark Questionnaire

- The Smart Growth Assessment for Rural Communities questionnaire was administered to Tipperary Town officials to assess the current state¹⁸.

<https://www.epa.gov/smartgrowth/smart-growth-self-assessment-rural-communities>
(published October 2024)

4. Focus Groups

- Focus groups were conducted in person of diverse community segments, including satisfied and dissatisfied, as well as engaged and disengaged, citizens of Tipperary town.

5. Site Visits

- Our team visited dozens of Tipperary Town businesses, social programs, tourist attractions, vocational and secondary school facilities, sports facilities, recreational facilities, agricultural and equine businesses, transportation facilities, and other locations relevant to the economic development of Tipperary Town.

Secondary Research in Ireland, the United States, and Online

Secondary sources were obtained from historical and current economic reports, government publications, infrastructure studies, community surveys, and previous development plans²⁻²⁹. We conducted comparative analysis with successful regeneration efforts in relatable small towns and medium-sized cities. We conducted competitor analysis with commuter towns to Limerick City

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and with other rural towns in Tipperary County. We investigated and utilized economic regeneration frameworks published by government authorities^{5,7,9,11}. A brief list of the secondary sources we pursued includes but is not limited to the following.

1. Economic and Developmental Reports

- Previous economic development plans.
- Previous paid consulting and government reports.
- Industry reports for dominant local industries.
- Economic data for Tipperary town from 2000 to present.
- Public-private ventures in the area.
- Economic incentives for construction and small business startups.

2. Demographic and Employment Data

- Sociocultural data for Tipperary Town
- Demographic data and population changes.
- Employment statistics and profiles of employee skills and education.
- Data on the loss of young people to higher education who do not return.

3. Infrastructure and Connectivity

- Infrastructure and asset information.
- Data on transportation plans, including the N24/N74 bypass and rail network connectivity.
- Digital connectivity and data speeds.

4. Tourism and Environmental Data

- Tourism data and reports from Tourism Ireland.
- Environmental Protection Agency (EPA) data.
- Equine economic impact reports.

5. Government and Policy Reports

- Tipperary County Council reports and plans.
- Major local governmental policies relevant to new development projects.

6. Community and Educational Programs

- Community survey data related to economic recovery.
- Historical accounts relevant to the 2018 community march in Tipperary Town.
- Government legislation and grant programs designed for upscaling the labor force, improving socioeconomic decline, and improving third level attainment.
- Data on social welfare programs.

7. Ownership and Zoning Data

- Map data showing zoning restrictions and available commercial properties.
- Data rules, regulations, and ownership of vacant and blighted properties.

8. Comparative and Best Practices Studies

- Best practices from similar towns and cities within Ireland and the United States.
- Academic studies on rural economic development.

9. Statistical and Enterprise Reports

- Central Statistics Office (CSO) data.
- Economic reports from IDA Ireland and Enterprise Ireland.



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3. Situational Analysis

3a. PESTEL analysis

P	E	S	T	E	L
Political	Economical	Social	Technological	Environmental	Legal
Explore: <ul style="list-style-type: none"> Government stability Health service readiness Current taxation policy Future taxation policy The current and future political support Grants, funding and initiatives Trade bodies Effect of wars or worsening relations with particular countries Electoral considerations 	Explore: <ul style="list-style-type: none"> National debt levels Strength of consumer spending Current and future levels of government spending Ease of access to loans Current and future level of interest rates, inflation and unemployment Specific taxation policies and trends Exchange rates Overall economic situation 	Explore: <ul style="list-style-type: none"> Lifestyle trends demographics consumer attitudes and opinions media views law changes affecting social factors brand, company, technology image consumer buying patterns fashion and role models major events and influence Inner city economic trends 	Explore: <ul style="list-style-type: none"> Relationship to flexible working Relationship to remote working Sector technology demand Relevant current and future technology innovations The level of research funding The ways in which consumers make purchases Intellectual property rights 	Explore: <ul style="list-style-type: none"> Relationship with global warming Relationship with recycling and global fight against waste Relationship with global fight against plastic usage The level of pollution created by the product or service Attitudes to the environment from the government, media and 	Explore: <ul style="list-style-type: none"> Legislation in areas such as employment, competition and health & safety Environmental legislation Future legislation changes Changes in European law Trading policies Regulatory bodies Working environment Future Pandemic legal sensitivities

Political^{9,26-29}

- Local Government Influence:** Tipperary Town falls under the jurisdiction of Tipperary County Council. Although it has been involved in various development plans to improve infrastructure, support local businesses, and promote tourism, The Council is removed from the town. The Council's support or lack of it can influence business growth, making regional policies a critical factor for local businesses. Tipperary Town has no Mayor and minimal executive authority to establish a pro-growth regulatory environment in the town. The local political influence is minimal.
- National Policy and Stability:** Ireland generally has a stable political environment with a strong positive budget, which provides a favorable backdrop for economic activities. However, national policy decisions, especially around business taxation, trade, and tourism, can impact Tipperary Town without direct consent. Ireland's low corporate tax rate has attracted multinational companies, but these have had less effect on Tipperary Town because of its poor competitive position. Many decisions are centralized at the county or national level, which makes it difficult for Tipperary Town to make meaningful efforts to improve. This disconnect creates a sense of hopelessness amongst some of the townsfolk, who feel they cannot effectuate change.
- Brexit:** Tipperary Town's location in Ireland means it is part of the EU, while Northern Ireland operates under a unique post-Brexit arrangement. Changes to trade policies or adjustments to cross-border agreements could influence Tipperary's economic activities, especially for businesses that rely on imports from or exports to the UK.

Economic^{9,26-29}

- Agriculture and Food Sector:** Tipperary Town is located within the Golden Vale, a region ideally suited to livestock and horse breeding. There is strong agrobusiness influence in the community related to the historic Tipperary Co-Op (now merging with Arrabawn Co-Op, where Tipperary County farmers will have ~25% control) and the local



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creamery. The local Tipperary Co-Op has experienced recent significant economic hardships. Fluctuations in the agricultural industry—such as price changes, demand for local produce, or environmental regulations—can significantly impact the economy of Tipperary Town. Farming subsidies, EU policies on agriculture, and export opportunities also affect this sector.

- **Tourism and Heritage Economy:** Known for its cultural heritage and natural beauty, and the famous song “*It’s a long way to Tipperary*”, Tipperary Town could benefit from spillover tourism, but it is outcompeted by neighboring towns with superior amenities and medieval fortifications that cannot be replicated or affordably bested. Key attractions nearby include the Rock of Cashel, Cahir castle, and the walled town of Fethard. The tourism sector is dependent on travel trends and the health of the global economy.
- **SMEs and Local Business Growth:** Tipperary Town has a variety of small and medium-sized enterprises (SMEs). Factors like access to finance, business support services, tax incentives, economic development grants, access to knowledgeable workers, and digital infrastructure significantly affect the town’s success. The Irish government’s support for SMEs through grants, funding, and tax relief affects the business environment for all Irish towns. Since these efforts are national, it is difficult for a single town to gain advantages.
- **Real Estate and Housing:** Tipperary Town has an insufficient housing inventory, like other parts of Ireland, with rising demand and limited supply. This affects residential and commercial real estate, and negatively affects the cost of living and business profit.

Social^{9,26-29}

- **Demographics and Aging Population:** Tipperary has an aging population, which impacts the local workforce and healthcare needs. Businesses face challenges in finding local skilled labor. Attracting younger laborers to the town is challenged by the lack of jobs, high business costs, and the town’s negative perception.
- **Education and Skills Development:** Access to skilled labor can be a challenge for businesses in Tipperary Town. The proportion of citizens with third level education is below the national average. Limited higher education institutions in the immediate area and brain drain results in loss of local talent. There are potential opportunities for collaboration with universities in Limerick City. For example, the Kemmy Business School at the University of Limerick could offer pro-bono support for new start-ups.
- **Community and Cultural Identity:** Tipperary Town has a strong cultural identity and pride, which can be leveraged in tourism and branding. However, if younger people migrate for jobs, it could diminish the local community’s vibrancy, impacting businesses reliant on local patronage. The cultural identity anchors to an economic model (manufacturing) that is no longer viable. The Town historically has had a few large manufacturers supply much of the local labor. Due to global economic trends and high costs, that approach will not provide sustainable prosperity or growth into the future.
- **Socioeconomic Context:** Tipperary Town has an above-average proportion of citizens that receives federal aid, is in a single-parent household, or qualifies as “very disadvantaged” or “severely disadvantaged”. Generational poverty and de-prioritization of higher-level education is common. These factors affect the long-term growth potential of the town.



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Technological^{9,26-29}

- **Digital Infrastructure:** Tipperary Town has access to reliable high-speed internet, which is crucial for business growth, can help attract tech-oriented businesses, and is necessary to support remote workers. Water shortages, power shortages, and construction costs make it difficult for new industries to build manufacturing plants in Tipperary Town.
- **E-commerce and Online Presence:** Many businesses in Tipperary Town are historic merchants that have operated for >50 years and lack a strong online presence. An investment in digital transformation, including e-commerce capabilities, could help local businesses reach broader markets. Irish government grants supporting digital innovation are available but have not been fully utilized.
- **Automation in Agriculture:** Given the strong agricultural base, adoption of automation, smart farming technologies, and biofuel development (e.g., Nephin Renewable Gas) can be a growth sector for all towns in Tipperary County. Local farmers and agricultural businesses would need support to implement these technologies if they are pursued.
- **Innovation Hub and Startups:** Tipperary ENGINE is an innovation hub in Tipperary Town designed to recruit entrepreneurs. Establishing additional tech incubators or co-working spaces could foster innovation and attract entrepreneurs to the area.

Environmental^{9,26-29}

- **Climate and Agricultural Impact:** Climate change affects agriculture, with risks including extreme weather, pests, and changing growing seasons. This can impact Tipperary's agricultural output, requiring local businesses to adapt or diversify. In addition, climate change has affected the depth required for road repair and construction. New roads now require a deeper 12-foot dig to ensure stability, and this increases construction costs.
- **Sustainability Initiatives:** Ireland has committed to significant carbon reduction targets, which will affect businesses in Tipperary Town. Emphasis on reducing carbon footprints might mean changes in farming practices, increased energy costs, and investment in sustainable practices for local businesses.
- **Conservation:** Tipperary Town's surrounding natural beauty and proximity to the Glen of Aherlow are assets for tourism. However, conservation and environmental regulations can limit development in some areas. Balancing environmental protection with development is necessary to sustain tourism and promote economic growth.
- **Energy Efficiency and Renewable Resources:** With Ireland's push for renewable energy, there may be opportunities for Tipperary Town to explore renewable energy projects, such as wind or solar farms. This could reduce energy costs for local businesses and support environmental goals.

Legal^{9,26-29}

- **Regulatory Compliance:** Businesses in Tipperary Town must comply with county, Irish, and EU regulations. This includes labor laws, health and safety, data protection (GDPR), and environmental regulations, which can be burdensome for SMEs. The multi-pronged

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regulatory environment impedes nimble decision-making, slows development, and increases the cost of business.

- **EU Agricultural Policy:** The Common Agricultural Policy has a significant impact on the region's farming economy. Changes in CAP can affect subsidies, impacting local farmers' incomes and potentially leading to higher costs for agricultural businesses.
- **Taxation and Business Incentives:** Ireland's tax policies, including VAT rates and specific reliefs for businesses, impact local firms in Tipperary. Any changes in tax law could affect profitability and investment in the region. There was a recent increase in the VAT tax for the hospitality sector, which had been temporarily lowered during the COVID-19 pandemic. This has made it harder for restaurants and cafes to remain profitable. Several restaurants recently closed in Tipperary Town due to unprofitability and rising costs.



“In individuals, hope is a stronger spring of life than memory, and it is the same with nations.”

Standish James O’Grady

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3b. Legal and Regulatory Environment

The economic development and growth of Tipperary Town is influenced by a complex web of national and local laws that shape investment, business operations, housing, and community expansion. One significant national law impacting development is the **Planning and Development Act 2000**³⁰, which serves as the foundation for the regulation of land use and spatial planning in Ireland. This Act has been amended multiple times, most notably through the **Planning and Development (Amendment) Act 2018**³¹, which aimed to streamline the planning process. However, despite these amendments, the planning process remains complex and protracted. For towns like Tipperary, this means that obtaining planning permission for new construction projects can face significant delays, discouraging developers and investors. The Central Bank of Ireland has emphasized that planning bottlenecks are a considerable barrier to housing development, contributing to housing supply shortages. For example, between 2016 and 2021, there was a noted decline of 2.5% in the approval rate for planning applications, adding to the challenge of addressing housing needs and modernizing infrastructure.

The **Urban Regeneration and Development Fund (URDF)**³² was established under **Project Ireland 2040**³³. The URDF was launched in 2018 and aims to support the regeneration of urban areas, with €2 billion earmarked for large-scale projects. For towns like Tipperary, accessing this fund can provide the means to revitalize town centers, improve public spaces, and stimulate local economic activity. However, the focus of the Fund is cities and large towns. Data from successful URDF-funded projects across Ireland indicate that towns benefiting from these investments have seen increased commercial interest and higher population retention. Competition for funding is fierce, and the application process can be arduous, requiring detailed project proposals and alignment with national development priorities.

The **Residential Tenancies Act 2004**³⁴, along with its subsequent amendments, impacts economic growth by shaping the rental market—an essential component of housing affordability. The 2019 amendment introduced rent pressure zones (RPZs) to limit annual rent increases to a minimal amount (2%) in designated areas. To date, Tipperary Town has not been classified as a rent pressure zone. Fluctuations in rent control policies can affect tenant stability and investor confidence. These regulations protect residents from rapid rent inflation, fostering community stability, but can deter new property investments if landlords perceive profit limitations.

The **Building Control (Amendment) Regulations 2014**³⁵ introduced significant reforms, including stricter oversight, mandatory certifications, and enhanced compliance requirements. These regulations, aimed at ensuring construction quality and safety, have inadvertently increased the cost and timeline for building projects. The Society of Chartered Surveyors Ireland (SCSI) reported in the SCSI Cost of New Housing Delivery 2023 Report that compliance with these regulations contributes to the average construction cost of a new three-bedroom house, which stands at €397,000 nationally. For smaller towns like Tipperary, these costs can limit new development projects and, by extension, economic growth.

The **Environmental Impact Assessment (EIA) Directive**³⁶, enacted as part of EU legislation and transposed into Irish law through various acts, requires developers to assess the



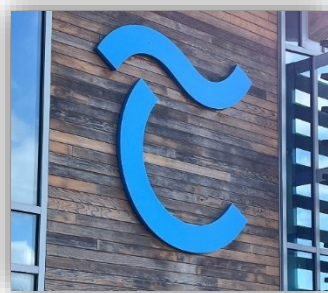
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environmental implications of significant projects. This regulation, while influential in ensuring sustainable development, adds complexity and cost to development proposals. For towns aiming to expand while preserving natural heritage, like Tipperary Town, the need for detailed environmental impact assessment reports can slow down projects. For instance, data centers, which are seen as economic drivers, must meet stringent environmental requirements, influencing where and how these facilities are built.

An example of a local initiative influenced by both national and local policy is the development of renewable energy projects. Ireland's **Climate Action and Low Carbon Development (Amendment) Act 2021**³⁷ mandates that the country achieve net-zero carbon emissions by 2050. This act encourages investments in green energy, providing opportunities for Tipperary Town to develop wind and solar energy projects. However, strict planning and environmental laws still apply, potentially delaying the rollout of such projects despite their long-term economic benefits.

At the County level, **County Development Plans**, such as Tipperary County Council's Development Plan²⁷, are required tools to guide economic growth. These plans are updated periodically and outline zoning policies, land use objectives, and strategies for sustainable development. The **Tipperary County Development Plan 2022-2028**²⁷ emphasizes balanced regional growth, supporting sectors such as tourism, agriculture, and renewable energy. While these plans facilitate structured development, they must align with broader national regulations, which can sometimes create tension between local needs and national standards. They also are focused on the county level rather than the town level. This can make it hard for Tipperary Town to specifically improve its competitive position. Currently in preparation, the **Tipperary Town Local Area Plan (2025-2031)**⁷ will offer a detailed land-use strategy for Tipperary Town, aiming to support sustainable growth, employment, and housing. Public consultations have been conducted to gather input on priorities and development goals.

Tipperary County Council enforces various by-laws³⁸⁻⁴⁰ affecting local businesses and residents, including:



- *Casual Trading By-Laws*³⁸: Regulate street trading activities, specifying designated areas, permitted times, and licensing requirements to ensure orderly commerce.
- *Waste Management By-Laws*³⁹: Mandate proper waste disposal practices for households and businesses, promoting recycling and environmental responsibility.
- *Parking and Traffic By-Laws*⁴⁰: Control parking zones, fees, and traffic flow within towns to enhance accessibility and safety.

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Level	Ordinance / Regulation	Description	Governing Body
Town	Local Area Plans (LAP)	The Cashel-Tipperary Municipal District may implement Local Area Plans that guide zoning, land use, and infrastructure specific to Tipperary Town.	Cashel-Tipperary Municipal District, Tipperary County Council
Town	Community and Economic Development Initiatives	The Municipal District may offer local development incentives, grants, or initiatives to stimulate Tipperary Town's economic growth and community development.	Cashel-Tipperary Municipal District, Tipperary County Council
County	Tipperary County Development Plan 2022–2028	This comprehensive plan outlines strategies for land use, housing, commercial development, transportation, and environmental protection across Tipperary County, including Tipperary Town. It provides zoning regulations and land use policies.	Tipperary County Council
County	Planning Permission Regulations	All building and land use changes in Tipperary Town require planning permission from the county council, assessed for compliance with zoning laws, environmental impact, and community considerations.	Tipperary County Council
County	Development Contributions Scheme	Developers are required to contribute financially to local infrastructure impacted by their projects, such as roads, water supply, and public amenities.	Tipperary County Council
County	Environmental Impact Assessment	For significant developments, an environmental impact assessment may be required to assess potential environmental effects, as mandated by the Planning and Development Act 2000.	Tipperary County Council
Ireland	Planning and Development Act 2000 (as amended)	This act consolidates planning legislation in Ireland, setting the framework for planning permission, development plans, and enforcement.	Government of Ireland
Ireland	Building Regulations	There are national standards covering safety, fire prevention, accessibility, energy efficiency, and structural integrity.	Department of Housing, Local Government and Heritage
Ireland	Environmental Protection Laws	Regulations governing waste management, water quality, and emissions to protect natural resources are enforced by the EPA.	Environmental Protection Agency (EPA)
Ireland	Heritage and Archaeological Protection	Laws protecting sites of cultural, historical, or archaeological significance require special permissions for development.	National Monuments Service, Heritage Council
Ireland	Health and Safety Legislation	Regulations ensuring safe construction practices and workplace safety are overseen by the Health and Safety Authority.	Health and Safety Authority (HSA)
Ireland	Employment and Labor Laws	Laws governing employment standards, wages, and working conditions for construction workers are enforced by the Workplace Relations Commission.	Workplace Relations Commission (WRC)



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Zoning Map: [Annual Revised RZLT Maps | Tipperary County Council](#)



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3c. Political Environment

Since the **dissolution of Tipperary Town Council in 2014⁴¹**, local governance for Tipperary Town has been managed by Tipperary County Council, the unified authority for the entire county. Tipperary County Council was formed by merging North and South Tipperary County Councils as part of a national restructuring under the Local Government Reform Act 2014⁴¹. This act aimed to reduce the administrative layers in Irish local governance, centralizing authority at the county level for greater efficiency. There is **no mayor of Tipperary Town and little within-town authority to make executive decisions** on matters beyond parking enforcement, waste management, and other parochial functions. The Town has no independent budget.

Some advantages of the centralization that occurred in 2014 were that it reduced town-by-town variation with respect to county- and nation-wide priorities, and it improved the ability of the Irish government to make strategic decisions. Some disadvantages were that it removed autonomy and authority from towns like Tipperary Town, created distance between the decision-makers and recipients, and left townsfolk feeling they did not have effective representation. It also caused confusion with respect to who was making decisions, as many still do not realize that there is no longer a Tipperary Town Council. **Town officials are criticized for things they do not control (i.e., responsibility without authority).**

Since Tipperary Town no longer has its own town council, executive and political decision-making for the area falls under the **Cashel-Tipperary Municipal District within Tipperary County Council⁴²⁻⁴³**. This structure brings both political representatives (councilors) and executive officers (staff of Tipperary County Council) together to govern and provide services for the area.

Residents of Tipperary Town are represented through their elected municipal district councilors. They can engage with council members on specific local issues and concerns or participate in public consultations and meetings organized by the council. Additionally, county councilors collaborate with community organizations, providing grants and funding for local projects. In this model, Tipperary Town retains local governance through the broader framework of the Cashel-Tipperary Municipal District, with Tipperary County Council being the overarching authority providing services and support for both local and county-wide needs.

Tipperary Town doesn't have its own distinct governance structure. The town's representation and services are managed within a county-wide framework, with local councilors and staff focusing on district-level needs and county executives handling implementation and oversight.

Structure and Governance⁴²⁻⁴³

1. **Tipperary County Council⁴³:** The county council is the primary governing body responsible for all areas previously managed by individual town councils across Tipperary County. The county council has 40 elected members who represent the five



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Municipal Districts within Tipperary, each of which has local representation based on proportional population needs. These representatives are elected every five years in local elections. The County Council is responsible for the following⁴³:

- **Infrastructure:** Maintenance and improvement of roads, bridges, parks, and public spaces.
 - **Planning and Development:** Zoning, construction permissions, and town planning.
 - **Community Services:** Provision of social services, including housing and community health initiatives.
 - **Economic Development:** Promoting business and tourism to foster economic growth within the district.
 - **Environmental Management:** Waste management, environmental conservation, and sustainability projects.
2. **Municipal Districts:** The county is divided into five Municipal Districts, with Tipperary Town falling under the jurisdiction of the **Cashel-Tipperary Municipal District**⁴². This district encompasses Tipperary Town, other nearby towns, and rural areas. Representatives from this district address local concerns and provide a connection between residents and the central county council.
 3. **Role of Municipal Districts:** Within the Cashel-Tipperary Municipal District, elected councilors focus on local issues specific to their communities, including infrastructure, planning, community development, local roads, amenities, and other municipal services. They are the first point of contact for residents and advocate on their behalf at the county level. Municipal district meetings are held regularly, where local representatives discuss and make decisions on district-related matters.
 4. **Local Community Groups and Partnerships:** To address the gap left by the town council's dissolution, local governance is supplemented by community-based organizations, development boards, and partnerships with the county council. These groups often focus on community projects, economic development, and social services, working alongside the county council to improve the local quality of life.

*Key Roles in Local Governance for Tipperary Town*⁴²⁻⁴³

1. Tipperary County Council (Executive and Political Authority)⁴³

- **Chief Executive:** The Chief Executive of Tipperary County Council holds the highest executive authority, overseeing all council operations, staff, and service provision for the entire county. This role is a permanent position, appointed rather than elected, and the Chief Executive is responsible for implementing policies approved by the council. The Chief Executive is accountable to the councilors and provides leadership on executive decisions related to planning, budgets, infrastructure, and service delivery.
- **Directors of Service:** Reporting to the Chief Executive, several Directors of Service manage specific areas like housing, roads, planning, and environmental services. These directors work across the county, but their teams are responsible for carrying out council policies and services at the local level, including in Tipperary Town.

2. Cashel-Tipperary Municipal District (Local Political Representatives)⁴²

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- **Elected Councilors:** The Cashel-Tipperary Municipal District is represented by councilors elected by residents of the district, including those in Tipperary Town. These councilors are the primary political representatives for the town, voicing local concerns, advocating for town-specific initiatives, and making recommendations on district-level matters. They attend municipal district meetings to discuss local priorities, make representations, and vote on various issues. The elected councilors are responsible for the entire municipal district, although those originating from a particular town may have closer ties to their hometown and express them in their decision-making.
- **Municipal District Chairperson:** Each Municipal District elects a Chairperson from among its councilors to lead district meetings and represent the district at official functions. The Chairperson plays a symbolic role in representing the district publicly but does not have executive powers over the county's broader policy decisions.

3. Municipal District Offices and Local Staff

- **District Administrator and Local Staff:** The Municipal District has a local office with staff who support day-to-day operations, provide administrative support to councilors, and manage local services. District administrators and their teams are not politically appointed. They ensure local services operate smoothly and that residents' needs are addressed.

*Political and Executive Functions within Tipperary Town*⁴²⁻⁴³

1. Political Functions (By Elected Councilors)⁴²⁻⁴³

- **Decision-Making on Local Priorities:** Councilors advocate for the interests of all towns within Tipperary Town's Municipal District. They influence local spending priorities, infrastructure projects, community initiatives, and allocation of resources.
- **Public Engagement:** Councilors engage directly with the community, attend public meetings, and address concerns from residents. They serve as intermediaries between the town's people and the county council's executive team.
- **Policy Recommendations:** While municipal councilors don't have full legislative authority, they can bring forward motions and recommendations for Tipperary Town to be considered by Tipperary County Council.

2. Executive Functions (By County Council Executives)⁴²⁻⁴³

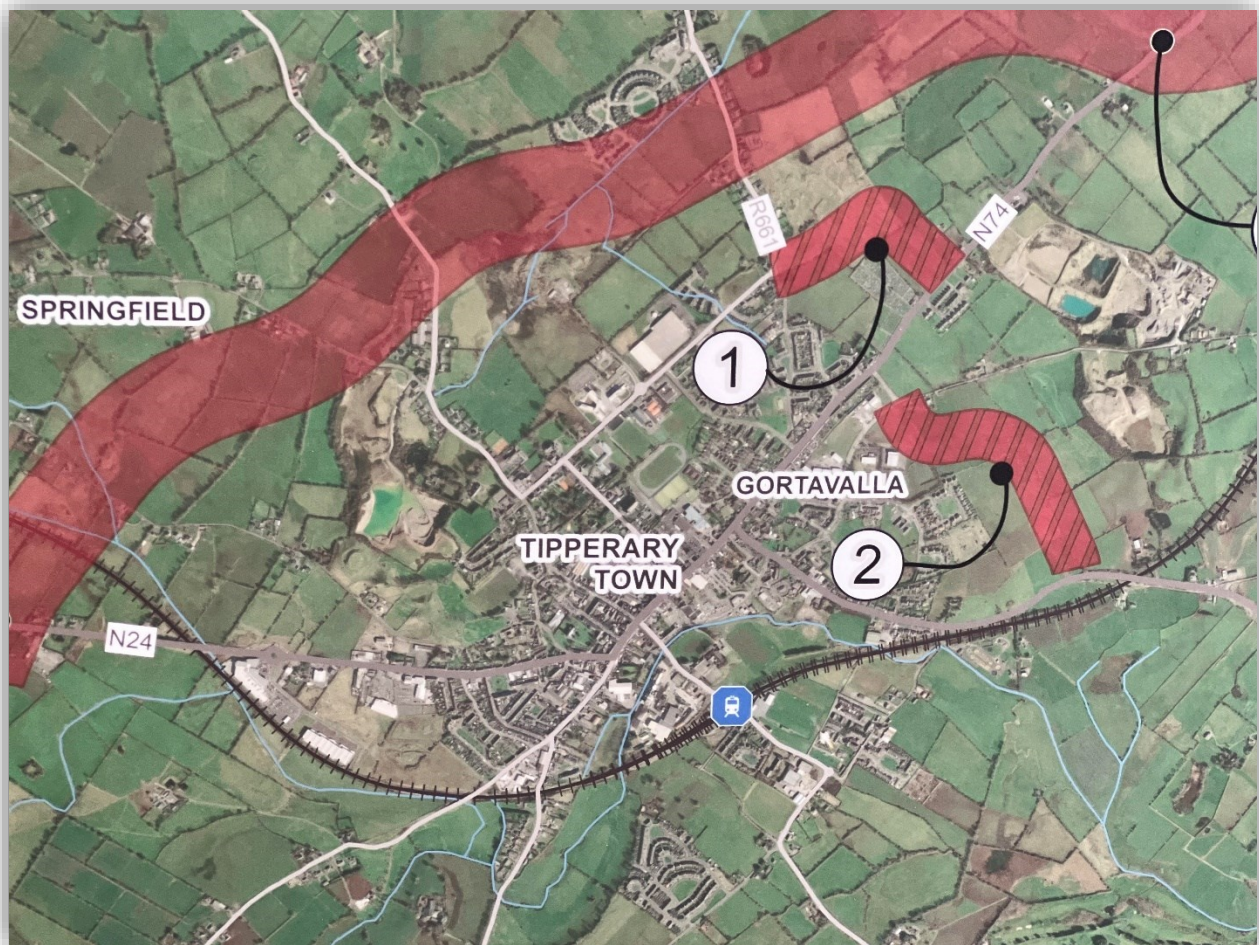
- **Service Provision:** The County Chief Executive and county-level staff are responsible for the direct provision of services, such as housing and road maintenance.
- **Budgeting and Resource Allocation:** The County Chief Executive and Directors of Service control the budget within the Cashel-Tipperary District, based on needs and priorities set by elected councilors and the county's overarching budget. There is not a separate budget for Tipperary Town that is distinct from the budget for the County.

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- **Implementation of Projects:** Large-scale projects, such as roadworks or development initiatives in Tipperary Town, are executed by county staff under the direction of the Chief Executive, often in consultation with the local councilors to reflect local priorities.

3. Decision-Making Process for Tipperary Town⁴²⁻⁴³

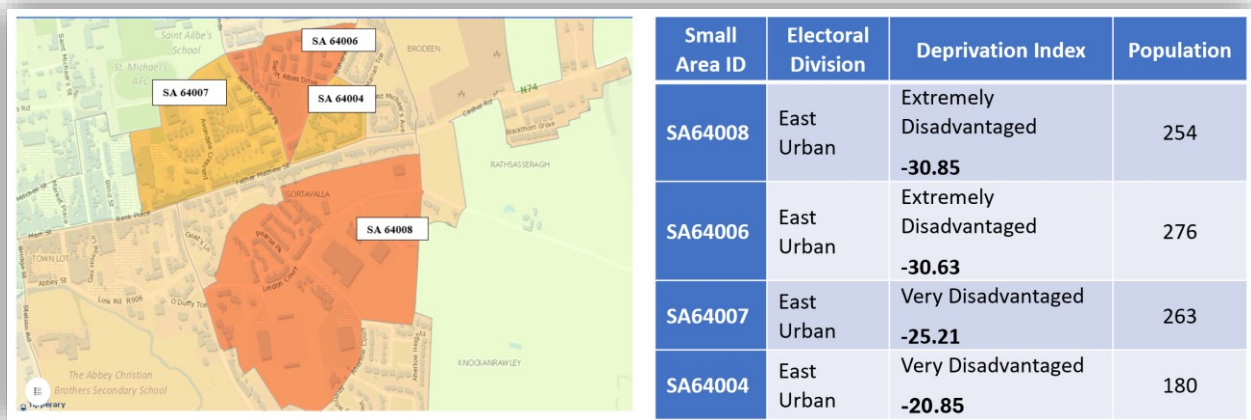
- **Policy Proposals and District Meetings:** Proposals for local projects or issues are raised and discussed at municipal district meetings. Councilors have the opportunity to present motions and advocate for specific needs in Tipperary Town.
- **Approval from County-Level Executives:** After discussions and votes in the Municipal District, proposals that require significant resources or policy changes are passed to Tipperary County Council's executive team for approval, budgeting, and implementation.



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3d. Demographic and Socioeconomic Context^{6-7,10,13,29,44-49}

Tipperary Town is part of Tipperary County, which has a population of ~168,000⁴⁴. The town itself has a population of 5,310 as of 2022⁴⁴, with a small growth mainly attributed to immigration. However, Tipperary Town faces severe socioeconomic challenges^{6-7,10,13,29,44-49}. Unemployment (15% in 2022), long-term unemployment (9% in 2022), social deprivation, and emigration are major issues. In large residential areas within town, unemployment exceeds 40%, and multiple sites are officially designated as “extremely disadvantaged” or “very disadvantaged” (i.e., less than -25 on the Pobal Deprivation Index⁴⁷)^{6,13,29}. The unemployment rate in Tipperary Town is more than double the national average^{6,13,29}. According to the national budget presentation in Fall 2024⁵⁰, Ireland is at full employment with a large economic surplus, but Tipperary Town continues to struggle. This severe disparity is due to many factors but influenced by the loss of manufacturing jobs, closure of local businesses, lack of competitive market position, and lack of modern infrastructure.



Social and demographic factors contribute to the town's economic challenges^{6-7,10,13,29,44-49}. Many of the town's 5,000 residents live below the poverty line, making affordable housing a pressing need^{6,13,29}. Construction costs are high, and new homes are rare and often must be priced higher than the local community can afford. The situation is worsened by the emigration of young people^{6,13,29}, who often leave for better opportunities elsewhere in Ireland and abroad, for example to Australia, England, the United States, and Canada. Intergenerational poverty and long-term public assistance are significant problems.

The rate of single-parent households exceeds 35% (and >50% in 4 of the 9 areas in Tipperary Town), compared to the national average of 17%^{6,13,29}. Additionally, a minority of the town's population holds third-level educational qualifications^{6,13,29}, well below the national average of 56%. This low level of educational attainment has led to significant outmigration, particularly among the town's youth, many of whom move to cities or abroad in search of better opportunities. A local school administrator mentioned that nearly all students plan to leave the town after finishing school, with many heading to universities elsewhere. Tipperary Town also has one of the highest disability rates in the country among towns with populations ≥1,500.

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3e. Infrastructure Challenges and Transportation Deficiencies

A major obstacle to Tipperary Town's development is its inadequate infrastructure. Approximately 10,000 vehicles pass through the town center every day⁵¹⁻⁵² along the N24/N74 thoroughfare at speeds of 30-50 km/hour, including a significant number of heavy freight trucks *en route* to ports. There is no current, reasonable, alternative thoroughfare, with little option to reroute traffic around the city⁵². Most of the vehicular traffic through town does not stay or engage the community but rather moves through on its way to the coast (Waterford, Shannon Foynes), contributing negative externalities (noise, pollution, and severe traffic congestion) and risk to the community. The dense traffic makes the town center unattractive to residents and potential investors. It was mentioned in virtually every interview we conducted in and around Tipperary Town from a diverse constituency. Direct safety (children running into or near the road, lack of bike accessibility), indirect safety (pollution), and comfort (acoustics, vibration) were commonly cited as reasons to avoid Main Street and its shops. Historical efforts to build a temporary ring road or a formal bypass stalled or were rejected over the last 30 years, but there is recent revitalization of the bypass plan⁵². The current iteration is not expected to be completed for 8-10 years⁵². In the meantime, traffic problems continue to hinder the town.

Tipperary Town's rail connections, while strategically important, are underutilized and underdeveloped⁵³⁻⁵⁴. The town is linked to Dublin and Limerick Junction by train, but services to regional centers are limited. There are only two trains per day to Limerick Junction from Tipperary Town, at poor times, and there is no direct connection to Limerick City, one of Ireland's most rapidly growing cities⁵⁴. Tipperary Town fails to leverage this asset due to a schedule and timing that is not conducive to commuters. Furthermore, rail infrastructure (e.g., WiFi, station amenities) is lacking, deterring commuters and tourists. A second rail station on the south side of town has been suggested as a possibility if Tipperary Town's population grows beyond (for example) 10,000, but that is a distant prospect. A major challenge to expanding rail access is that improving timeslots and routes to Limerick City will probably require demonstration of demand to Irish Rail, but demand is difficult to show when existing timeslots are not useful for commuters. In other words, demand cannot be easily demonstrated until the routes are improved.

Local students, educators, and business owners state that bus fares (as high as €9 per trip) further strain the town's connectivity, and there is a lack of a local taxi service or economical ridesharing options. Staff at Knockanrawley Resource Center indicate that single-parent households have

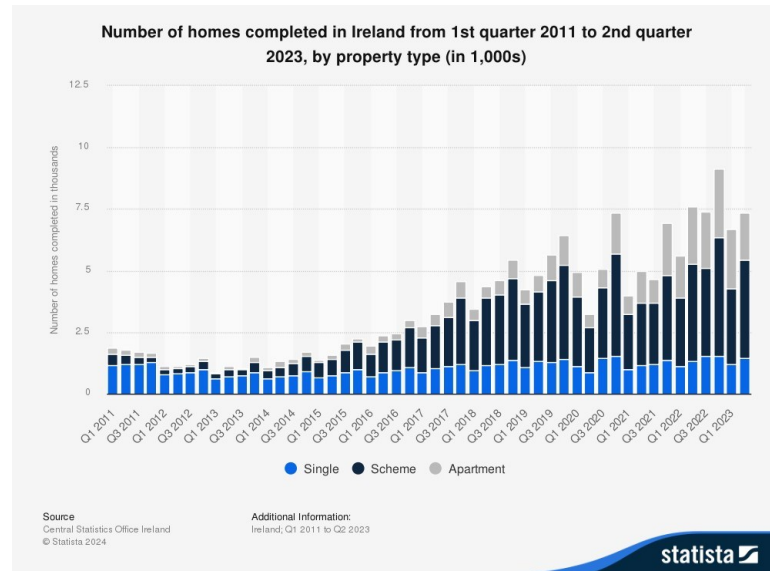


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substantial transportation costs (reported: €20/day) incurred in bringing their children to daycare, and this is a major impediment to single parents taking jobs.

3f. Housing Shortages and Construction Costs

The housing crisis in Ireland has reached a critical point⁵⁵⁻⁵⁹. A real estate advisor explained that construction costs have doubled over the past five years, rising from an estimated €100–€110 per



square foot to €200–€220 per square foot. These elevated costs are driven by material shortages, high labor costs, and regulatory requirements (eg, fire regulations). Furthermore, the town's older buildings can be difficult to renovate due to their status as protected structures under national conservation laws. Less than 10,000 homes have been built annually across Ireland since the housing crash, compared to 90,000 homes constructed in 2007⁶⁰⁻⁶¹.

Further, the cost of housing is dramatically rising, making housing out of reach for many, especially those of low income. Tipperary Town's access challenges are exacerbated by the many vacant and derelict properties on Main Street, but those also can be used as resources for a nation in need of buildings.

A local property developer highlighted that the town had approximately 85 vacant properties as of 2021, and despite available government grants, there has been little incentive to refurbish these buildings. The cost of bringing these properties up to code is prohibitive, especially when combined with the low returns from renting or selling them. Additionally, developers find it nearly impossible to secure a positive return on investment, with current rental prices for light commercial properties in the town ranging from €6 to €10 per square foot, far below the €19–€20 required to cover construction costs.

Cost Component	National (€)	Greater Dublin Area (GDA) (€)
SCSI Total Estimated Cost (3-bed home)	397,000	461,000
Local Authority Total Estimated Cost	318,365	392,975
Hard Construction Costs (SCSI)	224,730	257,645
Hard Construction Costs (Local Authority)	251,379	296,263
Site Works and Development (SCSI)	55,000	55,000
Land Cost (SCSI Estimate)	70,000	70,000
Developer Margin (SCSI Estimate)	53,864	53,864
Development Levies (SCSI Estimate)	18,645 (waived for 2024)	18,645 (waived for 2024)
Finance and Marketing Costs (SCSI Estimate)	36,000	36,000

According to Raidió Teilifís Éireann (9/5/2024)⁶², the average cost per square meter to build a house in Ireland ranges from €1,813 to €2,500 (~€2,350 per square meter for a standard build), which varies by location, size, and house type. For instance, constructing a detached house costs €1,500 to €2,500 per square meter,

while a semi-detached or bungalow is €1,200 to €1,800 per square meter.

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3g. Economic Landscape

Tipperary Town has suffered from economic stagnation, with hundreds of jobs lost in the recent past due to factory and retail closures^{9,26-29}. Unemployment remains a persistent problem, particularly among the town's younger population, many of whom choose to leave rather than stay and attempt to find local work^{6,13,29}. The town's economy is reliant on small businesses and agriculture, with few large employers. Prior large employers created significant volatility for the Town when market pressures encouraged them to depart.

Some specific concerns highlighted by the people of Tipperary Town include: businesses are expensive to open and support, the hospitality industry has a poor profit margin, there is a negative return on investment for new construction, value-added consumption taxes and high labor and material costs limit profitability and feasibility of new and existing businesses, restaurants and hotels struggle to remain open, levies on vacant and dilapidated buildings are underutilized and create an incentive to maintain the status quo, there is poor footfall on Main Street related to inadequate parking and traffic on N24/N74, households lack accessible childcare, and there is downward pressure on Tipperary's agricultural industry. Tipperary Co-Op, composed mainly of dairy and meat producers, has suffered significant losses recently and carries a debt load of €55M. Recently (10/2024), it announced plans to merge with the larger and more profitable Arrabawn Co-Op, with a minority ~25% stake in the resulting business⁶³.

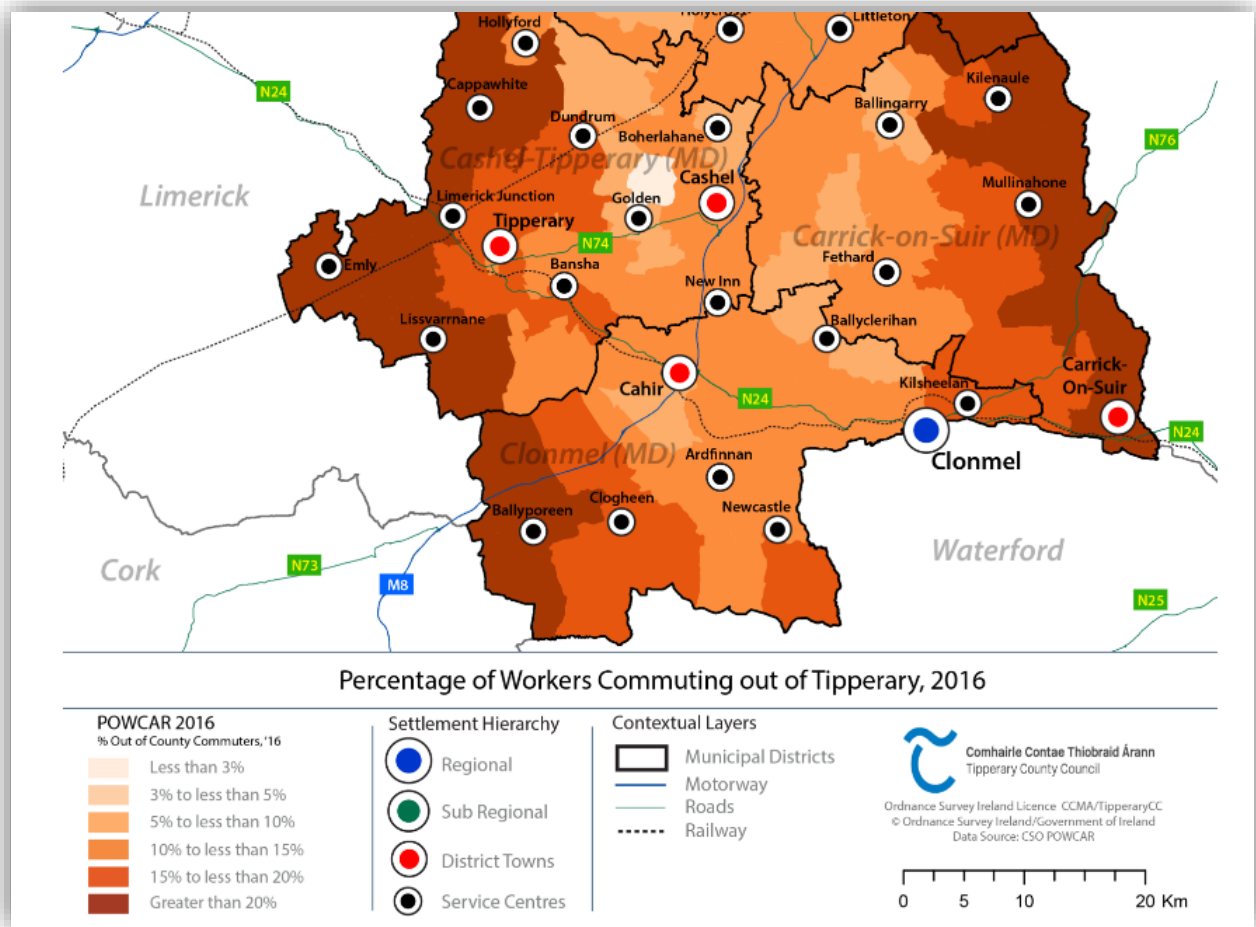
Nephrin Renewable Gas is a recent counterexample in which a large employer intentionally moved to Tipperary⁶⁴. They plan to establish 20 biogas facilities in Tipperary County and nearby environs, aiming to create up to 100 jobs and produce 1.2 TWh of renewable energy per year. This initiative is aligned with Ireland's national goals to increase renewable energy production, and it takes advantage of Tipperary's agricultural strengths. However, many of the workers do not live in Tipperary Town.

Perspectives from Leaders at Nephrin Renewable Gas		
Major Reasons Joined Tipperary Town	Perceived Benefits of Tipperary Town	Perceived Weaknesses of Tipperary Town
Rail access (Dublin & Cork) Access to local schools Central location Direct access to agriculture Suitable premises Ready-to-enter office space	Obliging landlord Obliging Council Heart of target location Buoyant agricultural economy Good office Space to grow Plenty of parking Good local transport connections Accessible location 90 minutes to Dublin by train	No taxi service Insufficient hotels No international quality B&Bs Lack of trained & experienced staff Difficulty recruiting top talent Applicants: "Jobs are interesting but would rather work in Dublin than Tipperary" Low quality of infrastructure

Commuters to Limerick City in industries such as Life Sciences, Pharma, and Tech contribute to the local economy of Tipperary Town, but limited rail and road connections between Tipperary Town and Limerick City, educational limitations of Tipperary Town citizens, lack of access to

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childcare, cultural barriers (ie, identification as part of Tipperary County vs. Limerick County), and other factors have limited the strength of this connection¹⁵.



In a 2018 report “Commuting and Jobs Profile Tipperary Local Authority”¹⁵ summarizing data from the 2016 Census, there were 1,819 residents of Tipperary Town classified as being 'At Work' (population in 2016: 4,979 [36.5%]), including 39.9% (726 workers) employed within Tipperary Town itself, 23.3% (424 workers) employed elsewhere in Tipperary County, 16.1% (292 workers) commuting to another county (mostly Limerick), and 20.7% (377 workers) classified as mobile workers or un-codable. The commuting catchment for Tipperary Town is relatively confined, with high levels of interaction seen only in the Electoral Divisions (EDs) in the immediate hinterland. Outside of the Cashel-Tipperary Municipal District, the interaction levels are very low, with most areas showing less than 2.5% of workers commuting to Tipperary Town. The largest employment sectors for Tipperary Town residents include Wholesale, Retail Trade, Transportation, Accommodation, and Food Services, which account for 30.4% of the jobs, followed by Education, Human Health, and Social Work at 23.4%. Other significant sectors include Public Administration (10.6%) and Manufacturing, Mining, and Quarrying (8.8%).

The local regulatory environment of Tipperary Town prevents rapid recovery of dilapidated and vacant properties⁴²⁻⁴³. There are economic incentives to owners of these properties to keep them

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in their current state, and a lack of economic disincentives to sell or improve or lease them. Specific impediments mentioned by citizens include: 1) failure to enforce existing levies, 2) workarounds to avoid paying levies by posting signs “for let”, 3) keeping the external façade acceptable but leaving the interior undeveloped, 4) high cost of construction that prevents a positive return on investment, 5) change of use fees for properties changing their business purpose, 6) lack of sufficient business development grants and incentives, 7) owners sometimes living elsewhere without a personal need or motivation to change ownership or take responsibility, 8) legacy and generational attachment to old buildings, and 9) a difficult regulatory environment related to such things as fire codes.

The economic environment of Tipperary Town is hamstrung by a centralized government structure that prevents local officials from making executive decisions in support of the town⁴²⁻⁴³. Tipperary Town, like many towns and cities in Ireland, does not have a mayor and has very little executive control over local fees, taxes, grants, and enforcement mechanisms. There is lack of clarity on who is responsible for moving issues forward and disconnected investment by the ultimate decision-makers (Tipperary Council, national government) in solving issues pertinent to the town due to limited line of sight and competing priorities. Local ordinances either cannot be introduced or must be approved by governance structures that are external to the town. There was a common sentiment that the town lacks political representation, which contributes to communication failures, perceived lack of advocacy, and an incoherent civic identity. It is also extremely difficult (possibly impossible) to obtain a budget for Tipperary Town because the data are conflated with the surrounding communities⁴²⁻⁴³. The lack of economic clarity for the town makes it difficult to evaluate or measure decisions for the community.

3h. Tourism and Hospitality Sector Development

The town has significant potential for spillover tourism thanks to its proximity to natural attractions like the Glen of Aherlow, nearby towns with medieval fortifications (e.g., Cahir, Cashel, Fethard), and the expansion of Tipperary Racecourse^{12,65-67}. The racecourse is being upgraded to include an all-weather track, which will increase the number of annual horse races from ~10 to ~40 and could, in coordination with nearby world class stud farms (e.g., Coolmore in Fethard) and veterinary training programs in Limerick City, establish Tipperary Town as a destination for equestrian tourism and sports-related activities⁶⁵⁻⁶⁷. The track will be almost fully connected with Tipperary Town via a greenway walking path⁶⁸ and is adjacent to Limerick Junction, a major train thoroughfare for tourists from Cork and Dublin⁵³⁻⁵⁴. The center of the track will be developed to potentially include a concert venue and possibly an adventure sport water course. Tipperary Town also has golf courses, tennis courts, a swimming pool, and well-designed sports pitches for hurling, rugby, and football. Second level students at The Abbey identified the sports identity of Tipperary Town as a major draw for them to attend school here.

However, the town is not well positioned to compete on tourism. Nearby rural towns have superior amenities and medieval fortifications that cannot be replicated, and Tipperary Town lacks basic tourist infrastructure. Both of its hotels have closed, and the remaining bed-and-breakfast options are insufficient to meet the needs of visitors. The hospitality environment in the Town is weak due to thin profit margins, a negative cultural perception of the town by those not



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living there, and the large volume of traffic that flows through its heart. Local business owners note that tourists often bypass Tipperary Town in favor of better-equipped towns, and the lack of accommodation is a contributing deterrent. A hospitality entrepreneur emphasized the need for targeted investments to develop the tourism sector. The entrepreneur cited the success of a nearby town, which has thrived thanks to a partnership between local businesses and the town council. They expressed frustration with Tipperary Town Council, which they perceive has been slow to invest in beautification projects or provide support for new businesses. The entrepreneur noted that many local restaurants and cafes have closed in recent years, further reducing the town's appeal to both residents and visitors.

A major source of branding conflict that impairs tourism is the conflation of Tipperary Council and Tipperary County with Tipperary Town. A common example given by Tipperary Town citizens was that crimes committed anywhere in Tipperary County and reported by news media as occurring in “Tipperary” are attributed to Tipperary Town. Local merchants also confuse taxes and ordinances issued by Tipperary Council as originating from Tipperary Town governance.

The Tipperary Town Revitalisation Task Force recently rebranded Tipperary Town using the slogan “Our Time, Our Way” to emphasize the urgency of the need for improvement and also the town’s strong cultural heritage. However, the branding is somewhat insular (“Our Way”) and inward looking in a way that may not appeal to visitors or prospective home or business owners. The rebranding is also not aligned with a particular competitive market position.

Nearby communities (Cahir, Cashel) are commonly identified by those living and working in Tipperary Town as having better hospitality and tourist options such as historical fortifications, natural beauty, walkability, less traffic, and an open town center. These communities create substantial competition for Tipperary Town and siphon tourist opportunities.

3i. Challenges Facing Local Businesses and Entrepreneurs

Local businesses in Tipperary Town have faced significant difficulties^{9,26-29}. A business advisor mentioned that while some family-owned businesses have been in operation for generations, younger generations are increasingly choosing not to take over family businesses. This trend has contributed to the decline of the town's Main Street, which is now filled with vacant shops and disused properties. The closure of factories and retail outlets due to external market forces has exacerbated this decline, resulting in the loss of an estimated 1,000 jobs^{9,26-29}.

A local restaurant owner expressed frustration with the high cost of doing business in Tipperary Town. The entrepreneur explained that rising material and labor costs, combined with high taxes and fees, have made it difficult to maintain profitability. They cited the closure of two local restaurants as evidence of the challenges faced by the town’s hospitality sector. Additionally, the temporary reduction in the value added tax from 13.5% to 9% during the COVID pandemic has since reverted back to 13.5%, increasing costs to consumers and limiting the price ceiling for local business owners⁶⁹.

Efforts to support local businesses have been made through initiatives such as a county-wide gift card that can only be spent in local stores⁷⁰. A public sector advisor noted that this initiative aims



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to encourage residents to support local businesses, but its success has been limited to date. Many residents commute to nearby cities such as Limerick City for work, and they often make purchases outside of Tipperary Town.

VAT Rate	Percentage	Applicable To
Standard Rate	23%	Most goods and services, including professional services and non-essential goods.
Reduced Rate	13.5%	Fuel, electricity, building services, restaurant and catering services.
Second Reduced Rate	9%	Tourism-related activities such as hotels, restaurants, cultural and entertainment services.
Livestock Rate	4.8%	Livestock (e.g., cattle, horses, pigs, and sheep) and certain agricultural activities.
Zero Rate	0%	Most food and drink (excluding alcohol and luxury items), children's clothing, certain medical supplies.
Exempt	N/A	Financial services, insurance, education, healthcare, property transactions.

3j. Community Engagement and Cohesion

Many residents feel disconnected from their local government, and there is a perception that Tipperary Town has been neglected by both local and national authorities²⁰⁻²¹. Traffic congestion and poor walkability detract from the town's quality of life. The Town is working to improve access to quality public spaces, but lack of accessible and updated playgrounds, parks, and community spaces is a common criticism. The Town's people exhibit high levels of understanding regarding the common issues and potential solutions but are skeptical of government. The community feels unable to make meaningful changes and somewhat stuck and frustrated that their political advocates are unable to help solve perceived and real structural issues. Efforts to make improvements to the town are often met with resistance from engaged community members. The local Chamber of Commerce is dysfunctional⁷¹⁻⁷² and ineffective and remains mired in reporting financial data from years ago. Most former members of the Chamber left due to interpersonal conflict, lack of trust, and systemic issues, which left the Town's merchants without a gathering space or forum to share ideas or coordinate efforts.



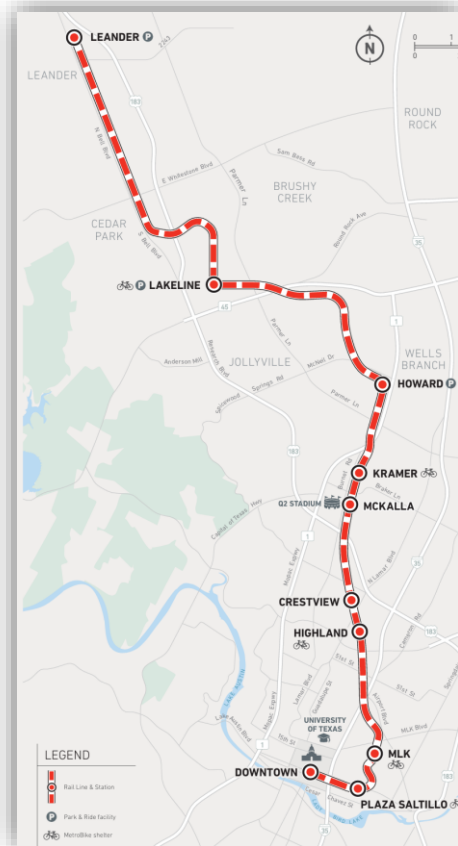
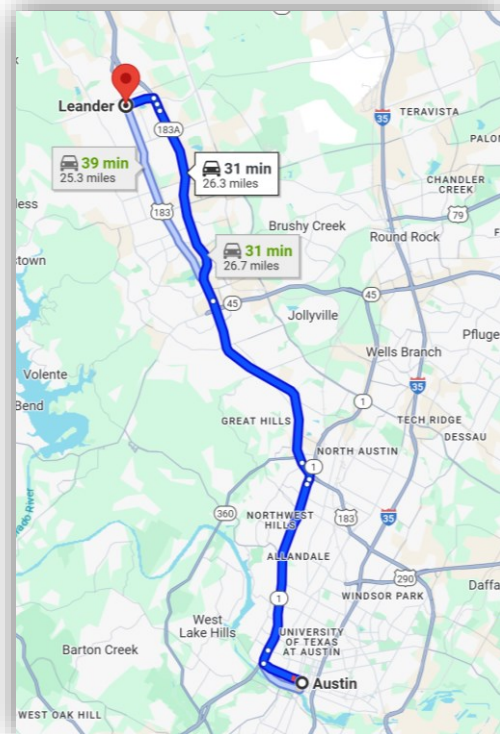
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3k. Comparator Analysis – Explosive growth in 4 United States commuter towns

Four examples of small towns (population 1,500 – 7,600 in year 2000) that experienced **explosive growth** (6.3x to 36.7x) and serve as **commuter hubs for large growing cities** (Austin, Texas [980,000 in 2023]; Salt Lake City, Utah [209,000 in 2023]; Phoenix, Arizona [1,650,000 in 2023]) are provided below⁷³⁻⁷⁶. To support their proximity to a growing city, each took concrete actions to foster a positive business environment, encourage growth, and compete with neighboring towns for attractiveness and livability. They used a mix of strategic planning, zoning, public-private partnerships, and financial incentives while focusing on infrastructure (eg, transportation, utilities) and quality of life to attract residents and companies⁷³⁻⁷⁶.

1. **Leander, Texas:** Located north of Austin, Leander has seen explosive growth due to the tech boom and high demand for suburban housing. The town's population jumped from ~7,600 to >81,000 (10.7x growth) since 2000, spurred by excellent schools, redundant transportation infrastructure (eg, commuter Red Rail), and proximity to Austin's job market⁷³.

Leander to Austin
By car (left) or by rail (right)
Distance: 42 km (26 mi)

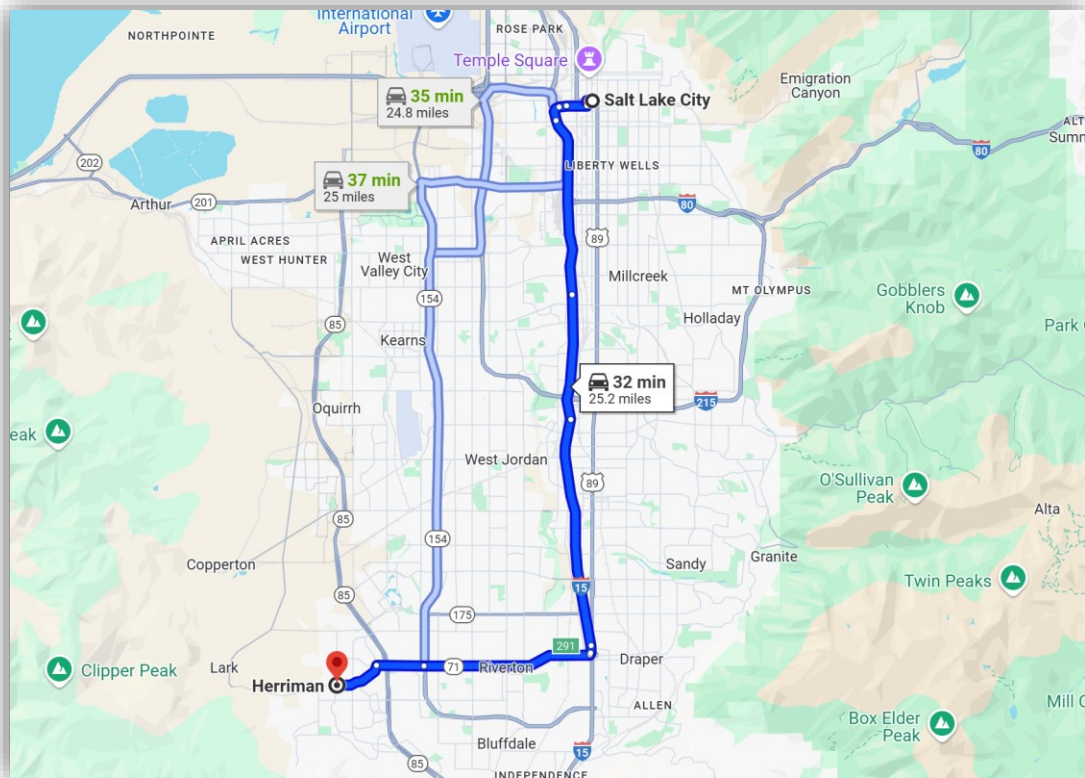


- **Investment in Infrastructure:** Leander invested heavily in transportation, most notably through the Red Rail, which connects Leander to Austin. This makes commuting easier for residents and attracts businesses that benefit from proximity to Austin.
- **Incentives for Businesses:** The city offers financial incentives, such as tax rebates and grants, to encourage companies to relocate and set up in Leander. This includes a policy of streamlined permitting for new developments that reduces wait times for businesses.



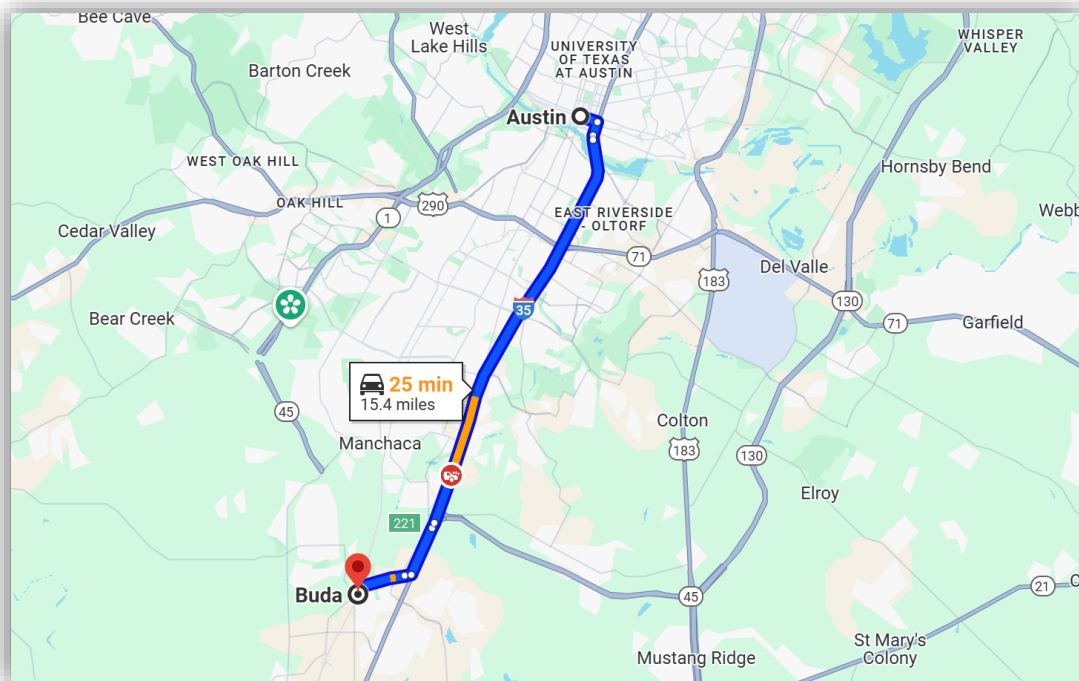
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- **Zoning Flexibility:** Leander has updated its zoning regulations to accommodate a mix of residential and commercial developments. This has led to more mixed-use developments that cater to residents' needs while attracting retail and commercial businesses.
 - **Focus on Quality of Life:** The city has invested in parks, community spaces, and recreational facilities, which appeal to families and employees of incoming businesses.
 - **Transit-Oriented Development Ordinance:** Leander implemented a transit-oriented development ordinance to encourage mixed-use developments around the rail station. This ordinance incentivized developers to build housing, retail, and office spaces nearby, increasing footfall and attracting businesses to the area.
 - **Economic Development Incentive Fund (EDIF):** Leander established an EDIF to provide grants, tax rebates, and infrastructure assistance to companies relocating to or expanding within the city. This fund targeted businesses that could bring jobs and economic value, particularly in the technology and professional service sectors.
 - **Streamlined Permitting Process:** Leander restructured its permitting processes to reduce wait times and make it easier for developers and businesses to obtain permits. This efficiency was a major factor in attracting new businesses and developers looking for faster project turnarounds.
2. **Herriman, Utah:** Located 40 km (25 mi) southwest of Salt Lake City, Herriman was a small community with a population of ~1,500 in 2000. This surged to >55,000 (36.7x growth) spurred by proximity to Salt Lake City, affordable housing, and outdoor recreation⁷⁴.



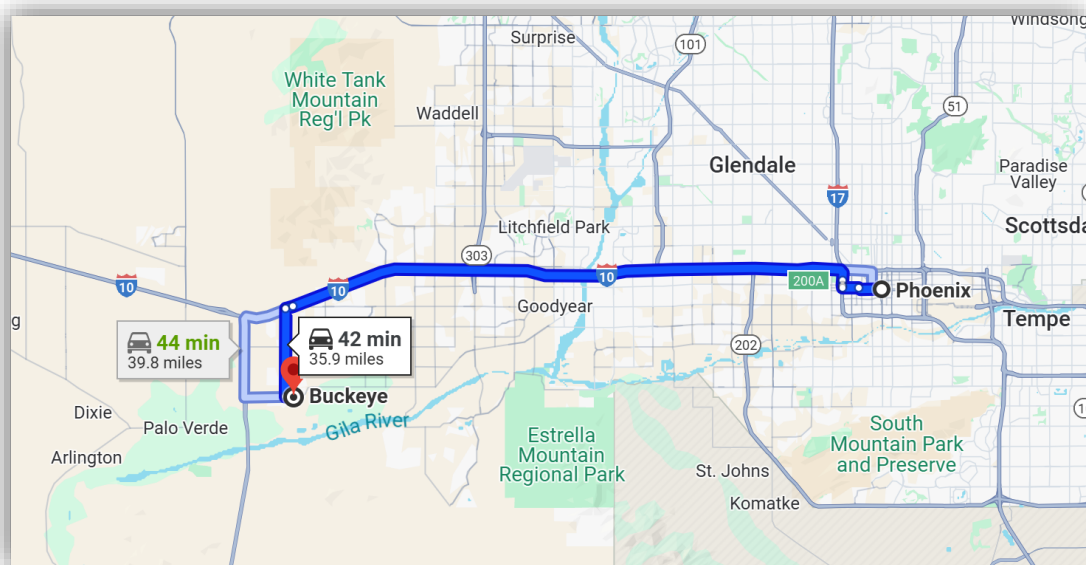
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- **Strategic Land Use and Development:** Herriman's leadership encouraged commercial development by zoning specific areas for business and retail, creating a balanced mix of residential and business-friendly areas.
 - **Public-Private Partnership (PPP) with Mountain View Village:** Herriman worked with a private developer to create Mountain View Village, a large retail and lifestyle center. The partnership allowed the city to fast-track permits and provide infrastructure support, leading to significant retail and service sector growth.
 - **Incentives for Small and Medium Enterprises:** Herriman established grant and loan programs to support local entrepreneurs, which helped create a strong small-business base. The city also streamlined its permitting process for faster business setup.
 - **Quality Education Investments:** The town invested in new schools and education facilities to appeal to families and encourage businesses reliant on a skilled local workforce to join their community.
 - **Commercial Development Zone Designation:** Herriman established specific commercial development zones to encourage business clustering. These zones allowed for a mix of retail, office, and industrial businesses with streamlined regulations and lower property taxes to incentivize commercial growth.
 - **Special Improvement District (SID) Funding:** Herriman implemented improvement district funding to finance infrastructure projects in underdeveloped areas, such as roads, utilities, and drainage systems. This allowed new commercial developments to proceed faster, especially in retail and healthcare sectors, contributing to job creation.
3. **Buda, Texas:** Once a quiet town on the outskirts of Austin (24 km, 15 mi), Buda's population surged from around ~2,400 to >15,000 (6.3x growth) since 2000 due to an influx of families and professionals seeking suburban life near Austin, its convenient location on the I-35 corridor, and the availability of new residential developments⁷⁵.



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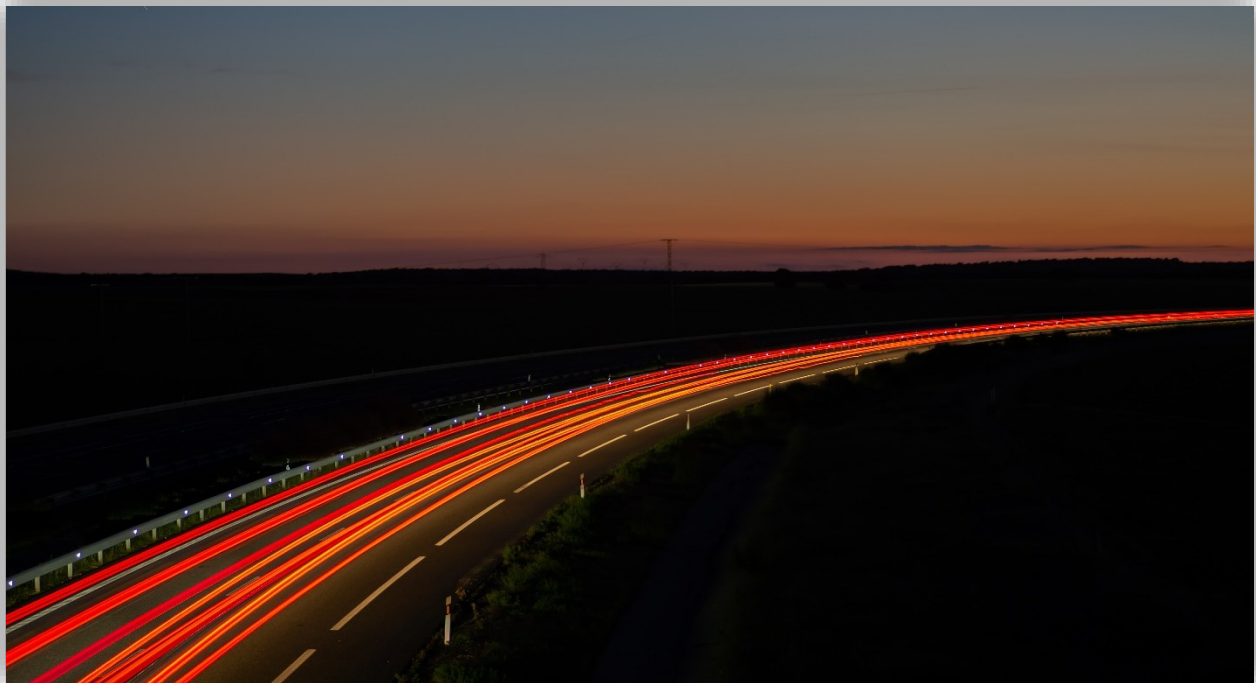
- **Strategic Marketing and Outreach:** Buda's economic development corporation actively marketed the city to attract new businesses, particularly in retail and light industrial sectors, which significantly boosted local employment.
 - **Retail and Commercial Growth Focus:** By dedicating large parcels of land for commercial use, Buda attracted large retailers, creating job opportunities and increasing sales tax revenue. The city also supported the development of mixed-use projects.
 - **Tax Incentives and Rebates:** Buda offered tax breaks and financial incentives to businesses, especially for companies that promised to create jobs and contribute to the local economy.
 - **Sales Tax Reallocation for Economic Development:** Buda allocated a portion of its sales tax revenue toward economic development projects, including business grants, infrastructure improvements, and promotional campaigns to attract businesses. This allowed Buda to fund various small business grants and infrastructure support initiatives.
 - **Investment in Amenities and Infrastructure:** The city invested in parks, trails, and public facilities to enhance the quality of life for residents and employees of local businesses, helping make Buda an attractive choice for companies.
 - **Mixed-Use Zoning Amendment:** Buda passed a zoning amendment to allow more mixed-use developments, particularly along major corridors. This amendment facilitated the growth of residential areas alongside retail and office spaces, attracting new residents and businesses.
 - **Small Business Incentive Program:** Buda introduced an incentive program to support local entrepreneurs with grants, low-interest loans, and assistance in securing permits. This program helped establish a strong base of small businesses, providing jobs and services for the growing population.
4. **Buckeye, Arizona:** Located 58 km (36 mi) west of Phoenix, Buckeye has transformed from a small town with around ~6,500 residents to >105,000 (16.1x growth). This transformation has been driven by new housing developments, attractive suburban amenities, a growing job market in nearby Phoenix, and its convenient location on the I-10 corridor⁷⁶.



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- **Pro-Business Zoning Expansion and Incentives:** Buckeye expanded industrial zoning regulations and offered incentives, including tax abatements and fee waivers, to companies in logistics, distribution, and manufacturing. They also allowed businesses more flexibility in property use. These changes attracted companies seeking large parcels of land for industrial operations, creating jobs and increasing the local tax base.
- **Investment in Workforce Development:** The city collaborated with local community colleges and job training programs to ensure a well-trained local workforce, appealing to employers looking to hire locally.
- **Infrastructure Expansion:** Buckeye expanded roadways and invested in water and sewer systems to support new businesses. This was especially important for large industrial operations that required robust infrastructure.
- **Economic Development Incentives:** Buckeye's city council provided incentives like tax abatements and utility fee waivers for companies that relocated to Buckeye and met job creation or investment thresholds, encouraging businesses to set up in the town.
- **Strategic Infrastructure Financing Plan:** Buckeye implemented a strategic infrastructure plan to finance water, sewer, and road expansions in targeted industrial zones. By enhancing infrastructure capacity, the city was able to attract larger logistics and manufacturing companies.
- **Utility Rebate Program:** Buckeye introduced a utility rebate program for companies that met certain job creation and capital investment thresholds. This program provided discounts on water, electricity, and waste services for qualifying businesses, encouraging large employers to establish themselves in Buckeye's industrial districts.

A summary of key demographic, socioeconomic, and regulatory data contributing to and explained by the growth of these four towns is provided in the **Table**.



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Table. Small (population: 1,500 – 7,600) commuter towns in the United States with **explosive growth** (6.3x to 36.7x) since 2000⁷³⁻⁷⁶.

Town	Population Growth	Per Capita Income	Housing Development	Job Market Expansion	Quality of Life Investments	Estimated Unemployment Rate Change	Quality of Life Surveys	Example Regulatory Changes
Leander, Texas	Surged from ~7,600 to >81,000 (10.7x)	Increased from ~\$20,000 to ~\$58,100	Major suburban and mixed-use developments; increase in housing demand and property values	Growth in retail, tech, and service sectors; commuter town for Austin TX via direct rail connection (government, education, tech, healthcare)	Investments in parks, schools, and community centers.	Decline from ~5.5% to ~3%, especially due to growth in tech and retail	Ranked highly for family-friendly amenities and outdoor spaces; positive community ratings	Adopted mixed-use zoning, streamlined permitting processes and development incentives for businesses in certain districts
Herriman, Utah	Surged from ~1,500 to >55,000 (36.7x)	Increased from ~\$19,000 to ~\$37,331	Development of extensive residential areas and retail centers like Mountain View Village	Growth in healthcare, retail, education, and small tech startups; commuter town for Salt Lake City UT (tech, finance)	Investments in schools, recreation centers, and sports facilities.	Decline from ~4.8% to ~2.7%, especially due to growth in retail and healthcare	High satisfaction for safety and education; community-focused events promote resident happiness	Designated commercial development zones; partnered with developers to expedite large-scale projects
Buda, Texas	Surged from ~2,400 to >15,000 (6.3x)	Increased from ~\$17,000 to ~\$29,645	Rapid suburban housing developments with new mixed-use projects	Growth in retail, healthcare, and logistics jobs; commuter town for Austin TX (government, education, tech, healthcare)	Investment in parks, trails, and new public facilities	Decline from ~5.3% to ~3.1%, especially due to growth in logistics and healthcare	High quality of life reported due to proximity to Austin balanced with small-town charm	Adopted zoning changes allowing mixed-use developments and provided tax incentives for commercial projects along major transit routes
Buckeye, Arizona	Surged from ~6,500 to >105,000 (16.1x)	Increased from ~\$15,919 to ~\$25,523	Extensive new housing developments and increased property values	Growth in manufacturing, retail, and logistics sectors; industrial zoning expansion; commuter town for Phoenix AZ (real estate, finance, tech, aerospace)	Investment in infrastructure, parks, and recreational facilities	Decline from ~7.2% to ~4.5%, especially due to growth in logistics and retail	Good quality of life, positive resident feedback on housing affordability and parks	Rezoned large areas for industrial and commercial use; provided utility and tax rebates for qualifying businesses, supporting industrial growth

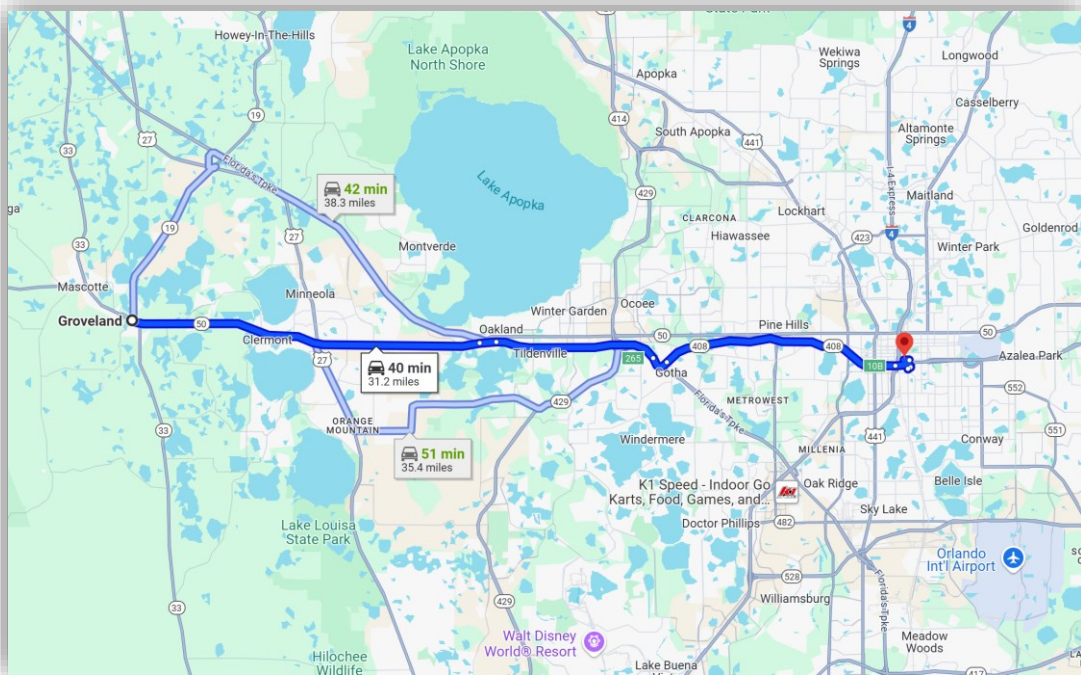


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3l. Comparator Analysis – Strong growth in 4 United States commuter towns

Four examples of small towns (population 5,100 – 14,600 in year 2000) that experienced **strong growth** (1.6x to 2.4x) while serving as **commuter hubs for large growing cities** (Orlando, Florida [320,000 in 2023], Dallas, Texas [1,300,000], Fort Collins, Colorado [354,000], and Nashville, Tennessee [687,000 in 2023]) are provided below⁷⁷⁻⁸⁴. Unlike the explosively growing cities detailed in section 3k, towns classified as exhibiting strong growth only approximately doubled in size. This more measured growth allowed them to better maintain their cultural identity. This experience and goal may be more realistic for Tipperary Town. That said, **all 8 towns (4 with explosive growth, 4 with strong growth) used a similar general approach**. Each took concrete actions to foster a positive business environment, encourage growth, and compete with neighboring towns for attractiveness and livability. They used a mix of strategic planning, zoning, public-private partnerships, and financial incentives while focusing on infrastructure (eg, transportation, utilities) and quality of life to attract residents and companies⁷⁷⁻⁸⁴.

1. **Groveland, Florida:** Located 50 km (31 mi) due West of Orlando, Groveland experienced strong growth due to new urbanism principles and affordable housing. The town's population increased from ~8,700 to >18,500 (2.1x growth) since 2000, spurred by development of an industrial park that brought more investments and proximity to Orlando's job market⁷⁷⁻⁷⁸.



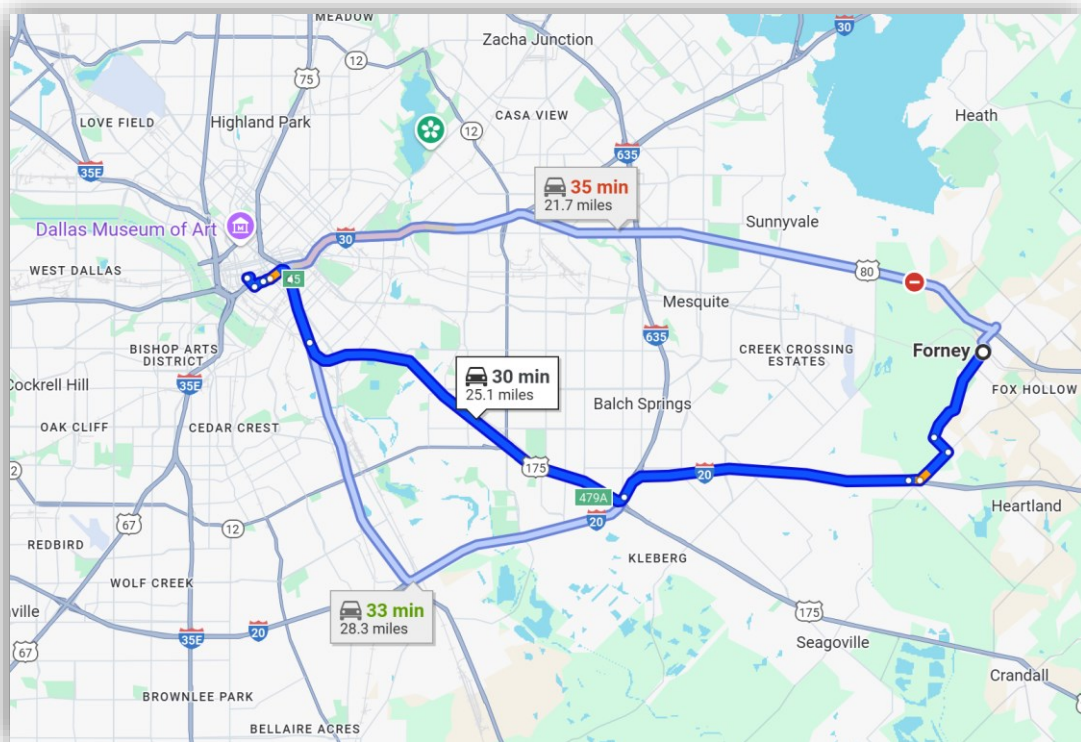
- **Reasons for Growth:** Groveland invested in affordable housing through the Community Land Trust Model and adopted a new Community Development Code to help revitalize the city in coordination with the Community Redevelopment Agency (CRA).
2. **Forney, Texas:** Located 40 km (25 mi) East of Dallas, Forney experienced strong growth due to strategic city planning, downtown revitalization incentives, explosive metro growth of



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Dallas, and strong public-private collaborations⁷⁹⁻⁸⁰. The town's population increased from ~14,600 to >23,400 (1.6x growth) since 2000, spurred by incentives (redevelopment matching funds) and business-friendly policies through the EDC (Economic Development Corporation) and proximity to the Dallas-Fort Worth job market. According to Mike Grace (Economic Development Director for Forney), Forney's population is approximately 40,000 and shows "no signs of slowing down"⁸⁰.

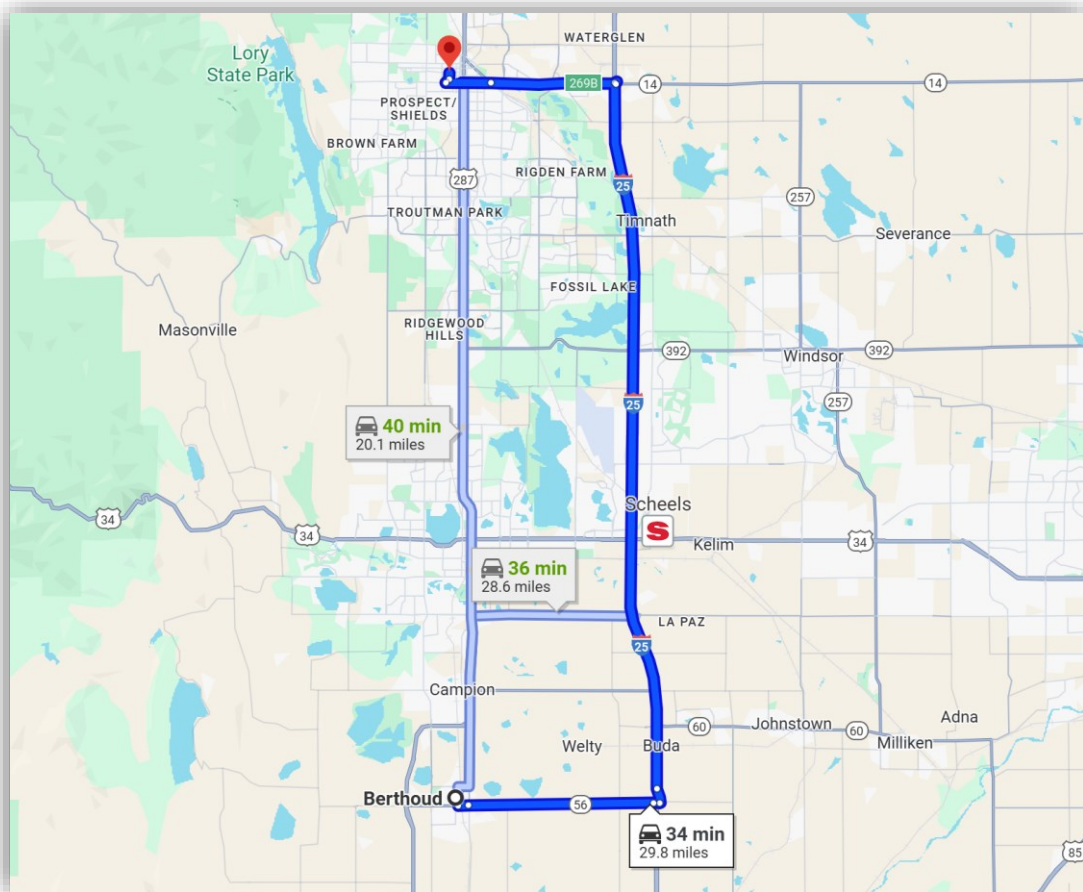
Forney's desirable school district recently opened the Keith Bell Opportunity Central, which is a 350,000 square-foot multipurpose campus serving career development through vocational training (e.g., automotive technology, construction, health sciences) and access to higher education through partnership with Texas Tech University and Dallas College. The campus is home to several local businesses who impart on-the-job training to student interns.



- **Reasons for Growth:** Forney supported its growth with city planning, pro-business incentives, public-private partnerships, and Fiscal Land Use Analysis.
3. **Berthoud, Colorado:** Located 32 km (20 mi) due South of Fort Collins, Berthoud experienced strong growth due to accessibility to major transport routes and growth of Fort

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Collins. The town's population increased from ~5,100 to >10,300 (2.0x growth) since 2000, spurred by proximity to the National Renewable Energy Laboratory (NREL; attracting green technologies) and proximity to the Fort Collins's job market⁸¹. Berthoud prioritized lower-cost housing. According to Business Development Director Walt Elish, “business follows rooftops”. Affordable housing has paved the way for Berthoud to attract business development. This began pre-2018 with fast food (e.g., Subway, Taco Johns) and Love's Truck Stop. Berthoud was not always bustling. In 2000, voters approved a 5% limit on growth. This measure basically closed residential construction for three years. Building permits plummeted from 104 in 2000 to 21 the next year and 8 in 2002. The revenue from taxes paid on building permits plunged from \$1.58M in 2000 to \$228K in 2002. In 2002, voters overturned the growth limitation law. Residential growth surged to play catch-up after nearly a decade of stagnation.

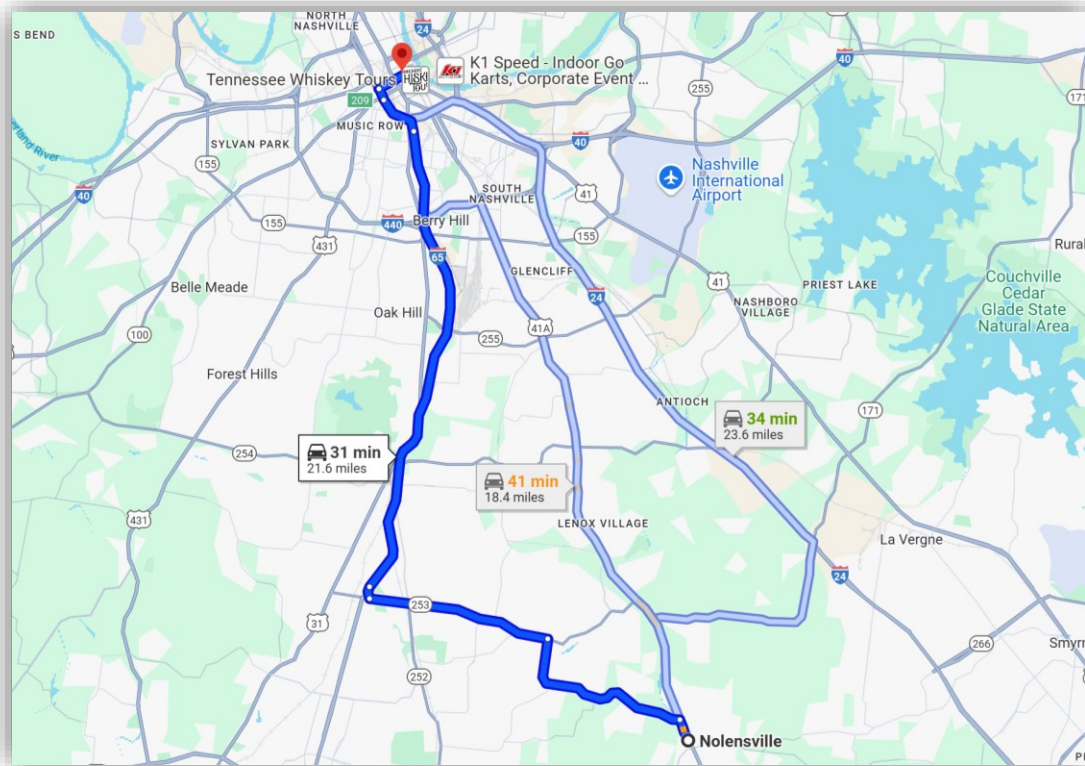


- Reasons for Growth:** Berthoud started with city planning to develop residential and mixed-use development to support commuters to Fort Collins. It corrected early errors that throttled residential growth and prioritized lower-cost housing to support its growing role as a commuter town.
4. **Nolensville, Tennessee:** Located 29 km (18 mi) Southeast of Nashville, Nolensville experienced strong growth due to rezoning for higher-density developments and improving the town square to increase livability⁸²⁻⁸⁴. The town's population increased from ~5,800 to



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>13,800 (2.4x growth) since 2000, spurred by lower living and housing costs, and proximity to Nashville's job market. Nolensville has enhanced their recreational facilities by adding biking and walking trails to appeal to the outdoors-focused people moving to Nashville. The increase in population has rejuvenated Nolensville's economy. To facilitate commercial developments, the town's Economic Development Advisory Committee has held quarterly workshops with small businesses and regional tourism representatives to establish strategic partnerships. Nolensville had the luxury of not having a pre-existing downtown area until the last few years, which allowed more proactive strategic planning.



- Reasons for Growth:** Nolensville rezoned for higher density developments to accommodate the population surge in metro Nashville, engaged in proactive strategic planning, improved livability with outdoor recreational facilities, and developed its town square.

A summary of key demographic, socioeconomic, and regulatory data contributing to and explained by the growth of these four towns is provided in the **Table**.



Table. Small (population: 5,100 – 14,600) commuter towns in the United States with **strong growth** (1.6x to 2.4x) since 2000⁷⁷⁻⁸⁴.

Town	Population Growth	Per Capita Income	Housing Development	Job Market Expansion	Quality of Life Investments	Estimated Unemployment Rate Change	Quality of Life Surveys	Example Regulatory Changes
Groveland, Florida	Grew from ~8,700 to >18,500 (2.1x)	Increased from ~\$15,100 to ~\$39,800	Affordable housing projects and new building codes to emphasize smart growth principles	Developed industrial park attracting >\$100M investments & adoption of new urbanism principles; Commuter town to Orlando, FL (leisure and hospitality, healthcare, retail, aerospace)	Lake David Park, streetscape & infrastructure improvements	Decline from ~10.8% to ~5.7%, especially due to industrial growth and city's efforts in urban planning to improve attractiveness	Good quality of life with notability in housing, cost of living, health and safety	New zoning and planning committee to streamline requests, expansion of redevelopment processes
Forney, Texas	Grew from ~14,600 to >23,400 (1.6x)	Increased from ~\$21,200 to ~\$37,200	Low-income housing tax credits; significantly revitalized downtown area	Targeting businesses that could create primary jobs; skills development; partnered with state workforce commission; Commuter town to Dallas, TX (leisure and hospitality, aerospace, defense, healthcare)	Expanded parks and recreation; modernized transportation and connectivity; revitalized downtown (vibrant, nostalgic and historic)	Decline from ~8.1% to ~4.4%, especially due to expansion of infrastructure and transportation, commercial and residential development, and workforce training	Strong job opportunities; higher median home income and safety; low crime rate; affordable housing	Tax abatements; streamlined permitting processes; infrastructure support; upgrades to transportation networks and utility systems
Berthoud, Colorado	Grew from ~5,105 to >10,300 (2.0x)	Increased from ~\$25,000 to ~\$45,050	Affordable housing development targeting first-time homebuyers, young professionals, and retirees	Collaborations with nearby universities; tax breaks and grants for new and expanding businesses; improved commuting infrastructure; Commuter town to Ft Collins, CO (healthcare, education, technical services)	Improved recreational facilities and naturescape; remodeled downtown, improved parking; increased town green spaces	Decline from ~7.6% to ~6.1%, especially due to expanded infrastructure (road, trail) fostering job creation; used town and federal funds to stabilize economic downturns	Strong employment, housing and schools; overall livability 10 points higher than state average	Improved town code and open space oversight; diversification of land use; focused on accommodating growth while keeping a small-town feel
Nolensville, Tennessee	Grew from ~5,800 to >13,800 (2.4x)	Increased from ~\$33,700 to ~\$51,600	Zoned for higher-density developments; allowed mixed-use buildings; improved Town Square	Enacted business directory, quarterly business workshops, relationships with regional tourism and businesses; Commuter town to Nashville, TN (healthcare, culture)	Enhanced recreational facilities; biking and walking trails; festivals and events; expanded city services to ease traffic; new police HQ and fire station	Decline from ~7.4% to ~1.6%, especially due to a substantial population increase bringing new businesses and services, and creating new job opportunities; expanded local infrastructure created new jobs in construction, retail, and service sectors	Strong employment, housing, schools, and health and safety; overall livability score 20 points higher than state average	Revised zoning laws for diverse residential developments to stimulate local housing; business incentives to attract new companies and small business growth; roads and utilities were improved to attract new residents and businesses



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3m. Competitive Analysis – Limerick City commuter towns

Limerick City is a growing economic center in Ireland that has catalyzed the development of nearby commuter towns. Towns like Nenagh, Ennis, Newcastle West, and Tipperary Town offer unique opportunities for laborers and businesses to experience a less expensive, rural living space outside the competitive urban environment⁸⁵⁻⁹¹. This role is expected to increase alongside the rising density and success of Limerick City⁸⁵⁻⁹¹.

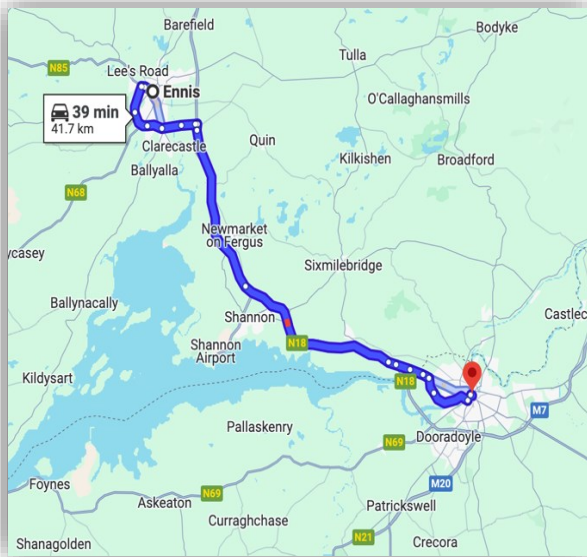
To support this expected expansion and to promote their own interests, commuter towns have taken concrete actions to foster a positive business environment and promote growth. In the residential and business marketplaces, this has become a competition for attractiveness and livability. Tipperary Town is lagging behind the others in terms of economic development. It faces significant challenges in attracting new investments and keeping up with the pace of infrastructure improvements seen in other Limerick City commuter towns. Focused initiatives are required to unlock its potential and ensure it keeps pace with neighboring cities. The following analysis evaluates what other commuter towns have done to incentivize growth and economic prosperity while competing with Tipperary Town for residential and business development.



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1. Ennis, County Clare

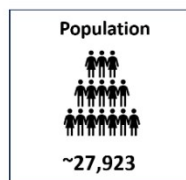
Ennis, the "Capital" of County Clare, is a key economic driver in the region, supported by a young, well-educated population and a strong tourism sector⁸⁵⁻⁸⁷. The Clare County Development Plan 2023-2029 aims to promote Ennis as a regional hub by guiding sustainable growth, infrastructure development, and economic diversification⁸⁵.



The Ennis 2040 Economic and Spatial Strategy⁸⁶⁻⁸⁷ aims to **drive population growth of 30% by 2040**, supported by nine Transformational Sites that focus on enhancing infrastructure, developing modern office spaces, promoting retail vitality, and improving accessibility. Ennis' population, which was 27,923 in 2022, is projected to grow to approximately 32,856 by 2040. Ennis is **positioning itself as a leader in the knowledge-based economy**, emphasizing collaboration with educational institutions and promoting investment in innovative, low-carbon industries.

Economic development efforts include enhancing Clare Technology Park, redeveloping key locations like the Roche site, and supporting new enterprise hubs. The town also aims to improve its niche tourism and retail sectors by promoting Ennis as a gateway for major attractions. Ennis' overall strategy centers on expanding its role as a self-sustaining economic hub, fostering business growth, improving quality of life, and supporting compact urban development through coordinated investments in infrastructure, employment, and services. Nearly 40% of Ennis resident workers commute to jobs outside the town (eg, County Clare, Limerick City, Shannon).

Brief Summary – Ennis



- Population growth rate 1.5%
- Expanding economy



- Increasing housing supply
- Plans for further housing expansion



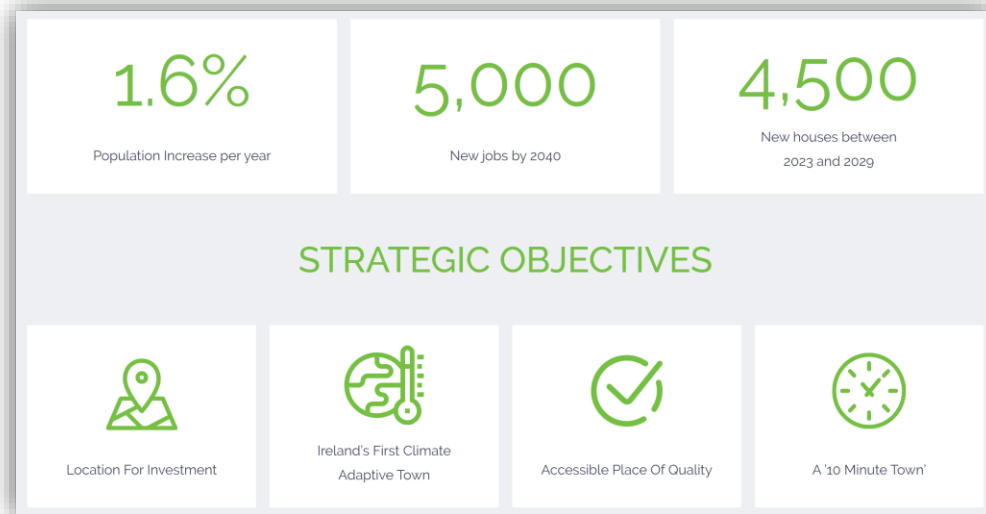
- Largest sector: Services
- Ennis bypass: M18 & N85



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Key development activities in Ennis include⁸⁵⁻⁸⁷:

- **Ennis 2040 Economic and Spatial Strategy:** This long-term plan aims to guide sustainable growth and enhance infrastructure, with a focus on attracting investment, boosting employment, and improving quality of life.



- **Enterprise and Business Development:**
 - **Clare Technology Park:** Positioned as a managed, high-quality business space, Clare Technology Park aims to attract new businesses, especially in knowledge-based and innovation sectors.
 - **Redevelopment of the Roche Site:** This 88-acre brownfield redevelopment site is one of the largest in Ireland and is designed to promote sustainable employment.
- **Retail and Niche Tourism Development:** Ennis has focused on enhancing its retail offerings—including niche independent stores and modern retail spaces—to make the town center more vibrant and attractive. The tourism strategy focuses on promoting Ennis as a "tourism hub" and a gateway for major attractions in County Clare, such as the Cliffs of Moher and the Burren. The town aims to diversify its tourism product beyond heritage and culture activities to include activity breaks, food tourism, and the conference market.
- **Redevelopment:** Ennis has identified several key sites for redevelopment that will help it grow as a regional economic hub. These include a mix of brownfield and greenfield locations targeted for commercial, retail, residential, and recreational purposes.
- **Ennis 2040 Designated Activity Company:** This public-private partnership works on advancing the development of strategic transformational sites and promoting the Ennis 2040 Strategy.
- **Knowledge-Based Economy and Education Collaboration:** Ennis emphasizes collaboration with educational institutions such as the Technological University of the

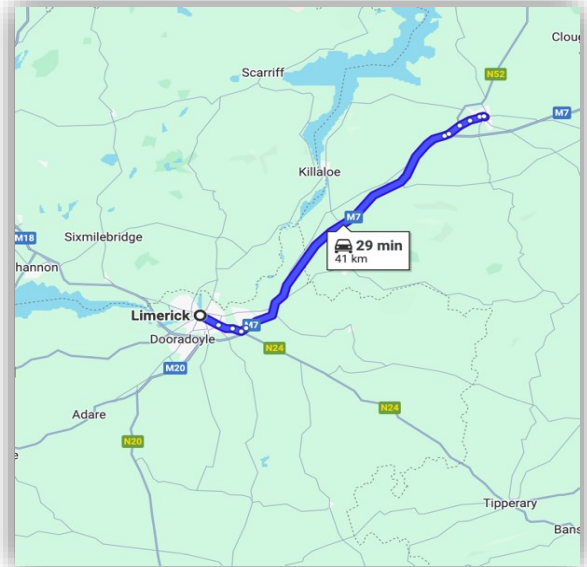
Tipperary Town Economic Development Plan

Shannon: Midlands Midwest to position itself as a knowledge-based economy. The town aims to foster local talent, support innovation, and create synergies between education and enterprise.

2. Nenagh, County Tipperary

Nenagh was identified as a 'Primary Service Centre' in the Tipperary County Development Plan²⁷. Economic development efforts have included promoting the town center as a commercial hub, protecting existing industrial development, and providing opportunities for new enterprises⁸⁸. Nenagh offers a balanced mix of traditional and emerging industries including agriculture, food processing, manufacturing, and financial services. **Nenagh is positioning itself as a natural, historic, pro-business commuter town with a strong quality of life and connectivity to urban hubs.**

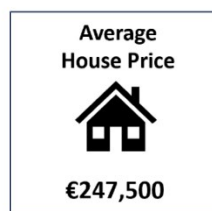
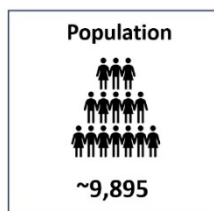
Nenagh's overall strategy centers on expanding its role as a self-sustaining economic hub, fostering business growth, improving the quality of life, and supporting compact urban development through coordinated investments in infrastructure, employment, and services.



Key development activities in Nenagh include⁸⁷⁻⁸⁸:

- **Town Center Strategy:** This strategy focused on regenerating the town center to enhance its commercial, cultural, and residential functions.

Brief Summary – Nenagh



- Population growth rate 1.6%
- Expanding economy

- Major need for housing
- Below-average commercial vacancies

- Many public administrators
- Nenagh bypass: M7 & N52



Tipperary Town Economic Development Plan

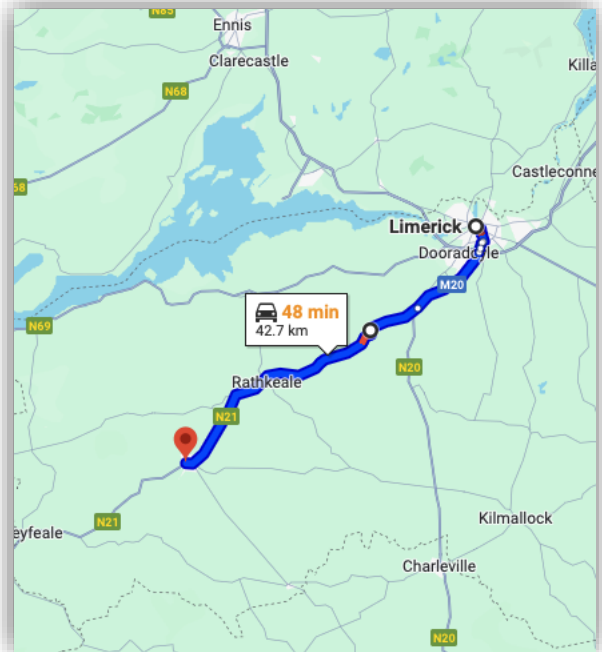
- **Protecting Existing Enterprise and Promoting New Opportunities:** The town supported the development of a new business park to promote new enterprises and business uses, with a focus on small and medium-sized enterprises (SMEs) and start-up units.
- **Sustainable Transport and Climate Change:** The town promoted sustainable transport patterns, including protecting and supporting the national road network and the railway station. It also focused on implementing the National Climate Change Strategy by promoting renewable technologies, energy efficiency, and effective waste management.
- **Social Development:** The town prioritized the provision of social and community facilities, including schools, childcare facilities, libraries, and burial grounds. It also emphasizes social inclusion and seeks to address the needs of the elderly and other vulnerable groups.

3. Newcastle West, County Limerick

Newcastle West is the second largest town in County Limerick, next to Limerick city, with a population of 7,209 according to the 2022 census. It was designated as a Key Town in the Regional Spatial and Economic Strategy⁸⁹, reflecting its role as a driver of economic development for County Limerick and the wider region. It was identified by the Mayor of Limerick City as one of the keys to Limerick City's growth⁹⁰.

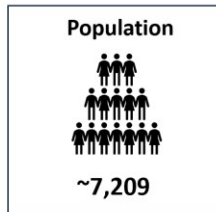
The town has historic ties to agriculture and industry. Today, it is home to a variety of businesses, with a manufacturing base and emphasis on tourism. **Newcastle West is positioning itself as a pro-business manufacturing and tourist-oriented commuter town.** The Local Area Plan 2023-2029 aims to promote sustainable economic growth and development in the town⁹¹. Key goals include:

- **Compact Growth:** Encouraging development within the existing built-up area to maximize the use of infrastructure and services.
- **Town Centre First:** Revitalizing the town center to enhance its commercial, social, and residential functions.
- **Opportunity Sites:** Identifying and promoting key sites for redevelopment to support compact growth and economic development.
- **Economic Activity:** Enhancing the town's manufacturing base and creating conditions for enterprise and innovation.
- **Tourism Potential:** Promoting Newcastle West as a tourist destination by capitalizing on its heritage assets and the Limerick Greenway.



Tipperary Town Economic Development Plan

Brief Summary – NewCastle West



- Population growth rate 1.4%
- Historical market economy

- Limerick City-identified growth town
- ~30% immigrants from outside Ireland

- Unemployment rate: ~8%
- No bypass (N21 through town)



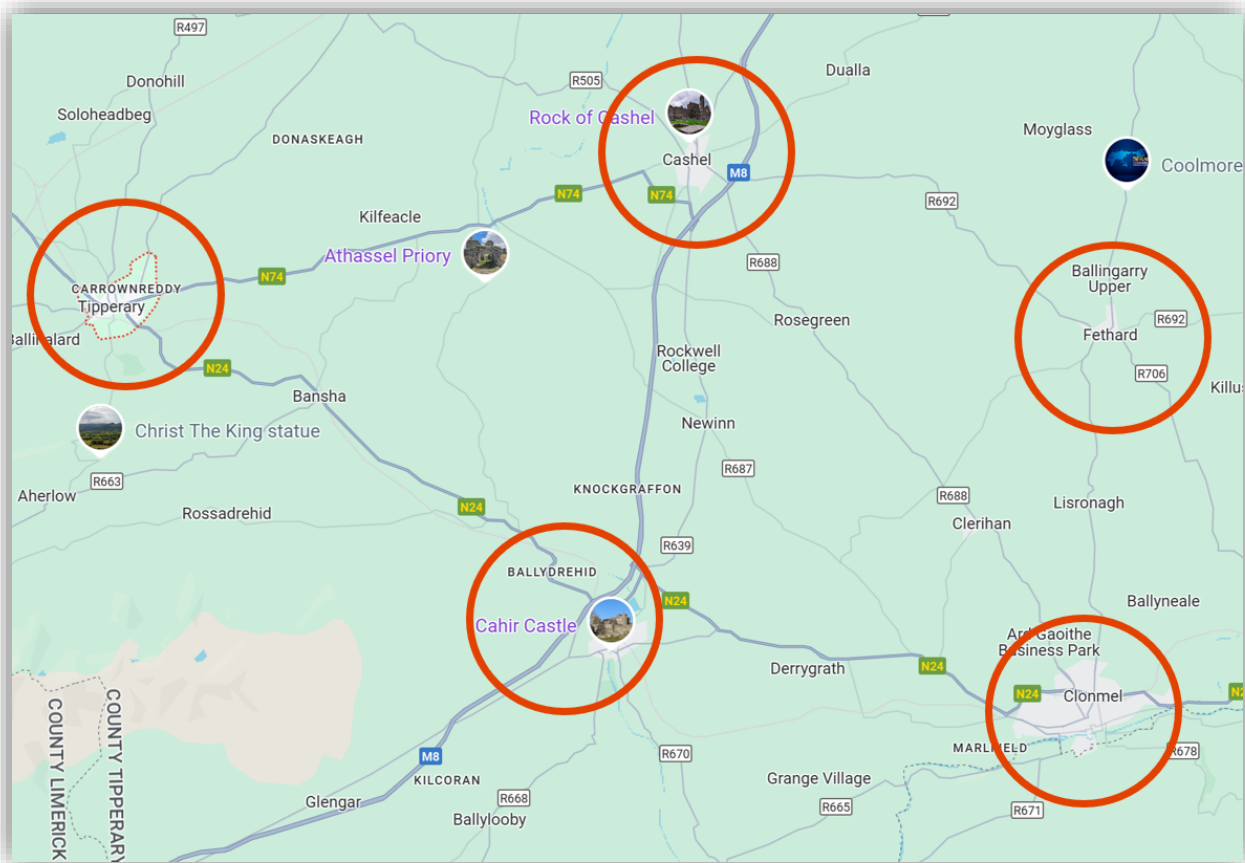
Key development activities in NewCastle West include^{89,91}:

- **Town Centre First Program:** This program aimed to tackle vacancies, promote the re-use of vacant buildings, and enhance the public realm to make the town center more attractive for businesses, residents, and visitors.
- **Enterprise Development:** This plan supported the development of enterprise and employment opportunities by zoning land for industrial and commercial uses and promoting innovation and entrepreneurship.
- **Tourism Development:** This plan promoted tourism by supporting the development of tourism-related infrastructure and services, and by encouraging connectivity between the town center and the Limerick Greenway.
- **Opportunity Sites:** This plan identified nine opportunity sites for redevelopment, including a mix of brownfield and greenfield sites, to support compact growth and economic development.

Tipperary Town Economic Development Plan

3n. Competitive Analysis – Rural towns near Tipperary Town

Tipperary Town benefits from its central location in the Golden Vale, a fertile agricultural area with natural beauty and historical significance, and its proximity to Limerick City and the cross-country railways at Limerick Junction. Compared to nearby towns like Cashel, Cahir, Clonmel, and Fethard, Tipperary Town offers a less tourist-centric identity, which can appeal to residents and visitors seeking an authentic and community-focused experience¹². **Cashel is dominated by the iconic Rock of Cashel**, drawing substantial tourism revenue, while **Cahir boasts a picturesque castle and riverside charm**. **Clonmel is more than 3 times larger** than Tipperary Town and serves as a regional hub for commerce and industry, offering greater economic opportunities and retail variety. Meanwhile, **Fethard has preserved its unique medieval heritage**, attracting niche tourism and history enthusiasts.



Tipperary Town's key advantage lies in its central location and accessibility, acting as a gateway to other rural towns and to Limerick City. It cannot easily compete with Fethard, Cashel, or Cahir for tourism because it lacks substantial medieval infrastructure, and it cannot easily compete with Clonmel for economic breadth or economic diversity. **By positioning as a commuter hub and gateway town, Tipperary Town can convert these potential competitors into regional assets.**

Tipperary Town Economic Development Plan

1. Cashel, County Tipperary

Cashel is renowned for its historical and cultural significance, and as the site of the Rock of Cashel, a prominent medieval monument that attracts international and domestic visitors⁹²⁻⁹⁴. It is a focal point for heritage tourism. Its local economy supports small-scale artisanal enterprises, farm-to-table dining experiences, and a range of community-driven cultural events. It has successfully integrated historical preservation with sustainable tourism development.



Strengths:

Tourism: The Rock of Cashel is a major tourist attraction and draws visitors from around the world (>350,000/year)⁹²⁻⁹⁴. This provides a strong foundation for businesses in hospitality, retail, and related sectors.

Heritage and Culture: Cashel's rich history supports heritage tourism, cultural events, and creative industries. It is listed as a potential UNESCO World Heritage site⁹⁵.

Strategic Location: Cashel is near major road networks and within reach of larger towns like Clonmel. The M8 and N74 highways do not run through the center of town.

Links to cities (time): Dublin (130 mins), Limerick (70 mins), Cork (70 mins), Galway (140 mins), Waterford (75 mins), Belfast (220 mins), Tipperary Town (19 mins)

Challenges:

Sustainable Tourism: The Rock of Cashel is the cornerstone of Cashel's economy through tourism. This causes a strain on infrastructure and resources during peak seasons (e.g., traffic congestion, environmental degradation, resident quality of life).

Economic Diversification: Cashel's economy is heavily reliant on tourism, leaving it vulnerable to fluctuations in travel trends and global economic conditions. This makes it vulnerable to external shocks.

Demographic Shifts: Cashel has an aging population. Young residents migrate to urban centers in search of educational and employment opportunities. The town needs strategies to retain talent, foster entrepreneurship, and enhance amenities that appeal to a younger demographic while preserving its cultural and historical identity.

Tipperary Town Economic Development Plan

2. Cahir, County Tipperary

Cahir is an historic town with a beautiful landscape and well-preserved medieval fortress⁹⁶. Cahir Castle attracts a considerable influx of tourists and fuels the local hospitality and retail sectors⁹⁶. In 1991, a bypass was built, routing the M8 roadway outside of town. This has had a significantly positive effect on the town's quality of life, accessibility, and appeal⁹⁶.



Strengths:

Tourism: Cahir Castle, a well-preserved medieval fortress, is a major draw for tourists. It won European film location awards in 2022 and saw 70,692 visitors in 2023, up from 34,959 in 2022. This drives activity in the hospitality, retail, and associated services.

Heritage and Environment: Supporting Cahir Castle are Cahir's historic town center,

scenic surroundings (e.g., River Suir), and the Swiss Cottage just south of town. Cahir also is close to the richness of the Galtee Mountains and offers extensive outdoor experiences.

Motorways: Cahir benefits from its position on the N24 road, providing good links to larger towns like Clonmel and Limerick. Its proximity to the M8 motorway enhances regional connectivity. The bypass constructed in 1991 allows the town to remain connected while preserving its historic appeal.

Challenges:

Sustainable Tourism: Cahir Castle and the Swiss Cottage are deeply integrated into the town's identity, as are its proximity to natural landmarks. However, they induce seasonal demand spikes, cause economic instability, and threaten preservation of the features that bring it its economic livelihood.

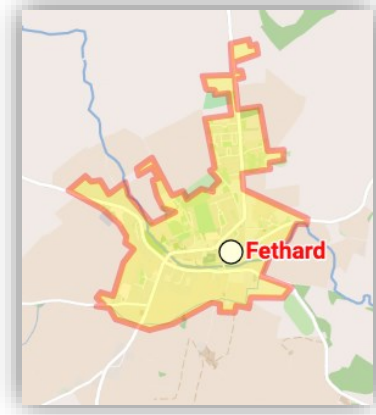
Rerouted Traffic: Although the bypass built in 1991 has reduced traffic and improved quality of life, it has shifted economic activity away from the town center. Cahir has had to invest in initiatives that actively draw visitors off the main routes, such as improved signage, destination marketing, and partnerships with eco-tourism ventures.

Limited Employment Diversity: The town's economy relies on specific sectors such as tourism, agriculture, and small-scale retail. Agricultural and tourism jobs are susceptible to demand fluctuations and seasonal labor. Cahir has fewer opportunities in high-value sectors like technology, manufacturing, or professional services.

Tipperary Town Economic Development Plan

3. Fethard, County Tipperary

Fethard is a medieval walled town in County Tipperary with a unique blend of heritage and rural charm^{26,97}. Its well-preserved historical features, including town walls and a medieval church, contribute to its distinctive character and attract tourists seeking an authentic Irish experience^{26,97}. Fethard is home to Coolmore Stud and has an internationally renowned equestrian heritage. Horse racing and breeding play a significant role in the economy.



Strengths:

Heritage and Tourism: Fethard's medieval town walls are among the best preserved in Europe. Its walls, historic church, and ancient streets attract tourists seeking an authentic Irish experience, and help support heritage-based cultural events, walking tours, and educational programs.

Equestrian Industry: Fethard has a long-standing reputation as a hub for horse racing and breeding. It is known throughout the thoroughbred horse racing industry as the home of Coolmore Stud, a famed breeding ground that has produced multiple triple crown winners. The equine industry provides employment opportunities and attracts investment to the town.

Natural Features: Fethard's rural charm and proximity to the Slievenamon Mountain make it an appealing destination for outdoor enthusiasts and eco-tourists.

Challenges:

Limited Economic Diversification: Fethard's economy is heavily reliant on heritage tourism, agriculture, and equestrian-related industries. These industries are highly specialized and vulnerable to seasonal fluctuations, global market trends, and external shocks such as changes in EU agricultural policies or declining tourism numbers.

Rural Location: Fethard's rural setting makes it less attractive for large-scale commercial or industrial investment. Limited job opportunities for younger and more educated residents contribute to outmigration and an aging population.

Heritage Preservation: Although heritage is a major source of strength for Fethard, it is a constraint on modern development. Strict preservation policies and the absence of large-scale infrastructure upgrades limit the attraction of new businesses.

4. Clonmel, County Tipperary



Direct Foreign Investment: Firms like Boston Scientific and Abbott Vascular anchor Clonmel's economy and provide a steady stream of employment opportunities, particularly in high-value manufacturing and medical technology. These offer high-end jobs to educated people, support a larger tax base, and attract additional direct foreign investment.

Large and Diverse: Clonmel is the largest town

Challenges:

Major Employers: Clonmel's economy is heavily reliant on manufacturing and pharmaceuticals, with multinational companies like Abbott Vascular and Boston Scientific providing a significant portion of employment. While these industries have brought stability, they also create vulnerabilities. Global market shifts, industry-specific challenges, or corporate decisions could result in substantial job losses and economic instability.

Infrastructure: Clonmel struggles to provide an adequate supply of affordable housing, which affects its ability to retain and attract skilled workers. Transportation and utilities require investment to support residential growth and business development. Traffic and aging facilities deter new businesses and reduce the town's attractiveness as a place to live and work.

Tipperary Town Economic Development Plan

Table. Brief Summary – Rural towns near Tipperary Town^{26,92-98}

Town	Population (2022)	Growth% 2016-2022	Strengths	Challenges
Cashel	4,805	8.7%	Tourism (Rock of Cashel), heritage, strategic location, community engagement	Sustainable tourism, economic diversification, demographic shifts
Cahir	3,679	2.4%	Tourism (Cahir Castle), heritage, strategic location, active community	Sustainable tourism, rerouted traffic, limited employment diversity, seasonal demand shifts
Fethard	1,738	12.5%	Tourism (walled city), equestrian industry, strong community engagement	Sustainable tourism, heritage site regulatory environment, rural location, limited economic development
Tipperary Town	5,387	8.2%	Central location, proximity to Limerick City, Golden Vale, transportation hub	Limited affordable housing, easy access to larger towns, high unemployment

Tipperary Town Economic Development Plan

4. Tipperary Town Assessment

4a. Culture Review

History^{3-4,6,13,29}

Tipperary Town has a rich cultural history and a close-knit, resilient community. Based on existing survey data and direct primary observations, the town is known to have a strong community spirit, a commitment to preserving its cultural heritage, and a desire for sustainable economic revitalization.

Founded in the 13th century, the town initially grew around a castle built by the Normans, a fortification which positioned Tipperary as a strategically important settlement. Over the centuries, Tipperary became a hub for trade and agriculture, due in part to its location along the River Ara, access to fresh water, and proximity to the Galtee Mountains.

During the 18th and 19th centuries, Tipperary Town thrived as a market center, with fairs and markets playing a crucial role in the local economy. The construction of the railway in the 1840s connected Tipperary to larger urban centers, bolstering trade and allowing for the export of goods. This era marked a period of growth for the town, bringing new industries and increased diversity, but it also saw hardships related to land disputes and the broader struggles of Irish tenant farmers. Tipperary's involvement in the Irish War of Independence in the early 20th century reflects the resilience and patriotism that are still part of its identity today.

Culturally, Tipperary Town is internationally known for the song “*It's a Long Way to Tipperary*”, written in 1912 by Jack Judge. This song gained popularity among British troops during World War I, landing Tipperary's name in international cultural history. The town's heritage is preserved in its architecture, with landmarks like St. Michael's Church showcasing Gothic Revival designs and stained glass by Harry Clarke, a renowned Irish artist.

Modern Tipperary Town^{6,13,29}

Modern Tipperary Town's cultural identity is deeply rooted in its agricultural heritage and its role as a hub in Ireland's Golden Vale. The Tipperary Cooperative Creamery Limited, a farmer-owned cooperative with over a century of expertise, has symbolized the town's connection to high-quality dairy production and local craftsmanship. However, economic decline following the closure of major manufacturing industries in the late 20th century has left a cultural imprint of skepticism and resilience, as residents grapple with the long-term effects of globalization and economic shifts.

This cultural shift mirrors the experiences of rural towns in the United States, such as those in Kentucky, Tennessee, and West Virginia, which have also struggled with the fallout of globalization and the decline of local industries. In Tipperary Town, the emphasis on global markets by the national and county government has been perceived as favoring urban centers while overlooking the unique challenges of rural communities. The result has been a hardened skepticism toward political leaders and external interventions, with many residents viewing such efforts as insufficient or disconnected from local needs.



Tipperary Town Economic Development Plan

Despite these challenges, the town's sense of community remains strong, celebrated through events like St. Patrick's Day and horse racing at the Tipperary Racecourse, which bring people together in shared traditions. Tipperary Town was awarded €371,000 from the Arts Council under the Creative Places Programme in 2022⁹⁹, highlighting the Town's ongoing efforts to revitalize its cultural scene.

Tipperary Town is near Limerick City but has a distinct cultural and historical identity. Tipperary Town is rooted in rural traditions and agricultural heritage, and prides itself on embodying the spirit of small-town Ireland. In contrast, Limerick City is a larger and historically more industrialized city that has developed an urban culture influenced by centuries-old trade routes, medieval architecture, and a diverse population shaped by immigration and modernization. Limerick City often takes a more prominent role in regional affairs while Tipperary Town maintains a more insular identity, exemplified by its recent rebranding campaign "Our Time, Our Way".

Community Spirit

The residents of Tipperary Town express a strong sense of community and neighborliness. The 2021 Tipperary Town Consumer Survey, part of the Collaborative Town Centre Health Check Programme²¹, reveals that a significant number of participants identified "friendliness" as one of the town's greatest strengths. In the same survey, 62% of respondents reported a high level of interest in attending community events in the town center like Christmas markets, food festivals, and local gatherings. This indicates a value for communal spaces that promote connection. Plans to revitalize the town should prioritize inclusive events and spaces where locals can gather, socialize, and participate in shared activities. Community-oriented businesses—such as cafés, markets, or event spaces—are needed.

Cultural Heritage

Tipperary Town's residents hold their cultural heritage in high regard, a sentiment reflected in their approach to urban design and community events. This commitment is echoed by the Tipperary Town Revitalisation Task Force's findings⁹, where residents expressed enthusiasm for preserving the town's architecture and history while making it attractive to tourists and locals. Survey data indicates that more than half of respondents are concerned about the town's lack of cultural investment²¹. Basic infrastructure like connectivity, hotel beds, hospitality services, and restaurants are needed to help spur growth. New developments should complement the existing character and architectural integrity of the town.

Desire for Sustainable Economic Revitalization

Economic sustainability is a core value embedded within the community. Residents have voiced concerns about Tipperary's need for more job opportunities, particularly for young people. In the Collaborative Town Centre Health Check survey²¹, 68% of respondents pointed to traffic issues and poor infrastructure as obstacles to economic growth. Business ventures that embrace sustainability—such as renewable energy investments and green infrastructure—could align with the town's values if they also provide jobs and an improved standard of living.



Tipperary Town Economic Development Plan

Importance of Sport

Children attending The Abbey stated that they were drawn to the school because of its reputation for sport, and the town boasts numerous golf courses, tennis courts, a swimming pool, and other sport-related amenities. Sport, particularly Gaelic games (e.g., hurling, Gaelic football) and horse racing, holds a deep cultural significance for Tipperary Town, reflecting regional pride and respect for Ireland's broader sporting heritage. Hurling has a special place in the hearts of Tipperary Town due to Tipperary County's strong historical performance in the sport¹⁰⁰.

Tipperary hurling teams have won numerous All-Ireland championships¹⁰¹, making them one of the most celebrated teams in the sport's history.

Horse racing also has a profound cultural significance in Tipperary County⁶⁵, reflecting both a longstanding tradition and an economic driver for the area. The nearby Tipperary Racecourse, located in Limerick Junction, is a prominent fixture in the local sporting landscape and is one of Ireland's major horse racing venues. The racecourse hosts a variety of events throughout the year, including flat and national hunt races, drawing spectators and participants from across the country. Tipperary County's horse racing culture is part of a broader Irish tradition, with horses having played a central role in agriculture, transportation, and sport in Ireland for centuries. These events, particularly the annual "Super Sunday" races held in October, are not just sporting occasions but social gatherings that attract visitors from around the region. Horse racing's economic contributions also support local businesses, particularly in hospitality and tourism, which benefits from increased activity around race days.

Shifting Religious and Spiritual Values

Religion, once a defining aspect of Tipperary Town's identity, is gradually changing, reflecting a broader national trend. Census data from 2022 shows that while 79% of Tipperary County's population identifies as Catholic, this has decreased from previous years^{17,102}. About 10% of residents identify with other religious groups or have no religious affiliation. Although the influence of traditional religious structures remains, the growing diversity in belief systems suggests a community that is evolving in its approach to spirituality and social values.

This shift toward diversity presents an opportunity for businesses that foster inclusive and pluralistic environments. Instead of purely religious affiliations, Tipperary residents might gravitate toward inclusive community spaces, wellness centers, and venues for cultural exchange. An emphasis on universal values like compassion, inclusivity, and respect can resonate with a population transitioning toward diverse spiritual and secular perspectives.

Hope for the Future Balanced by Cautious Optimism

Residents of Tipperary Town exhibit a cautious but enduring hope for the future, tempered by realistic concerns about the town's current economic and infrastructural challenges. Locals are wary of transient solutions; they are seeking development that will bring sustainable, long-lasting benefits. They are skeptical of government efforts due to a long-standing sense of de-prioritization and perceived broken promises. For business revitalization efforts to succeed, it will be essential to incorporate the townsfolk in ideation and execution.



Tipperary Town Economic Development Plan

4b. SWOT Analysis

Strengths

- Community spirit
- Strategic location
- Cultural significance
- Natural assets
- Schools
- Small town living
- Sporting amenities
- Available buildings

Opportunities

- Community synergy
- Business ecosystem
- Commuter hub
- Sporting hub
- Revitalize properties
- Housing demand
- Community facilities
- Hospitality

Weaknesses

- Negative Perception
- Poor Communication
- Socioeconomic data
- Commercial decline
- Transportation
- Accommodations
- Business ecosystem
- Political dyssynergy

Threats

- External competition
- Rising traffic
- Co-op merger
- Retail leakage
- Aging population
- Economic dependency
- Regulatory burden
- Climate change



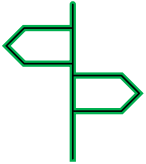
Tipperary Town Economic Development Plan

Strengths

1. **Community Spirit:** Tipperary Town has a strong culture of local activism and holds a motivated community that wants to see the town improve and thrive^{9,13-14, 103-107}. It is a major strength. In 2018, thousands of citizens marched in advocacy for Tipperary Town (March4Tipp), aiming to address long-standing issues of neglect, lack of investment, and the perception of repeated broken promises from government officials. The Tipperary Town Facebook group¹⁰⁸ has over 10,000 members even though the town itself only has a population of half that. Many residents participate in local events, volunteer, join community organizations, and participate in action groups and workshops supporting town revitalization and social inclusion. The Strategy and Action Plan 2035⁹ included public consultations on social issues, economic planning, and environmental efforts. The Tipperary Town Revitalisation Task Force was formed in 2019 as a response to March4Tipp and is dedicated to economic development, infrastructure improvement, town center revitalization, tourism and heritage development, community and youth engagement, and health and social services. Tipperary Tidy Towns, Jobs4Tipp, and March4Tipp indicate substantial voluntary commitment¹⁰³⁻¹⁰⁷, with community events such as town clean-ups, public forums, and heritage projects showing community engagement. Civic leaders are highly motivated to bring positive change to Tipperary Town^{9,13-14, 103-107}.



2. **Strategic Location:** Situated on key transportation corridors within the Golden Vale, the town lies within 50 km of Limerick City, benefiting from road and rail connectivity to cities like Cork, Waterford, and Dublin. Tipperary Railway Station and Limerick Junction facilitate commuter access to growing Limerick City. Nephin Renewable Gas, an important recent business transplant to Tipperary Town, highlighted the Town's central location and its access to rail and road as major reasons for siting there. A substantial minority (~25%) of the working population commutes to major employment hubs (eg, Limerick City)¹⁵. The surrounding limestone bedrock and lush greenery of the Golden Vale provide a world class environment for raising cattle and horses.



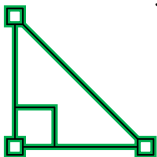
3. **Cultural and Historical Significance:** Tipperary Town holds a heritage that stretches back centuries³⁻⁴, featuring nearby notable sites like the Glen of Aherlow (5 kilometers away) and Kilshane House (6 kilometers away). The Tipperary International Peace Award brings international recognition¹⁰⁹. Tipperary Town is the namesake of Tipperary County and is memorable for the song "It's a Long Way to Tipperary" (1912)¹¹⁰, a song that gained worldwide acclaim among soldiers fighting in World War I. The lyrics speak to a soldier's nostalgia, with lines about missing a loved one back in Tipperary, evoking a sense of home and connection during a time of hardship and displacement. Those same sentiments create a feeling of connection to Tipperary Town and can motivate emigrants to continue supporting it, wishing the Town to succeed. Tipperary Town and its surrounding areas embody the spirit of traditional Irish rural life, with a strong agricultural background that has persisted through generations. This deep-rooted rural culture is celebrated in local festivals, sports, and music, preserving the Irish language and customs. The Tipperary Racecourse nearby emphasizes Ireland's love for equestrian sports, embedding the town in Ireland's cultural narrative.



Tipperary Town Economic Development Plan



4. **Natural and Recreational Assets:** Within Tipperary Town, the newly constructed River Ara Walk offers a riverside trail designed to enhance local recreation with landscaped paths, habitat zones, and accessibility features. The Canon Hayes Recreation Centre is centrally located within Tipperary Town and is pending a major update. It offers sports facilities, a swimming pool, and a gym. Nearby Tipperary Hills provides scenic green spaces and picnic areas, improved with upgraded lighting and pathways, catering to families and nature lovers. The Heritage Trail links the town's historical sites, while the Glen of Aherlow offers diverse hiking and cycling routes and events like the Walking Festival. The nearby Galtee Mountains and Glen of Aherlow hold over 150 km of hiking trails and host numerous outdoor activities. The Glen draws an estimated 200,000 visitors annually, boosting the local economy and outdoor tourism. Tipperary Racecourse is 5 kilometers from Tipperary Town, well connected by Irish Rail at Limerick Junction, and combines a rich equestrian heritage with local racing and gambling.



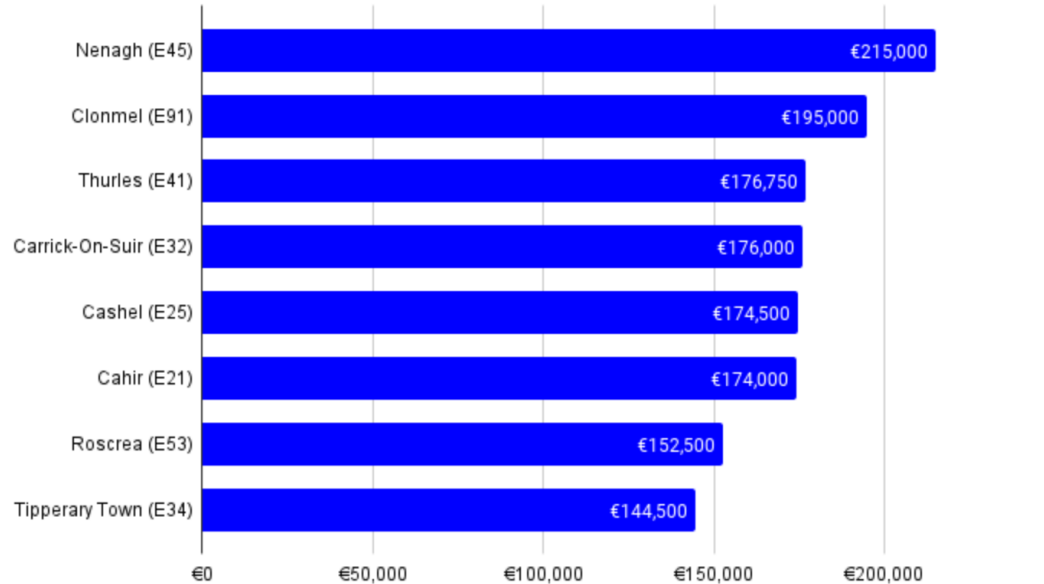
5. **Educational Infrastructure:** The Town's primary and secondary schools are widely considered by teachers, students, and citizens to be high quality. Students report being preferentially sent to Tipperary Town for the quality education, educational resources, and excellence in sport. A relatively new Construction Skills Training Centre¹¹¹ has attracted over 500 trainees since 2021 and is providing skilled labor with the tools to achieve well-paying construction jobs in short supply. An expanding startup incubator (Tipperary ENGINE Digital Hub)¹¹² supports local innovation, entrepreneurship, and remote work with a particular focus on technology-related ventures.



6. **Small Town Living and Affordability:** Property prices in Tipperary Town are >30% lower than those of major cities like Limerick City and Dublin and are lower than regional small-town competitors¹¹³. People working in expanding Limerick City who prefer an agrarian or smaller town lifestyle may be compelled to live in Tipperary Town if the connectivity, livability, amenities, and reputation improve. There are numerous examples in Ireland and the United States of towns near growing cities offering a compelling value proposition to commuting workers. In general, such towns offer value because they offer a quieter, more affordable, better quality of life than a city. Between 2016 and 2022, Tipperary Town's population increased modestly from ~4,980 to ~5,310, reversing years of previous declines⁴⁴⁻⁴⁵. This suggests that efforts being made over the last 5 years to improve the quality of life in Tipperary Town may have stabilized prior population losses. However, its growth rate remains far behind nearby competitor towns like Cahir and Cashel (**Appendix F**).

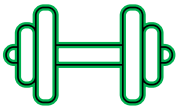
Tipperary Town Economic Development Plan

Median Property Prices by Tipperary Eircode

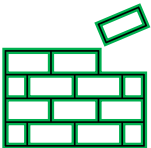


Data Source: Residential Property Price Index June 2022, Figure 4.1 Median House Price by Eircode, Central Statistics Office

7. **Local Sports and Recreation Facilities:** Tipperary Town has extensive sporting and recreation facilities for its size such as the Canon Hayes Recreation Centre, two golf courses, Tipperary Tennis Club, hurling and football pitches, a public pool, and a nearby horse track. Sports clubs in the Town have an estimated combined membership of over 1,000 residents. Tipperary has a storied history excelling in the national sport of hurling, although their prowess has fallen off in the last decade. Students are proud of the sports heritage of the town, and sport appeals to the tenacious and determined aesthetic of the Town's citizens.



8. **Historic Infrastructure Available for Renovation:** Tipperary Town has numerous historic and vacant properties available for development, creating an opportunity for new business owners, workers, and locals to leverage those assets. Since the buildings are empty, there is less competition to acquire them, which can drive down prices. The historic nature of the buildings and the large quantity of unused inventory creates a unique opportunity for early investors to shape the rebirth of the community.



Tipperary Town Economic Development Plan



October 2018

March4Tipp

<https://www.irishtimes.com/news/social-affairs/thousands-protest-over-decades-of-neglect-in-tipperary-town-1.3670745>

“We have small children here from the primary schools. We have parents, mothers, fathers, grandparents, workers, doctors, solicitors, drivers, farmers, all different but united by one thing, we’re united by this place, this is where we’re from.”

– Padraig Culbert

Tipperary Town Economic Development Plan

Weaknesses



1. **Marketing Conflict and Negative Perception:** Tipperary Town is a small agrarian community with the traffic and pollution of a large city without large city amenities. It lacks differentiated attributes to distinguish it from nearby tourist towns or other commuter towns into Limerick City and Waterford. When our team would ask those outside the town “*Do you go to Tipperary Town*”, we often were told “*Why would I?*” Negative perceptions about the town’s economic state and safety discourage investment and visitation. A recent survey found that many residents feel the town is neglected (15%), has poor traffic (68%) and lack of investment (57%), and suffers from economic distress (52%)²¹, negatively affecting community morale and deterring potential new residents. Negative events that happen anywhere in Tipperary County are often ascribed to Tipperary Town due to unclear language used by media (ie, “in Tipperary”). Even local residents who do business in the town are unclear whether certain actions are occurring because of Tipperary Council decisions or local Tipperary Town leadership. The lack of clarity about who is responsible creates a strong sense of resentment and a belief that nobody is responsible or that the town is being ignored.



2. **Ineffective Communication and Lack of Community Alignment:** The general sentiment is that there is a lack of effective communication between town leaders and the community. Although there is no shortage of wonderfully sourced good ideas, it is common for the town’s citizens to reject ideas brought forth by elected leaders and civic officials. There is a sentiment that solutions are either promised and not delivered, or that the solutions offered do not align with the Town’s preferences. Examples include the ring road, improvements to Main Street, and the greenway to the racetrack. Over the years, there have been multiple major improvement efforts that have successfully moved through extensive bureaucratic processes only to be scuttled at the last minute because of Town resistance. A root cause of this disconnect is lack of early engagement with and material participation of the town’s citizens, and lack of effective communication about the ideation process. Citizens do not feel part of the solution making and therefore are more likely to reject proposals after they are released. Many of the merchants and other citizens of the town express a sense of hopelessness with the current state. They point to a lack of political leadership and lack of visible representation. There is no town mayor, and most decisions require central approval from Tipperary Council or the national government⁴²⁻⁴³. Since Tipperary Town is small, its voice often goes unheard.



3. **High Unemployment and Below Average Socioeconomic Indicators:** The unemployment rate in Tipperary Town was 15.1% in 2022, with 9% experiencing long-term unemployment. This contrasts with the national unemployment rate of 4.3% in 2023¹¹⁴⁻¹¹⁷. Limited local job opportunities, insufficient and expensive local transportation options, limited third level education attainment, insufficient daycare amenities, a high rate of single-parent households, and lack of business investment in the Town exacerbate this issue.



4. **Commercial Decline and Vacancy Rates:** Tipperary’s Main Street suffers from a ~25% commercial vacancy rate, impacting on the town’s retail sector and overall aesthetic.

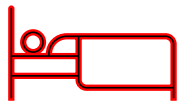
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Main Street's vacancy has led to a substantial drop (~20%) in foot traffic since 2015 that has lowered the revenue of Main Street businesses and put downward pressure on new investments⁹. Repairing or repurposing derelict buildings is expensive and often does not generate a positive return on investment. Owners of vacant and derelict properties are not incentivized to lease or repair their buildings and have a positive incentive toward the status quo. This results in a classic "tragedy of the commons" in which individuals acting in their reasonable best interest by not restoring their properties contribute to the sustained decline of the entire community.

5. **Insufficient Transportation Infrastructure:** Main Street is part of a major transportation corridor between ports and faces heavy traffic, with approximately 10,000 vehicles passing through daily⁵¹⁻⁵². Most of the traffic does not stop in the town but rather passes through on its way to other towns or the ports. Large lorries are common. This congestion creates noise, pollution, and accessibility issues that deter tourists and locals, limits biking options and walkability, and causes safety challenges for families with children. The noise and air pollution created by the traffic directly conflicts with the small-town aesthetic of Tipperary Town and is a negative externality of the vehicles passing through. Tipperary Town suffers from (rather than benefits from) most of this traffic. Since Main Street is also a major highway (N24/N74) without a clear alternative, it cannot be easily closed down to accommodate festivals, fairs, and parades without meaningfully disrupting trade throughout southern Ireland. Limited public transport options and aging road infrastructure constrain the town's growth and impede single-parent households from pursuing work. Public transport frequency is below the national average, making commuting difficult and expensive without a private vehicle. The train in Tipperary Town only connects to Limerick Junction twice a day and at times that are not aligned with trains into Limerick City⁵⁴. Commuters who wish to use the train to commute to Limerick City are unable^{15,53-54}. Irish Rail will be reluctant to create new pickup times in the absence of demand, but demand will remain low if the times are not effective, creating an intractable conflict.



6. **Limited Accommodations:** The town has a dearth of hotels and other lodging options^{9,13-14}. Pre-existing hotels have closed due to declining demand and there is a lack of international-class bed and breakfasts. Recent restaurant closures, a paucity of cafes, and insufficient downtown parks contribute to the sense and reality that the town lacks experiential venues to support quality of life. Commuters who travel to Tipperary Town for work lament the difficulty of accessing Main Street and the challenge of acquiring a simple cup of coffee. The absence of basic amenities is noticed by medium and large business owners, their employees, and out-of-town visitors. It reduces the likelihood of future business investment, prevents visitors from coming to or staying in Tipperary Town, limits the town's potential to capitalize on expected growth at Tipperary Racetrack, and encourages tourists to stay in alternative towns like Cashel and Cahir.



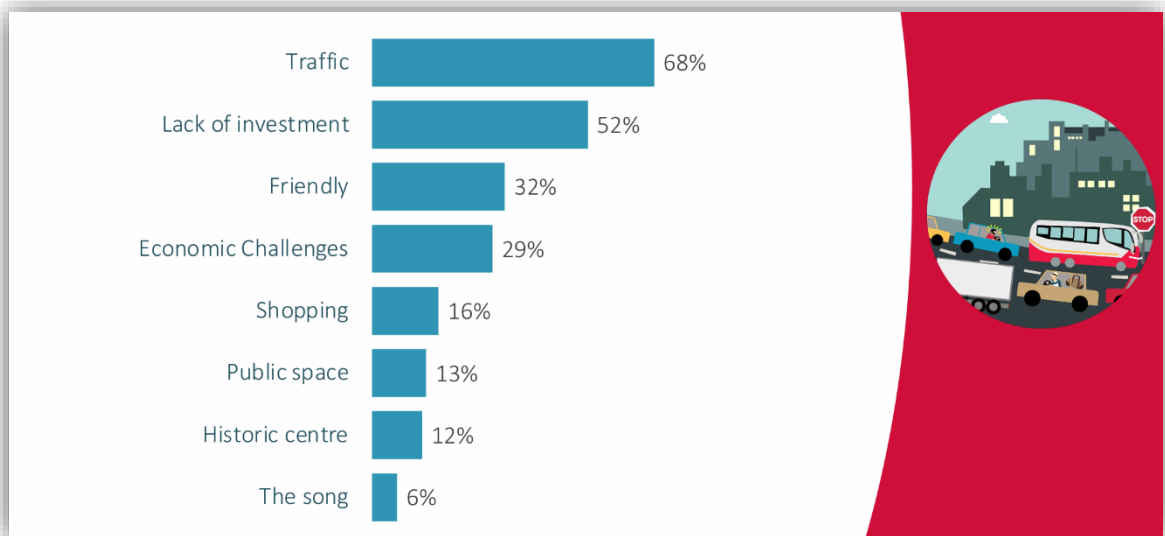
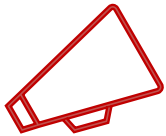
7. **Suboptimal Business Environment and Ordinance Enforcement:** There is an insufficient incentive structure and support network to encourage new businesses to form and subsequently thrive in Tipperary Town^{9,26-29}. Merchants report that struggling new businesses are not engaged by local trainers, schools, or elected leaders to help them



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navigate their challenges. Existing ordinances to levy or forcibly acquire unused or derelict buildings are not enforced, favoring the status quo. Property developers report that building costs and taxes are sufficiently high that new business development has a negative return on investment, preventing construction and new job growth. Hospitality business owners report razor thin profit margins (3-4%) due to consumption taxes and business-to-business taxes that create volatility and frequent closures. Restaurants cannot easily utilize open-air dining tables due to restrictions on road closures, taxes on outdoor tables, narrow sidewalks, inclement weather, and heavy traffic. It is difficult to understand the true economic reality of Tipperary Town (and target and measure subsequent improvements) because the Town's budget is blended with that of surrounding communities and cannot be isolated. Politicians often misrepresent the current state of Tipperary Town and conflate its economic reality with that of the rosier Tipperary County. Like other small towns in Ireland, Tipperary Town is not empowered to provide local tax breaks or incentives to create a favorable business environment because nearly all decision-making is centralized at the county or national level⁴¹⁻⁴². This creates a "responsibility without authority" conundrum in which local leaders are disempowered to have an influential voice, implement solutions, or measure their effects. All of these forces slow progress and perpetuate the status quo. Tipperary Town does not have a nimble way to address its needs.

8. **Political Dyssynergy:** There is poor alignment between the motivated public, local administrators, and Council elected officials. This leads to citizens rejecting government-sponsored efforts (e.g., Main Street repair, ring road development, greenway expansion) that could have economic benefits. Failure to effectively utilize the vocal and passionate public turns a potential strength (activism) into a liability (conflict).



Perception of Tipperary Town Center (12/2021): Tipperary Town Consumer Survey²¹

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Opportunities



1. **Community Synergy:** Tipperary Town has a unique opportunity to leverage its deeply rooted culture of activism and community engagement if it can solve the critical communication gap between town leaders, merchants, farmers, and other citizens. The population is highly motivated and engaged (strength) but is skeptical and disconnected (weakness). If the town can cultivate trust, ensure alignment of goals, and harness the collective energy of the community, it can drive impactful change. Grassroots actions like March4Tipp, the Tipperary Town Revitalisation Task Force, Tipperary Tidy Towns, and Jobs4Tipp indicate widespread civic pride and engagement^{9,13-14, 103-107}. Public forums and social media discussions indicate a willingness among citizens to contribute to solutions^{104,106,108}. However, the sense of disconnect and resistance due to inadequate communication and perceived exclusion from decision-making highlights an untapped potential to create a more inclusive and transparent governance structure. The opportunity lies in establishing a Community Engagement Framework that integrates citizens into every stage of the decision-making process. **Kotter's framework (see Appendix I)** is an excellent example. Practically, this could include workshops, citizen advisory panels, real-time feedback mechanisms through social media, and regular updates on project developments. If citizens are involved in problem solving from the beginning of an effort, they are much more likely to buy into any eventual proposed solution. Leveraging the town's motivated civic leaders to mediate and facilitate dialogue can ensure that ideas align with community preferences, reducing resistance and fostering a sense of ownership over initiatives. This could not only increase the success rate of its revitalization projects but also inspire greater confidence and optimism among its residents. This community synergy has the potential to transform skepticism into collaboration and positive change through participatory governance and sustainable development.



2. **Pro-Business Ecosystem:** Tipperary Town, in partnership with Tipperary Council and the Irish government, should encourage a business-friendly ecosystem of incentives and regulations that allow businesses to take root, grow, and flourish. If that ecosystem is not created first, it is unlikely that Tipperary Town will be able to recruit new employment opportunities, and if it does, they will likely not sustain (e.g., recent manufacturing and restaurant closures). By addressing structural weaknesses and removing barriers, the town could foster a fertile environment where entrepreneurial ventures and existing enterprises have a higher probability of success, driving economic revitalization and job creation. Currently, the town's regulatory environment, ordinance enforcement, tax incentives, and support networks lack sufficient synergies to sustain healthy business growth. Ordinances for vacant or derelict properties go unenforced, leaving prime locations fallow and untapped. Restrictive taxation and unclear fiscal accountability create inhospitable conditions for new businesses to sprout. However, with strategic adjustments, this landscape can be transformed into sustainable economic activity:
 - **Till the Fields – Revitalize Vacant Properties:** Introduce targeted incentives such as tax abatements, grants, or low-interest loans to encourage the transformation of abandoned properties into usable business spaces. Enforce ordinances on derelict properties to prevent stagnation, ensuring prime locations are primed for growth.

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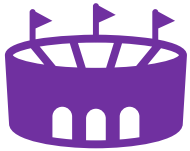
- **Add Fertilizer – Revisiting Tax Structures:** Advocate for county- and national-level reforms to reduce consumption and business taxes in distressed towns. Advocate to return the COVID-19 tax break for hospitality businesses (9% VAT) to support this low-profit (3-5% margin) industry⁶⁹. Advocate for localized tax breaks for startups or businesses willing to invest in revitalization projects. Advocate for improvements to the earned-income tax credit to motivate unemployed individuals on public welfare to seek employment.
- **Add More Fertilizer – Funding and Partnerships:** Develop funding programs through public-private partnerships, leveraging local and regional grants. Partner with institutions like the Limerick Business School to provide education, mentorship, and project management resources to startups and small businesses in Tipperary Town.
- **Add Even More Fertilizer – Economic Opportunity Zones:** Use opportunity zones to provide tax advantages and investment incentives designed to attract businesses and investors to underserved regions like Tipperary Town. By designating specific underutilized areas as opportunity zones, the town can attract private investment through strategic tax incentives, including the deferral or reduction of capital gains taxes. These incentives encourage long-term financial commitments to revitalizing distressed zones, catalyzing development across sectors such as commercial real estate, small business creation, and local infrastructure. The infusion of capital into opportunity zones addresses longstanding structural weaknesses, such as the prevalence of derelict properties and limited funding for new ventures, while simultaneously generating employment opportunities and diversifying the local economic base. When aligned with local initiatives like streamlined regulatory frameworks and incentives for property revitalization, opportunity zones create a synergistic effect that amplifies the benefits of investment while reinforcing community-driven development goals. Targeted implementation in key areas, such as vacant property clusters or historically neglected commercial zones, would re-anchor these spaces as vibrant economic hubs. Moreover, leveraging partnerships with institutions like Limerick Business School can ensure that linked projects align with workforce development and skills training programs, creating a pipeline of talent to support emerging industries.
- **Nurture the Saplings – Support Networks:** Establish a business mentorship program connecting local entrepreneurs with seasoned professionals. Create a one-stop “Business Growth Hub” that offers resources, training, and guidance to help navigate regulatory and financial challenges.
- **Clear the Field – Simplify Regulations:** Streamline business-related ordinances to allow flexibility in operations, such as open-air dining, innovative business models, creative use of public spaces, and reasonable flexible renovation of historic (protected) vacant and derelict properties. Simplify permitting processes to reduce barriers to entry for small businesses.



3. **Gateway and Commuter Hub:** Tipperary Town holds a unique and strategic opportunity to position itself as a commuter hub for Limerick City and a gateway to surrounding rural towns, capitalizing on its geographical location, rail access, impending

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bypass, proximity to major roadways, and community-driven revitalization efforts. Situated at the intersection of key routes connecting smaller rural towns to urban centers, Tipperary Town is ideally placed to serve as a central conduit for economic activity, cultural exchange, and regional development. By enhancing its connectivity through improved transportation networks, such as rail and bus linkages, and fostering complementary services like park-and-ride facilities and coworking spaces, Tipperary Town can attract commuters and travelers seeking access to Limerick's economic opportunities while retaining the charm and affordability of rural living. Strategic investment in amenities, housing, and hospitality infrastructure would not only support an influx of commuters but also bolster the town's capacity to stimulate economic growth in its hinterlands. Those amenities improvements are likely only to take hold if the connectivity is first improved. People need a reason to come to Tipperary Town and that reason must be centered on a compelling, realistic, market-driven value proposition.



4. **Sporting Hub:** Tipperary Town is at the heart of a county celebrated for its championship-winning teams and contributions to Gaelic games, and has the potential to emerge as a destination sporting hub, leveraging its rich heritage (e.g., hurling championships, Olympic representation), sporting facilities (tennis, golf, swimming), location in the Golden Vale (i.e., world-class horse breeding), proximity to Limerick Junction, and expansion of the nearby Tipperary Racetrack. Racetrack expansion will attract larger events, tourism, and commercial sponsorships, and is slated to potentially include development of a physical water course for leadership training. Local sports complexes such as tennis, swimming, and golf facilities offer avenues to diversify the town's sporting portfolio and engage a wider demographic. The town's natural landscape is ideal for outdoor activities like hiking, cycling, and equestrian pursuits.



5. **Revitalize Unused Properties:** Tipperary Town has a critical opportunity to address the persistent issue of unused and derelict properties through a strategic combination of incentives and enforcement mechanisms, fostering urban revitalization and economic renewal. These properties, which currently represent untapped potential, could be fined or reclaimed by the government under existing but underutilized ordinances, allowing for their redevelopment. By leveraging enforcement tools, such as compulsory purchase orders and penalties for property neglect, the town can change the status quo that perpetuates urban blight and replace it with a proactive framework for growth. A complementary approach involves offering targeted incentives to encourage private investment in property revitalization. Tax abatements, grants, or low-interest loans could stimulate redevelopment efforts. A partnership with the town's local construction training yard presents an innovative avenue to reduce costs and generate local benefits. The training yard, already equipped to support skill development, can be utilized to upskill workers, provide hands-on experience for trainees, and supply the labor needed for construction and refurbishment projects. This symbiotic relationship would not only accelerate the pace of redevelopment but also create pathways for employment and career advancement within the community. By uniting enforcement mechanisms with incentive-driven solutions, Tipperary Town can transform derelict properties into assets, fostering a revitalized urban core that supports long-term economic sustainability and community well-being.

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6. **Strong Housing Demand:** Tipperary Town has a unique opportunity to address the national housing shortage⁵⁵⁻⁵⁹ by positioning itself as a leader in the provision of affordable, higher-density housing. With its relatively low property costs and underutilized urban spaces, the town is well-placed to develop innovative housing solutions that cater to low- and moderate-income families while revitalizing its urban core. By strategically redeveloping vacant properties and leveraging incentives for developers, Tipperary Town can create a model for sustainable, community-focused housing that simultaneously addresses local needs and aligns with national policy objectives. Higher-density housing developments, designed with an emphasis on livability and integration into the town's existing infrastructure, could attract young families, professionals, remote workers, and retirees seeking affordable alternatives to urban centers like Limerick. Such developments not only mitigate the housing crisis but also support local economic growth by increasing foot traffic and demand for goods and services in the town center. Moreover, the incorporation of modern design principles—such as mixed-use spaces, energy-efficient construction, and shared green areas—ensures that these projects enhance the quality of life for residents while promoting social inclusion. By capitalizing on the national demand for affordable housing, Tipperary Town can position itself as a progressive, adaptable community capable of meeting contemporary housing challenges while fostering long-term growth and stability.



7. **Community Facilities:** Tipperary Town has an opportunity to revitalize its community spaces as a means to strengthen social cohesion and enhance the overall quality of life for its residents. In an era where community bonds are increasingly vital for social resilience, investing in well-designed, inclusive public spaces can provide the town with a renewed sense of identity and belonging. Tipperary Town has struggled to foster a downtown community due to downtown traffic and pollution. Consideration should be given to closing side streets and repurposing them as walkable venues. In addition, periodic closure of Main Street (e.g., the 3rd Sunday of every quarter) can facilitate community events like parades and marketplaces. Transient markets can be branded to the historic roots of the town. Revitalized community spaces, such as downtown parks and playgrounds, pedestrian-friendly town squares, and multi-use recreational facilities, offer vital venues for cultural exchange, intergenerational interaction, and community engagement, fostering inclusivity and collaboration. By reimagining derelict or underutilized spaces as hubs of activity and connection, Tipperary Town can address long-standing issues of social fragmentation and promote civic pride. Incorporating features such as outdoor event spaces, interactive art installations, pedestrian streets, and eco-friendly infrastructure can create inviting environments that cater to diverse needs and interests. Public-private partnerships and community-driven planning processes can further ensure that these spaces align with the aspirations and priorities of local residents.



8. **Hospitality:** Tipperary Town needs to expand its hospitality industry as part of a broader strategy to establish itself as a welcoming community and a commuter hub for the region. With its strategic location near key transportation corridors connecting rural towns to Limerick City and other urban centers, Tipperary Town is ideally positioned to cater to both transient commuters and long-term visitors. Supporting hospitality infrastructure


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with economic incentives, training, and partnerships with Limerick’s business school can help change Tipperary Town into an accommodating destination that supports its dual role as a gateway and a hub. To achieve this, targeted business development initiatives could incentivize the creation of new hospitality enterprises and the expansion of existing ones. Offering tax incentives, grants, and streamlined permitting processes for businesses in the sector can encourage entrepreneurs to invest in high-quality accommodations, dining experiences, and leisure facilities. Collaborating with regional tourism boards and transportation authorities could further position Tipperary Town as a stopover for tourists exploring Ireland’s cultural and natural heritage. Although Tipperary Town cannot compete with other local rural towns as a primary tourism destination (i.e., it lacks medieval fortifications), it can be a stop on their journey. By aligning these developments with the needs of commuters—such as affordable lodging, coworking spaces, and accessible dining options—Tipperary can not only enhance its appeal but also stimulate local job creation and economic activity.

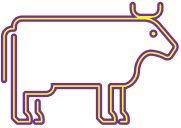



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Threats

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1. Competition from Neighboring Towns: Tipperary is significantly impacted by competition from nearby urban centers such as Limerick City, Cork, and Waterford, which boast higher levels of investment, modernized transport infrastructure, and broader business ecosystems^{33,118-119}. A 2023 regional economic report highlighted that these cities have experienced annual investment growth, supported by government-backed economic hubs and streamlined zoning policies. Tipperary Town also suffers competition from other commuter towns to Limerick City (e.g., Ennis, Nenagh) as well as other regional rural towns with medieval fortifications and strong tourism (e.g., Caire and Cashel). Tipperary's lack of a competitive differentiated advantage, negative public perception, limited incentives for investors and property owners, and a smaller industrial base pose challenges attracting and retaining new businesses.
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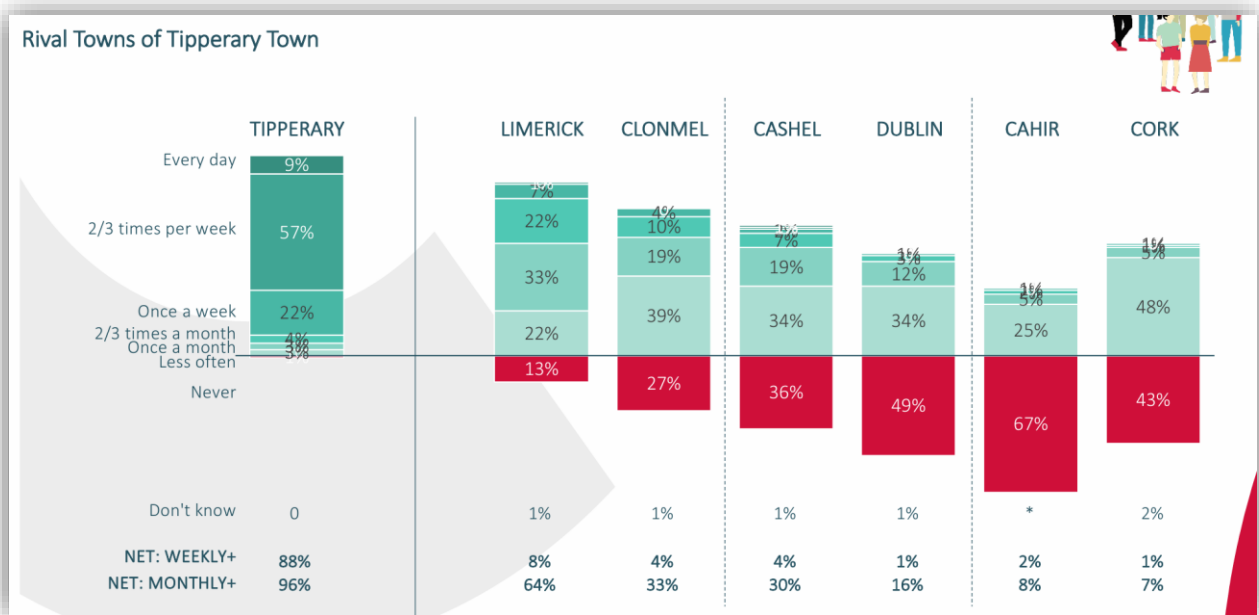
2. Rising Freight Traffic: Freight traffic has been on a consistent rise, with data showing a 5-8% increase per year¹²⁰⁻¹²¹. This surge contributes to significant congestion in the city center, affecting commercial activities and quality of life. At this rate, there is an estimated 25% growth in freight-related traffic by 2030, correlating with increased maintenance costs and pressure on urban transport systems that already experience ~10,000 vehicles daily in the middle of Town⁵¹⁻⁵². Congestion discourages visitors and reduces consumer spending, weakening the retail sector and straining public transport facilities. In addition, the need for frequent and expensive road repairs diverts funds from other critical development projects.
- 

3. Co-Op Merger: The planned merger of two major regional agricultural cooperatives (Arrabawn and Tipperary)⁶³ will centralize decision-making and could have an adverse effect on Tipperary Town's smaller producers. The Co-Op was vital to the local community but of late had suffered major economic downturns. Merging the co-ops could bring stability but will risk further diminishing the community's identity. The long-term consequences could include reduced investments in local agribusiness and diminished farmer engagement.
- 

4. Retail Leakage: Tipperary Town faces substantial retail leakage, with many residents opting to shop in more developed commercial areas such as Clonmel, Limerick City, or online marketplaces. Major reasons for this include lack of walkability, high traffic, little parking, few amenities, and a weak hospitality sector²¹. Notably, 75% of consumers allocate 10% or less of their online spending to Tipperary Town-based stores, suggesting a significant portion of retail expenditure is directed outside the local economy. The impact of retail leakage extends beyond diminished tax income; it affects job sustainability and limits new retail investments. Creating a market-driven value proposition that encourages local commerce is essential to reversing this trend.

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Figure. Visitors to Tipperary Town and competitor local towns by frequency²¹.



- Aging Population:** The demographic composition of Tipperary Town is shifting, with younger people leaving in search of opportunity and older residents staying. Over 15% of residents are over the age of 65^{6,13,29}. This demographic trend presents multifaceted challenges, including an increased demand for healthcare, assisted living facilities, and social services, all of which strain public budgets. Moreover, the dependency ratio is forecasted to continue climbing^{6-7,9-10,13,29,44-49}, impacting the labor force and economic productivity. The aging population not only reduces the pool of active workers but also necessitates reallocation of funds toward elder care, thus impacting infrastructure and educational investments.



- Economic Dependence:** Tipperary Town's citizens have a high rate of public welfare assistance^{6-7,9-10,13,29,44-49}. The Town lacks an economic engine and much of its investment requires governmental support. Heavy reliance on a single industry or a few large employers creates significant risk. Relying on agriculture creates risk of market fluctuations, adverse climate and weather, and changes in EU agricultural policies. Reliance on a few large manufacturing firms materially contributed to local economic depression when shifting manufacturing costs caused those employers to leave Tipperary Town. Without diversification, the town's economy risks substantial downturns during sector-specific crises.



- Regulatory Challenges:** Tipperary must comply with complex regulatory frameworks imposed at the county, national and European Union levels, affecting various economic activities^{26-28,30-43,122-123}. Such regulations, while aimed at promoting community welfare, sustainability, and safety, often translate to increased operational costs for small and medium enterprises. These financial and administrative burdens deter potential investors

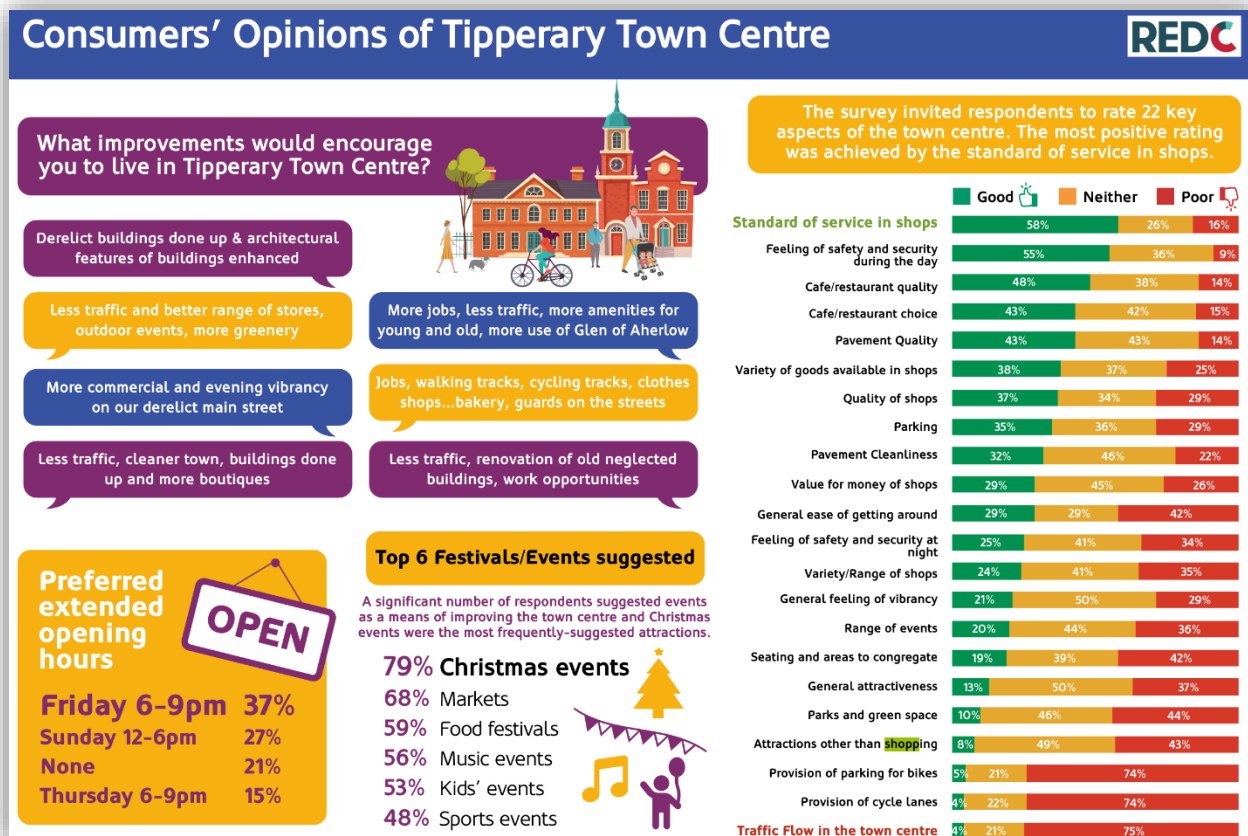
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and slow down development timelines, as businesses grapple with compliance costs and intricate permitting processes.



8. **Environmental Threats:** Climate change presents an escalating risk to Tipperary's economic stability and there will be pressure on the agricultural industry to reduce greenhouse gases¹²⁴⁻¹²⁵. Unpredictable weather patterns may disrupt crop cycles, jeopardizing yields and impacting agricultural profits—a critical concern given that agriculture contributes substantially to the town's GDP. New regulations targeting carbon emissions could also impose additional compliance costs on businesses.

Figure. Consumer opinions of Tipperary Town center²¹.



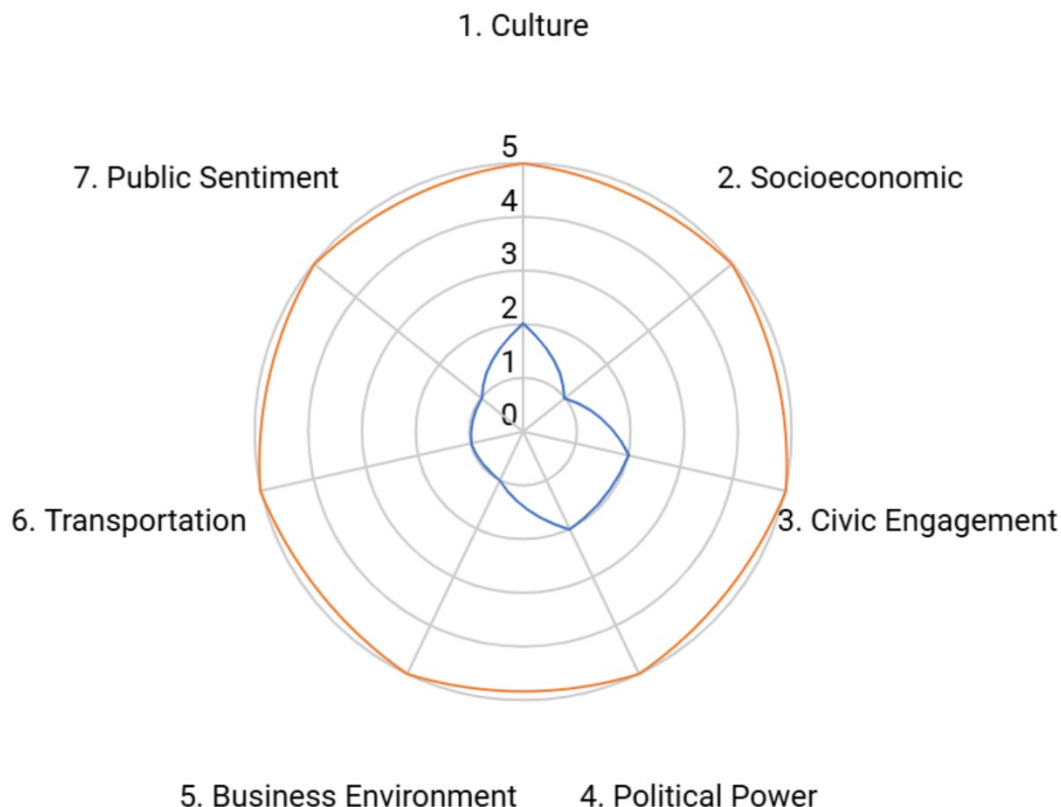
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4c. Matrix Assessment

This assessment matrix is a structured framework for evaluating the multifaceted aspects of economic development within Tipperary Town community for critical areas including **culture, socioeconomic factors, civic engagement, political power, business environment, transportation, and public sentiment**. Each area is assessed subjectively across five levels: Imperiled, Early Progress, Substantial Progress, Mature, and Exemplary using the following definitions.

In general, the Town is imperiled in numerous domains but has early progress in culture (friendliness, recent community events), political power (Revitalisation Task Force), and civic engagement (organized volunteerism, March4Tipp, Jobs4Tipp).

- **Imperiled** indicates areas facing critical challenges or risks, where immediate improvement is necessary to avoid long-term negative consequences.
- **Early Progress** reflects initial advancements as the community or sector begins to address foundational issues.
- **Substantial Progress** marks significant strides with established structures and improved outcomes, reflecting moderate stability and growth.
- **Mature** signifies well-developed areas that are functional, resilient, and inclusive, having reached a stage of reliable, sustainable operations.
- **Exemplary** represents the highest standard, where the area serves as a model of excellence, showcasing continuous innovation and setting benchmarks for others to follow.



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Dimension	Imperiled (1)	Early Progress (2)	Substantial Progress (3)	Mature (4)	Exemplary (5)	Best fit
1. Culture	Limited cultural initiatives; low community engagement in arts and culture	Emerging local cultural programs and events; increased public interest and involvement	Well-established cultural institutions, regular events with strong community participation	Vibrant cultural scene with diverse, inclusive, and thriving cultural institutions	Globally recognized cultural hub with innovative programs, high levels of diversity, and active community-driven cultural development	Early Progress
2. Socioeconomic	High levels of poverty and unemployment; limited access to education and healthcare	Growing efforts to improve access to basic services, slight decrease in unemployment	Moderate poverty levels, better access to education and healthcare, improved employment opportunities	Low poverty, high employment, quality education and healthcare widely accessible	Leading socioeconomic standards with minimal poverty, full employment, high-quality services, and equal opportunity for all	Imperiled
3. Civic Engagement	Minimal community involvement in local governance	Increasing public awareness, growing attendance at civic events and town hall meetings	Active participation in local governance, regular community events and input in local policies	High civic engagement, and established mechanisms for public input in governance	Model of civic engagement, with high participation rates, innovative public engagement channels, and strong community leadership	Early Progress
4. Political Power	Local governance struggles with resources and influence; limited transparency	Improved resource allocation; early steps towards more transparent and participative governance	Increasing political influence, established public engagement in decision-making, improved transparency	Strong political influence, fully transparent governance, high levels of community trust and accountability	Highly influential political presence, trusted governance with cutting-edge transparency practices, and exemplary public involvement	Early Progress
5. Business Environment	Low business activity, limited access to funding, weak support infrastructure for startups	Emerging support for businesses, small increase in funding availability, initial growth of startup support initiatives	Thriving business community with strong funding options, mature support for startups and SMEs	Highly favorable environment for businesses of all sizes, abundant funding, and well-integrated support structures	World-class business ecosystem with extensive resources, continuous innovation, and international appeal	Imperiled
6. Transportation	Poor public transportation, limited connectivity, inadequate infrastructure	Investments in transportation infrastructure; basic connectivity improvements	Well-developed transportation network with good connectivity within and between regions	High-quality, accessible, and well-integrated transportation network with sustainable practices	Leading transportation model with seamless connectivity, eco-friendly initiatives, and advanced infrastructure	Imperiled
7. Public Sentiment	General discontent with quality of life, economic opportunities, and community engagement	Mixed public sentiment with a growing sense of optimism	Positive sentiment with improvements in perceived quality of life and economic opportunities	Strong positive sentiment, high satisfaction with quality of life, robust sense of community	Exceptional public satisfaction, high quality of life, and strong community pride, serving as a model for other regions	Imperiled

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4d. Benchmarking

	Population			Single Parent Homes			Population Unable To Work			Unemployment Rate		
	2002	2023	Change, %	2002	2023	Change, %	2002	2023	Change, %	2002	2023	Change, %
Ireland	3,768,950	5,023,109	33%	13.7%	17.0%	24%	3.30%	4.0%	21%	4.6%	8.0%	74%
Tipperary Co	135,278	167,895	24%	26%	18.0%	-31%	4.80%	5.6%	17%	5.8%	7.7%	33%
Tipperary Town	4,964	5,387	9%	16.5%	36.2%	119%	-	9.3%	-	7.6%	15.1%	99%
Cahir Town	2,794	3,679	32%	11.9%	-	-	-	-	-	-	9.7%	-

Tipperary Town faces significant socioeconomic challenges that set it apart from Tipperary County and Ireland in general. While Ireland has seen robust population growth (+33%) over the last two decades, and Tipperary County has grown by 24%, **Tipperary Town's population is relatively stagnant** (+9%)⁴⁴⁻⁴⁵, indicating limited economic opportunities and infrastructure to attract and retain residents. This relatively **low population growth contrasts sharply with that of nearby Cahir**, which has grown by 32%, aligning with the national trend and suggesting a healthier economic environment¹²⁶⁻¹²⁹. Notably, Cahir grew after it was bypassed.

A particularly **concerning factor for Tipperary Town is the dramatic rise in single-parent households**, which jumped from 16.5% in 2002 to 36.2% in 2023, marking a **119% increase**^{9,130}. This shift is far greater than that seen at the County and national levels and points to underlying social or economic issues, such as limited job opportunities, support services, and affordable housing. High rates of single-parent households correlate with economic vulnerability, as single-income households face more financial pressures, which can in turn affect children's outcomes in areas such as education and health. This was corroborated during our interview with Emer Leahy, Centre Manager at Knockanrawley. The center provides childcare for the town with a significant number (~30%) of affiliated children belonging to single parent households.

Further compounding these challenges, **Tipperary Town has a high proportion of its population unable to work** (9.3% in 2023)^{9,131-132}. Although comparative data from 2002 isn't available, this figure is significantly higher than Tipperary County's 5.8% and Ireland's 4.6%, indicating a local population that may struggle with health issues, disabilities, or other barriers to employment. This situation can place additional strain on local social services and increase demand for support structures.

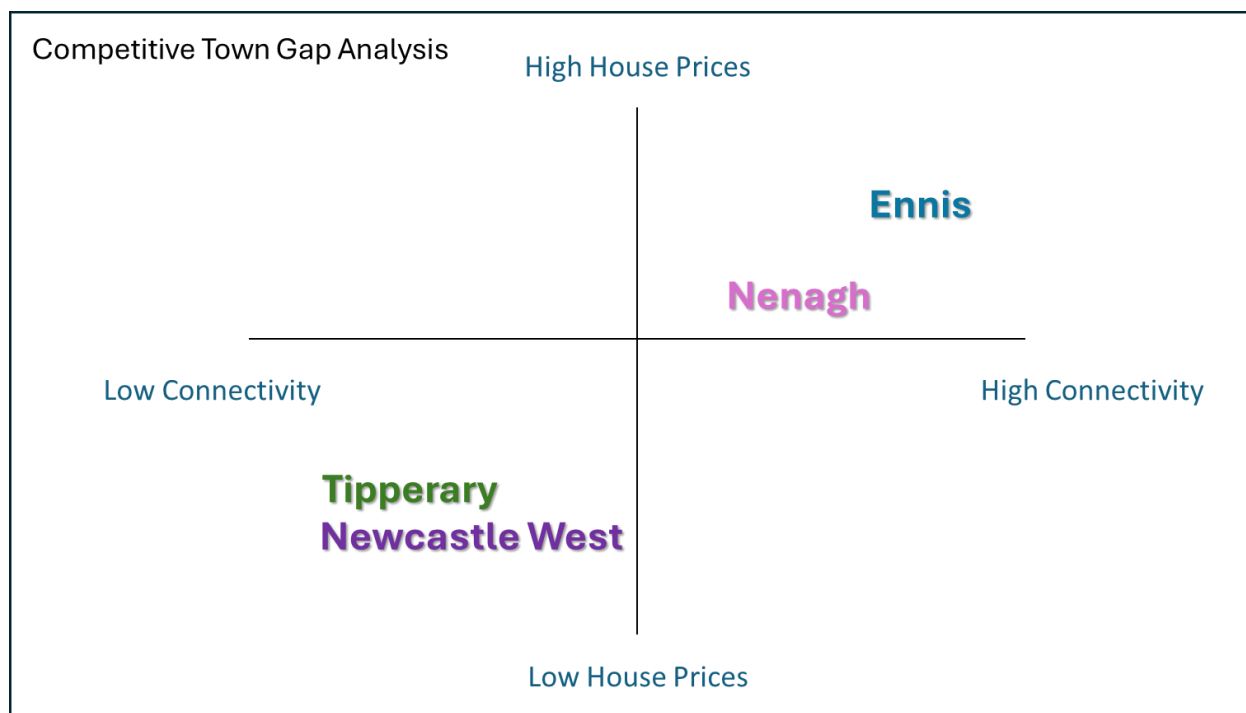
The unemployment rate in Tipperary Town is equally concerning, with a 99% increase since 2002 (7.6% in 2002 to 15.1% in 2023)¹¹⁵⁻¹¹⁷. This sharp rise suggests that job opportunities have not kept pace with the town's needs, resulting in higher poverty rates and economic insecurity. High unemployment has a ripple effect, contributing to increased crime, reduced consumer spending, and out-migration of younger, employable residents.

In summary, Tipperary Town's socioeconomic indicators reveal a community facing severe economic stagnation and social challenges, particularly in terms of childcare demands, workforce participation, and employment.

Tipperary Town Economic Development Plan

4e. Gap Analyses

Competitive Town Analysis – Limerick City Commuter Towns

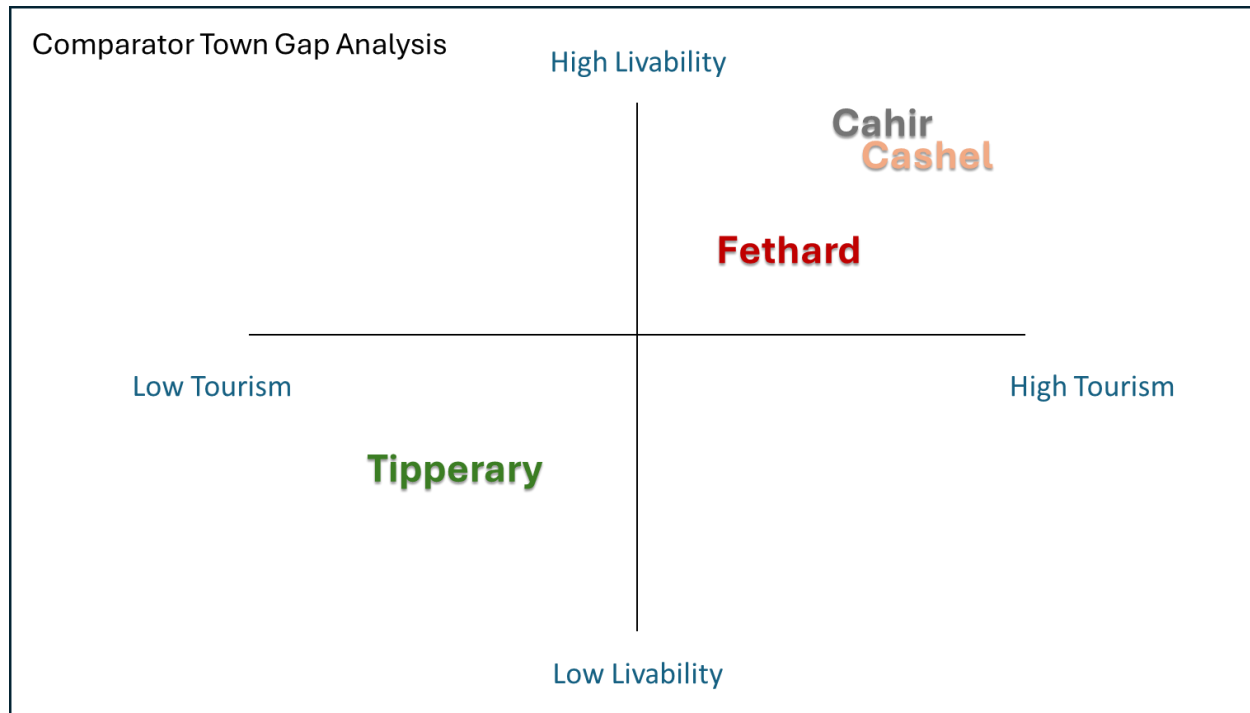


This gap analysis compares four potential commuter towns to Limerick City—Ennis, Nenagh, Tipperary, and Newcastle West—based on house prices (see **Appendix J**)^{113,133} and transportation connectivity^{53-54,134-136} to the city. The following are relativistic statements comparing these four towns.

- Ennis has relatively high house prices and high connectivity.
- Nenagh has moderate connectivity and intermediate housing prices.
- Tipperary and Newcastle West are both positioned in the lower-priced housing, low connectivity quadrant, which affects their attractiveness for economic growth.

Tipperary Town Economic Development Plan

Competitive Town Analysis – Rural Towns Near Tipperary

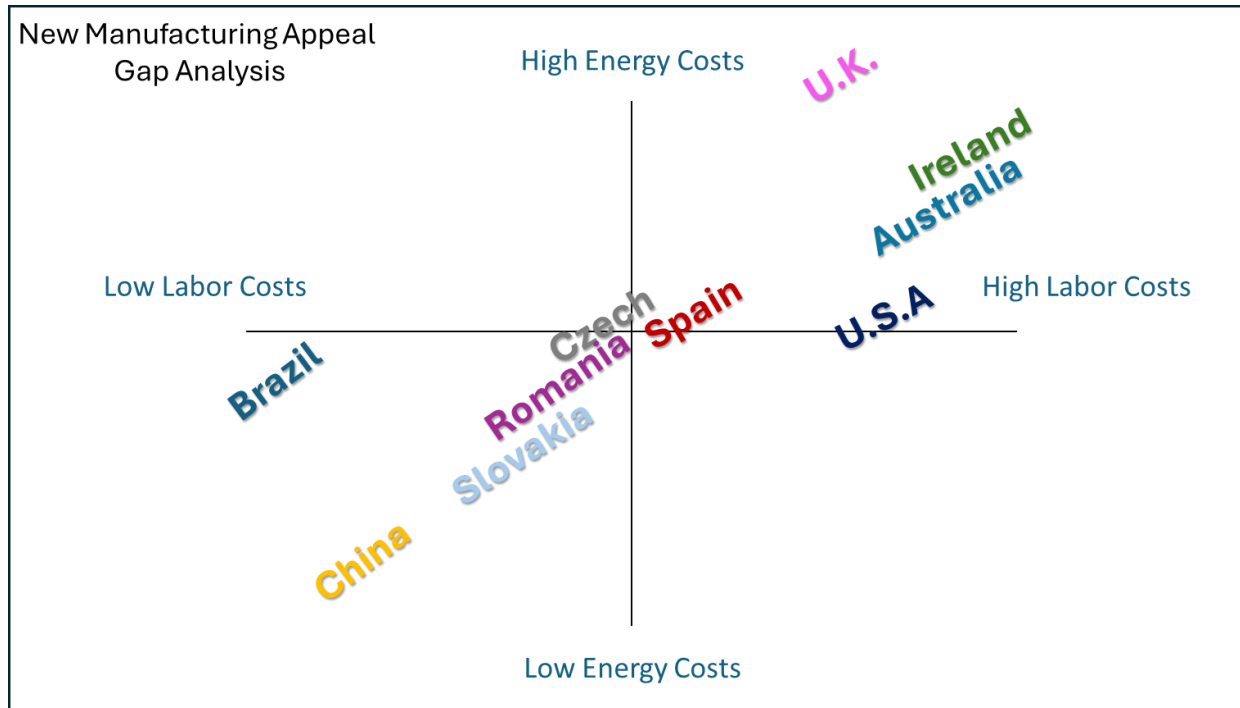


This gap analysis compares four rural towns near Tipperary Town—Tipperary, Cashel, Cahir, and Fethard—based on tourism^{12,137-138} and livability (see **Appendix B** for livability score formulations). The following are relativistic statements comparing these four towns.

- Cashel and Cahir have high livability and strong tourist attractions, indicating they are attractive to visitors and residents. These towns benefit from significant historical landmarks, like the Rock of Cashel and Cahir Castle.
- Fethard has strong tourism but lower livability than Cashel and Cahir, indicating that while it is popular among visitors, it may have certain factors that reduce livability for residents.
- Tipperary Town has low tourism potential and low livability scores related to quality-of-life amenities within the town.

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Competitive Country Analysis – New Manufacturing Appeal



This gap analysis evaluates the competitive position of Ireland relative to other countries with respect to new manufacturing from the perspective of labor and energy costs¹³⁹⁻¹⁴².

Manufacturing is energy intensive and thrives in low-cost environments. In countries with high labor and energy costs, manufacturing is unlikely to be profitable.

- Ireland, the United Kingdom, and Australia have high labor costs and high energy costs. High energy costs relate in part to their nature as islands. High cost of business places these countries at a substantial competitive disadvantage in the manufacturing sector.
- The United States also has high labor costs but has average energy costs. Nonetheless, there is still significant downward pressure on manufacturing in the United States.
- Countries like Brazil and China have low labor and energy costs and are attractive options for cost-sensitive production.

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Gap Analysis Summary

The gap analyses suggest Tipperary Town should consider the following to improve its market position:

- **Do not compete for tourism.** Tipperary Town cannot compete with Cahir, Cashel, and Fethard on tourism. It lacks medieval infrastructure and cannot create a competitive product to compete with that. It could serve as a gateway to other tourist towns for those passing through to see the origin of “*It’s a Long Way to Tipperary*”, but that will not be a primary economic driver and will require improved hospitality amenities.
- **Do not compete for manufacturing.** The historic connection of Tipperary Town to the manufacturing sector is not value-generating or sustainable in 2024. Labor and energy costs are too high in Ireland to support significant manufacturing capacity in Ireland. Further, among towns within Ireland, Tipperary Town is further disadvantaged because of its inland location, added transportation costs, and lack of a free-trade zone.
- **Do not compete for foreign direct investment.** Tipperary Town does not have a competitive advantage that is appealing to foreign investors. It lacks amenities, sufficient water support, skilled labor, and infrastructure, and it is inland. As highlighted by Nephin Renewable Gas, educated workers are reluctant to move to Tipperary Town. Foreign direct investment is not likely feasible until the environment in Tipperary Town changes.
- **Improve livability.** Tipperary Town needs to improve its livability to compete. Without improved livability (e.g., cafes, restaurants, walkability, downtown parks and playgrounds, community events, community gatherings), it will fail to compete with other commuter towns or other rural towns.
- **Improve transportation connectivity and capitalize on lower prices.** If Tipperary Town can improve its connectivity to Limerick City through improved rail access (direct or improved linkage through Limerick Junction), it can compete with other towns on cost of living and position itself in the lower right quadrant of Gap Analysis 1.
- **Focus on service economy and (when feasible) high-value sectors.** Irish cities and towns have high labor and energy costs. In that environment, service economies and high-value sectors (e.g., technology, pharmaceuticals, financial services) thrive. High-value sectors require a skilled workforce and advanced infrastructure, which Tipperary Town lacks. In the short run, Tipperary Town is best positioned to thrive by boosting its livability, services, transportation infrastructure, housing, and hospitality to support commuters traveling to larger cities.



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5. Marketing Plan: Segmentation, Targeting, Positioning, and 4Ps

5a. Segmentation and Targeting. Summary of potential market segments at the town level considering competition with other towns and cities. **The targeted segment (commuter town) is green.** Pink segments received consideration. Gray segments should not be considered further.

Segment	Tipperary Town Advantages	Tipperary Town Disadvantages	Feasibility
Commuter Town (remote & in-person)	<ol style="list-style-type: none"> 1. Central location 2. Rail access 3. Planned bypass 4. Proximity to Limerick City 5. Lower cost of living 6. Small town 7. Glen of Aherlow 8. Low-density population 9. Engaged community 10. Swimming pool, tennis courts, pitches, golf course 11. Rehabilitating central sports complex 12. Desirable & resourced first and second-level schools 	<ol style="list-style-type: none"> 1. Few services & amenities 2. Distressed hospitality industry 3. Housing shortage 4. Many single-parent families 5. Distressed properties 6. Low livability 7. Inefficient rail connections 8. Extensive traffic 	Moderate
Agro-Business Hub	<ol style="list-style-type: none"> 1. Location in the Golden Vale with world-class breeding 2. Major part of town identity 3. Biogas renewables (Nephin renewable gas) 4. Tipperary Co-Op (recent merger) 5. Opportunity for high-tech farms and agro-innovation 	<ol style="list-style-type: none"> 4. Tipperary Co-Op is merging with the larger Arrabawn Co-Op in Nenagh (competitor town) 5. Tipperary Co-Op with recent economic distress 6. Downward pressure on agriculture revenue 7. Commodities with little price control 8. Loss of subsidies lowering profit margin 	Moderate
Equestrian Hub	<ol style="list-style-type: none"> 1. Nearby Tipperary Racetrack plans major expansion 2. Nearby Coolmore Stud 3. Location in the Golden Vale 4. World-class horse breeding 5. Opportunity for joint veterinary school venture 6. Expansion of racetrack will bring opportunity for concerts and other events 	<ol style="list-style-type: none"> 1. Major equine assets not directly connected to town 2. Coolmore Stud affiliated with competitor Fethard 3. Local citizens blocked greenway expansion 4. Requires tourists from Limerick Junction to intentionally visit Tipperary 	Moderate
Sports Hub	<ol style="list-style-type: none"> 1. Identity aligns with sport 2. Hurling champions in past 3. Students choose schools for sporting reputation 4. Swimming pool, tennis courts, pitches, golf course 5. Rehabilitating central sports complex 6. Regional world-class horse (Tipperary Racetrack) 7. Improves livability and quality of life 8. Increasing interest in wellness 	<ol style="list-style-type: none"> 1. No local stadium 2. Hurling champions are County-based and now in decline 3. Tipperary Racetrack revenue does not directly help Tipperary Town 4. No clear business model 	Moderate

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<i>Tourism Gateway</i>	<ol style="list-style-type: none"> Proximity to Cahir, Cashel, Fethard, Glen of Aherlow Central location and connected to major rail and roadways Two hours to Dublin and Cork “It’s a long way to Tipperary” Glen of Aherlow St. Michael’s church St. Mary’s church River Ara walk 	<ol style="list-style-type: none"> Most major tourism assets are held by and proximate to competitor towns No dominant medieval fortifications Lack of tourist infrastructure such as hotels and cafes and bed and breakfasts Seasonal demand Poor national and regional brand Strong local competition 	Moderate
<i>Knowledge Economy</i>	<ol style="list-style-type: none"> Blank canvas (vacant buildings) Distressed properties may appeal to younger people Cheaper real estate vs. city 	<ol style="list-style-type: none"> Poor third-level education Conflicts with identity Poor infrastructure Difficult to recruit knowledge workers Demographic shifts Loss of younger, educated workers Competition with cities Negative public perception Weak foreign direct investment 	Low
<i>Historical Tourist Destination</i>	<ol style="list-style-type: none"> Founded in the 13th century Central location and connected to major rail and roadways Two hours to Dublin and Cork “It’s a long way to Tipperary” Glen of Aherlow St. Michael’s church St. Mary’s church River Ara walk 	<ol style="list-style-type: none"> No castle or walled city Strong competitors (Cahir, Cashel, Fethard) with large medieval structures Lack of tourist infrastructure Destruction of sites (e.g., British barracks) Seasonal demand Overreliance on tourism features of other towns Poor national and regional brand 	Low
<i>Manufacturing Haven</i>	<ol style="list-style-type: none"> Connects to town identity Requires less education Nostalgic appeal Large number of jobs per plant 	<ol style="list-style-type: none"> Strong international competition High labor and energy costs Not coastal Not a tax-free zone Poor competitive position in national and international markets Rising role of automation Prior manufacturing firms left due to poor competitive position Consolidates jobs, causing boom and bust cycles 	Low
<i>High-Tech Hub</i>	<ol style="list-style-type: none"> High-value industry Does not rely on manufacturing Aligns with Limerick City and other larger cities in Ireland Suitable for remote work Appeals to younger generation 	<ol style="list-style-type: none"> Poor third-level education Conflicts with identity Poor infrastructure Difficult to recruit knowledge workers Demographic shifts Loss of younger, educated workers Competition with cities Negative public perception Weak foreign direct investment Distant from large energy sources 	Low

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<i>Finance Hub</i>	<ol style="list-style-type: none"> 1. High-value industry 2. Does not rely on manufacturing 	<ol style="list-style-type: none"> 1. Poor third-level education 2. Conflicts with identity 3. Poor infrastructure 4. Difficult to recruit knowledge workers 5. Demographic shifts 6. Loss of younger, educated workers 7. Competition with cities 8. Negative public perception 9. Weak foreign direct investment 10. Distant from financial markets 	Low
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5b. Positioning Statement & Tipperary Town Value Proposition

"Transforming Tipperary Town into the Premier Commuter Hub for Limerick City"

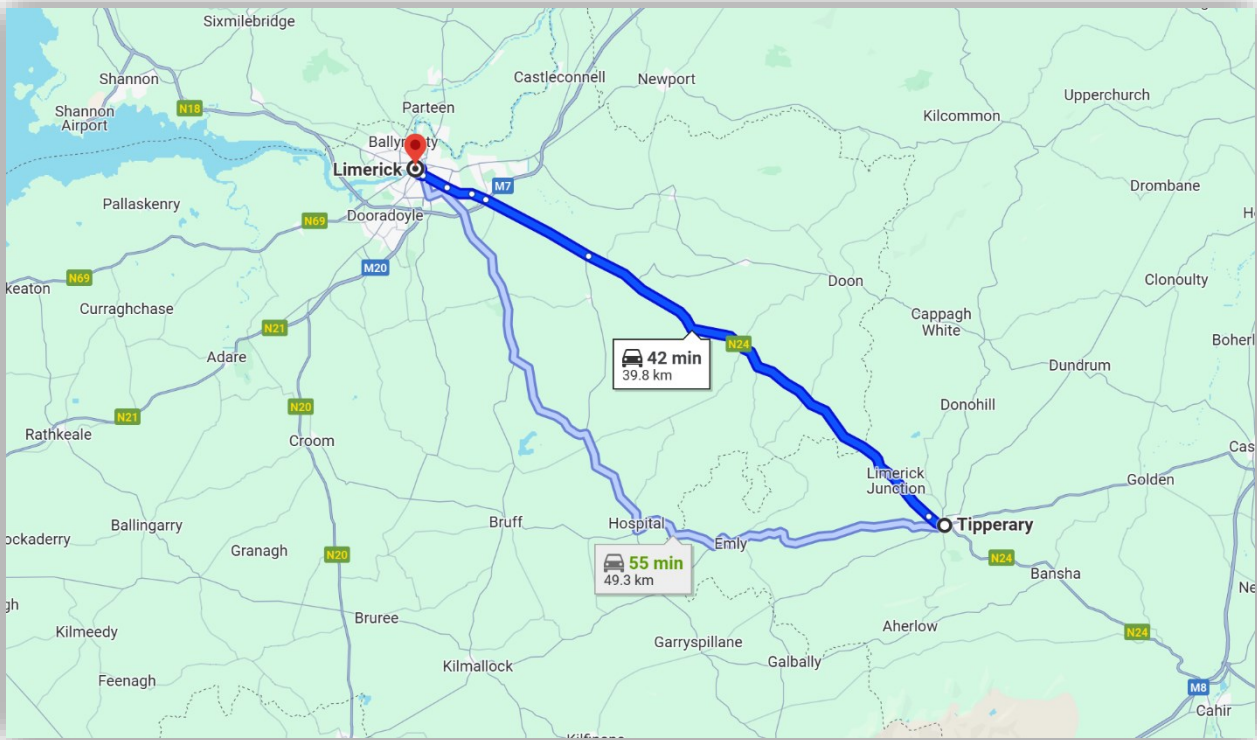
Tipperary Town can become a thriving commuter hub for Limerick City by leveraging its central location, affordable living options, community-driven revitalization, and proximity to key transportation infrastructure. The town is positioned to attract residents, businesses, and investment by positioning as a commuter hub for growing Limerick City; fostering a collaborative, pro-business environment; successfully engaging its motivated citizens; targeting hospitality and service sectors; dramatically improving livability; enhancing the transportation connectivity to Limerick City; and addressing critical gaps in infrastructure and housing. Through strategic planning and inclusive community engagement, Tipperary Town will transition from economic stagnation to a model of sustainable growth and regional integration.

Tipperary Town's economic recovery strategy hinges on becoming a commuter hub that capitalizes on its strategic position and proximity to Limerick City. The following are key:









1. **Community Engagement:** Align already motivated local stakeholders to lead coordinated, directed community-driven initiatives that revitalize Main Street, support small businesses, and foster a sense of place, improving the town's livability and desirability as a commuter base. Active public engagement is critical to avoid dyssynergies and late-stage project blocking. During (and beyond) public consultation periods, town leaders should actively encourage citizen ideation and collaboration.
2. **Pro-Business Ecosystem:** Foster a business-friendly environment through streamlined zoning policies, targeted tax incentives, enforcement of existing ordinances on vacant and derelict buildings, incentivizing property rehabilitation, and investing in digital and physical infrastructure. Initiatives such as enterprise hubs and co-working spaces will encourage SMEs, entrepreneurs, and remote workers to establish operations in the town.
3. **Enhanced Connectivity:** Advocate for expanded rail and bus services to Limerick City, including increased frequency and direct rail connections, while pursuing long-awaited infrastructure projects like the N24/N74 bypass to reduce congestion.
4. **Improve Livability:** Enact major efforts to improve town beauty and livability such as restoring blighted properties, closing side streets to traffic, holding markets and fairs and community events, creating and improving public parks and playgrounds, enhancing walkability, supporting hospitality businesses like restaurants and cafes, renovating the local sports complex, and beautifying the greenspaces and outdoor recreational areas.
5. **Workforce Support and Retention:** Develop a targeted housing strategy that addresses affordability and increases inventory, complemented by effective and affordable childcare support, mixed use zoning, and accessible educational partnerships with Limerick City (e.g., business school partnerships, veterinary school partnerships).
6. **Strategic Branding and Hospitality Integration:** Establish Tipperary Town as both a commuter hub and a gateway to the Golden Vale by aligning with Limerick City's growth, coordinating with Limerick City's mayor and planning groups, and capitalizing on local heritage and natural assets. Integrate sustainable tourism initiatives that enhance economic diversity without detracting from its role as a residential and business hub.

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Current State: Commuting to and from Limerick City by Road (40 km)



Current State: Commuting to and from Limerick City by rail (40 km) is not feasible.

Tipperary Town to Limerick Junction	Train Transfer at Limerick Junction	Limerick Junction to Limerick City	Total Commute Travel Time
 Bus 5 min <hr/>	Tipperary Town To Limerick Junction Depart 08:49 Depart 17:54	 Train 28 min <hr/>	Train 70-80 minutes (+city travel) (AM departure is poorly timed)
 Train 14 min <hr/>	Limerick Junction to Limerick City Depart 09:20 – 09:41 Depart 18:11 – 18:27	 Bus 35 min <hr/>	Car or Bus 40-45 minutes
 Taxi 5 min <hr/>	Limerick City to Limerick Junction Depart 08:55 Depart 17:45	 Taxi 31 min <hr/>	Walking Not feasible
 Walk 51 min	Limerick Junction to Tipperary Town Depart 09:45 Depart 18:40	 Drive 22.3 mi 31 min	Biking Not feasible

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5c. Marketing Mix

The specific, relevant solutions being offered relate to a marketing approach (segmentation-targeting-positioning) and analysis of Tipperary Town, considering its role in the competitive marketplaces of commuter towns to Limerick City as well as other nearby rural towns. **In this framework, the town is considered a “product” being marketed to businesses (B2B) and residents (B2C). To encourage businesses and people to enter and thrive in Tipperary Town, there must be a value proposition that differentiates Tipperary Town from its competitors.**

The table illustrates the conceptual frame for the marketing mix in that context. This framework was used to inform ideation aligned to our targeted segment (commuter town) and positioning.

Marketing Mix	Conceptual Frame
Product	The qualities of Tipperary Town that create willingness to pay (live/work)
Price	The cost of living (B2C) and the cost of doing business (B2B) in Town
Place	The Town’s location and location(s) within Town used to create value
Promotion	The channels used to communicate the Town’s value proposition

Tipperary Town needs to secure a differentiated advantage that sets it apart from its competitors and motivates businesses and residents to live and work in the Town. **A major cause of Tipperary Town’s current economic decline is it has no differentiated advantage over competitor towns in the same market(s), and businesses and citizens are opting for better choices.** In an effort to correct its socioeconomic decline, Tipperary Town has tried to be many things simultaneously. For the things it has tried to be, there are superior competitors in the same marketplace that outcompete it (e.g., manufacturing, foreign direct investment, tourism).

Since Tipperary Town’s unemployment is severe, increasing the town’s population without creating access to jobs will worsen Tipperary Town’s per capita GDP. Therefore, job creation should be prioritized before population growth. Since job creation within Tipperary Town’s geography is challenging due to its lack of differentiated characteristics supporting new, short-run investment, outsourcing short-run job creation to Limerick City is the fastest way to create predictable, sustainable, meaningful improvement in the town’s socioeconomic indicators. This can be accomplished by creating a positive environment for remote work and supporting commuting between Tipperary Town and Limerick City.

Segmentation analysis demonstrated that the “commuter town” segment had the strongest potential upside when considering feasibility and the competitive landscape. None of the segments were obvious winners because Tipperary Town has limited dominant advantages. However, the “commuter town” segment aligned most strongly with the Town’s strengths and competitive position and was moderately feasible to attain. Therefore, the aim is to position Tipperary Town as a desirable commuter town.

Achieving this goal requires 1) substantial community engagement, alignment, and coordination, 2) improvement in the connectivity between Tipperary Town and Limerick City through superior



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rail and bus connections and the eventual construction of a bypass road, 3) substantially improving the livability of Tipperary Town to create a low-cost, differentiated experience that supports a commuter town aesthetic, 4) markedly improving child care coverage and supporting remote work options, 5) renovating and restoring Main Street, and disincentivizing property owners from holding unused or derelict properties, 6) creation of pro-business incentives that support recovery, investment, and revitalization, and 7) changing the town's mindset from memories of the past to a focus on a realistic, market-based future.



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6. Risk and Mitigation

Risk Type	Risk	Mitigation Strategy
Strategic	Lack of Stakeholder Alignment: Misalignment between local government, businesses, and residents could derail initiatives. Risks include delayed decision-making and resistance to change.	Collaborative Governance: Establish a formal steering committee with representatives from government, businesses, and community to ensure decisions are inclusive and reflect diverse needs.
	Failure to Improve Connectivity: Irish Rail, Bus Éireann, and the national government may decline to improve accessibility (fixed timetables, bypass delays), threatening viability as a thriving commuter town.	Political Influence: Develop stronger connections with Council leaders. Use influential vested community members to lobby for change. Mobilize local electorate to elect locally invested leaders. Advocate for a mayor. Restore the Chamber of Commerce.
	Overreliance on External Funding: Heavy dependence on grants or philanthropic contributions risks project stagnation, especially for recurring costs.	Diversified Funding: Create a mix of funding streams, including federal support, municipal bonds, community crowdfunding, and private investment partnerships. Diversify the local economy.
	Economic Fluctuations: National or regional economic downturns could impact private investments, agriculture, and tourism. Global shocks, such as rising energy prices, could further strain finances.	Scenario Planning: Develop contingency plans for critical initiatives to adapt to varying funding levels or economic conditions.
Community	Community Resistance: Some residents may perceive changes in vision or infrastructure as threats to their traditions or lifestyle, particularly around heritage, zoning reforms, and manufacturing.	Deliberate Outreach: Avoid releasing solutions without first engaging in intentional community outreach. Design inclusive communication campaigns to proactively discuss options and intended approach. Start with Why something is being done. Focus on interests, not positions. Use multiple media channels to broaden engagement. Overcommunicate.
	Low Participation Rate: Civic initiatives, such as town halls or volunteer programs, may face low engagement, limiting their effectiveness. There is low participation in the political process to elect local leaders, and low engagement with the currently dysfunctional Chamber of Commerce.	Incentivize Participation: Offer small rewards, such as discounts at local businesses, for attending events or participating in initiatives. Make the initiatives enjoyable and communal. Have informal community leaders advertise.
	Equity Concerns: If benefits or vocational opportunities are unevenly distributed, certain populations may feel excluded, leading to mistrust and friction. Existing discord and distrust between citizens and elected leaders will fuel this skepticism.	Ensure Transparency: Regularly share project updates, including challenges and successes, to build trust and demonstrate accountability.
Operational	Delays in Project Execution: Regulatory hurdles, contractor inefficiencies, or weather-related disruptions could delay key deliverables.	Proactive Permitting and Partnerships: Work closely with regulatory bodies to expedite approvals and foster reliable contractor relationships. Improve relationships with political representation at municipal and county level.
	Loss of Coherence and Focus: A 10-year plan can be forgotten or lose the path without clear stewardship and strong public-private leadership.	Use a Phased Approach: Apply a stepwise approach to the multilayered implementation plan. Do not rely on single solutions. Ensure early wins. Engage the community and wield its energy.
	Insufficient Workforce: The aging population, lack of skilled labor, national demand for workers, and nationally low unemployment could limit progress on construction and service-related initiatives.	Workforce Development: Collaborate with training institutions (eg, Kemmy Business School, Education & Training Board) to up-skill the local population and attract young talent. Leverage training and apprenticeships to rehabilitate abandoned and derelict properties, combining education with investment and pragmatic improvements. Launch workshops to educate residents and business owners.
	Technology Adoption Challenges: Digital Initiatives may face resistance or slow uptake among local businesses and residents due to training barriers, sociocultural challenges, or other factors.	



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7. High-Level Financial Assessment

What follows is an abbreviated, high-level, estimated funding assessment of the planned implementation. We anticipate funding requirements of approximately €2,480,000 - €5,820,000 over a 5-year time frame. Our plan prioritizes foundational projects first, then progresses to infrastructure, beautification, business support, and events, concluding with the Ryder Cup 2027 as an economic and international branding opportunity. These funding estimates ensure resources are available to maximize each initiative's success rate and long-term impact.

Initiative	Community Engagements and Preparation Monthly Town Hall Meetings & Merchant Forums, Form Action groups, Community Events, Engage Social Media	
Required Resources	Funding Required	€10,000 – €30,000 Annually - Basic funding for event organization, advertising, and venue setup
	Personnel	Community leaders, town council members, communications officers, social media manager
	Community Support	Participation from residents, local businesses, and stakeholder groups
Purpose		<ul style="list-style-type: none"> Start by building relationships with residents and stakeholders through regular forums and action groups. Use social media to keep the community informed and engaged. Identify initiative champions. Foster buy-in and community involvement.

Initiative	Identify Funding Streams and Incentives Identify Funding Streams, Solicit Private Investment, Promote Tax Credits for Small Businesses, Regulatory Review	
Required Resources	Funding Required	€20,000 – €40,000 - Economic consultants, marketing materials for investment opportunities, and legal reviews of tax incentives
	Personnel	Economic development officers, financial analysts, grant writers
	Partnerships	Collaborate with funding bodies, banks, and investors.



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Purpose	<ul style="list-style-type: none"> Secure funding sources and financial incentives for businesses, making Tipperary Town more attractive for investment.
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Initiative	Physical and Digital Accessibility Promote Transport Improvements, Fertilize Remote Work Infrastructure, Promote Commuter Resources, Advertise Tipperary's Value Proposition	
Required Resources	Funding Required	€100,000 – €200,000 - Investment for transport analysis, marketing materials, and potential grants for digital infrastructure upgrades
	Personnel	Infrastructure planners, marketing team, transportation specialists
	Partnerships	Local, Regional and National transport providers (Irish Rail and Bus Éireann), remote work platforms
Purpose		<ul style="list-style-type: none"> Improve accessibility through enhanced transport and digital infrastructure to attract remote workers and commuters.

Initiative	Connectivity and Infrastructure Improvements Engage Irish Rail & Bus Éireann, Coordinate with Limerick City, Enforce Property Levies	
Required Resources	Funding Required	€1,000,000 – €400,000 - Transport projects and property levy enforcement
	Personnel	Transportation liaisons, urban planners, legal advisors
	Partnerships	Irish Rail, Bus Éireann, Limerick City
Purpose		<ul style="list-style-type: none"> Enhance connectivity with Limerick and enforce property maintenance through levies to encourage development or sales

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Initiative	Town Rebranding Campaign Create Town Rebranding Campaign	
Required Resources	Funding Required	€100,000 – €150,000 - Branding, advertising, and promotional materials
	Personnel	Branding consultants, graphic designers, marketing team
	Partnerships	Regional tourism boards, local media
Purpose		<ul style="list-style-type: none"> Rebrand Tipperary Town as a commuter gateway to attract visitors, investors, and residents, aligning with economic goals.

Initiative	Beautification and Public Spaces Enhancements Audit Parks & Play Areas, Improve Streetscape, Expand Green Spaces	
Required Resources	Funding Required	€200,000 – €300,000 - Landscaping projects, park equipment, lighting, and seating
	Personnel	Landscape architects, park maintenance staff, volunteer groups
	Community Support	Local volunteers for maintenance and beautification
Purpose		<ul style="list-style-type: none"> Enhance public spaces by improving parks and streetscapes for strengthening town's livability score.

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Initiative	Downtown Development Initiatives Accelerate Downtown Renovation, Create Semi-permanent Pedestrian Zones, Host Business Workshops	
Required Resources	Funding Required	€400,000 – €800,000 - Renovation costs, temporary pedestrian zone materials, and workshop expenses
	Personnel	Urban planners, construction crews, workshop facilitators
	Community Support	Participation from local businesses for workshops
Purpose		<ul style="list-style-type: none"> Transform downtown to increase foot traffic and business growth, with workshops supporting local business skills

Initiative	Housing and Mixed-Use Development Mixed-use Housing, Establish Walkable Urban Spaces	
Required Resources	Funding Required	€1,000,000 – €3,000,000 - Construction, architectural planning, developments, and subsidies
	Personnel	Developers, architects, housing policy experts
	Partnerships	Housing authorities, developers
Purpose		<ul style="list-style-type: none"> Develop mixed-use housing and walkable spaces to attract residents and create a vibrant community

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Initiative	Support for Local Businesses and New Startups Support Startup Subsidies, Advocate VAT Reduction, Create Shared Services	
Required Resources	Funding Required	€150,000 – €300,000 - Funding for business subsidies and shared services facilities
	Personnel	Business development officers, startup mentors, policy advocates
	Partnerships	Collaboration with local businesses, entrepreneurs, government bodies, University of Limerick's Kemmy Business School
Purpose		<ul style="list-style-type: none"> Provide structural support for local businesses and startups, creating a supportive ecosystem for economic growth

Initiative	Host Community and Visitor Events Host Seasonal Activities, Host Reoccurring Events, Engage Tipperary Council	
Required Resources	Funding Required	€50,000 – €100,000 per event season - Event planning, advertising, and logistics
	Personnel	Event coordinators, council members, volunteers
	Community Support	Volunteer and business involvement, Collaborate with Tipperary Racecourse
Purpose		<ul style="list-style-type: none"> Establish regular events to attract visitors and foster community engagements (i.e., March 4Tipp Anniversary, Fleadh Cheoil na hEireann, St. Patrick's Festival, etc.)

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Initiative	Ryder Cup 2027 Capitalize on Ryder Cup and Pair with Rebranding Campaign	
Required Resources	Funding Required	€250,000 – €500,000 - Targeted marketing and accommodation preparation, shuttle services
	Personnel	Tourism and event planners, marketing team, shuttle drivers
	Partnerships	Collaboration with tourism boards, hotels, and restaurants
Purpose		<ul style="list-style-type: none"> Leverage the Ryder Cup to attract visitors and maximize economic impact by showcasing Tipperary Town's offerings

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8. Recommendations

Tipperary Town's economic recovery strategy is structured into **three phases**, focusing on **product, price, place, and promotion** to drive revitalization and sustainable growth while positioning Tipperary Town as a differentiated, livable, accessible, thriving regional hub. This comprehensive approach integrates community engagement, physical improvements, financial accessibility, connectivity, and strategic promotion for long-term prosperity.

Product: Tipperary Town must create a high-quality living experience with enhanced connectivity through strategic community engagement, infrastructure development, and livability improvements. **Phase I (1–2 years)** establishes a foundation by fostering community collaboration through town halls, community events, task forces, and partnerships with organizations like Kemmy Business School. It emphasizes job creation, property rehabilitation, and improved public transit to stimulate immediate progress. **Phase II (3–5 years)** scales these efforts by revitalizing downtown spaces, expanding recreational areas, hosting cultural events, and supporting local businesses through education workshops and marketing campaigns. **Phase III (6–10 years)** ensures long-term sustainability by training local leaders, completing major infrastructure projects (e.g., bypass), and enhancing modern amenities to attract younger patrons.

Price: The pricing strategy prioritizes affordability and sustainable development by leveraging funding opportunities, simplifying regulations, and fostering community investment. **Phase I (1–2 years)** focuses on securing initial funding through grants, philanthropic contributions, and tax incentives, while advocating for reduced hospitality VAT rates and streamlined permitting processes to attract investors and developers. **Phase II (3–5 years)** scales affordability initiatives by subsidizing startups, simplifying property redevelopment approvals, and establishing shared services like co-working hubs to lower operational costs. **Phase III (6–10 years)** ensures financial sustainability through community-driven investment funds, enabling residents to directly support and benefit from local projects.

Place: The Town must focus on enhancing physical and digital accessibility to create a vibrant, livable community that is well connected to Limerick City. **Phase I (1–2 years)** positions Tipperary Town as a commuter hub by improved transportation links with Irish Rail and Bus Éireann, while promoting remote work by establishing co-working spaces with high-speed internet and daycare facilities. **Phase II (3–5 years)** expands accessibility by creating pedestrian-friendly zones downtown, hosting regional events downtown and at the Tipperary Racetrack, and adding additional remote workspaces to attract younger, tech-savvy professionals while building a "Live, Work, Love, and Play" brand for the town. **Phase III (6–10 years)** emphasizes sustainability with the development of bike lanes and improved intra-town public transport, and the full integration of the bypass into the regional network, ensuring long-term connectivity.

Promotion: The promotion strategy prioritizes effectively communicating Tipperary Town's value proposition through rebranding, community engagement, and strategic marketing. **Phase I (1–2 years)** establishes a strong foundation by recreating a cohesive town brand that highlights affordability, livability, and community spirit while leveraging social media storytelling and promoting commuter resources. A robust town website and regular updates ensure visibility and engagement. **Phase II (3–5 years)** expands outreach through cross-promotional partnerships,



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nationwide campaigns, and themed activities like holiday markets and sports events. Leveraging the Ryder Cup 2027 and coordinating regional tourist itineraries further position Tipperary as a vibrant destination. **Phase III (6–10 years)** sustains visibility by hosting major national and international events, maintaining an active digital presence, and fostering long-term regional collaborations.

	Initiative	Timeline	
		Short-Term (1-2 years)	Medium-Term (3-5 years)
Product	High-Quality Livability and Enhanced Connectivity	<ul style="list-style-type: none"> Monthly Town Hall Meetings & Merchant forums Form Action Groups and Address Negative Voices Utilize Construction Training and Limerick's Kemmy Business School Host Community Events Form new Tipperary Chamber of Commerce Engage Irish Rail and Bus Éireann Coordinate with Limerick City Enforce Derelict Property Levies 	<ul style="list-style-type: none"> Engage School-age youth Hold Business Workshops Host March4Tipp 10th celebration 2027 Ryder Cup Target Digital Sales and Support Outdoor Dining Progress Reviews Accelerate Downtown Renovation Additional Childcare Facilities Main Street Transformation Mixed-use Housing Enhance Public Spaces Restore Canon Hayes Rec Center
	Livability Improvements	<ul style="list-style-type: none"> Audit Parks and Play Areas Reassess Blighted Properties Engage Property Owners Improve Streetscape and Beautification Projects Expand Green Spaces 	<ul style="list-style-type: none"> Host Reoccurring Events Downtown Create Semi-permanent Pedestrian Zones Encourage Outdoor Dining
	Ensuring Affordability and Implementing Incentives	<ul style="list-style-type: none"> Identify Funding streams Solicit Philanthropic and Private investment Promote Tax Credits for SBUs Conduct regulatory Review Promote Incentives for Developers Establish Opportunity and Free Trade Zone 	<ul style="list-style-type: none"> Advocate to Reduce VAT for Hospitality Sector Support Subsidies for Startups Simplify Permitting Processes Create Shared Services Scale Grants and Funding
Place	Enhancing Physical and Digital Accessibility	<ul style="list-style-type: none"> Position Tipperary as strategic commuter town Promote Transport Improvements Fertilize Remote Work Infrastructure 	<ul style="list-style-type: none"> Establish Walkable Urban Spaces Expand Remote Workspaces Host Events at Renovated Tipperary Racetrack
Promotion	Communicating Tipperary Town's Value Proposition	<ul style="list-style-type: none"> Create Town Rebranding Campaign Engage Social Media Promote Commuter Resources Provide Regular Updates on Community Events Advertise Mismatches 	<ul style="list-style-type: none"> Establish Cross-Promotional Partnerships Perform Countrywide Outreach Host Conference and Corporate Events Host Seasonal Activities Engage Tipperary Council Capitalize on the Ryder Cup 2027



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Product: Creating a High-Quality Living Experience with Enhanced Connectivity

PHASE I: Short-Term (1–2 Years): Building the Foundation

Community Engagement

1. **Monthly Town Hall Meetings & Merchant Forums**
 - **Action:** Host meetings to facilitate open discussions between residents, merchants, and officials. Share insights, best practices, and updates.
 - **Benefit:** Builds transparency and community trust.
2. **Personal Engagement with Critics**
 - **Action:** Schedule one-on-one meetings to address concerns and incorporate diverse perspectives into planning – especially the negative ones.
 - **Benefit:** Reduces community friction and fosters inclusivity.
3. **Streamline Communication**
 - **Action:** Establish dedicated channels for updates and feedback, such as newsletters and social media platforms.
 - **Benefit:** Keeps the community informed and engaged.
4. **Form Community Action Groups**
 - **Action:** Create task forces involving residents, merchants, and officials to implement initiatives.
 - **Benefit:** Ensures coordinated progress and shared accountability.
5. **Community Events**
 - **Action:** Organize events such as a town-wide "Shamrock Mapping Day" to identify distressed properties and community cleanups.
 - **Benefit:** Encourages collaboration and teamwork and improves town aesthetics while making the general population buy-in to the future.
6. **Job Creation Initiatives**
 - **Action:** Partner with businesses from nearby Limerick City to host job fairs, connecting employers to local talent.
 - **Benefit:** Addresses unemployment by creating job opportunities, even though they may not be in Tipperary.
7. **Partner with Kemmy Business School**
 - **Action:** Engage MBA students to mentor new and struggling business owners.
 - **Benefit:** Boosts business skills and economic success for local entrepreneurs.
8. **Utilize Construction Training Programs**
 - **Action:** Partner with training centers to rehabilitate Main Street properties.
 - **Benefit:** Revitalizes the town center while offering job training.

Connectivity Improvements

1. **Coordination with Irish Rail and Bus Éireann**
 - **Action:** Negotiate improved transit schedules for commuters.
 - **Benefit:** Reduces travel times and supports economic growth by improving regional accessibility.



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2. Partnership with Limerick City

- **Action:** Align urban planning initiatives to improve commuting routes and access between Tipperary and Limerick.
- **Benefit:** Positions Tipperary as a strategic commuter town.

Livability Enhancements

1. Auditing and Beautification of Public Spaces

- **Action:** Upgrade parks and playgrounds with modern equipment, improved landscaping, and safety features.
- **Benefit:** Enhances quality of life and attracts families.

2. Addressing Blighted Properties

- **Action:** Conduct an updated assessment of distressed properties, engage owners with rehabilitation incentives, and begin small-scale beautification projects.
- **Benefit:** Improves the town's visual appeal and boosts property values.

3. Perform Small-Scale Beautification

- **Action:** Organize flower planting, street cleaning, and art installations.
- **Benefit:** Creates a welcoming and visually appealing environment.

4. Expand Green Spaces (see Phase II also)

- **Action:** Develop additional parks and recreational areas.
- **Benefit:** Encourages outdoor activity and environmental sustainability.

PHASE II: Medium-Term (3–5 Years): Scaling and Consolidation

Community Engagement

1. Engage School-Age Youth

- **Action:** Partner with local schools to involve students in civic projects such as community art installations or clean-up drives.
- **Benefit:** Cultivates civic pride and responsibility among the younger generation.

2. Host Festivals and Downtown Events through Volunteer Committees

- **Action:** Form a volunteer committee to organize monthly events such as concerts, holiday markets, and sports tournaments. Close select streets to motorized traffic to create pedestrian-friendly spaces.
- **Benefit:** Revitalizes downtown as a cultural hub and draws both residents and visitors, while allowing volunteers to feel pride for their work and town.

3. Business Education Workshops

- **Action:** Invite experts from Kemmy Business School to host workshops on digital marketing, e-commerce, and cost-reduction strategies.
- **Benefit:** Strengthens local businesses and promotes economic growth.

4. Annual Progress Reviews

- **Action:** Conduct surveys and public forums to evaluate the impact of ongoing initiatives and adjust strategies as needed.
- **Benefit:** Ensures accountability and keeps community members informed.

Infrastructure Development



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1. Downtown Renovation

- **Action:** Convert vacant spaces into cafes, boutique shops, and co-working hubs with high-speed internet.
- **Benefit:** Attracts entrepreneurs and revitalizes Main Street.

2. Childcare and Family Support

- **Action:** Establish affordable childcare facilities near new work hubs to support working families.
- **Benefit:** Promotes family-friendly living and encourages workforce participation.

3. Expand Green Spaces and Recreational Facilities

- **Action:** Complete upgrades to parks and the Canon Hayes Recreation Centre while creating additional outdoor spaces.
- **Benefit:** Improves livability and supports active lifestyles.

4. Leverage the Ryder Cup 2027

- **Action:** Partner with local transport services to provide shuttles between Tipperary and Adare Manor. Develop marketing campaigns to capitalize on visitor traffic.
- **Benefit:** Boosts tourism and showcases Tipperary Town as a destination.

Economic Initiatives

1. Support Outdoor Dining and Pedestrian Zones

- **Action:** Host seasonal outdoor dining events with tent coverings and heaters to encourage year-round participation.
- **Benefit:** Enhances downtown vibrancy and supports local businesses.

2. Mixed-Use Housing Development

- **Action:** Incentivize the construction of mixed-use housing to create live-work spaces in the downtown area.
- **Benefit:** Supports a sustainable urban lifestyle and attracts young professionals.

PHASE III: Long-Term (6–10 Years): Sustaining Growth and Innovation

Community Leadership and Volunteerism

1. Train Local Leaders

- **Action:** Develop leadership programs to equip residents with skills to sustain initiatives beyond external support.
- **Benefit:** Ensures continued community-driven progress.

2. Structured Volunteer Networks

- **Action:** Establish volunteer groups focused on specific town needs such as beautification, event planning, or youth mentorship.
- **Benefit:** Creates lasting community bonds and amplifies impact.

Major Infrastructure Projects

1. Completion of the Bypass

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- **Action:** Finalize construction of the bypass to reduce downtown traffic congestion and improve pedestrian safety.
- **Benefit:** Makes the town center more accessible and attractive for visitors.
- 2. **Restore Main Street Properties**
 - **Action:** Complete rehabilitation of blighted properties identified in earlier years, ensuring productive use of vacant spaces.
 - **Benefit:** Revitalizes the town's core and boosts economic activity.
- 3. **Modern Amenities for Attracting Younger Demographics**
 - **Action:** Add bike lanes, modern street furniture, and electric vehicle charging stations.
 - **Benefit:** Appeals to environmentally conscious residents and visitors.

Cultural and Recreational Enhancements

- 1. **Host National Events**
 - **Action:** Leverage upgraded facilities like the racetrack to host large-scale events such as conferences or festivals.
 - **Benefit:** Positions Tipperary as a regional hub for cultural and economic activity.
- 2. **Celebrate Historical and Cultural Identity**
 - **Action:** Restore notable landmarks and incorporate heritage-focused tours or events into town promotions.
 - **Benefit:** Strengthens community pride and attracts tourism.



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Price: Ensuring Affordability and Supporting Development

PHASE I: Short-Term (1–2 Years): Laying the Financial Foundation

Identifying Funding Opportunities

1. Leverage Grants and Public Funding

- **Action:** Compile a comprehensive list of grants from national and local sources to support rehabilitation and development projects.
- **Benefit:** Provides essential financial resources to kick-start projects.

2. Attract Philanthropic and Private Investment

- **Action:** Engage local philanthropists and businesses through outreach campaigns on social media platforms like Facebook.
- **Benefit:** Builds community buy-in and secures diverse funding streams.

3. Promote Business-Friendly Tax Incentives

- **Action:** Collaborate with Tipperary County Council to offer tax breaks for small businesses and hospitality providers.
- **Benefit:** Encourages business growth and job creation.

4. Encourage Developer Participation

- **Action:** Provide subsidies or tax credits to incentivize the construction of affordable housing and mixed-use developments.
- **Benefit:** Addresses housing shortages and supports sustainable urban growth.

5. Advocate for VAT Reduction

- **Action:** Push for reinstating a lower VAT rate for the hospitality sector.
- **Benefit:** Boosts the competitiveness of local businesses.

Simplifying Regulations

1. Regulatory Reviews

- **Action:** Review local ordinances to ensure alignment with growth objectives, and advocate for streamlined permitting processes. When necessary, involve County and National government to advocate for changes – involve citizen in this advocacy and potentially surrounding towns that would also benefit.
- **Benefit:** Reduces bureaucratic delays and encourages investment, while allowing people the power of using their own voices.

2. Establish Opportunity Zones

- **Action:** Designate parts of the town as tax-friendly zones to attract new businesses and investors. This will require support from county and national governments.
- **Benefit:** Spurs economic development in underserved areas.

PHASE II: Medium-Term (3–5 Years): Scaling Affordability Initiatives

Supporting Entrepreneurs and Businesses

1. Subsidize Startups



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- **Action:** Provide financial incentives for new entrepreneurs, such as reduced licensing fees and shared resources like co-working spaces.
- **Benefit:** Encourages innovation and lowers barriers to entry.
- 2. **Simplify Property Renovation Processes**
 - **Action:** Streamline approval procedures for property redevelopment projects.
 - **Benefit:** Accelerates the rehabilitation of blighted properties.

Expanding Financial Resources

- 1. **Develop Shared Services**
 - **Action:** Create co-working hubs and shared equipment facilities to reduce operational costs for small businesses.
 - **Benefit:** Promotes collaboration and affordability for startups.
- 2. **Expand Grant Applications**
 - **Action:** Establish a task force to apply for additional grants and low-interest loans.
 - **Benefit:** Secures long-term funding for community initiatives.

PHASE III: Long-Term (6–10 Years): Establishing Sustainable Financing

Building Community-Driven Investment

- 1. **Create Community Investment Funds**
 - **Action:** Launch crowdfunding campaigns to allow residents and supporters to invest directly in local projects.
 - **Benefit:** Empowers residents and builds a sense of shared ownership.



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Place: Enhancing Physical and Digital Accessibility

PHASE I: Short-Term (1–2 Years): Strengthening Connectivity

Improving Transportation

1. Position Tipperary as a Commuter Hub

- **Action:** Position Tipperary as a strategic commuter town with improved links to Limerick by collaborating with Irish Rail and Bus Éireann to adjust schedules to better meet commuter needs.
- **Benefit:** Attracts professionals and supports regional integration.

2. Promote Remote Work Infrastructure

- **Action:** Renovate buildings to include co-working spaces with high-speed internet and daycare facilities.
- **Benefit:** Appeals to remote workers and increases economic activity.

PHASE II: Medium-Term (3–5 Years): Expanding Accessibility

Establishing Walkable and Livable Spaces

1. Create Pedestrian Zones

- **Action:** Close sections of downtown to motorized traffic to encourage walkability and shopping.
- **Benefit:** Enhances the town's livability and supports local businesses.

2. Host Regional Events

- **Action:** Use the renovated Tipperary Racetrack to host concerts, corporate events, and leadership training.
- **Benefit:** Increases tourism and regional relevance.

3. Expand Remote Workspaces

- **Action:** Add co-working hubs to accommodate the growing number of remote professionals.
- **Benefit:** Diversifies the town's economy and attracts younger demographics; this helps create the Live. Work. Play. mentality as a new brand for Tipperary.

PHASE III: Long-Term (6–10 Years): Promoting Sustainability

Sustainable Transportation

1. Bike Lanes and Electric Vehicle Charging Stations

- **Action:** Develop bike lanes and install EV charging stations to support eco-friendly commuting.
- **Benefit:** Attracts environmentally conscious residents and businesses and improves willingness to travel into the town center.

2. Improve Intra-Town Public Transportation

- **Action:** Create effective within-town public transportation including public scooters and a trolley to enable easy on-off transit across town.



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- **Benefit:** Enables parents to commute to childcare facilities, supports business travelers with “last kilometer” transportation, and encourages travel into the town center.
- 3. **Regional Integration**
 - **Action:** Fully utilize the bypass to integrate Tipperary Town into broader regional transportation networks.
 - **Benefit:** Strengthens the town's position as a regional hub, decompresses downtown traffic, supports livability, improves connectivity to Limerick City.



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Promotion: Communicating Tipperary Town's Value Proposition

PHASE I: Short-Term (1–2 Years): Establishing a Strong Brand

Rebranding and Marketing

1. Create a New Town Branding Campaign

- **Action:** Develop a cohesive and inclusive identity that highlights affordability, livability, and community spirit. Move away from potentially insular messaging like "Our Town Our Way" to a brand that appeals to a broader audience.
- **Benefit:** Builds a strong and inviting image for Tipperary Town.

2. Social Media Storytelling

- **Action:** Share success stories, historical highlights, and interactive campaigns (e.g., contests like "Best Memories of Tipperary"). Use platforms like Facebook to engage the community and attract new audiences.
- **Benefit:** Promotes community pride and draws attention from external stakeholders.

3. Advertise Opportunities and Resources Available

- **Action:** Highlight the town's potential for investment, including its high availability of properties and skilled labor.
- **Benefit:** Attracts businesses and developers.

Community Engagement and Visibility

1. Promote Commuter Resources

- **Action:** Provide clear, accessible information on commuting options, including schedules and costs, to appeal to professionals.
- **Benefit:** Positions Tipperary as a strategic commuter hub.

2. Regular Updates on Community Events

- **Action:** Maintain a robust town website with virtual tours, event calendars, community forums, and success stories.
- **Benefit:** Keeps the community informed and engaged while showcasing town activities to outsiders.

PHASE II: Medium-Term (3–5 Years): Expanding the Town's Reach

Collaboration and Outreach

1. Cross-Promotional Partnerships

- **Action:** Work with Limerick City officials, educational institutions, and local businesses to market Tipperary as a complementary destination.
- **Benefit:** Strengthens regional ties and increases visibility.

2. Countrywide Marketing Campaigns

- **Action:** Launch nationwide outreach to showcase Tipperary's revitalization efforts and investment opportunities.
- **Benefit:** Attracts visitors, residents, and investors.



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3. Seasonal and Themed Activities

- **Action:** Host holiday markets, summer fairs, and sports tournaments to draw visitors and foster a sense of community.
- **Benefit:** Creates recurring opportunities for engagement and economic activity.

4. Leverage Ryder Cup 2027

- **Action:** Align marketing with the Ryder Cup to capitalize on international attention and increased traffic.
- **Benefit:** Positions Tipperary as a prime destination during a high-profile event.

Business and Cultural Promotion

1. Host Conferences and Corporate Events

- **Action:** Organize events downtown focused on entrepreneurship, farming, horse breeding, and other local strengths.
- **Benefit:** Promotes investment and builds on the town's economic identity.

2. Coordinate Regional Tourist Itineraries

- **Action:** Collaborate with nearby tourist towns like Cahir and Cashel to create multi-city itineraries.
- **Benefit:** Attracts a steady stream of tourists and strengthens regional partnerships.

3. Racetrack Promotion

- **Action:** Leverage Tipperary Racetrack to market the town to international audiences, particularly those engaging with racing events.
- **Benefit:** Increases visibility and economic opportunities tied to racetrack.

PHASE III: Long-Term (6–10 Years): Sustaining Visibility

Hosting Major Events

1. National and International Events

- **Action:** Use enhanced facilities to host large-scale conferences, sports tournaments, and cultural festivals.
- **Benefit:** Solidifies Tipperary Town as a national destination for tourism and business.

Digital and Traditional Marketing

1. Ongoing Digital Campaigns

- **Action:** Maintain a consistent online presence with regular updates, storytelling, and event announcements.
- **Benefit:** Keeps the town top-of-mind for potential investors, visitors, and new residents.

2. Sustained Regional Partnerships

- **Action:** Continue collaborating with neighboring towns and cities for joint promotional efforts.
- **Benefit:** Ensures Tipperary remains integrated into larger regional tourism and economic strategies.



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Figure. Sample marketing message rebranded to the targeted positioning statement.



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9. Next Steps

A brief summary of next steps is provided below, organized into **short term (1-2 years)**, **medium term (3-5 years)**, and **long term (6-10 years)** interventions. Details are provided in the formal recommendations section above.

Phase I – Short Term: 1 – 2 Years

Laying the Foundation

Product

- Monthly Town Hall Meetings, Merchant Forums, Community Engagement**
 - Facilitate open discussions to share vision and progress and resolve issues.
- Job Creation Initiatives**
 - Partner with businesses from Limerick City to host job fairs.
- Connectivity Improvements**
 - Negotiate improved transit schedules with Irish Rail and Bus Éireann.
- Revitalization of Main Street**
 - Use construction training programs to rehabilitate key properties at lower cost

Price

- Leverage Grants and Public Funding**
 - Compile grant opportunities for early revitalization projects.
 - Publish opportunities for grant funding to town business owners.
- Business-Friendly Tax Incentives**
 - Collaborate with Tipperary County Council to pursue reduced rates and opportunity zones.
- Regulatory Review**
 - Simplify permitting and align local ordinances with development goals.

Place

- Co-Working and Remote Workspaces**
 - Renovate buildings for shared work environments with high-speed internet.
- Auditing Public Spaces**
 - Assess parks and playgrounds for safety upgrades and beautification.
 - Plan community-driven beautification initiatives to improve livability
- Position Tipperary as a Commuter Hub**
 - Improve transit links and promote remote work infrastructure.

Promotion

- Rebranding Campaign**
 - Highlight Tipperary's affordability, livability, and strategic location.
- Social Media Storytelling**
 - Share success stories and town highlights in engaging online campaigns.
 - Utilize the highly trafficked Facebook account and other social media platforms to energize local and non-local champions and philanthropists.
- Shamrock Mapping Day**
 - Organize a town-wide cleanup and property audit event.

Phase II – Medium Term: 3 – 5 Years

Scaling and Consolidation

Product

- Expand Green Spaces**
 - Upgrade parks and recreational facilities
 - Complete renovation of Canon Hayes Recreation Centre.
- Mixed-Use Housing Development**
 - Incentivize downtown residential-commercial projects.
- Engage School-Age Youth**
 - Partner with local schools for civic projects like community art and clean-up drives. Offer awards for participation and creativity.

Price

- Simplify Renovation Processes and Expand Grant Applications**
 - Streamline approvals and provide incentives for rehabilitation projects.
 - Create a dedicated grants team to secure additional funding.
- Subsidize Startups**
 - Provide financial incentives for entrepreneurs, including reduced licensing fees, reduced rent co-working space access, and grants for digital tools.
- Financial Education for Residents and Businesses**
 - Partner with Kemmy Business School to host workshops on budgeting, tax planning, and accessing funding opportunities.

Place

- Downtown Pedestrian Zones**
 - Close portions of downtown streets for outdoor dining and shopping events.
- Host Regional Events**
 - Leverage the Tipperary Racetrack and Canon Hayes Centre for concerts, sports tournaments, and corporate events.
- Expand Remote Workspaces**
 - Add more co-working hubs, tailored to accommodate remote professionals with family-friendly features like childcare and fitness centers.

Promotion

- Reinforce Commuter Town Identity**
 - Advertise the coming bypass boon and rail and livability enhancements.
 - Promote building and worker assets to Limerick City employers
- Host Downtown Festivals**
 - Organize monthly events through volunteer committees.
- Collaborative Regional Marketing**
 - Partner with nearby towns (eg, Cashel, Cahir) to create tourism packages.
- Ryder Cup 2027**
 - Partner with Adare Manor for shuttle services and marketing campaigns.

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Phase III – Long Term: 6 – 10 Years

Sustaining Growth and Innovation

Product

Restore Main Street Properties

- Complete blighted property renovations and activate unused spaces.

Modern Amenities

- Install bike lanes and street furniture.
- Assess the need for EV charging stations based on local EV interest.

Price

Create Community Investment Funds

- Launch crowdfunding initiatives to involve residents in local projects.

Create a Small Business Mentorship Network

- Pair local entrepreneurs with experienced mentors from neighboring cities, alumni of Kemmy Business School, or Tipperary's diaspora.

Establish Community Investment Funds

- Launch a platform for residents and businesses to invest directly in local projects, offering partial returns on profits (e.g., for housing developments, co-working spaces).

Place

Final Integration of Regional Networks

- Fully integrate Tipperary Town's bypass and rail networks into broader transport systems.
- Ensure timely, accessible access to Limerick City via Limerick Junction rail.

Sustainable Transportation

- Develop extensive bike lanes to improve accessibility across the town.
- Install community-oriented, shared bike rental and scooter services.
- Improve rideshare capability for local residents and business owners.

Promotion

National and International Events

- Use upgraded facilities to host large-scale conferences, sports tournaments, horse racing events, and cultural festivals.

Ongoing Digital Campaigns

- Maintain an active online presence with regular updates, storytelling, and promotions. Collaborate with influencers to reach a broader audience.

Sustained Regional Partnerships

- Continue joint tourism and economic development efforts with neighboring towns like Cashel, Cahir, and Limerick City.

Priorities	2025	2026	2027	2028	2029	2030	2031	2032	2033
Community Engagement	Town Hall Meetings & Engagement		Volunteer Committees Host Festivals and Downtown Events, Engage Youth						
	Community Events & Action Groups		Business Education Workshops and Annual Progress Reviews						
Connectivity Improvements	Engage Irish Rail & Bus Éirann								
	Limerick City Partnership								
Livability Enhancements	Audit & Address Derelict Bldgs								
	Beautification & Green Space Exp.								
Infrastructure Development			Downtown Restoration, Grow Green Spaces and Leverage Ryder Cup 2027						
			Expand Childcare and Family Support						
Economic Initiatives			Support Outdoor Dining and Pedestrian Zones						
			Mixed-Use Housing Development						
Community Leadership and Volunteerism			Train and Develop Local Leaders						
			Structured Volunteer Networks						
Major Infrastructure			Restore Main Street Properties & Completion of Bypass						
			Modern Amenities for Attracting Younger Demographics						
Cultural and Recreational Enhancements			Host National Events						
			Celebrate Historical and Cultural Identity						

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Key Performance Indicators

The primary goal of this initiative is to elevate Tipperary Town's performance in key Irish socioeconomic benchmarks to at least the national median within 10 years. These include:

- Unemployment rate
- Social deprivation index
- Population growth rate

Intermediate performance indicators include:

- Establish rail departure time from Tipperary Town or Limerick Junction to enable arrival in Limerick City by 7:30 AM.
- Establish shuttle bus route departure time from Tipperary Town to enable arrival in Limerick City by 7:30 AM.
- Complete the Tipperary Town bypass by 2032.
- Reduce the number of derelict properties on Main Street by 50%.
- Reduce the number of abandoned properties on Main Street by 50%.
- Increase the Tipperary Town pre-primary school daycare capacity by 50%.
- Improve citizen sentiment and engagement on town surveys to the national median.

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10. Conclusion

This Strategic Economic Development Plan is a testament to the spirit, resilience, and potential of Tipperary Town's people. It recognizes the strategic location, rare facilities, and unparalleled community investment, ready to be unleashed through thoughtful action, community alignment, and collaboration. With coordinated, stepwise solutions targeted to a realistic, market-driven outcome, this plan provides a clear and actionable path for revitalization. But it starts and ends with its people. **The community is powerful, but it needs to align for the Town to reach its true potential.** Community alignment requires a coherent and agreed-upon strategic framework centered upon an intentional positioning statement. This will allow the Town's formal and informal leaders to make choices and prioritize among the many possible options it considers. Tipperary Town can no longer try to be everything at once, nor try to be something it used to be.

Global market pressures and a changing world economy have triggered Tipperary Town's decline over the last 40 years. **The Town continues to struggle because it has not differentiated itself in the marketplace of nearby rural towns.** To succeed, it must create a sustainable, compelling value proposition that entices businesses and people to come, stay, work, and play. **The most realistic positioning for this outcome is as a commuter town supporting physical travel to Limerick City and remote work through high-speed connectivity, while creating an environment that empowers parents to work.** At present, Tipperary Town is not suited to this role due to underdeveloped connectivity, negative perception, inadequate childcare services, and poor livability metrics, but those are solvable challenges. Tipperary Town honors its rich history, but it looks forward with hope and determination toward a brighter future where its children thrive and choose to remain, contributing to a vibrant, sustainable community. This can only be done together.



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11. Acknowledgements – To the People of Tipperary Town

We extend our deepest gratitude for welcoming us into your community and sharing your stories, insights, and dreams over the past two months. Your candor and sincerity have brought us a profound understanding of the challenges and opportunities that shape your town. We have been inspired by your boundless spirit, the intelligence and wisdom you bring to every conversation, and your passion for a brighter future.

Your commitment to revitalizing your community has been nothing short of remarkable. It has been an honor to listen, learn, and collaborate with you on this journey toward economic recovery. We believe this is possible because we believe in you.

Thank you.



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13. Appendices

Appendix A: Possible of Funding Options

- **Rural Regeneration and Development Fund (RRDF)**
 - **Scope:** Supports large-scale regeneration projects in rural areas, with funding for revitalisation, infrastructure upgrades, and economic development projects.
 - **Applicability:** Suitable for village center renewal, community infrastructure, and business improvement projects in Tipperary.
 - <https://www.gov.ie/en/policy-information/c77144-rural-regeneration-and-development-fund/>
- **LEADER Programme**
 - **Scope:** EU-funded program supporting community-led local development, focusing on economic development, environmental enhancement, and rural community services.
 - **Applicability:** Could be used to fund small businesses, community projects, and infrastructure improvements in Tipperary.
 - <https://www.gov.ie/en/service/87e09-leader-programme-for-rural-development/>
- **Urban Regeneration and Development Fund (URDF)**
 - **Scope:** Aimed at regenerating and rejuvenating cities and towns through sustainable development.
 - **Applicability:** Can fund larger town development projects like improving town centers, public amenities, and transportation infrastructure.
 - <https://www.gov.ie/en/publication/56ef8-urban-regeneration-and-development-fund-urdf/>
- **Heritage Council Grants**
 - **Scope:** Supports projects that conserve and enhance heritage assets, including buildings, natural environments, and cultural heritage.
 - **Applicability:** Suitable for restoring historic buildings and preserving cultural heritage elements in Tipperary.
 - <https://www.heritagecouncil.ie/funding/funding-schemes>
- **Sustainable Energy Authority of Ireland (SEAI) Grants**
 - **Scope:** Provides grants for energy-efficient upgrades, including retrofitting public buildings, solar installations, and community energy projects.
 - **Applicability:** Use for enhancing energy efficiency in community centers and public buildings, supporting sustainable infrastructure.
 - <https://www.seai.ie/grants/business-grants>
- **National Transport Authority (NTA) Active Travel Investment Programme**
 - **Scope:** Provides funding to local authorities to improve cycling and pedestrian infrastructure.

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- **Applicability:** Can be used to develop pedestrian paths, bike lanes, and improve walkability in Tipperary.
- <https://www.nationaltransport.ie/planning-and-investment/transport-investment/active-travel-investment-programme/>
- **Community Enhancement Programme**
 - **Scope:** Funds small-scale capital projects that improve facilities for disadvantaged communities.
 - **Applicability:** Suitable for upgrading parks, playgrounds, and community facilities in Tipperary.
 - <https://www.gov.ie/en/service/15e467-community-enhancement-scheme/>
- **Biodiversity Action Fund**
 - **Scope:** Supports initiatives that protect and enhance local biodiversity, including habitat conservation and restoration.
 - **Applicability:** Use for green infrastructure projects, habitat restoration, or community gardens that support local biodiversity.
 - <https://www.communityfoundation.ie/apply-for-funding/>
- **Town Centre First Funding**
 - **Scope:** A co-ordinated whole-of-government policy framework to proactively address the decline in the health of towns across Ireland and support measures to regenerate and revitalize them.
 - **Applicability:** Local authorities, supported by the National Town Centre First Office, will collaborate with Town Teams to prioritize revitalizing town centers by addressing vacancy, dereliction, and retaining local employment opportunities.
 - <https://www.localgov.ie/national-programmes/town-centre-first>
- **Town and Village Renewal Scheme**
 - **Scope:** The Town and Village Renewal Scheme provides financial support to projects that help revitalize and regenerate towns and villages in rural Ireland.
 - **Applicability:** To support the economic and social recovery of rural towns with a population of less than 10,000 and focus on projects that have clear positive impacts on the town in terms of placemaking and town center regeneration. It also provided specific funding for streetscapes enhancements.
 - <https://www.localgov.ie/grants-and-funding/town-and-village-renewal-scheme>
- **Croi Conaithe**
 - **Scope:** To attract people to build their own homes and refurbish properties to live in small towns and villages
 - **Applicability:** The Scheme aims to bridge the current “Viability Gap” between the cost of building apartments and the market sale price (where the cost of building is greater).
 - <https://www.housingagency.ie/CroiConaitheCities>
- **European Regional Development Fund**
 - **Scope:** It aims to enable investments in a smarter, greener, more connected and more social Europe that is closer to its citizens.
 - **Applicability:** To support the Town Centre First approach, address dereliction and vacancy – managed by the Regional Assemblies

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- https://ec.europa.eu/regional_policy/funding/erdf_en
- **Historic Structures Fund**
 - **Scope:** The Historic Structures Fund will offer grants from €50,000 up to €200,000, and focus on larger enhancement, refurbishment or reuse projects involving historic structures
 - **Applicability:** To conserve and enhance heritage structures and historic buildings in public and private ownership
 - <https://www.gov.ie/en/service/f78f3-historic-structures-fund/>
- **Vacant Property Refurbishment Grant**
 - **Scope:** Applicants can receive up to €50,000 for refurbishing a vacant property. If the property is deemed derelict—structurally unsound and dangerous—a top-up grant of up to €20,000 is available, bringing the total potential funding to €70,000.
 - **Applicability:** The grant applies to properties that have been vacant for at least two years and were built before 2008. It is available for both residential properties and non-residential properties that are being converted for residential use.
 - <https://www.tipperarycoco.ie/housing/vacant-homes-reporting/vacant-property-refurbishment-grant>

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Appendix B: Creating a Livability Score (algorithm designed by GPT)

Step 1: Define a Livability Score Calculation Method

To calculate livability scores, we can consider several criteria commonly used in quality-of-life indices. Each criterion will be assigned a weight based on its perceived importance. The criteria could include:

1. **Housing Affordability** (20%): Measured by the average cost of housing relative to average incomes.
2. **Employment Opportunities** (20%): Measured by the unemployment rate and job growth in the area.
3. **Education and Schools** (15%): Based on the quality and availability of schools, including secondary education options.
4. **Healthcare Access** (15%): Evaluated by the availability of healthcare facilities and practitioners.
5. **Public Amenities and Recreation** (10%): Based on the availability of parks, recreational areas, sports facilities, and cultural sites.
6. **Transportation and Commute Times** (10%): Based on the availability of public transport and average commute times.
7. **Safety and Crime Rate** (10%): Measured by the crime rate per capita.

Each town can be scored on a scale of 1 to 10 for each criterion, where 10 is the best possible score. The weighted average of these scores will yield the final livability score for each town.

Step 2: Calculate Scores for Cashel, Cahir, and Fethard

Using available data or estimations for each criterion, let's assign scores to Cashel, Cahir, and Fethard based on publicly available information or qualitative assessment (these scores are hypothetical and can be adjusted with precise data).

Cashel

- Housing Affordability: 7
- Employment Opportunities: 6
- Education and Schools: 8
- Healthcare Access: 7
- Public Amenities and Recreation: 8
- Transportation and Commute Times: 5
- Safety and Crime Rate: 8

Weighted Score Calculation:

Cashel Score = $(7 \times 0.2) + (6 \times 0.2) + (8 \times 0.15) + (7 \times 0.15) + (8 \times 0.1) + (5 \times 0.1) + (8 \times 0.1)$
 $\text{Cashel Score} = (7 \times 0.2) + (6 \times 0.2) + (8 \times 0.15) + (7 \times 0.15) + (8 \times 0.1) + (5 \times 0.1) + (8 \times 0.1)$
 $\text{Score} = (7 \times 0.2) + (6 \times 0.2) + (8 \times 0.15) + (7 \times 0.15) + (8 \times 0.1) + (5 \times 0.1) + (8 \times 0.1)$

Cahir

- Housing Affordability: 8



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- Employment Opportunities: 6
- Education and Schools: 7
- Healthcare Access: 6
- Public Amenities and Recreation: 9
- Transportation and Commute Times: 6
- Safety and Crime Rate: 8

Weighted Score Calculation:

$$\text{Cahir Score} = (8 \times 0.2) + (6 \times 0.2) + (7 \times 0.15) + (6 \times 0.15) + (9 \times 0.1) + (6 \times 0.1) + (8 \times 0.1)$$

$$\text{Cahir Score} = (8 \times 0.2) + (6 \times 0.2) + (7 \times 0.15) + (6 \times 0.15) + (9 \times 0.1) + (6 \times 0.1) + (8 \times 0.1)$$

Fethard

- Housing Affordability: 7
- Employment Opportunities: 5
- Education and Schools: 7
- Healthcare Access: 6
- Public Amenities and Recreation: 7
- Transportation and Commute Times: 5
- Safety and Crime Rate: 7

Weighted Score Calculation:

$$\text{Fethard Score} = (7 \times 0.2) + (5 \times 0.2) + (7 \times 0.15) + (6 \times 0.15) + (7 \times 0.1) + (5 \times 0.1) + (7 \times 0.1)$$

$$\text{Fethard Score} = (7 \times 0.2) + (5 \times 0.2) + (7 \times 0.15) + (6 \times 0.15) + (7 \times 0.1) + (5 \times 0.1) + (7 \times 0.1)$$

$$\text{Fethard Score} = (7 \times 0.2) + (5 \times 0.2) + (7 \times 0.15) + (6 \times 0.15) + (7 \times 0.1) + (5 \times 0.1) + (7 \times 0.1)$$

Step 3: Calculate a Score for Tipperary Town

Using similar assumptions:

- Housing Affordability: 6
- Employment Opportunities: 4
- Education and Schools: 6
- Healthcare Access: 6
- Public Amenities and Recreation: 7
- Transportation and Commute Times: 5
- Safety and Crime Rate: 6

Weighted Score Calculation:

Tipperary Town

$$\text{Tipperary Town Score} = (6 \times 0.2) + (4 \times 0.2) + (6 \times 0.15) + (6 \times 0.15) + (7 \times 0.1) + (5 \times 0.1) + (6 \times 0.1)$$

$$\text{Tipperary Town Score} = (6 \times 0.2) + (4 \times 0.2) + (6 \times 0.15) + (6 \times 0.15) + (7 \times 0.1) + (5 \times 0.1) + (6 \times 0.1)$$

$$\text{Tipperary Town Score} = (6 \times 0.2) + (4 \times 0.2) + (6 \times 0.15) + (6 \times 0.15) + (7 \times 0.1) + (5 \times 0.1) + (6 \times 0.1)$$

Step 4: Create a Table with the Scoring Rubric and Scores for the Four Towns



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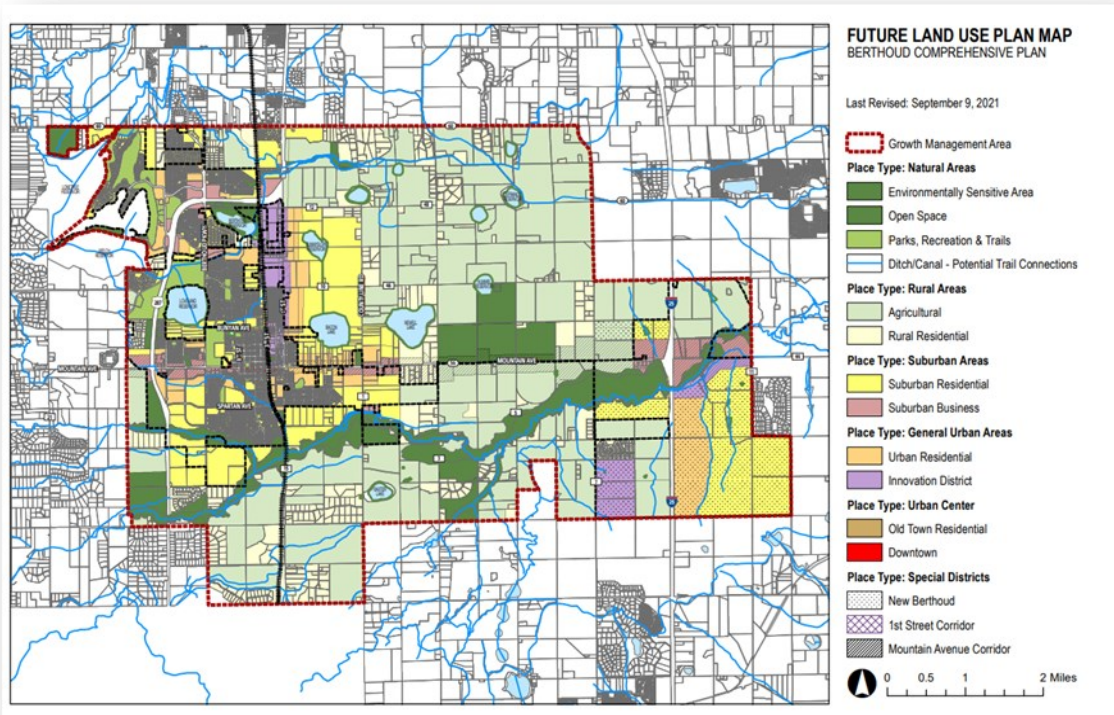
Town	Housing Affordability	Employment Opportunities	Education and Schools	Healthcare Access	Public Amenities and Recreation	Transportation and Commute	Safety and Crime	Livability Score
Cashel	7	6	8	7	8	5	8	6.95
Cahir	8	6	7	6	9	6	8	7.05
Fethard	7	5	7	6	7	5	7	6.50
Tipperary Town	6	4	6	6	7	5	6	5.80

Summary:

From the calculated scores, **Cahir** has the highest livability score at 7.05, followed closely by **Cashel** with a score of 6.95. **Fethard** has a moderate livability score of 6.5, while **Tipperary Town** has the lowest score at 5.8, reflecting the socioeconomic challenges outlined previously. These scores suggest that Cahir and Cashel may offer a more favorable living environment, while Tipperary Town could benefit from targeted improvements in employment opportunities and housing affordability to enhance its overall livability.

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Appendix C: Example of a Future Land Use Plan Map (Berthoud, CO, USA)



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Appendix D: Detroit, MI (USA) Recovery – An Example of Revitalization After Manufacturing Decline

Context

When Detroit was the auto capital of the world and manufacturing was a powerhouse, the city was referred to as “The Paris of the West”. Yet as manufacturing was outsourced and the American auto industry began to decline, the city became synonymous with economic decline and population loss. Nevertheless, over the past 20 or so years, Detroit has undergone a series of transformative initiatives aimed at revitalizing its economy and creating a more inviting environment for both residents and businesses. The success of Detroit’s efforts can provide valuable insights for Tipperary Town. By learning from Detroit’s strategic investments, community development projects, and commitment to revitalization, Tipperary Town can adopt tailored approaches to achieve similar growth and resilience.

A key aspect of Detroit’s revitalization involved implementing incentives and business-friendly policies. The Detroit Economic Growth Corporation (DEGC) played an essential role by offering tax incentives and streamlining processes for businesses of all sizes. This proactive approach encouraged companies to establish operations in the city, spurring job creation and economic activity. Tipperary Town could benefit from establishing a similar set of targeted incentives, fostering economic opportunities and encouraging job creation within the town. However, Tipperary has a unique set of structural differences with respect to governance, autonomy, funding schemes, and executive function under the Irish government compared to Detroit in the United States. Tipperary needs to identify its own revenue sources to provide incentives and control its own future.

Key Factors in Detroit’s Recovery

Detroit’s use of the federal **Opportunity Zones program**, which provided significant tax benefits for investors developing properties in designated areas, also catalyzed investment in previously neglected neighborhoods. Tipperary Town could explore comparable programs or

collaborate with the Irish government to create zones that offer tax advantages, attracting investment and development in underutilized parts of the town.



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Real estate development played another crucial role in Detroit's resurgence. Dan Gilbert, a serial entrepreneur and the billionaire owner of Quicken and the Cleveland Cavaliers, made substantial investments in acquiring and renovating commercial and residential properties, rejuvenating downtown Detroit into a dynamic hub attractive to new businesses, tech startups, and young professionals. **Through his real estate firm Bedrock Detroit, Gilbert has acquired or redeveloped nearly 100 properties in downtown Detroit.** These holdings encompass a diverse array of buildings, including historic landmarks like the Book Tower and the David Stott Building, as well as modern developments such as the Hudson's site project. This extensive portfolio underscores **Gilbert's significant role in the revitalization of Detroit's urban core.**

Tipperary Town can take inspiration from this approach by partnering with investors and developers to revitalize its own town center, making it a more appealing destination for businesses and residents.

Initiatives such as mixed-use developments that blend residential, office, and entertainment spaces could provide a vibrant, inclusive environment that attracts people seeking a modern lifestyle.



Detroit's focus on public spaces and infrastructure revitalization also enhanced its overall appeal.

The Detroit Riverfront Conservancy transformed the riverfront into a lively public space with parks, walking paths, and cultural attractions, boosting local businesses and drawing in residents and tourists. Although it lacks a riverfront, Tipperary could prioritize similar efforts by enhancing its natural assets and public spaces to create attractive communal areas. Investments in parks, scenic walking paths, and community-centric cultural events would help to draw visitors and encourage community engagement.



Improving transportation was another significant factor in Detroit's resurgence.

The development of the QLine streetcar and enhancements to public transit improved connectivity, making it easier for people to commute within the city. Tipperary could benefit from bolstering its local transportation infrastructure, as discussed in this report, ensuring seamless access between neighborhoods and neighboring

towns to support both residents and potential new business ventures.

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Detroit’s emergence as a tech hub was facilitated through the creation of startup support systems and innovation hubs.

TechTown Detroit provided resources and mentorship to startups, fostering innovation and economic diversification.

Tipperary Town can leverage this model by expanding innovation hubs like Tipperary Innovation ENGINE and expanding co-working spaces that offer support to local entrepreneurs. The town has an abundance of derelict buildings that can be repurposed for these efforts – the bones are there. **Creating partnerships with universities, business schools, and tech firms** could drive innovation, diversify the local economy, and attract talent to the area.

Detroit’s Michigan Central Innovation District, led by Ford Motor Company, created a campus focused on mobility innovation, attracting companies interested in cutting-edge research. Tipperary Town could similarly develop specialized industry clusters that align with its strengths, such as green technology or sustainable agriculture. But this can’t be done simply by the town putting a flag in the sand – **they must create active and mutually beneficial partnerships with private individuals and companies by cultivating a business environment in which they can succeed.** At present, there are investors wishing to do business in Tipperary Town but they simply cannot because there is a negative return on investment in the current economic environment.

Economic Indicator	2010 Value	2020 Value	2024 Value	Change (2010–2024)
Median Household Income	\$26,098	\$31,283	\$36,842	+41.1%
Unemployment Rate	19.9%	8.8%	4.5%	-15.4 percentage points
Gross Domestic Product (GDP)	\$200B	\$290B	\$322.6B	+61.3%
Number of New Businesses	15,000	20,000	23,500	+56.7%
Investment in Infrastructure	\$1.5B	\$3.2B	\$4.8B	+220%
Tourism Revenue	\$2.4B	\$3.5B	\$4.1B	+70.8%
Tech Sector Growth (Startups)	500	1,200	1,800	+260%
Public-Private Partnership Projects	25	60	85	+240%
Art and Cultural Investment	\$50M	\$120M	\$150M	+200%
Workforce Training Program Participation	10,000	20,000	30,000	+200%

Table. Detroit, MI (USA) economic indicators 2010-2024

Cultural and artistic revitalization was another important element of Detroit’s transformation.

The city embraced its rich heritage in music, art, and design, investing in initiatives that attracted artists, creatives, and entrepreneurs. Tipperary Town, with its strong cultural and historical heritage, can draw from this example by investing in local art projects, music festivals, and cultural installations that reinforce its identity and appeal. Tipperary Town has a major problem with negative public perception, and cultural enrichment can help with this. Programs that promote public art and community-driven projects could enhance Tipperary’s visual landscape and attract visitors and residents interested in cultural experiences.

Detroit’s educational and workforce development initiatives laid a foundation for long-term growth. The **Detroit Promise Program offered free college tuition for local high school graduates**, encouraging families to stay and invest in the city’s future. Tipperary could establish similar scholarship initiatives or vocational training programs in partnership with educational



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institutions to support workforce development. Additionally, job training and apprenticeship programs in emerging industries could not only attract new residents, but equip current residents with skills needed to thrive in sectors such as technology, advanced manufacturing, and renewable energy.

Community and neighborhood revitalization initiatives were essential in attracting new residents to Detroit. **The Strategic Neighborhood Fund (SNF) invested in revitalizing commercial corridors and residential areas, ensuring balanced growth beyond the city center.** Tipperary Town could implement a similar approach by investing in neighborhood improvement projects that make different parts of the town attractive for living and working. **Policies that promote affordable housing** would ensure that growth remains inclusive, encouraging a diverse population to settle and contribute to the town's vibrancy.

Sustainability and green initiatives also played a significant role in Detroit's transformation. **The city embraced urban agriculture by turning vacant lots into community gardens and green spaces, fostering community interaction and local food production.** The Michigan Urban Farming Initiative is based in Detroit's North End community. The non-profit's primary focus is the redevelopment of a three-acre area in Detroit's North End, which is positioned as an epicenter of urban agriculture. It focuses on creating effective strategies for increasing food security, cost-competitive and scalable models for blight deconstruction, and Innovation in Blue and Green infrastructure. Tipperary Town, with its rural setting, could amplify this concept by promoting community gardens, eco-friendly developments, and green spaces that enhance the town's landscape. This would promote livability standards and synergize with its agricultural roots. Investments in sustainable infrastructure and renewable energy projects could also draw eco-conscious businesses and residents.



Although Detroit is a much different city, from population to regulations to resources, the core lessons from Detroit's revival offers ample advice to Tipperary Town in charting its path toward economic development and population growth. By adopting strategic investments, fostering innovation, revitalizing public spaces, and emphasizing community-driven cultural and educational initiatives, Tipperary can position itself as a model of resilience and progress. While significant challenges remain, the potential for revitalization and a brighter future is within reach.

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Sources for data table:

- Median Household Income and Unemployment Rate: U.S. Census Bureau
- GDP: Detroit Regional Chamber
- New Businesses and Tech Sector Growth: Detroit Economic Growth Corporation
- Infrastructure Investment: City of Detroit Reports
- Tourism Revenue: Detroit Metro Convention & Visitors Bureau
- Public-Private Partnerships and Cultural Investment: Detroit Arts Commission

Brief Summary of Economic Indicators

1. Median Household Income Growth

Between 2010 and 2024, Detroit's median household income increased from \$26,098 to \$36,842, marking a 41.1% rise. This growth reflects improved economic conditions and increased earning potential for residents.

2. Unemployment Rate Decline

The unemployment rate in Detroit decreased significantly from 19.9% in 2010 to 4.5% in 2024, a reduction of 15.4 percentage points. This decline indicates successful job creation and economic recovery efforts.

3. Gross Domestic Product (GDP) Increase

Detroit's GDP grew from \$200 billion in 2010 to \$322.6 billion in 2024, representing a 61.3% increase. This substantial growth underscores the city's expanding economic activity and diversification.

4. Rise in New Business Establishments

The number of new businesses in Detroit rose from 15,000 in 2010 to 23,500 in 2024, a 56.7% increase. This surge highlights a favorable business environment and entrepreneurial growth.

5. Infrastructure Investment Growth

Investment in infrastructure escalated from \$1.5 billion in 2010 to \$4.8 billion in 2024, a 220% increase. Enhanced infrastructure has been pivotal in supporting economic development and improving quality of life.

6. Tourism Revenue Expansion

Tourism revenue in Detroit grew from \$2.4 billion in 2010 to \$4.1 billion in 2024, a 70.8% increase. This growth reflects the city's enhanced appeal as a tourist destination.

7. Tech Sector Growth



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The number of tech startups in Detroit increased from 500 in 2010 to 1,800 in 2024, a 260% rise. This expansion signifies the city's emergence as a hub for technology and innovation.

8. Public-Private Partnership Projects

The count of public-private partnership projects grew from 25 in 2010 to 85 in 2024, a 240% increase. These collaborations have been instrumental in driving development and revitalization efforts.

9. Art and Cultural Investment

Investment in art and cultural initiatives rose from \$50 million in 2010 to \$150 million in 2024, a 200% increase. This investment has enriched the city's cultural landscape and attracted tourism.

10. Workforce Training Program Participation

Participation in workforce training programs increased from 10,000 individuals in 2010 to 30,000 in 2024, a 200% rise. These programs have equipped residents with skills necessary for emerging industries.

These indicators collectively demonstrate Detroit's significant strides in economic revitalization, highlighting improvements in income levels, employment rates, business growth, infrastructure development, and cultural investments.



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Appendix E. Lessons on community engagement from “Getting Past No”: Negotiating in Difficult Situations” by William Ury and Random House Publishing Group

(p.110-111) *“One of the most common negotiating mistakes is to announce that you have found the solution to the problem. City planners unveil their scheme for a new waste-disposal site without having involved the residents of the surrounding neighborhood; in response, a citizens’ group immediately organizes to fight the project. Management announces a streamlined work plan without having consulted its employees; the workers secretly sabotage the plan. The national budget director and the President’s chief of staff closet themselves with six congressional leaders and emerge with an agreed-upon set of budget cuts; members of Congress who weren’t involved denounce the agreement and reject it in the subsequent vote.*

So, too, your negotiating counterparts are likely to reject your proposal if they have no role in shaping it. Negotiation is not just a technical problem-solving exercise but a political process in which the different parties must participate and craft an agreement together. The process is just as important as the product. You may feel frustrated that negotiations take as long as they do, but remember that negotiation is a ritual—a ritual of participation. People see things differently when they become involved. They may make allowances they would not otherwise make. They may become comfortable with ideas they once rejected. As they infuse their ideas into the proposal, they make it their own.”

(p.129) *“Building a golden bridge involves much more than making the other side an attractive proposal. First, it means **involving them in crafting the agreement**. Second, it means looking beyond their obvious interests, such as money, to **address their more intangible needs, such as recognition or autonomy**. Third, it means **helping them save face** as they back away from their initial position; it means **finding a way for them to present the agreement to their constituents as a victory**. And last, it means **going slow to go fast**, guiding them step-by-step across the bridge.*

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Appendix F: Population Growth of Irish Towns (1992 to 2022)¹⁴³

Ballina, Ireland has experienced significant growth (+620%) since 1992, primarily due to its strategic economic positioning and government support. The town has been designated as an economic driver for Mayo, capitalizing on its status as a Key Town within the Sligo Regional Growth Centre context and its location along the Atlantic Economic Corridor. Ballina's growth is supported by its advantageous location near the River Moy and Killala Bay, as well as its proximity to Ireland West Airport Knock, enhancing connectivity for businesses. The local government has actively developed growth cluster studies and economic strategies to support Ballina's role, while focusing on improving infrastructure and quality of life to make the town an attractive place to live and work.

Blue: Competitor towns of Tipperary Town

Bright Green: Very strong growth since 1992 (*examples: Cahir, Cashel, Nenagh*)

Light Green: Strong growth since 1992 (*examples: Fethard, Clonmel*)

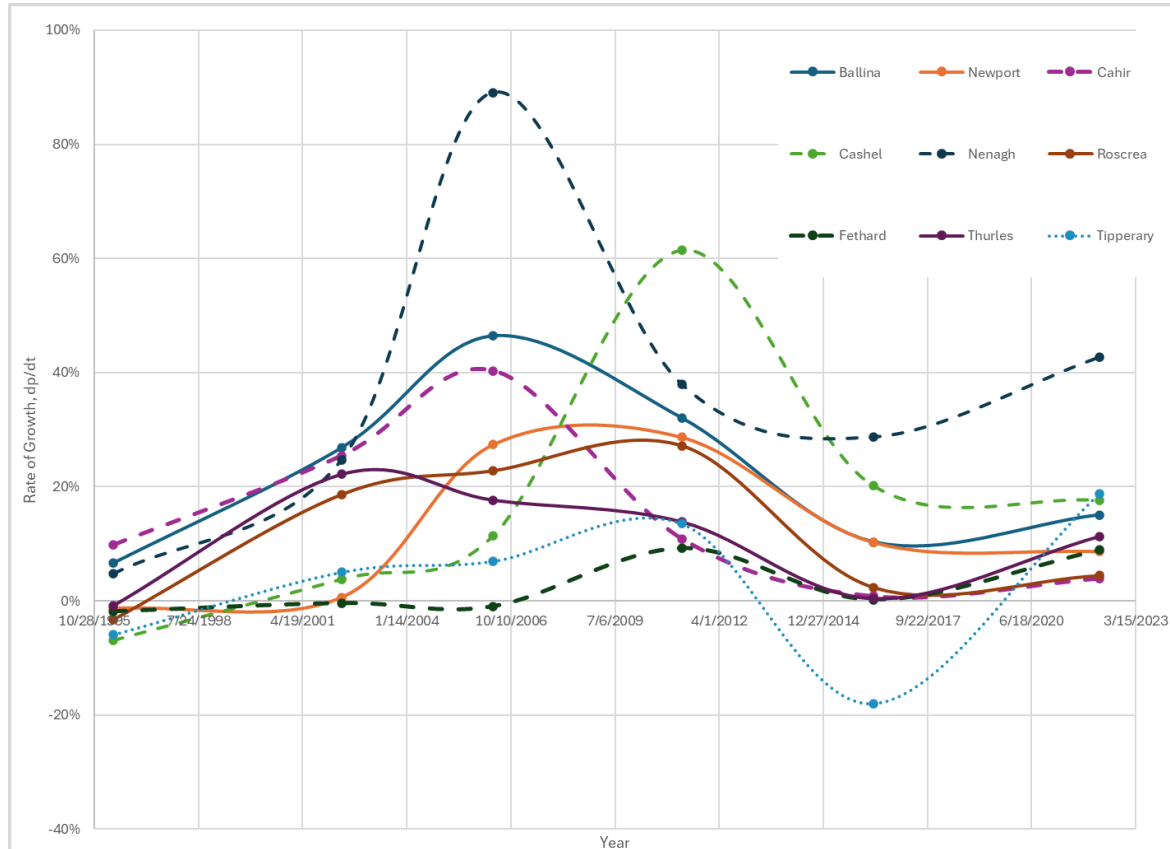
Rose: Minimal change since 1992 (*example: Tipperary Town*)

Gray: Population decline since 1992

Town	1992	1996	2002	2006	2011	2016	2022	1996	2002	2006	2011	2016	2022	TOTAL
Ballina	477	598	1,185	1,861	2,442	2,632	2,959	125%	198%	157%	131%	108%	112%	620%
Newport	896	873	887	1,286	1,806	1,995	2,183	97%	102%	145%	140%	110%	109%	244%
Kilsheelan	435	461	497	520	809	812	837	106%	108%	105%	156%	100%	103%	192%
Newcastle	193	186	201	245	328	352	351	96%	108%	122%	134%	107%	100%	182%
Cahir	2,055	2,236	2,794	3,381	3,578	3,593	3,679	109%	125%	121%	106%	100%	102%	179%
Holycross	396	447	610	700	714	715	697	113%	136%	115%	102%	100%	97%	176%
Cashel	2,814	2,687	2,770	2,936	4,051	4,422	4,805	95%	103%	106%	138%	109%	109%	171%
Nenagh	5,825	5,913	6,454	7,751	8,439	8,968	9,895	102%	109%	120%	109%	106%	110%	170%
Cloughjordan	476	447	431	394	511	612	701	94%	96%	91%	130%	120%	115%	147%
Portroe	314	411	401	454	468	461	459	131%	98%	113%	103%	99%	100%	146%
Silvermines	209	202	257	269	288	310	301	97%	127%	105%	107%	108%	97%	144%
Borrisokane	784	850	832	832	964	942	1,117	108%	98%	100%	116%	98%	119%	142%
Mullinahone	379	358	348	372	481	499	523	94%	97%	107%	129%	104%	105%	138%
Roscrea	4,231	4,170	4,578	4,910	5,403	5,446	5,542	99%	110%	107%	110%	101%	102%	131%
Borrisoleigh	585	564	598	626	708	679	724	96%	106%	105%	113%	96%	107%	124%
Golden	293	262	268	255	269	267	362	89%	102%	95%	105%	99%	136%	124%
Fethard	1,431	1,397	1,388	1,374	1,541	1,545	1,738	98%	99%	99%	112%	100%	112%	121%
Clonmel	15,562	16,182	16,910	17,008	17,908	17,140	18,369	104%	104%	101%	105%	96%	107%	118%
Thurles	6,955	6,939	7,425	7,682	7,933	7,940	8,185	100%	107%	103%	103%	100%	103%	118%

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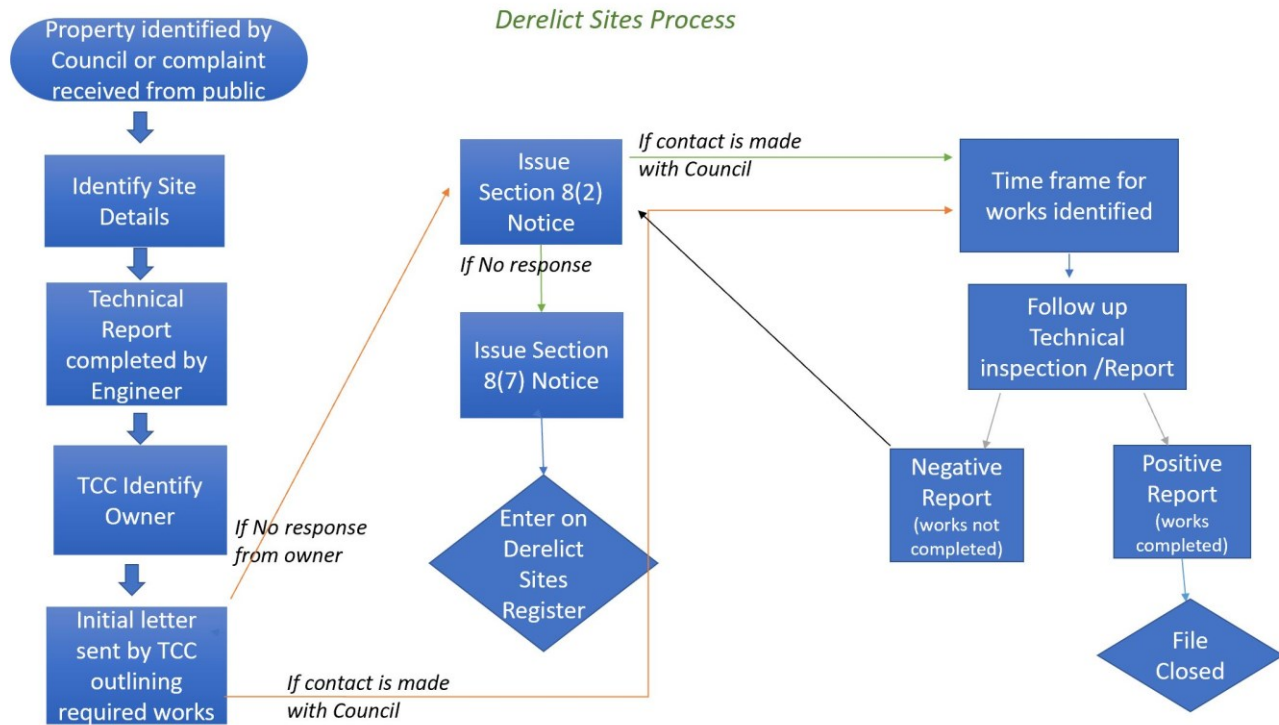
Cappawhite	350	345	340	328	369	343	403	99%	99%	96%	113%	93%	117%	115%
Clogheen	499	518	550	509	491	478	564	104%	106%	93%	96%	97%	118%	113%
Ardfinnan	868	848	779	747	946	899	978	98%	92%	96%	127%	95%	109%	113%
Bansha	293	288	302	272	349	333	329	98%	105%	90%	128%	95%	99%	112%
Carrick-on-Suir	5,143	5,217	5,586	5,906	5,931	5,771	5,752	101%	107%	106%	100%	97%	100%	112%
Tipperary	4,963	4,854	4,964	5,065	5,310	4,979	5,387	98%	102%	102%	105%	94%	108%	109%
Killenaule	701	725	715	597	713	652	755	103%	99%	83%	119%	91%	116%	108%
Ballyporeen	324	293	295	304	313	318	346	90%	101%	103%	103%	102%	109%	107%
Templetuohy	238	293	325	322	323	282	249	123%	111%	99%	100%	87%	88%	105%
Emly	334	324	278	293	348	302	338	97%	86%	105%	119%	87%	112%	101%
Ballingarry	293	315	314	129	293	269	291	108%	100%	41%	227%	92%	108%	99%
Puckaun	256	235	269	239	273	250	245	92%	114%	89%	114%	92%	98%	96%
Dundrum	247	219	191	191	220	165	221	89%	87%	100%	115%	75%	134%	89%
Templemore	2,325	2,244	2,270	2,384	2,071	1,939	2,005	97%	101%	105%	87%	94%	103%	86%
Littleton	566	544	500	463	410	394	414	96%	92%	93%	89%	96%	105%	73%
Toomevara	411	362	321	286	311	280	283	88%	89%	89%	109%	90%	101%	69%



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Appendix G: Tipperary Council – Derelict Sites Process Map

The following process map guides the identification, flagging, and intervention upon derelict properties in Tipperary County.



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Appendix H. Alignment with Policy Frameworks

Brief list of policy frameworks that influenced the recommendations in this report.

National Policy Frameworks

- 1. Planning and Development Act, 2000 (Act No. 30 of 2000)**
 - Establishes a regulatory framework for land use and development in Ireland.
 - <https://www.irishstatutebook.ie/eli/2000/act/30/enacted/en/html>
- 2. Planning and Development (Amendment) Act, 2018 (Act No. 16 of 2018)**
 - Updates planning guidelines to streamline housing delivery and promote sustainable urban growth.
 - <https://www.irishstatutebook.ie/eli/2018/act/16/enacted/en/html>
- 3. Residential Tenancies Act, 2004 (Act No. 27 of 2004)**
 - Protects tenant rights while regulating rental markets to address housing affordability.
 - <https://www.irishstatutebook.ie/eli/2004/act/27/enacted/en/html>
- 4. Building Control (Amendment) Regulations, 2014 (S.I. No. 9 of 2014)**
 - Ensures compliance with building safety standards and quality assurance protocols.
 - <https://www.irishstatutebook.ie/eli/2014/si/9/made/en/print>
- 5. Climate Action and Low Carbon Development (Amendment) Act, 2021 (Act No. 32 of 2021)**
 - Mandates carbon emission reduction targets and outlines a roadmap for climate resilience.
 - <https://www.irishstatutebook.ie/eli/2021/act/32/enacted/en/html>
- 6. Urban Regeneration and Development Fund (Department of Housing, Local Government and Heritage)**
 - Allocates funding to urban renewal projects to stimulate economic and community growth.
 - <https://www.gov.ie/en/service/urban-regeneration-and-development-fund/>
- 7. Project Ireland 2040: Building Ireland's Future**
 - Defines long-term strategies for regional development, infrastructure, and housing.
 - <https://www.gov.ie/en/campaigns/09022006-project-ireland-2040/>
- 8. Directive 2014/52/EU (Environmental Impact Assessment)**
 - Requires assessments to evaluate the environmental impact of public and private projects.
 - <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32014L0052>
- 9. Local Government Reform Act 2014 (Act No. 1 of 2014)**
 - Restructures local authorities to enhance governance efficiency and accountability.
 - <https://www.irishstatutebook.ie/eli/2014/act/1/enacted/en/html>

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County Policy Frameworks

1. **Tipperary County Development Plan 2022–2028**
 - Guides spatial development, housing, and infrastructure priorities across Tipperary County.
 - <https://www.tipperarycoco.ie/sites/default/files/2022-08/Tipperary%20County%20Development%20Plan%202022%20-%202028.pdf>
2. **County Tipperary Local Economic and Community Plan 2024–2029**
 - Supports local economic growth and community well-being through strategic initiatives.
 - <https://www.tipperarycoco.ie/sites/default/files/2024-06/County%20Tipperary%20Local%20Economic%20and%20Community%20Plan%202024-2029%20%28FINAL%29.pdf>
3. **County of Tipperary (Waste Management) Bye-laws, 2018**
 - Regulates waste disposal practices to improve environmental sustainability.
 - <https://www.tipperarycoco.ie/sites/default/files/2022-07/Waste%20Management%20Byelaws.pdf>
4. **Tipperary-Cahir-Cashel Municipal District Casual Trading Bye-Laws 2021**
 - Manages public trading spaces to balance local commerce and community needs.
 - <https://www.tipperarycoco.ie/planning-and-building/casual-trading-licence/tipperary-cahir-cashel-md-casual-trading-licence>
5. **Nenagh and Environs Local Area Plan 2024–2030**
 - Directs land use and development policies to accommodate population growth in Nenagh.
 - <https://www.tipperarycoco.ie/planning-and-building/local-area-plan-consultation/nenagh-and-environs-local-area-plan-2024-2030>
6. **Clonmel and Environs Local Area Plan 2024–2030**
 - Shapes urban expansion and revitalization efforts in Clonmel.
 - https://www.tipperarycoco.ie/sites/default/files/2024-03/Clonmel%20Local%20Area%20Plan%202024-2030%20-%20Written%20Statement_0.pdf
7. **Cahir Local Area Plan 2021–2027**
 - Defines zoning and infrastructure investments to support Cahir's economic development.
 - <https://www.tipperarycoco.ie/planning-and-building/local-area-plan-consultation/cahir-local-area-plan-2021-2027>
8. **Fethard Public Realm Plan (2008)**
 - Enhances the public realm through conservation and urban improvement projects.
 - https://www.tipperarycoco.ie/sites/default/files/2022-08/Fethard%20Public%20Realm%20Plan%202008_1.pdf
9. **Southern Regional Assembly: Regional Spatial and Economic Strategy for the Southern Region (2020)**
 - Promotes balanced regional growth by integrating spatial and economic objectives.
 - <https://www.southernassembly.ie/regional-strategies/regional-spatial-economic-strategy>

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Town Policy Frameworks

1. **Tipperary Town Local Area Plan 2025–2031**
 - Outlines strategic land use, housing, and infrastructure improvements for Tipperary Town.
 - <https://consultations.tipperarycoco.ie/sites/default/files/2024-05/Tipperary%20Town%20LAP%20Issues%20Paper.pdf>
2. **Tipperary Town & Environs Development Plan 2013–2019**
 - Provides a comprehensive planning framework to guide urban development and services.
 - <https://www.tipperarycoco.ie/planning-and-building/development-plan-consultation/tipperary-town-environs-development-plan-2013>
3. **Tipperary Town Revitalisation SEC Energy Master Plan (2024)**
 - Supports renewable energy adoption and energy efficiency initiatives for the town.
 - <https://n24cahirlimerick.ie/>
4. **Tipperary Town Landscape & Biodiversity Plan 2022–2027**
 - Protects local biodiversity while promoting sustainable landscaping practices.
 - <https://tipptownrevitalisation.ie/2022/06/01/creative-places-funding-confirmed-for-tipperary-town/>
5. **Tipperary Town Heritage Audit (2021)**
 - Evaluates and documents the town's heritage assets to guide preservation efforts.
 - <https://www.tipperarytown.ie/latest-news/tipperary-tidy-towns/>
6. **Tipperary Town Workshop Feedback Report (2023)**
 - Captures community input to shape development priorities and projects.
 - <https://www.tipperarycoco.ie/your-area/tipperary-cahir-cashel-municipal-district>
7. **Tipperary Town Collaborative Town Centre Health Check (CTCHC) Report (2022)**
 - Assesses the economic and social health of the town center for targeted interventions.
 - <https://tipperarytownrevitalisation.files.wordpress.com/2021/12/tipperary-town-consumer-surveys.pdf>
8. **Tipperary Town Tourism Action Plan (2020)**
 - Promotes tourism growth through strategic marketing and infrastructure improvements.
 - <https://www.tipperarycoco.ie/business-and-economy/economic-development-statistical-reports>
9. **Tipperary Town Strategy and Action Plan to 2035 (2022)**
 - Lays out long-term goals for economic development and quality of life enhancements.
 - <https://tipptownrevitalisation.ie/wp-content/uploads/2022/07/ttap2035-web.pdf>

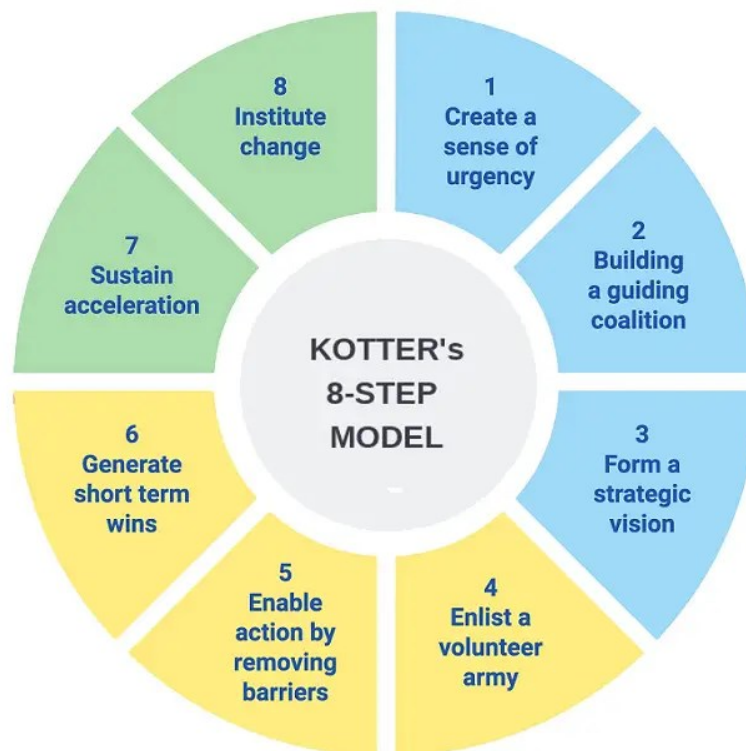


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Appendix I. Kotter's Model for Change Management

The 8-Step Kotter Change Model¹⁴⁴ provides a structured, people-centered framework that can be adopted to Tipperary Town's need for synergy and successful change management. Each step of the Kotter model builds on a logical sequence, ensuring change is not only initiated but also sustained over the long term. For example, creating a sense of urgency around the need for revitalization taps into the town's civic pride and motivates stakeholders to act immediately. Building a guiding coalition of town leaders, business owners, and community groups encourages collaboration and coordination across sectors, uniting efforts under a common goal and creating synergies that prevent cross-purpose actions.

Forming a strategic vision for developing community synergy through Kotter's model allows the town to create a clear and inspiring roadmap that residents can rally behind, while the steps focused on short-term wins and removing barriers address potential roadblocks to progress. Generating early visible successes, such as community events and beautification projects, builds confidence and keeps the community engaged. Sustaining acceleration in Kotter's framework ensures that initial enthusiasm doesn't fizzle out but rather builds momentum for future initiatives. Finally, embedding changes into the town's cultural and social norms helps make community involvement a lasting legacy, fostering an environment where revitalization efforts continue to grow and evolve beyond individual projects.



BA Theories. (n.d.). Kotter's 8-Step Change Model. <https://www.batheories.com/change-management>



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01. Create A Sense of Urgency

Inspire people to act – with passion and purpose – to achieve a bold, aspirational opportunity. Build momentum that excites people to pursue a compelling (and clear) vision of the future... together.

03. Form A Strategic Vision

Clarify how the future will be different from the past and get buy-in for how you can make that future a reality through initiatives linked directly to the vision.

05. Enable Action by Removing Barriers

Remove the obstacles that slow things down or create roadblocks to progress. Clear the way for people to innovate, work more nimbly across silos, and generate impact quickly.

07. Sustain Acceleration

Press harder after the first successes. Your increasing credibility can improve systems, structures and policies. Be relentless with initiating change after change until the vision is a reality.

02. Build A Guiding Coalition

A volunteer network needs a coalition of committed people – born of its own ranks – to guide it, coordinate it, and communicate its activities.

04. Enlist A Volunteer Army

Large-scale change can only occur when massive numbers of people rally around a common opportunity. At an individual level, they must want to actively contribute. Collectively, they must be unified in the pursuit of achieving the goal together.

06. Generate Short-Term Wins

Wins are the molecules of results. They must be recognized, collected, and communicated – early and often – to track progress and energize volunteers to persist.

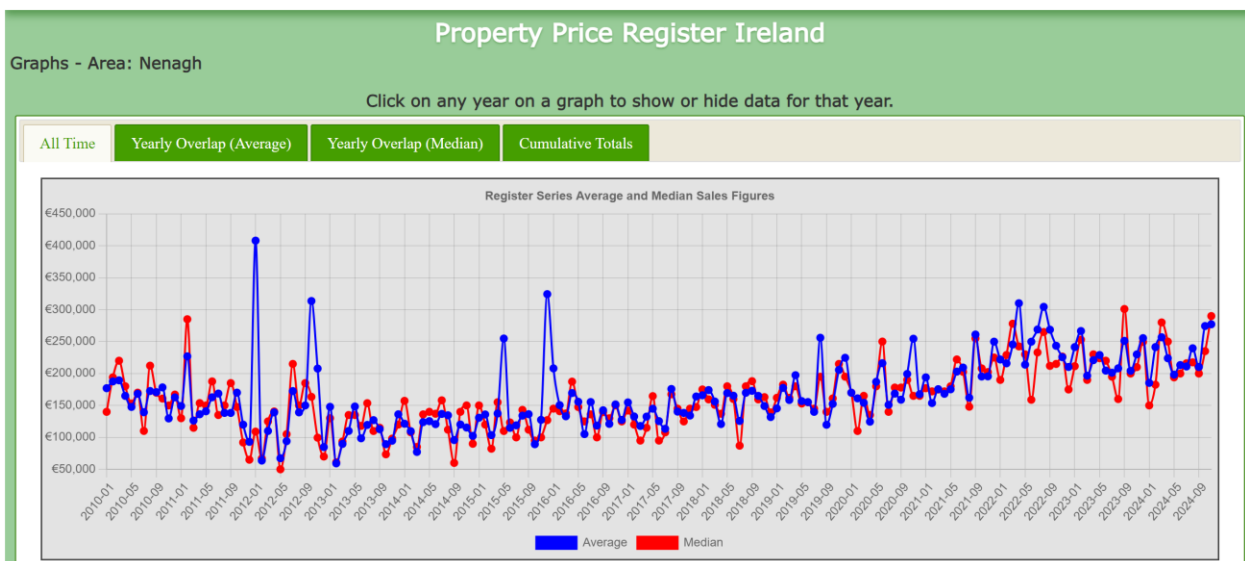
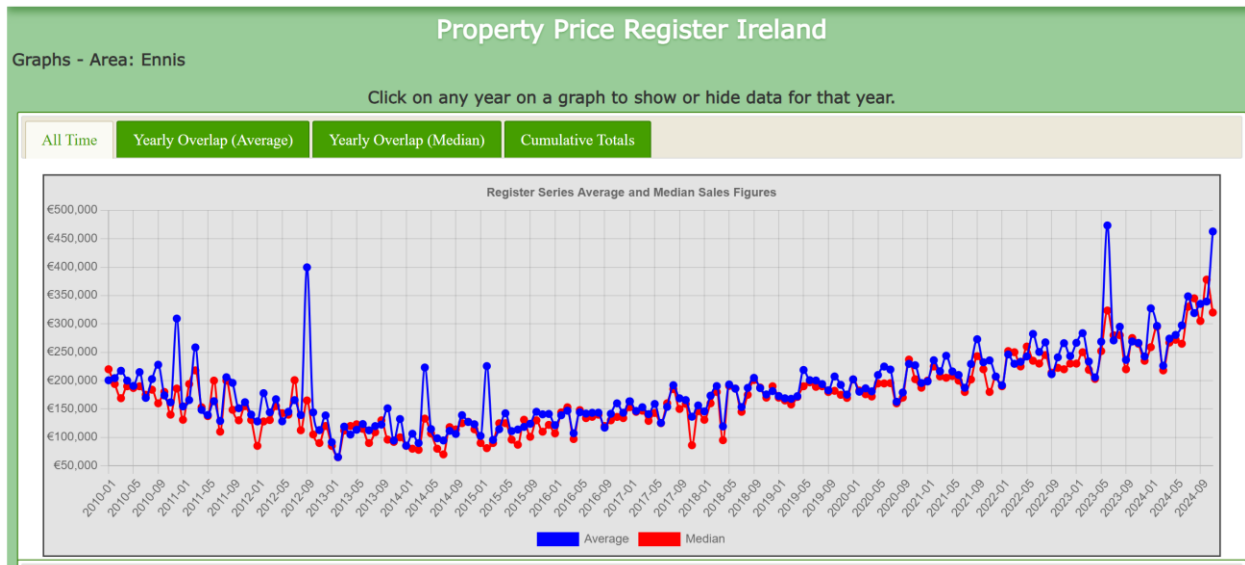
08. Institute Change

Articulate the connections between new behaviors and organizational success, making sure they continue until they become strong enough to replace old habits. Evaluate systems and processes to ensure management practices reinforce the new behaviors, mindsets, and ways of working you invested in.

Kotter Inc. (n.d.). *The 8-Step Process for Leading Change*. Kotter Inc. Retrieved November 8, 2024, from <https://www.kotterinc.com/methodology/8-steps/>

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Appendix J. Housing Prices from Property Price Register Ireland



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Property Price Register Ireland

Graphs - Area: Newcastle West

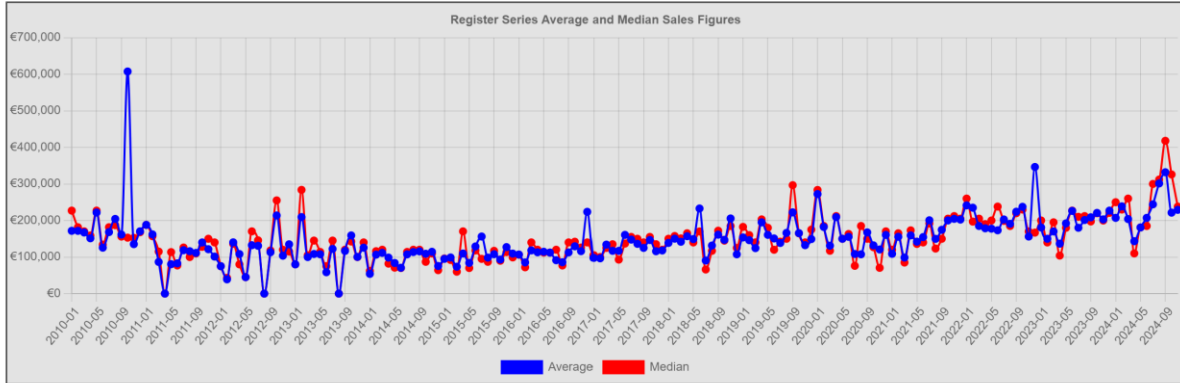
Click on any year on a graph to show or hide data for that year.

All Time

Yearly Overlap (Average)

Yearly Overlap (Median)

Cumulative Totals



Property Price Register Ireland

Graphs - Area: Tipperary

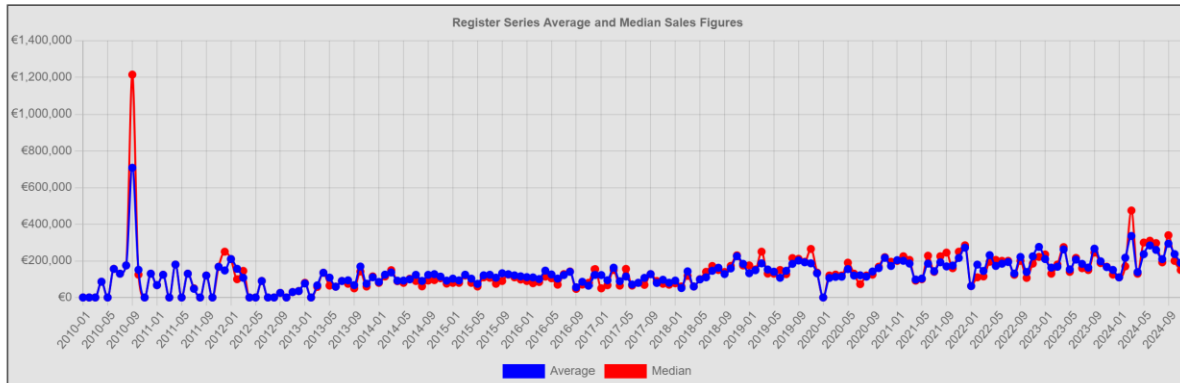
Click on any year on a graph to show or hide data for that year.

All Time

Yearly Overlap (Average)

Yearly Overlap (Median)

Cumulative Totals



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14. Companion Documents

United States Environmental Protection Agency. (2015). Smart Growth Assessment for Rural Communities questionnaire. Retrieved from https://www.epa.gov/sites/default/files/2015-07/documents/smart_growth_self-assessment_rural_communities.pdf.



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